



Training on:
“START AND IMPROVE YOUR BUSINESS”

Freetown, Makeni and Bo
Sierra Leone

FINAL REPORT

Training on:
“Start and Improve your Business”



INTRODUCTION

Start and Improve Your Business

The International Labour Organization's (ILO's) *Start and Improve Your Business (SIYB)* program is a system of interrelated training packages and supporting materials for small-scale entrepreneurs to start and grow their businesses. SIYB aims to increase the viability of small and medium enterprises through sound management principles suitable for the environment of developing countries. *SIYB* is comprised of four modules: *Generate Your Business*, *Start Your Business*, *Improve Your Business*, and *Expand Your Business*. Each module is adapted and translated to specific country needs.

The Start & Improve Your Business (SIYB) programme is a management-training programme with a focus on starting and improving small businesses as a strategy for creating more and better employment in developing economies and economies in transition.

OBJECTIVES

The overall SIYB objective is to contribute to economic development and to the creation of new and better jobs. The immediate objectives are:

- o To enable local Business Development Service (BDS) organizations, and among them explicitly women's organizations, to effectively and independently implement business start-up and improvement training and related activities for potential and existing entrepreneurs; and
- o To enable potential and existing small entrepreneurs, both women and men, through these BDS organizations to start viable businesses and to increase the viability and profitability of existing enterprises, and to create quality employment for others in the process.

The series of five one week courses on Start and Improve Your Business was based on ILO training material. Out of the five courses one course was about "Training of trainers - Start Your Business" and four courses were about "Start your Business". A total of 113 participants were trained: 23 participants attended the "Training of trainers - Start Your Business" and 90 attended the "Start your Business". Each course was a 5-day training of 40 hours of work. The trainings were held in Freetown, Makeni and Bo.

SYB is a materials-based training programme for potential entrepreneurs with a business idea who want to proceed and start their own business. This very interactive training can be organized flexibly according to clients' needs, takes approximately 5 days and is taught using advanced adult training methodologies.

The objective of SYB training is to enable potential entrepreneurs to develop concrete, feasible and bankable business ideas to start their own small business. By the end of the training course, these potential entrepreneurs will have completed a basic business plan. The business plan will serve as a blue print for the entrepreneurs in starting up the business.

SYB training is designed to assist potential entrepreneurs to, among others:

- Draft a marketing strategy
- Plan their staff needs
- Cost their goods and services
- Decide about the legal form of their business
- Get a clear idea about the licenses and the permits needed
- Assess the environmental impact of their planned business
- Forecast their finances

The SYB training materials comprise the SYB manual and business plan booklet and the SYB Business Game:

- The SYB manual is used during the training and is a source of reference after the course. The manual explains step by step the process to follow to prepare and implement business plan. Explanations are given in easy-to-understand language and plenty of illustrations are used to explain concepts and solutions as clearly as possible. Relevant examples and exercises relating to business women and men are important features in the manual, enabling the reader to immediately apply the theory of learning and to complete the corresponding section in the business plan booklets.
- The SIYB Business Game enables the potential entrepreneurs to simulate a small business. They experience the management challenge of running a small business, and can immediately apply the theory of learning in practice. The advanced version of the Game allows the entrepreneurs to experiment the challenges of managing small businesses with multi-product portfolios in different markets.

The training courses were delivered in Sierra Leone as listed below:

Event	Course	Trainers
29 Oct. - 9 Nov.	ToT - Start Your Business (A155710)	Ms. Sibongile SIBANDA Ms. Mafalele MOLALA SAIDI
3 - 7 December	Start Your Business (A155711)	Ms. Sibongile SIBANDA
3 - 7 December	Start Your Business (A155712)	Ms. Mafalele MOLALA SAIDI
10 - 14 December	Start Your Business (A155713)	Ms. Mafalele MOLALA SAIDI
10 - 14 December	Start Your Business (A155714)	Ms. Sibongile SIBANDA

MANEGEMENT AND FACULTY

- o Mr Joel Alcocer, Enterprise and Value Chain Development Specialist from ITC-ILO, Manager of the Activity
- o Ms Sibongile Sibanda, SIYB Master Trainer
- o Ms Mafalele Molala Saidi, SIYB Master Trainer

THE COURSES

TRAINING OF TRAINERS - Start Your Business

Participants – ToT SYB

The Start and Improve Your Business training of trainers workshop was conducted from 30 October 2012 to 9 November 2012, in Freetown, Sierra Leone. Twenty three participants attended the 10 day long training workshop representing a total of 17 institutions. (List of participants Annex 1)

Training Needs Analysis - ToT SYB

The SIYB Entry Form was administered before the training of the youth in order to identify training needs and expectations of the participants. Analysis of the forms revealed that the participating youth are generally not employed whilst a few run their own businesses in a variety of areas such as consultancy, agribusinesses and trade related activities.

Participants expected that the training would deal with technical issues in growing Cassava as there was an initial promise for such training to be provided. Government Officials at the workshops assured participants that such training is still going to be arranged on the farms. Participants were happy to learn about business planning and management as it complements the technical skills that would be acquired before the participants are deployed to their respective farms.

Generally participants were not able to articulate in detail what kind of business they wanted to engage in. This required the training to spend time on strategies for identifying a business idea to pursue. The training focussed on brainstorming and analysing customer needs and preferences as methods for identifying opportunities within the Cassava and Coca value chains.

Participant's expectations - ToT SYB

At the beginning of the workshop, as part of the introductions and briefing, participants were requested to state their expectations, as well as stating what they thought were the most common challenges faced by SMEs in Sierra Leone. The expectations were then mirrored against the workshop objectives and programme. Feedback was given to the participants as to which expectations would be covered, and which areas of challenges would possibly be addressed during the seminar. This approach was taken so that all the participants are at the same level in terms of understanding the flow, content and approach in the training.

Discussion on the key challenges faced by SMEs in Sierra Leone provided a good link with workshop objectives and SIYB packages. The information guided facilitators on issues to emphasise

on and highlight in the application of the SIYB programme in Sierra Leone. Challenges included business management (financial management, record keeping/ basic accounting, poor marketing skills, quality control, separation of business and family) environment issues such as a poor regulatory environment in favour of SMEs (lack of trained business trainers) and high levels of illiteracy/ Lack of basic education.

Participant's expectations - ToT SYB

Business start –up management	Training/facilitation skills
Skills and tools to assist people to start and improve businesses	Have improved skills in assisting SMEs to deal with identified challenges (different target groups)
Business planning skills	How to build capacity in enterprise development
How to generate business ideas	Follow up training after the TOT
Learn new concepts in entrepreneurship training	Is there any way we are going to cater for the disabled?
How to facilitate linkages between finance and business training	

Participants were also interested in discussing issues of sustainability in the SIYB programme.

Training Sessions - ToT SYB

Training sessions introduced participants to the SIYB programme, its materials and related tools (The full time table on the specific topics covered in each session is appended to this report). This covered the programme history, its objectives at different levels of intervention, how it is assessed. Participants were introduced to the SIYB materials which include the GYBI workbook, The Start Your Business manual and business plan and the Improve Your Business manuals.

- The GYBI workbook contents were systematically introduced going through the steps on how the material is delivered to potential entrepreneurs, including working on some practical exercises for emphasis and demonstration.
- Start Your Business - At this point the other ToT materials had not yet been delivered to the training site, and participants only had the SYB Business Plan. The content of the manual was presented by the facilitators on PowerPoint, while participants were being led through the process of completing the business plan. The session included the SYB target groups,

selection criteria, and shared some experiences of how SYB has been used to train potential entrepreneurs.

