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▶ Expanding entrepreneurship: 23 million and counting

Start and Improve Your Business Global Tracer Study
2016–2020



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▶ **Expanding entrepreneurship:
23 million and counting**

Start and Improve Your Business Global Tracer Study
2016–2020

Luana Ayala, Ines Bentchikou and the ILO SIYB global coordination team



Foreword

The bulk of global employment is generated in self-employment and in micro, small and medium-sized enterprises. The International Labour Organization (ILO) promotes development of micro, small and medium-sized enterprises as a way to contribute to productive employment, poverty reduction and decent work, contributing to the attainment of Sustainable Development Goal 8.

In line with international good practices, the ILO takes a facilitative approach in assisting these enterprises and individuals by building the capacities of local business training service providers. It analyses the business service market and its institutions, develops models for interventions, updates product lines and trains partners that are then responsible for rolling out business training and other services to enterprises in the entrepreneurship ecosystem.

The product for which over the past 30 years demand has been greatest is Start and Improve Your Business (SIYB) – a global entrepreneurship and management training programme for potential start-ups and existing small businesses. Since its launch, SIYB has established itself as a “bestseller” on the business training market for micro and small enterprises.

This tracer study documents the outreach of the programme and other key achievements, including estimates of its effect on business and job creation, and new trends and implementation areas of SIYB going forward. The study has been prepared for practitioners in enterprise development, including governments and employers’ and workers’ organizations, as well as any organization or individual engaged in entrepreneurship and management training

The SIYB programme and the ILO Small and Medium Enterprises Unit keep evolving their approach to best reach small entrepreneurs at scale. This involves the digitalization of the SIYB family of products as well as adding new tools on e-commerce and sector-specific business training packages, such as the recently developed Improve Your Business programme for food systems. Business training is not a silver bullet for development, but needs to be seen as part of an entrepreneurial ecosystem that includes access to finance and many other aspects. Importantly, the ILO also addresses an agenda of improving working conditions and productivity in the smallest enterprises, increasingly with an ecosystem approach.

SIYB is likely to be the largest global programme of its kind, and we are proud that it has reached more than 23.7 million clients.

Merten Sievers

Global Coordinator, Value Chains
and Entrepreneurship

Small and Medium Enterprises
Unit, Enterprises Department

Geneva, September 2021

Contents

Foreword.....	5
Acknowledgements.....	8
Abbreviations.....	9
Executive summary.....	10
1. Introduction.....	13
1.1 Objectives of the Global Tracer Study.....	13
1.2 Introduction to the SIYB programme.....	14
1.3 Methodology.....	17
1.4 Limitations of the methodology.....	18
2. SIYB programme outreach.....	21
2.1 SIYB outreach in numbers.....	21
2.2 Evidence on the effectiveness of business management training.....	23
2.3 Monitoring and evaluation of the SIYB programme.....	24
2.4 Sustainably implementing SIYB.....	27
3. SIYB programme: Innovations and next steps.....	33
3.1 New and revamped global materials.....	33
3.2 New publications.....	35
3.3 What's next: New implementation realms.....	38
References.....	41
Appendix: List of SIYB countries used to gather data for the SIYB Global Tracer Study 2016–2020.....	42