- **Improve Your Business** - This session covered the introduction to the IYB programme, target groups and content in the seven manuals and four form booklets. The Marketing manual was introduced as the test module on how IYB is used in training entrepreneurs, and participants experienced the process they would have to follow in their own trainings.

Facilitation skills - ToT SYB

Complementary sessions such as Adult education principles, training methods, preparation and use of visual aids, setting learning objectives and developing a linkages programme were introduced to the trainers with a view to enhancing their training and facilitation skills.

Participants were allocated topics to prepare and present in 30 minute sessions. This part of the programme took the most part of the sessions since each of the 23 trainers had to make a presentation. Participants found the presentation sessions quite useful, stating that they managed to gain further knowledge on the content of the three training packages GYBI, SYB and IYB, as well as sharpen their skills in session planning and facilitations techniques.

Overall, participants demonstrated a fair level of facilitation skills. The group had a mixture of experienced and inexperienced trainers. The discussion and feedback on session presentations provided a platform for refining presentation skills as well as the SIYB training approaches. A detailed assessment of each trainer and recommendations are attached to the report. Though the facilitators had challenges with late arrival of some of the trainer tools, they shared some of the tools by email as well as made copies especially the M & E tools.

The component that was not introduced and will therefore require inclusion in any follow-up activities is the SIYB game. Furthermore it is important for ILO to consider buying a few SIYB games for use by trained trainers in Sierra Leone.

Action Planning - ToT SYB

Regarding action planning, participants were grouped by their organizations, and asked to develop action plans based on the SIYB training cycle, that the steps trainers are expected to follow in the implementation of the training of potential and existing entrepreneurs.

The action plans will also be used to guide the process in terms of trainer certification. They were advised to plan for the next four months, meaning that the certification process will only be

extended up to February, 2013 implying that trainers have to be observed for certification by then at the latest.

Most organizations plan to implement their training between January and February, 2013. From the presentations, it seems most organizations already have a budget for the training of entrepreneurs, and they don't foresee any delays due to financial constraints.

Learning Methodology - ToT SYB

A number of training methodologies were used, taking into consideration the number of participants, skills levels and appreciation of business management issues. These included the following:

Learning methods and Tools	What is it and how it was used?
Case studies	Used to practice personal decision making, problem solving, and understanding ways of doing things.
Critical incidents	Used to explore the existing ways of seeing things and testing experiential knowledge-e.g. Entrepreneurs are born or made? Do you agree with this?
Anecdotes	Used to link theory with practice through telling a story or giving examples
Drawings	Used to stimulate creative expression of a phenomenon, build confidence on how a person sees things, bring feelings and emotions.
Quiz's	Used to test the existing knowledge base of participants and provide a basis of discussion (e.g. A discussion on the importance of a small business in a community)
Newspaper cuttings	Used to show relevance of teaching to current issues and create a critical incident for discussion.

Evaluation - ToT SYB

Evaluation results are presented in Annex 2.

THE COURSES

TRAINING OF PARTICIPANTS - Start Your Business

Participants - SYB

The International Labour Organisation (ILO) trained ninety (90) youths in the Start and Improve Your Business programme in four workshops between 3 and 14 December 2012. The training, which was conducted in Makeni and Bo districts of Sierra Leone assisted youth to develop business plans for starting businesses of their choice. The training is expected to contribute to the outcomes of the Quick Impact Employment Creation Project (QIECP) which is assisting youth groups (male and female) to set up viable businesses through enhanced skills development.

QIECP is designed to provide rapid employment opportunities and income generating activities for youths, while strengthening the capacities of private (small-scale contractors and local grassroots organisations) and public entities (MDAs) to facilitate job creation at the local level.

A total of four workshops were conducted, each five days long facilitated by two International Master Trainers and 8 newly trained SIYB trainers in Sierra Leone.

Participants were selected from 14 districts through the National Youth Commission structures in the districts. Each district was allocated six places in the workshop. The SIYB Entry forms were used to collect key background information on participants and their training needs. These forms were collected and analysed on the first day of the training in both venues.

Participants in Bo and Makeni were mainly between the age of 16 and 35. Though the Entry forms indicated educational levels of a minimum secondary level, a third of the participants struggled with reading and writing. This could be a result of participants having been out of school for a long time or a reflection of the general poor quality of the country's education system. It is also possible that the information written by participants in the forms was not accurate.

In terms of business experience, 80% (33) of the participants did not have a business at the time of training. Out of these 55% (25) did not have a concrete business idea. Only 20% were running informal businesses. Exposure to technical training was very limited, with most of the participants planning to do buying and selling activities. General business knowledge was also limited.

Training Needs Analysis - SYB

Based on the training needs analysis, the workshops focused on assisting potential entrepreneurs develop a business plan for their intended business. Training also expanded the Business Idea section of the training to assist those participants without a concrete business idea to identify a business idea to plan for. The training programmes were designed to:

- Assist potential entrepreneurs to develop a concrete business idea and to prepare a business plan
- Motivate participants to take advantages of local opportunities to start formal businesses and contribute to employment creation

The programme was also designed to respond to the expectations of the participants. The following were the key expectations expressed by participants at the start of the workshop.

Makeni	Bo
• To learn how to develop a concrete business idea • Learn how to manage a business • Learn how to establish and grow a business • Increase knowledge on business • To learn how to stand out and manage competition • Know how to manage a timber business • To learn business strategies • Learn how to prepare a plan for business • Learn how to talk to customers • To learn about business activities • To receive a certificate of participating	• To gain more knowledge about running a business and business management • To be able to start a business • To know the secret of business excellence • To gain entrepreneurship skills • To receive a certificate of participating • Receive transport allowance

Training Programme Proceedings - SYB

Participants in both workshops were taken through the major steps in preparing a business plan from the business idea, conducting market research and preparing a marketing plan, selecting a legal form of business, deciding on staffing requirements for the business, preparing a financial plan and determining required capital to start the business.

In recognition of the low levels of education and business exposure, the training used participatory learning methods. Each participant was required to complete each section of the business plan at the end of each topic discussed. Participants received on-going assistance in applying the concepts learnt to their own business idea.

Practical application enhanced learning and enabled facilitators to ascertain if the concepts were understood. It was however not possible for the participants to complete the business plans due to time constraints. Participants are required to collect market information that they will use to finalise their business ideas.

In this regard, participants were asked to complete the action plan in the Business plan booklet on specific information they needed to collect. It is expected that participants will need at least three weeks to collect the required information and finalise their business plans. Lack of concrete business ideas slowed down some of the participants as they kept on changing their business ideas.

In general participants were not prepared in advance for the SYB training which requires hard work on their part and determination to work out the business plan. It was a struggle to get their focus and this was achieved by end of the second day of training. Follow-up on the participants is important to ensure that they do not give up on preparing their business plan.

The SIYB Game modules 1 and 2 were played with the participants. The game was appreciated and it motivated participants to want to learn more about business.

The training did not involve external resource persons because there was a requirement to pay the resource persons. Usually SYB training involves local resource persons to deal with local business environment issues. The Local trainers covered this gap by collecting and sharing local information.

Facilitation - SYB

Workshops were facilitated by 5 facilitators. The SIYB Master Trainer was the main facilitator assisted by 2 newly trained trainers that were observed for certification. There was a planning and preparation session held for both Bo and Makeni on Sunday prior to the start of the workshops. This meeting discussed the session allocations, expectations for each session confirmation of workshop logistics.

Trainers received feedback on their performance end of each day as well as coaching during workshop delivery. The feedback sessions also planned on localisation of information such as business registration and sources of start-up capital.