Boxes

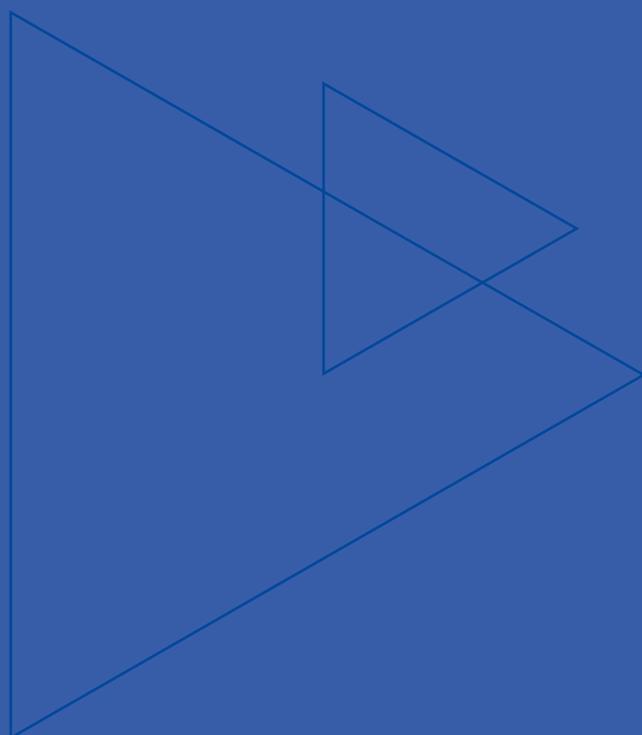
Box 2.1 The case of Burundi: Meaningful analysis with simple M&E tools.....	25
Box 2.2 Case study: A sustainable service provider in the microfinance market in Sri Lanka.....	28
Box 2.3 Institutional sustainability case study: Performance Afrique, Senegal.....	28
Box 2.4 Public sector-driven model in Ukraine.....	29
Box 2.5 Engaging the private sector in entrepreneurship promotion: The case of Coca-Cola's Leht Li business skills training in Myanmar.....	30
Box 2.6 Case of IGD Group SAC, Peru.....	30
Box 2.7 Blended model for training delivery: The case of Peru.....	31
Box 3.1 Finding the right partner organizations for entrepreneurship training in Jijiga, Ethiopia.....	38

Figures

Figure 1.1 SIYB packages	15
Figure 1.2 SIYB implementation structure	15
Figure 1.3 SIYB outreach by the end of 2020	16
Figure 2.1 Percentage of SIYB private sector partner organizations, 2011, 2015 and 2020	23
Figure 2.2 Start-up rates for young women and men entrepreneurs, Burundi Rural Youth Employment project	26
Figure 2.3 Number of enterprises and jobs created by the 2,000 young beneficiaries	26
Figure 2.4 Dimensions of SIYB sustainability	27
Figure 2.5 Peruvian blended model	31
Figure 3.1 ILO's Inclusive Entrepreneurship Ecosystem Framework	40

Tables

Table 2.1 SIYB outreach by region, by the end of 2020	21
Table 2.2 Summary of start-ups and job creation, by the end of 2020	22



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The authors would like to express their gratitude to the global SIYB family, who continue to shape and improve the SIYB programme worldwide.

Abbreviations

BMIC	Berendina Micro Investments Company Limited
BMZ	German Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)
CRRF	Comprehensive Refugee Response Framework
DYB	Digitalize Your Business
EDS	Enterprise Development Services
EYB	Expand Your Business
GYB	Generate Your Business Idea
ILO	International Labour Organization
IYB	Improve Your Business
IYFB	Improve Your Food Processing Business
M&E	monitoring and evaluation
SES	State Employment Service of Ukraine
SIYB	Start and Improve Your Business
SME	small and medium-sized enterprise
SYB	Start Your Business
TVET	technical and vocational education and training

Executive summary

This tracer study provides quantitative and qualitative data on the implementation of the Start and Improve Your Business (SIYB) programme between 2016 and 2020.

The SIYB programme has a long track record of promoting development of micro and small enterprises as a strategy for creating more and better employment for both women and men. SIYB was created in the 1980s and has since been tested in more than 100 countries.

The main findings of this tracer study are as follows.

- ▶ By the end of 2020, SIYB had 417 active master trainers and more than 55,000 trainers in more than 10,900 partner organizations across over 100 countries. Together, these trainers had trained an estimated 23.7 million entrepreneurs.
- ▶ Of these 23.7 million, 8.6 million were trained in the period 2016–2020, during which SIYB reached one third of the total entrepreneurs trained since its inception, showing the rapid global expansion of the programme.
- ▶ By the end of 2020, it is estimated that the implementation of SIYB had led to the start-up of at least 5.4 million new businesses, creating more than 10.4 million jobs globally, nearly doubling the programme outreach from the last tracer study. Given these numbers, SIYB is likely to be the largest programme of its kind worldwide.