The SIYB Master Trainer also used this platform to clarify content issues and approaches for Costing and Financial planning which were not clear for the Trainers.

Evaluation - SYB

Annex 2 presents the Evaluation results. Training implementation as monitored through daily feedback forms. Participants had opportunity to highlight key questions, request for clarification and provide feedback on training effectiveness and training facilities. The feedback was used to adjust the training schedule and clarify content issues.

ASSESSMENT OF TRAINERS

Trainers Assessment and Recommendation

The following table includes a brief assessment of the trainers that participated in the workshops. The major challenge for the trainers was late notification on their participation in the workshops. The trainers also did not have the SYB Manual and Sessions plans which they received a day before the workshops. Their efforts in preparing for the sessions at short notice are commendable.

Name of Trainer	TOT Assessment	Certification Assessment	Recommendations
Daboh Fanta	Assessment during TOT established that Fanta displayed some level of practical experience in BDS provision. She worked hard and took feedback very positively.	Fanta is a mature trainer with experience in handling the target group and has a fair appreciation of content. She has weaknesses in dealing with calculations. She will need to practice more and perfect her knowledge of the materials.	It is recommended that Fanta be issued with an SIYB Trainer Certificate
Reffell Alphonso	Though he started as a weak participant Alphonso had remarkable improvement in the second week displaying knowledge of content and experience	Alphonso has a good grasp of the content. He has good facilitation techniques. He needs to work more with the SIYB materials to be comfortable with them.	It is recommended that Refell be issued with an SIYB Trainer Certificate
Moiwo Daniel A.S	Daniel displayed an understanding of the manuals and was assessed to be a very positive and supportive participant.	Daniel is a very organised trainer with very good facilitation skills. He lacks creativity though in simplifying content for the participants. He has a fairly good grasp of content though he needs to work on costing issues and financial planning.	The assessment recommends certification of Daniel as an SIYB Trainer
Sannoh Mustapha	Sannoh displayed adequate knowledge of the business management topics, and was participative throughout the seminar. He shared some experiences in working. He takes feedback very positively and has a positive attitude.	Sannoh seemed to be affected by accessing materials late. His presentations had gaps in communicating the main message of the session. With support and additional training he should be able to improve.	It is recommended that Sannoh be certified, but he should not work as a lead SIYB trainer until he has run at least 3 seminar with other certified trainers.

ASSESSMENT OF TRAINERS

1. Andrew Daramy

Comprehension:	Andrew displayed good understanding of the SYB manual. Although the trainers have received the manuals late, Andrew seemed to have gone through his sessions' content and prepared himself well. He used participants' experiences and business ideas to explain most of the things that participants did not understand, and this made it easier for them to identify. The use of practical examples showed that he could make connection between the content/concepts in the manual and participants' experiences.
Teamwork	Andrew seemed to be in good relations with his co-trainer. They worked well in the allocation of sessions, and always referred to each other for consultation in specific areas. However, he was less supportive during the co-trainer's sessions in terms of being attentive and participating where required. He seemed to think that his involvement was needed only during his sessions, and then he could relax when he was not presenting. This was discussed with him and he improved a bit, but he still has to work on it.
Presentation	Andrew is an energetic trainer who manages to keep participants alert without even doing energizers. His way of presentation is so inviting and participatory. He uses appropriate methods and explains the content well. He prepared his session plans the day before training, and if there were any changes to be made he would present them first thing in the morning. He struggled a bit at the beginning with objective setting, but eventually improved through practice.
Attitude	Andrew has a very positive attitude towards the SIYB programme and the development work in general. He is the director of an organization that provides similar services to the entrepreneurs and his passion for SME development is obvious. He takes feedback positively and makes immediate changes where necessary. He established a very good rapport with participants, and would even sit and chat with them during breaks.
Recommendation	Andrew is recommended for SIYB Trainer certificate

2. Sawi Oredola

Comprehension	Oreh is a hard working trainer. She takes her work very seriously, and this can be seen in the way she prepares for the sessions. She has a good grasp of the business management topics, and was able to explain the business concepts very well. Oreh was able to share ideas and summarize well the underlying principles. She got all participants to be confident in her that she has content knowledge. She followed the business game very well when it was being introduced for the first time to the seminar participants. She managed to co-facilitate it, following the business concepts in the game and bringing out the learning points.
Team work	Oreh is a quite person, but she is able to communicate very well with

Presentation	everyone. She worked very well with her co-trainer, planning sessions together and sharing roles. She also communicated well with the participants. She supported her colleague during his sessions, was always attentive and contributed where she could.
Attitude	Oreh is mindful of her preparations (detailed and neat session plans), and does her best to ensure smooth- running of the training and the sessions. She is always trying to create a conducive environment and brings a lot of discussions in the training room. Uses the manuals very well, and is good in summarizing sessions.
Recommendation	Oreh has a good attitude towards her work and other people. She accepts criticism and is willing to learn. She also contributed very well to the smooth running of the training and was always has good points to suggest. Oreh is recommended for the SIYB Trainer certificate

3. Alphonso Manley

Comprehension	Alphonso has a good grasp of SIYB content. He prepares his sessions very well – his manual is full of notes in different colours, showing that he spends a lot of time reading and understanding it. He makes relevant examples and is very practical in all his sessions. He however needs to improve on presentation of topics with calculations like costing. He should put more effort in understanding the logic behind certain formulae rather than just memorizing the formulas.
Team work	Alphonso is very outgoing and outspoken. He has good relations with everyone, and was working very well with his co-facilitator. He is a youth leader, and should learn to separate his role as a trainer and as a youth leader. Sometimes the participants use him as a leader and he forgets to implement the SIYB standards. However when spoken to, he is quick to understand and change.
Presentation	Alphonso has good facilitation skills and application of content. He is able to make participants relax and enjoy being in class. He uses a variety of training methods and experiments with different visual aids. He can see when participants are not paying attention and will bring in some energizers to lighten up the mood. He is indeed a good speaker and facilitator.
Attitude	He has a positive attitude. He makes efforts to assist co-facilitators, even to an extent of writing on flip chart for them when they are brainstorming. He is a good organizer, listens well and applies advice when given.
Recommendation	Alphonso is recommended for the SIYB Trainer certification

4. Harriet Tucker

Comprehension	Harriet was always well-prepared. She always presented her session plans the previous day and would spend time listening to feedback and taking notes. She is a thorough person and strives for perfection. Her
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Teamwork	understanding of the SIYB content was also supported by her background as a regular facilitator in her organization. She shared a lot of useful experiences with participants and used practical examples. Always ready to help the other trainer to do well. She insists on doing things on time and well, and she also brought the same spirit in her co-facilitator. She is pushy, but in a gentle way that one would not even notice that she is getting her way. She just needs to improve on receiving feedback; she sometimes defends herself and wants her point to be taken as last. This shows her behavior of always wanting to be perfect.
Presentation	Harriet always had her presentations well prepared. She was able to employ different methods in her sessions and made efforts for all participants to be involved. She used the manuals very well, especially the part where participants complete their business plans. She was very particular to ensure that business plans are completed before moving on the next topic.
Attitude	Harriet has a good attitude towards the programme and is willing to learn new things. She just has to improve on taking feedback without being defensive. She is very confident in everything she does and commands a lot of respect among the participants.
Recommendation	Harriet is recommended for SIYB Trainer certification

RECOMMENDATIONS

The training of potential entrepreneurs in both Bo and Makeni has potential of contributing to employment creation for the youth. Participation of local trainers as part of the resource persons was critical in ensuring the training is localised to deal with local issues on topics such as business registration, access to finance and business legal requirements and insurance. Whilst the training was a good starting point there are a number of issues to be addressed in order to institutionalise the Start and Improve Your Business Programmes.

The following recommendations are some of issues to be dealt with:

1. **SYB Follow-up Seminars:** to allow the local trainers to follow-up on the trained entrepreneurs. Follow-up could be organised in first months of 2013 and participants brought to central places where trainers can review their business plans. The Follow-up activities can be organised to include distribution of certificates.
 - a. Makeni Group-two sets of follow-up meetings to be held in Freetown (for participants from Freetown Urban and Western) and Makeni (for participants came from Port Loko, Kambia, Koinadugu, Tonkolili, Makeni).
 - b. Bo Group: Two sets of follow-up meetings to cover the Eastern and Southern districts.
 - c. Since local trainers have the contacts of all the participants, they were encouraged to keep in touch with participants through phone calls and face book to check on progress made in developing the business plans. Trainers should also make reminder calls to the participants for them to collect all the necessary information they need to complete their business plans
2. **SIYB training materials:** The SYB materials developed for South Africa are not totally suitable for distribution to other countries. The version designed for use by other countries is the SYB manual and business plan developed in Harare. It is recommended that additional materials bought by the ILO should be the Harare version and not South Africa version. The South Africa materials are localised to the South African context whereas the Harare version is generic, designed for easy adaptation to other countries.
3. **SIYB Materials adaptation for Sierra Leone:** It is recommended to consider adapting the current materials to the country context of Sierra Leone. The adaptation will make access to materials easier and cheaper as the local version can be printed and distributed by an ILO approved local partner. This will make it easy for the trainers to access materials. Presently the trainers have to buy SIYB materials from RBCT in Harare.
4. **Access to SIYB Game:** The SIYB Game was introduced to the entrepreneurs and trainers that participated in the training workshops in Bo and Makeni. However the trainers do not

have access to the Games. It is recommended to assist trainers to purchase these games from either Sri Lanka or Harare whichever is cheaper. Trainers indicated willingness to contribute to the purchase of the games.

5. **Certification of SIYB Trainers in Sierra Leone:** It is recommended that resources be identified for certifying the remaining 6 Trained SIYB trainers in 2013. The trainers can be certified in three one week workshops with two trainers participating in each workshop.
6. **SIYB Programme management capacity:** Considering that most of the SIYB trainers are new, there is a need to provide training for SIYB Partner organisations on how to manage implementation of the SIYB programme. The SIYB Partners should be introduced to the SIYB implementation guide to clarify roles, expectations and selection criteria for the participants. This will enhance better programme coordination and impact. Participating institutions should be assisted to develop a coordination structure for the SIYB programme and clarify roles and responsibilities.
7. **Marketing the SIYB Programme in Sierra Leone:** It should be considered developing a marketing strategy and tools to make the SIYB programme visible in the country. This will enable other partners to adopt the SIYB programme in their entrepreneurship programmes.
8. **Developing a pool of Master Trainers:** It is recommended that a team of Master Trainers be identified and developed among the active SIYB trainers by 2014. This will allow the trainers to learn more about the SIYB programme as they implement it in 2013.

Annex 1. Participants List

ToT - Start Your business – A155710

Nr	FAMILY NAME	FIRST NAME	GEN DER	GOV. NAME	GOV.PHONE	GOV. EMAIL	GOV. POSITION
1	ALHAJI MUSIAPHA	Javombo	M	Ministry of Labour	(+232) 76838072		
2	DABOH	Fanta	F	Restless Development	(+232) 76256791	fanta@restlessdevelopment.org	Field officer
3	DARAMY	Andrew R.	M	Advocacy Initiative For Development (AID-SL)	(+232) 33465005	projects@advocacyinitiative.org	Program Manager
4	FEWRY	Yawadom George	M	AFFORD-SL	(+232) 76941143	george@affordsl.com	Project Assistant
5	FOFAMAH	James Mohamed	M	Restless Development	(+232) 76901995	jamesmf@restlessdevelopment.org	Programme coordinator
6	IDRISS	Bockarie	M	SLOIC	(+232) 76645705	sloic_nationaloffice@yahoo.co m, idrissbb@yahoo.com	Micro enterprise Development Officer
7	JAVOMSO	Alhaji Mustapha	M	Ministry of Labour	(+232) 076838072	javoms2@hotmail.com	Labour officer
8	KAIFALA	Sahr Bob	M	Sierra Leone O. I. C	(+232) 78701845	bobsahrkaifala@yahoo.com	Business Counsellor
9	KAMARA	Abubakarr	M	Advocacy Initiative For Development (AID-SL)	(+232) 78659942	director@advocacyinitiative.org	Project coordinator
10	KOROMA	Ballah Yirrah	M	Trade Unionist - National President		sierralabour@yahoo.com	
11	LARVAI	Christian	M	Government of Sierra Leone - Domestic Commerce	(+232) 78367374	chrislav74@hotmail.com, mti@gov.sl	Deputy Director
12	MAHOI	James Ahmed	M	National Executive Council member		sierralabour@yahoo.com	
13	MANLEY	Alphonso David	M	Centre of the Advancement of Sierra Leone Youth	(+232) 78627178	caslyouth@yahoo.com	Coordinator
14	MANSARAY	Achmed	M	HELP - SALONE	(+232) 76667373	stlouis1885@yahoo.com	Youth development officer
15	MANSARAY	Hawa	F	Sierra Leone Indigenous Business Association	(+232) 78218084	hawamamani@yahoo.com	Ag. executive secretary
16	MOIWO	Daniel A.S	M	Community Empowerment for Peace and Agricultural Development	(+232) 76786329	dasmoiwo@yahoo.co.uk	Executive director

17	MUSA	Ahmed Foday	M	Ministry of Labour	(+232) 76683089	musaahmedfoday@yahoo.co.uk	Commissioner of Labour
18	NYUMA	Alfres Tamba	M	SLIBA	(+232) 78818755	hawamamani@yahoo.com, enyumaft@yahoo.com	Trainer, enterprise development
19	REFFELL	Alphonso	M	Hands Empowering Less Privileged in SL	(+232) 76612795	alreffell@yahoo.com	Business advisor
20	SANNOH	Mustapha	M	CEPAD-SL	(+232) 76847889	cepadsl@hotmail.com	Program manager
21	SAWI	Oredola	F	AFFORD-SL	(+232) 78157692	oreh@affordsl.com	Project officer
22	SESAY	Sheik Mamoud	M	National Executive Council member	sierralabour@yahoo.com		
23	SIAFFA	Daniel Dauda	M	CADA/SLANGO Partnership	(+232) 76674955	danieldaudasiaffa@yahoo.com	Environmental Advisor
24	TUCKER	Harriet	F	African Foundation for Development Sierra Leone	(+232) 78597004	harriet@affordsl.com	Communications Officer
25	WUDIE	Momodu	M	National Youth Commission	(+232) 76667154	nyamawudie@yahoo.com, nationalyouthcommission@yahoo.com	Programme Officer