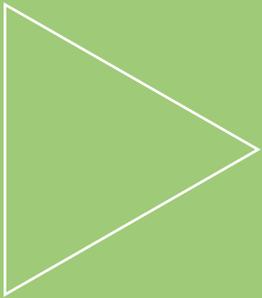
This tracer study should not be confused with an impact assessment or a programme evaluation. Instead, it is predominantly concerned with presenting quantitative and qualitative information on the outreach of the SIYB training programme. For that purpose, the International Labour Organization (ILO) recruited a team of master trainers to collect quantitative and qualitative data in their respective countries and regions, including China, Latin America and the Caribbean, Central Asia and Eastern Europe, South Asia, East Asia and the Pacific, the Middle East and North Africa, and sub-Saharan Africa. For some countries in these regions, the data were collected directly through ILO country offices, ILO project teams and other experts and agencies who rolled out the programme. In addition, data were extracted from the Gateway, SIYB's monitoring database, to triangulate and complete the data collection.

The tracer study furthermore makes use of existing evidence on what works in relation to business management training and extracts lessons based on this evidence, finding that:

- ▶ SIYB yields positive results in business practices and profits. Evidence suggests that SIYB-trained businesses are also more resilient to shocks and economic downturns.
- ▶ Data show that combining SIYB with other enterprise support services positively enhances the effect on the profit and revenue of enterprises.
- ▶ The monitoring and evaluation of SIYB are key to improve targeting and adjusting interventions. However, methodologies and monitoring and evaluation culture need to be continuously improved, taking into consideration the burden of collecting data at different levels of the programme. The case study of Burundi (Chapter 2, Box 2.1) is provided to inform better ways of collecting data to assist in adjusting SIYB interventions to the target group.
- ▶ 30 years of SIYB implementation experience has generated lessons on the long-term financial sustainability of business management training in various contexts. Implementation models need to be adapted to specific population groups that government agencies and project partners wish to support, in order to enhance sustainability. Adapting to the context in which services need to be offered is key when choosing between (a) fully privately funded models; (b) mixed models with roles for both public agencies and private providers; and (c) fully public-led training provision. Each of the sustainability models comes with pitfalls and advantages.

Finally, the tracer study summarizes new trends and implementation areas of SIYB going forward:

- ▶ promoting the use of entrepreneurship training for economic inclusion in migration and forced displacements settings;
- ▶ adapting SIYB to the digital space, providing both relevant content and delivery methods appropriate to the state of entrepreneurs and small and medium-sized enterprises in the 2020s and onwards;
- ▶ integrating service providers using SIYB in an entrepreneurship ecosystem framework.



1

▶ Introduction

1.1 Objectives of the Global Tracer Study

The 2020 Start and Improve Your Business (SIYB) Global Tracer Study set out to make a quantitative and qualitative assessment of SIYB outreach between 2016 and 2020. The main objectives of the study were as follows.

Objective 1:

To estimate the global outreach figures of the SIYB programme in the period 2016–2020

To achieve this objective, data disaggregated by gender and age of all the actors in the SIYB programme (master trainers, trainers and trainees) were collected from countries in which SIYB was implemented. The data collection took into consideration the number of master trainers, trainers and trainees that participated in each of the SIYB training packages. Given that partner organizations are key actors in the implementation of SIYB, information was collected concerning (a) the number of SIYB partner organizations; (b) the type of organization (public, private, non-profit or other profile); and (c) the types of services being provided by these organizations in combination with SIYB core training (access to finance, vocational training, or coaching and mentoring).