A155711 -Start Your business – Makeni

Nr	FAMILY NAME	FIRST NAME	GEN DER	GOV. NAME	GOV.PHONE	GOV. EMAIL	GOV. POSITION
1	BAH	Abraham	M	N/A	+23278868302	ibah72003@yahoo.com	
2	BANGURA	Fatmata M.	F	Student	+23288597332		
3	CONTEH	Fanta	F	N/A	+23233366141		
4	CONTEH	Frank G.	M	Board of Governors	+23277215836		Teacher
5	CONTEH	Hamidu Rahim	M	N/A	+23278515062	hamidraheem@yahoo.co.uk	
6	JALLOH	Chernor M.B.	M	NAYCOM Obasanjo College	+23277556645		
7	JAWARA	Messeh Lovetta	F	N/A	+23278854626		
8	KALOKOH	Mabalu	F	N/A	+23279827287		
9	KAMARA	Abdul Noah	M	Timber Organization	(+232) 77 673 132		Supplier
10	KAMARA	Aminata	F	Father Mosino Bangura	(+232) 77 657 020		Teacher
11	KAMARA	K Posseh	F	N/A	+23278337749		
12	KOROMA	Francis Foray	M	N/A	+23279083566		
13	MANS -KANU	Abdul Karim	M	Self Employed	+23288806021	pagalo54@yahoo.com	Business Man
14	MUNU	Moris J.	M	A. B. Kamara	+23279592318		Teacher
15	SAFIA	Isata	F	National Electoral Commission	(+232) 77 407 264	saffiaisata@yahoo.com	Working expert
16	SAMURA	Isatu	F	N/A	+23277476070		
17	SANKOH	Saffiatu B.	F	N/A	+23277764269		
18	SANKOH	Musa Abass	M	N/A	+23277554456		
19	SESAY	Lois Christiana Eburn	F	Ministry of Education Science and Technology	+23288252563		Teacher
20	TARAWALLIE	Mariama D.	F	Student	+23288456186		
21	TURAY	Abdul B.	M	N/A	+23278406941		

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NR	FAMILY NAME	FIRST NAME	GEN DER	GOV. NAME	GOV.PHONE	GOV. EMAIL	GOV. POSITION
1	BANGURA	SANTIGIE	F	N/A	(+232) 076 632397		
2	JALLOH	IBRAHIM	M	St. Francis Secondary School	(+232) 078 348944	ibrahimjalloh5@hotmail.com	Teacher
3	KABBA	OSMAN T	M	N/A	(+232) 077 519132		
4	KAMARA	HAMID	M	N/A	(+232) 076231863	hamidkamara19@yahoo.com	
5	KAMARA	MOHAMED M	M	N/A	(+232) 076 810039	mohamedmoulaikamara@yahoo.com	Field Mobilizer
6	KAMARA	SAIDU	M	N/A	(+232) 078603122		
7	KAMARA	BOB WINSTON	M	Craig Bellamy Foundation	(+232) 077 285820	bob.winston51@yahoo.com	Regional League Manager
8	KAMARA	MABINTY	M	N/A	(+232) 088 318027		
9	KANU	ADAMA M	M	N/A	(+232) 079 555310		
10	KARGBO	SALAMATU	M	N/A	(+232) 077 533698		
11	KOROMA	MARIE M.	F	N/A	(+232) 077 388235	mariekoroma21@yahoo.com	
12	KOROMA	GIBRIL HASSAN	M	Ansabril Islamic Mission	(+232) 076 217 144		Teaching
13	KOROMA	SARAH	F	N/A	(+232) 076 739729		
14	KOROMA	JOSEPH KONAH	M	N/A	(+232) 077436378	konahjoseph@yahoo.com	
15	MARAH	MARIAMAH	F	N/A	(+232) 077 257324		
16	SELLU	CHARLES KARIMU	M	Charles Selhi Karimu	(+232) 079 699117	chaeli@yollo.com	Programme Assistant
17	SESAY	SAFIENATU	M	N/A	(+232) 030 513855		
18	SUMA	KADIATU	M	N/A	(+232) 088 178313		
19	THULLAH	HAWA	M	National Youth Commission	(+232) 078 2885265	nationalyouthcommission@yahoo.com	Youth Employment Office
20	THULLAH	DAVID	M	N/A	(+232) 077 972133		
21	YATEH	ISHIATU E.	M	N/A	(+232) 088 648800		

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NR	FAMILY NAME	FIRST NAME	GENDER	GOV. NAME	GOV.PHONE	GOV. POSITION
1	AMARA	Zainab	F	N/A	(+232) 078 493430	
2	AMMA	Frederick	M	N/A	(+232) 076 424883	
3	ARUNA	Sylvester	M	Sierra Leone Broadcasting Corporation	(+232) 078 517220, 077 435304	Journalist
4	BANJEH	Christiana S	F	N/A	(+232) 077 339644, 077 556075	
5	BARRIE	Mohamed Lamin	M	N/A	(+232) 076 114436	
6	CHARLES	Peter P	M	N/A	(+232) 088 495525	
7	ELLIE	Agnes	F	N/A	(+232) 078 401070	
8	FOFANAH	Alhaji Mustapha	M	Business	(+232) 076 722086/ 077 370216	Scrap Metal Sales
9	GOBA	James N	M	Advocacy Movement Work	(+232) 076 211342	Youth Empowerment Officer
10	JAWANEH	Fatmata	F	N/A	(+232) 033 518628	
11	KARGBO	Salamatu	M	N/A	(+232) 078 688528	
12	KOROMA	Mariama	F	N/A	(+232) 078 355596	
13	LARGAH	Agnes	F	N/A	(+232) 076 779100	
14	MASSAQUOI	Victor	M	N/A	(+232) 078 512448, 033 587094	
15	MAT'TIS	Fatmata	F	N/A	(+232) 030492242	
16	MOININA	Vandy	F	N/A	(+232) 088 202315	
17	MUCTARR	Mariama	F	N/A	(+232) 078 577400	
18	MUSTAPHA	Lilian	F	N/A	(+232) 076 834993	
19	SINNAH	Francis	F	Sierra Leone Government	(+232) 076 780804	Teacher
20	SOWA	Fatmata	F	Ahmadiyya Mission	(+232) 076 945787	Teacher
21	SWARAY	Moigua	M	N/A	(+232) 076 400985	
22	TOMMY	Aminata	F	Ministry of health and sanitation	(+232) 076 436227	Nurse
23	VANDI	Kafoi	M	N/A	(+232) 076 523604	
24	WILLIAMS	Alycious K	M	N/A	(+232) 076 384413	