Finally, two rates were calculated based on the collected information. The *business start-up rate* was calculated based on the reported number of entrepreneurs who started their businesses as a result of a SIYB training; and the *business survival rate* was calculated based on the reported number of start-ups surviving for a minimum of one year after the training.

Objective 2:

To obtain qualitative feedback about the use of SIYB by selected institutions

This objective gathered information on the programme's expansion, its integration within public and private structures, and new trends, adaptations and innovations in the implementation of SIYB by its partnering institutions. The qualitative information gathered included types of adaptations and translations of SIYB training packages, ways in which other business development services were provided in combination with SIYB, and achievements and challenges of SIYB in different countries.

Objective 3:

To understand what works and what does not work (in terms of development interventions) for the sustainable provision of management training services for start-ups and existing small enterprises

For this final objective, multiple case studies of SIYB partner organizations were collected worldwide to identify possible pathways to the institutional, technical and financial sustainability of SIYB. These case studies focused on several types of business models (private, public and blended) implemented by successful SIYB partner organizations, while incorporating the larger strategy behind the training they offer and the innovations they have developed over time.

This tracer study should not be confused with an impact assessment or a programme evaluation. An impact assessment seeks to determine to what extent changes in the lives of end beneficiaries can be attributed to a programme intervention, while a programme evaluation assesses the extent to which an intervention accomplishes the intended outputs. This tracer study is predominantly concerned with presenting quantitative and qualitative information on the outreach of the SIYB training programme.

1.2 Introduction to the SIYB programme

The 2019 International Labour Organization (ILO) study *Small Matters* found that small economic units accounted for 70 per cent of total employment, including self-employed individuals and micro, small and medium-sized enterprises (ILO 2019a). This proves how critical those enterprises are in providing livelihoods to women and men worldwide. Given the contribution of entrepreneurs to job creation and inclusive growth, many economic and social development strategies incorporate support to existing and aspiring business owners. This assistance can be offered in a wide variety of forms, including technical and business management training as well as financial support, among other services.

The SIYB programme has a long track record of promoting development of micro and small enterprises as a strategy for creating more and better employment for both women and men, particularly in emerging economies. It is implemented through a multiple-tier structure comprising master trainers, business development service providers and their trainers, and entrepreneur-level end beneficiaries.

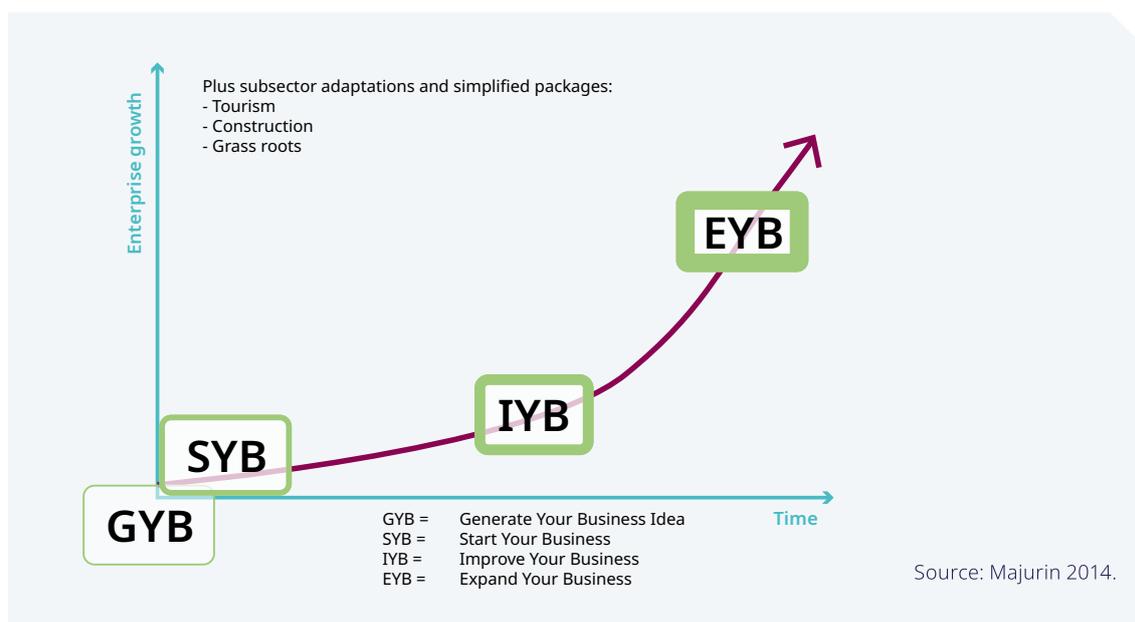
The objectives of SIYB are twofold:

- ▶ to enable local providers of business development services to implement business start-up and improvement training effectively and independently;
- ▶ to enable women and men to start viable businesses, to increase the viability of existing enterprises and, in doing so, to create quality employment for others.

The SIYB training programme is a family of business training tools with four interconnected core training packages (figure 1.1):

- ▶ **Generate Your Business Idea (GYB):** A two- to three-day training course designed to enable potential entrepreneurs to conduct an entrepreneurial self-assessment and select the most feasible business idea.
- ▶ **Start Your Business (SYB):** A five-day training course for potential entrepreneurs with a concrete and feasible business idea. It helps participants to develop a business plan covering marketing, human resources needs, costs of goods and services, licences and permits needed, legal formalities and financial forecasts.
- ▶ **Improve Your Business (IYB):** A modular training course to enable existing entrepreneurs to improve business management in specific areas depending on their needs. It consists of six modules:
 - ▶ buying and stock control
 - ▶ costing
 - ▶ marketing
 - ▶ people and productivity
 - ▶ planning for your business
 - ▶ record keeping.
- ▶ **Expand Your Business (EYB):** An integrated ten-day training course for growth-oriented entrepreneurs. The main output is a business growth plan, which includes chapters on marketing, operations, human resources and financial and strategic management.

Figure 1.1 SIYB packages



The programme's implementation model, which is based on a three-tier structure with master trainers, trainers in providers of business development services, and potential and existing entrepreneurs, enables large-scale outreach through a multiplier effect and institutional approach. After assessing the market for business services in a given country or region and establishing the demand for business management training solutions, the ILO builds the capacity of local training providers to effectively and independently implement SIYB training and related activities. In addition, it provides international training and certification to a group of SIYB master trainers, to whom the management of the SIYB programme and the quality assurance system will eventually be handed over. By using this multiplier strategy, the ILO intends to create a sustainable training and quality assurance system at the national level. Figure 1.2 illustrates the SIYB implementation structure, while figure 1.3 shows the global outreach by the end of 2020.

Figure 1.2 SIYB implementation structure

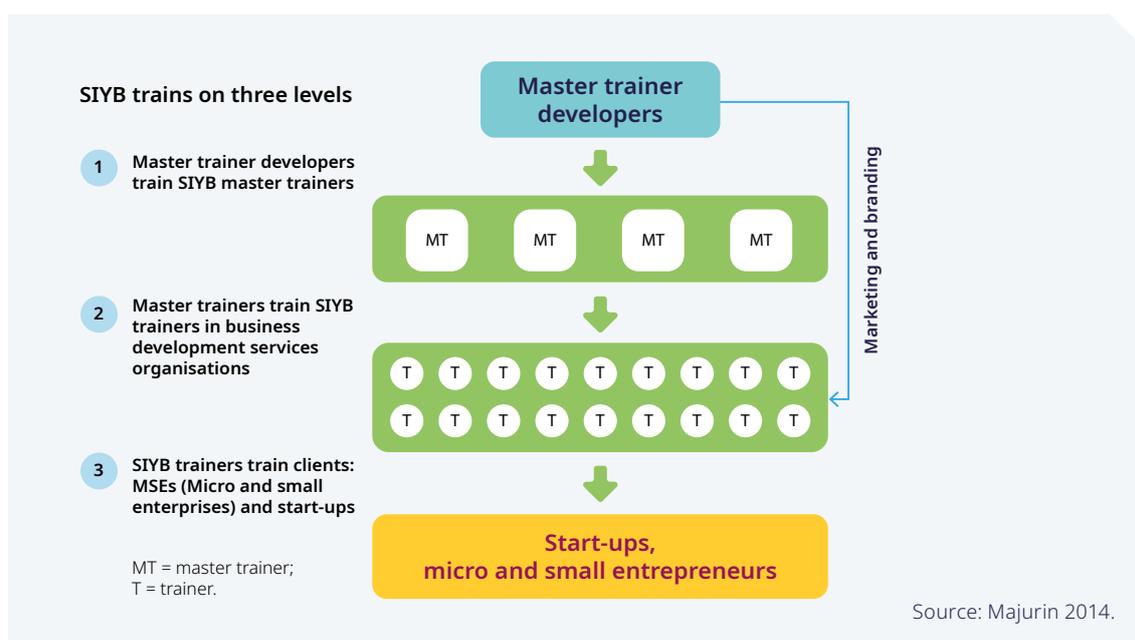
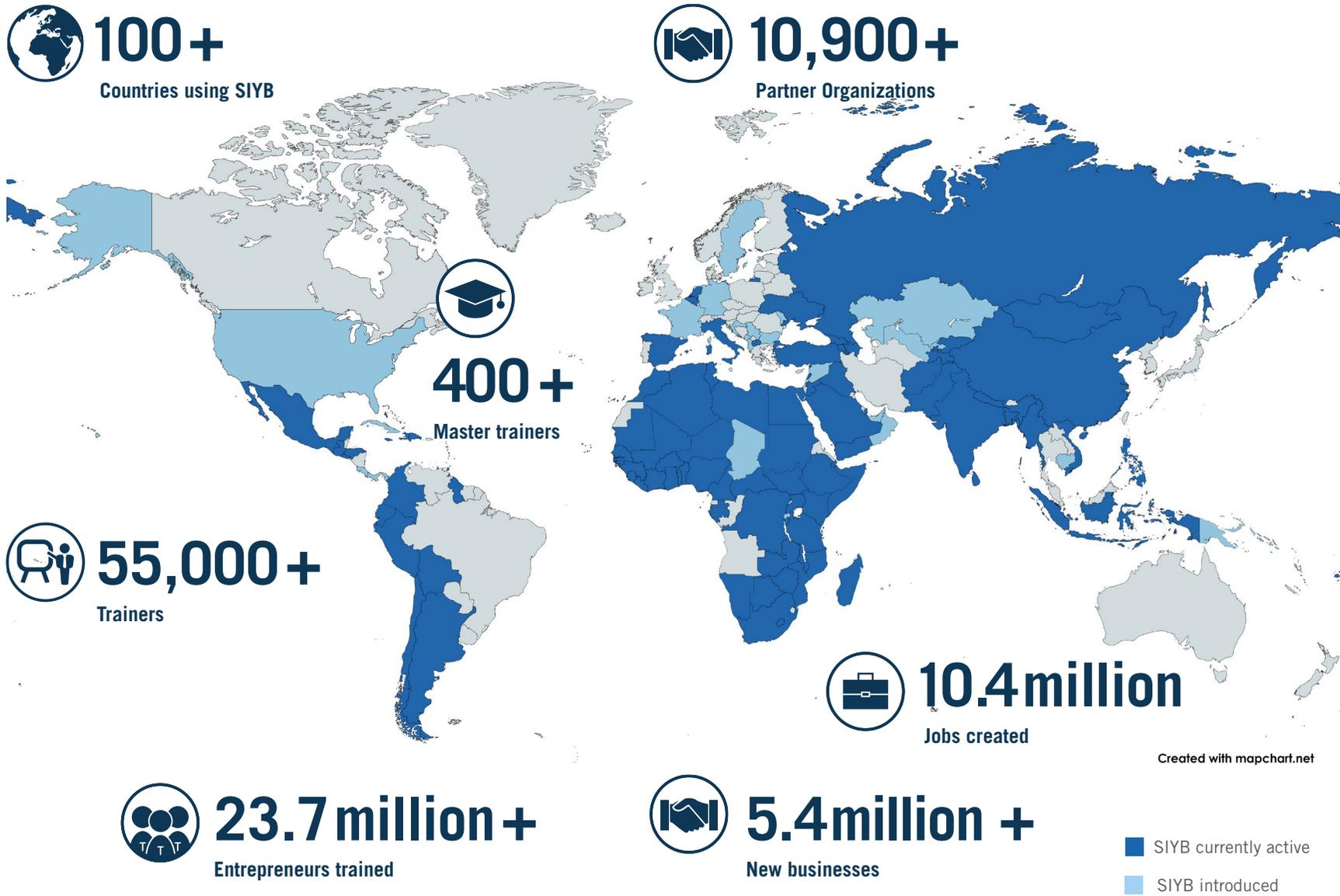