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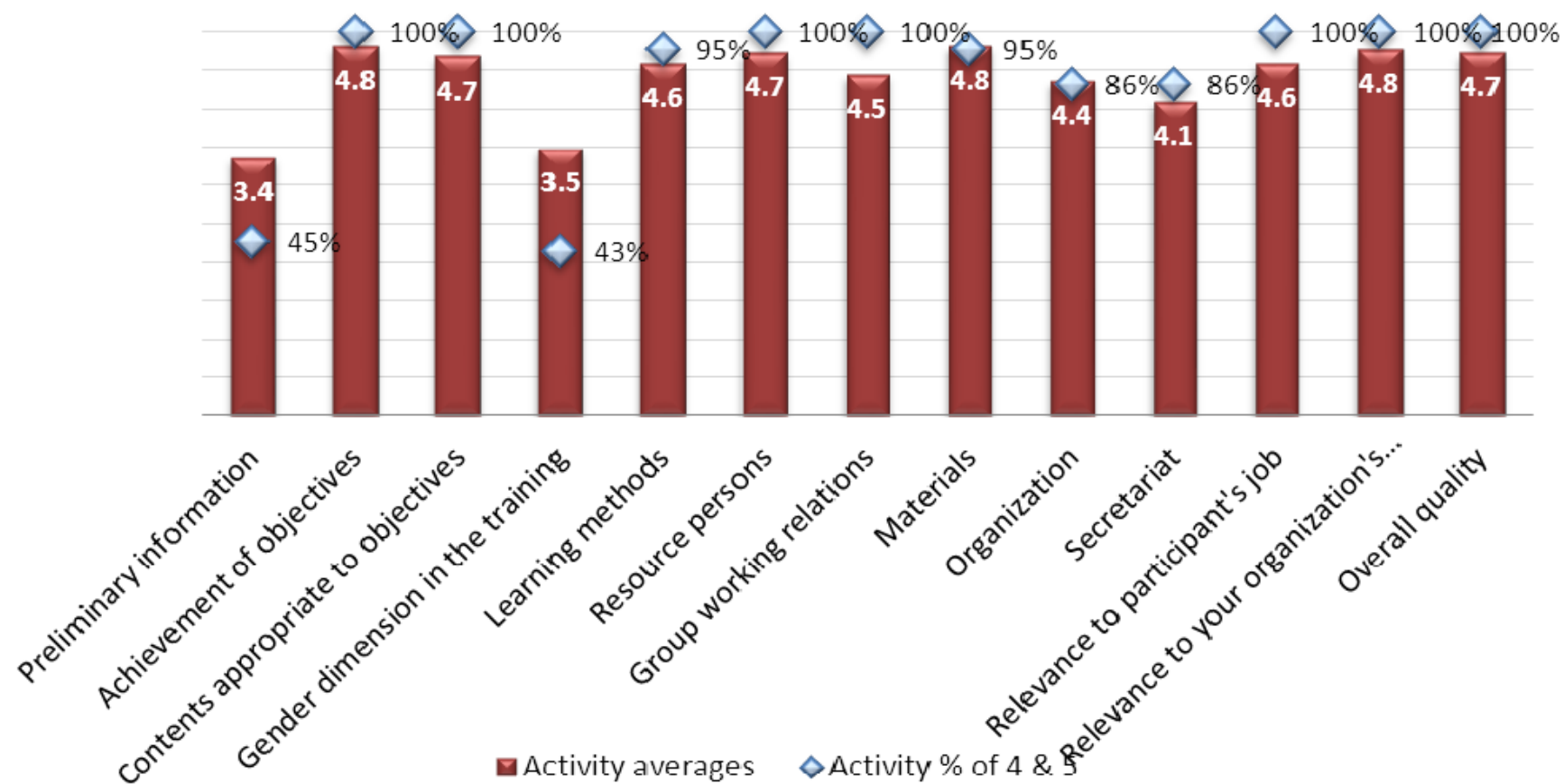
NR	FAMILY NAME	FIRST NAME	GENDER	GOV. NAME	GOV.PHONE	GOV. EMAIL	GOV. POSITION
1	ANSUMANA	Aiah N	M	N/A	+23276787588		
2	ARUNA	Mohamed Aiah	M	N/A	+23277875996		
3	BOCKARIE	Alpha Jusu	M	Children's Network and Family Welfare Organisation	+23276651889	cnafmosc@yahoo.com	Child protection
4	BOIMA	Isaac E. Tamba	M	SOA Agricultural Dev. Cooperation	+23276526774		Project Coordinator
5	CONTEH	Jane Aminata	M	N/A	+23279941029		
6	FATOMA	Agnes	F	N/A	+23276971584		
7	FOFANAH	Foday	M	Kenema District Youth Council	+23278715133		Volunter Youth Worker
8	FOYAH	Felicia	F	N/A	+23279440963		
9	GEORGE	Solomon	M	N/A	+23276377112		
10	KAIKAI	Jusufu Bobson	M	Ministry of Youth & Sport	+23279344828		Volunteer Youth Officer
11	KAINDANIEH	Emmanuel Ali	M	N/A	+23278043420		
12	KANAWA	Abibatu	F	N/A	+23277603421		
13	KOROMA	M. Mustapha	M	N/A	+23278516671		
14	KOROMA	Senesie	M	N/A	+23278654679		Sales Man
15	MANSARAY	Alpha Ben	M	Alton Bendu	+23276222600	altonbendu@hotmail.com	program coordinator
16	MASSAQUOI	George	M	N/A	+23278 259667		
17	MICHAEL	John	M	N/A	+23288118202		
18	MUSA	Yatta	F	N/A	+23276277842		
19	PIMBI	Mariama	F	SOA Agricultural Dev. Cooperation	+23288693788		manager

20	SANNOH	Nerissa Aminata	F	N/A	+23278167516	nerissaasannoh@yahoo.com	
21	SESAY	Michael Dominic	M	Ministry of Youth Employment and Sports	+23278500803		Volunteer Youth Worker
22	SESAY	John O.	M	T.C.S Mission Sierra Leone	+23276631182		Teacher
23	WILLIAMS	Moses	M	Moyamba District Council	+23276340295		Councilor
24	YAMBASU	Mary Jantu Sia	F	N/A	+23278385087		

Annex 2 Evaluation Results

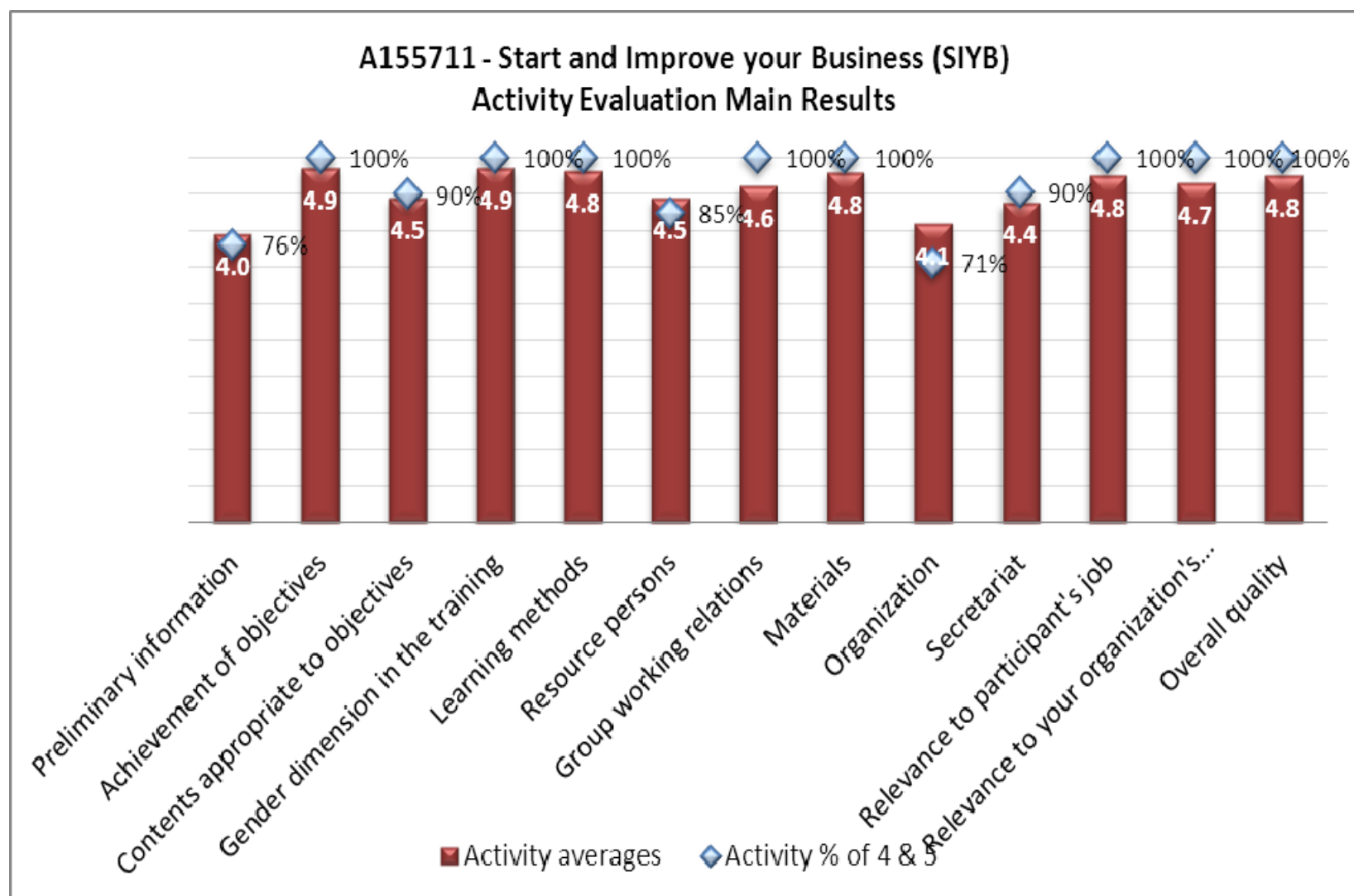
A155710 - ToT on start and improve your business - SIYB Sierra Leone			
Language: EN			
Date: 30/10/2012 to 09/11/2012			
Venue: Freetown			
Number of Participants: 24			
Returned Questionnaires (number and percentage): 22 ; 91.7%			
	Questions	aver.	% 4 & 5
1	Before participating in this activity, did you have enough information to understand whether it could meet your learning needs?	3.36	45%
2	To what extent were the activity's objectives achieved?	4.82	100%
3	Given the activity's objectives, how appropriate were the activity's contents?	4.68	100%
4	Have gender issues been adequately integrated in the training?	3.48	43%
5	Were the learning methods used generally appropriate?	4.59	95%
6	How would you judge the resource persons' overall contribution?	4.73	100%
7	Did the group of participants with whom you attended the activity contribute to your learning?	4.45	100%
8	Were the materials used during the activity appropriate?	4.82	95%
9	Would you say that the logistics of the activity were well organized?	4.36	86%
10	Would you say that the administrative support/secretariat was efficient?	4.09	86%
11	How likely is it that you will apply some of what you have learned?	4.59	100%
12	How likely is it that your institution/employer will benefit from your participation in the activity?	4.77	100%
13	Are you satisfied with the overall quality of the activity?	4.73	100%
	Average	4.42	89%

A155710 - ToT on start and improve your business - SIYB Sierra Leone
Activity Evaluation Main Results



A155711 - Start and Improve your Business (SIYB)**Language: EN****Date: 03/12/2012 to 07/12/2012****Venue: Makeni, Sierra Leone****Number of Participants: 25****Returned Questionnaires (number and percentage): 21 ; 84%**

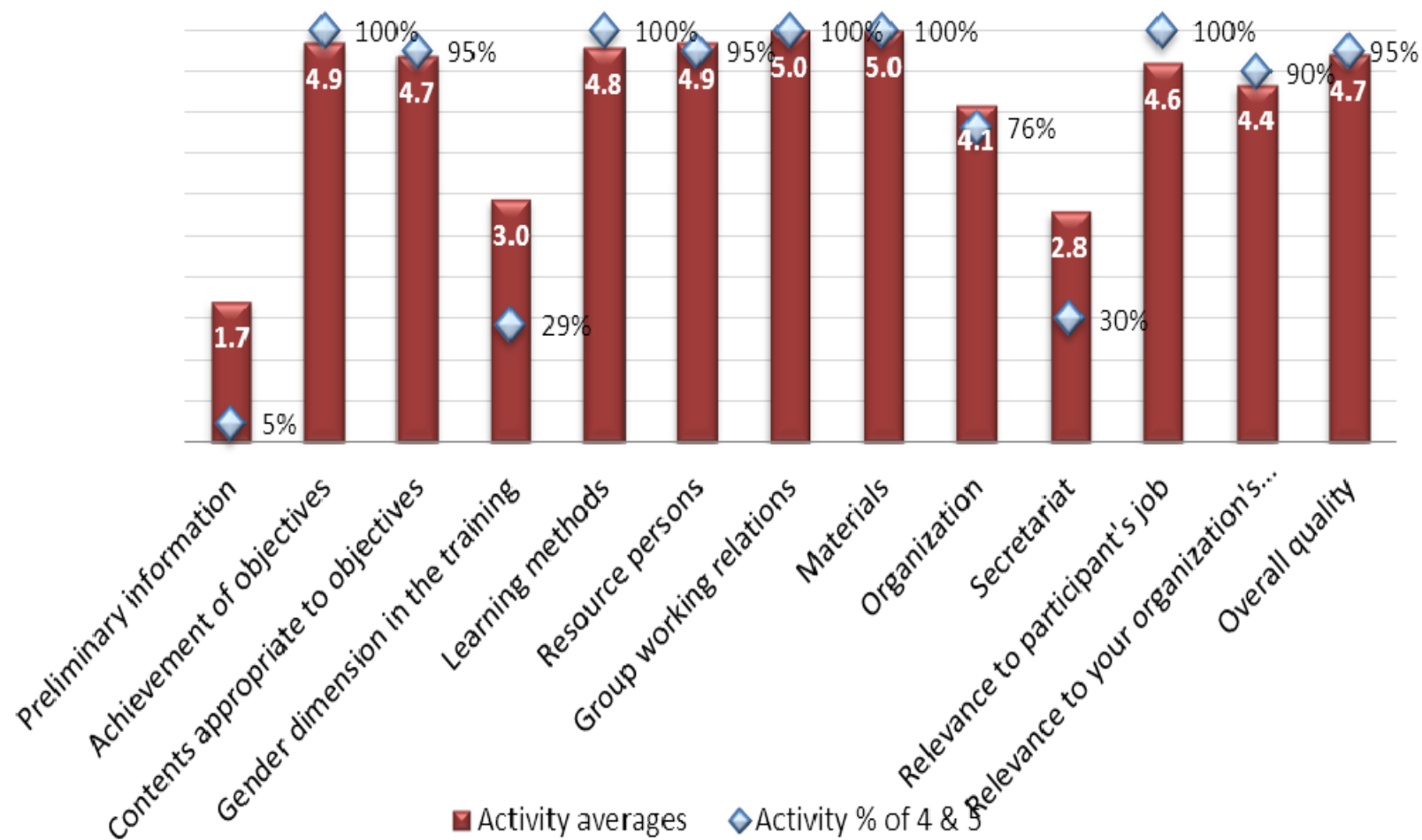
Questions		aver.	% 4 & 5
1	Before participating in this activity, did you have enough information to understand whether it could meet your learning needs?	3.95	76%
2	To what extent were the activity's objectives achieved?	4.86	100%
3	Given the activity's objectives, how appropriate were the activity's contents?	4.45	90%
4	Have gender issues been adequately integrated in the training?	4.86	100%
5	Were the learning methods used generally appropriate?	4.81	100%
6	How would you judge the resource persons' overall contribution?	4.45	85%
7	Did the group of participants with whom you attended the activity contribute to your learning?	4.62	100%
8	Were the materials used during the activity appropriate?	4.80	100%
9	Would you say that the logistics of the activity were well organized?	4.10	71%
10	Would you say that the administrative support/secretariat was efficient?	4.38	90%
11	How likely is it that you will apply some of what you have learned?	4.76	100%
12	How likely is it that your institution/employer will benefit from your participation in the activity?	4.65	100%
13	Are you satisfied with the overall quality of the activity?	4.76	100%
Average		4.57	93%



A155712 - Start and Improve Your Business - SIYB**Language: EN****Date: 03/12/2012 to 07/12/2012****Venue: Makeni, Sierra Leone****Number of Participants: 25****Returned Questionnaires (number and percentage): 21 ; 84%**