Figure 1.3 SIYB outreach by the end of 2020



Created with mapchart.net

1.3 Methodology

The 2020 SIYB Global Tracer Study is based on information collected for the period January 2016 to December 2020. The tracer study builds on the 2011 and 2015 studies and their results (respectively, for the periods 2003–2010 and 2011–2015). A combination of methods was used to collect the data.

Quantitative and qualitative data collection

The quantitative data collected included the number of:

- ▶ public and private SIYB partner organizations;
- ▶ processes for development of master trainers;
- ▶ active master trainers;
- ▶ training of trainers executed, active trainers and total number of trainers;
- ▶ potential entrepreneurs and entrepreneurs trained in all training packages, and their satisfaction rates;
- ▶ businesses created (business creation rate);
- ▶ businesses that survived after one year (business survival rate);
- ▶ jobs created (employment creation rate).

All the data collected were disaggregated by gender and age (including enumeration of individuals aged under 24 years), and by training package. All the information was collected for each country in which SIYB was actively implemented and had been introduced. A list of countries implementing SIYB can be found in the appendix to this document.

The ILO SIYB global coordination team recruited and coordinated a team of nine master trainers to collect quantitative and qualitative data in their respective countries and regions, including China, Latin America and the Caribbean, Central Asia and Eastern Europe, South Asia, East Asia (excluding China)¹ and the Pacific, the Middle East and North Africa, and sub-Saharan Africa. These master trainers made use of the existing networks of master trainers, their connected trainers, and public and private SIYB partner organizations to gather the data from a total of 65 countries.

For the rest of the countries in which SIYB is implemented, quantitative data were collected directly through ILO country offices, ILO project teams and other institutions or non-ILO implementers that rolled out the programme in new countries (for example, Libya and Trinidad and Tobago). These teams shared impact assessments and SIYB studies, which enabled closer examination of the outcomes of the programme and its impacts on entrepreneurs and SIYB partner organizations. In addition, data were extracted from the Gateway, SIYB's monitoring database, to triangulate and complete the quantitative data collection.

Qualitative information on the roll-out of SIYB training and the integration of SIYB into the training offered by partner organizations was also collected through master trainers and ILO country offices and projects. The data collected included information on the adapted materials, training offered by SIYB partner organizations,² digital and technological innovations in delivery (for example, online platforms, WhatsApp and SMS coaching, and app development), the value added by the programme, challenges faced, and country-specific information on business creation, survival and employment rates.

1 Throughout this document the regional designation "East Asia" excludes China, as data for China are presented separately, due to the very high presence of SIYB in the country.

2 The information collected on the training offered by SIYB partner organizations was mostly about the additional business development services provided to their clients and beneficiaries. This was meant to aid understanding of whether the SIYB programme was more effective when combined with additional services to enterprises.