Questions		aver.	% 4 & 5
1	Before participating in this activity, did you have enough information to understand whether it could meet your learning needs?	1.71	5%
2	To what extent were the activity's objectives achieved?	4.86	100%
3	Given the activity's objectives, how appropriate were the activity's contents?	4.70	95%
4	Have gender issues been adequately integrated in the training?	2.95	29%
5	Were the learning methods used generally appropriate?	4.80	100%
6	How would you judge the resource persons' overall contribution?	4.86	95%
7	Did the group of participants with whom you attended the activity contribute to your learning?	5.00	100%
8	Were the materials used during the activity appropriate?	5.00	100%
9	Would you say that the logistics of the activity were well organized?	4.10	76%
10	Would you say that the administrative support/secretariat was efficient?	2.80	30%
11	How likely is it that you will apply some of what you have learned?	4.62	100%
12	How likely is it that your institution/employer will benefit from your participation in the activity?	4.35	90%
13	Are you satisfied with the overall quality of the activity?	4.71	95%
Average		4.19	78%

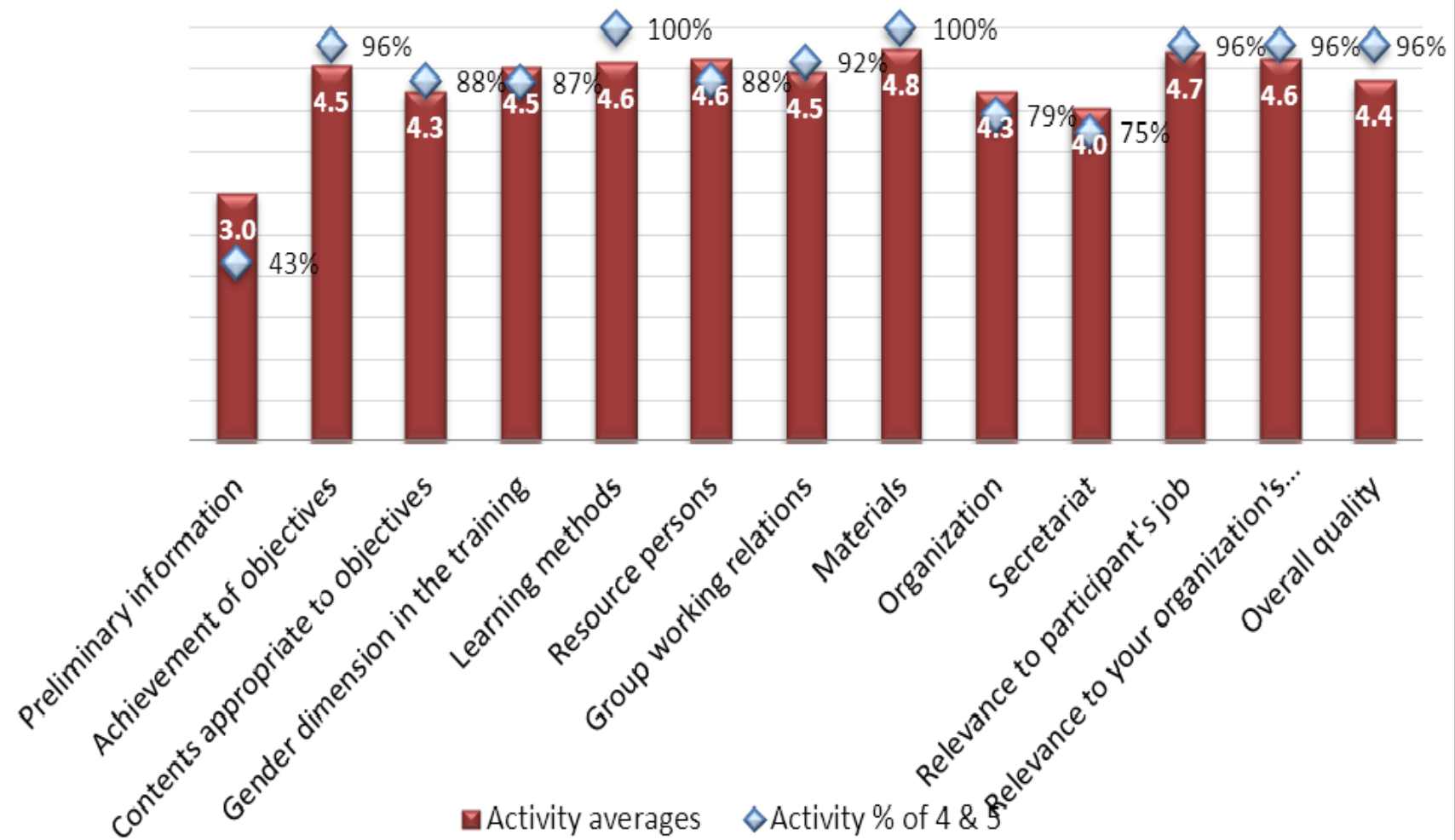
A155712 - Start and Improve Your Business - SIYB Activity Evaluation Main Results



A155713 - Start and Improve Your Business - SIYB**Language: EN****Date: 10/12/2012 to 14/12/2012****Venue: Bo, Sierra Leone****Number of Participants: 25****Returned Questionnaires (number and percentage): 24 ; 96%**

Questions		aver.	% 4 & 5
1	Before participating in this activity, did you have enough information to understand whether it could meet your learning needs?	3.00	43%
2	To what extent were the activity's objectives achieved?	4.54	96%
3	Given the activity's objectives, how appropriate were the activity's contents?	4.25	88%
4	Have gender issues been adequately integrated in the training?	4.52	87%
5	Were the learning methods used generally appropriate?	4.58	100%
6	How would you judge the resource persons' overall contribution?	4.63	88%
7	Did the group of participants with whom you attended the activity contribute to your learning?	4.46	92%
8	Were the materials used during the activity appropriate?	4.75	100%
9	Would you say that the logistics of the activity were well organized?	4.25	79%
10	Would you say that the administrative support/secretariat was efficient?	4.04	75%
11	How likely is it that you will apply some of what you have learned?	4.71	96%
12	How likely is it that your institution/employer will benefit from your participation in the activity?	4.63	96%
13	Are you satisfied with the overall quality of the activity?	4.38	96%
Average		4.36	87%

A155713 - Start and Improve Your Business - SIYB Activity Evaluation Main Results



A155714 - Start and Improve Your Business - SIYB**Language: EN****Date: 10/12/2012 to 14/12/2012****Venue: Bo, Sierra Leone****Number of Participants: 25****Returned Questionnaires (number and percentage): 24 ; 96%**

Questions		aver.	% 4 & 5
1	Before participating in this activity, did you have enough information to understand whether it could meet your learning needs?	2.92	42%
2	To what extent were the activity's objectives achieved?	4.50	100%
3	Given the activity's objectives, how appropriate were the activity's contents?	4.57	87%
4	Have gender issues been adequately integrated in the training?	3.78	61%
5	Were the learning methods used generally appropriate?	4.16	89%
6	How would you judge the resource persons' overall contribution?	3.65	61%
7	Did the group of participants with whom you attended the activity contribute to your learning?	4.30	87%
8	Were the materials used during the activity appropriate?	4.38	92%
9	Would you say that the logistics of the activity were well organized?	4.13	79%
10	Would you say that the administrative support/secretariat was efficient?	3.86	76%
11	How likely is it that you will apply some of what you have learned?	4.05	86%
12	How likely is it that your institution/employer will benefit from your participation in the activity?	4.46	96%
13	Are you satisfied with the overall quality of the activity?	4.54	96%
Average		4.10	81%

A155714 - Start and Improve Your Business - SIYB Activity Evaluation Main Results