To estimate the overall impact of the SIYB programme, the SIYB global coordination team tasked the recruited master trainers to collect the information for each country, with the collaboration of ILO country offices and projects in allowing access to their results databases. Once collected, these data were triangulated through national and international statistics databases, such as the Global Entrepreneurship Monitor.

Quantitative data analysis and triangulation

The contracted master trainers cross-checked the quantitative data received and estimated the missing information based on peer-reviewed publications and national statistical data. Upon reception of results, the SIYB global coordination team thoroughly checked the information for coherence and reviewed it alongside the contracted master trainers. Lastly, ILO country offices and enterprise specialists were involved and asked to review the qualitative and quantitative data collected, and to incorporate more information based on their understanding of the national and regional context. The overall data collection and verification process extended from September to December 2020.

Given that China has the largest SIYB outreach, the SIYB global coordination team collaborated very closely with the Chinese Ministry of Human Resources and Social Security to supervise, monitor, cross-check and triangulate all the quantitative and qualitative results of the programme in the country.

Case studies on the implementation of the programme with SIYB partner organizations

In addition to collecting quantitative data and qualitative feedback, the contracted master trainers interviewed and gathered meaningful information on the delivery mechanisms used by 23 SIYB partner organizations operating in 22 countries on four continents and drafted subsequent case studies to illustrate their impact, business models and innovations. The SIYB global coordination team reviewed and used them throughout the study as case examples to showcase SIYB partner organizations' achievements and efforts towards sustainability. These case studies also supported the extraction of lessons learned from the implementation of SIYB globally, with a view to improving the quality of the programme and planning SIYB's future developments.

1.4 Limitations of the methodology

Despite regular efforts supported by the ILO to obtain complete and accurate data, collecting information, especially at the entrepreneur level, remains a challenge.

The data collection for the tracer study was conducted during 2020, so the COVID-19 pandemic and the ongoing lockdown measures made it impossible for the SIYB global coordination team to fact-check some of the data collected through additional field missions.

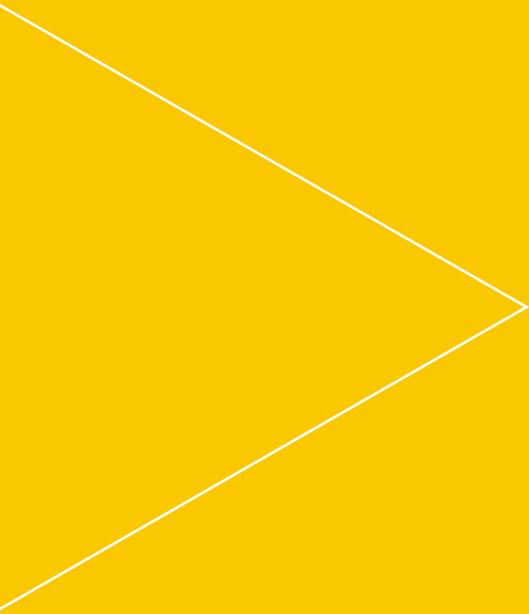
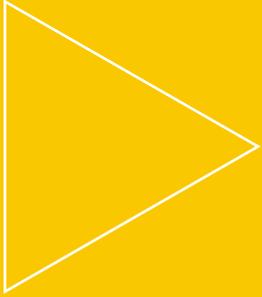
Partner organizations and SIYB trainers often lack incentives to perform more burdensome data gathering and to use monitoring and evaluation tools. During the study, this was particularly noted in the South-East Asia and Latin America and the Caribbean regions. In addition, some regions where SIYB is implemented do not report training information on the SIYB Gateway (web-based monitoring and evaluation tool for the SIYB programme). This may be because reporting to national frameworks is given preference (notably in China) or because programme implementation largely relies on independent trainers and master trainers.

A large majority of SIYB training activity takes place in China, where the management and implementation of SIYB have been fully integrated into the Malanhua China Entrepreneurship Training Programme of the Ministry of Human Resources and Social Security. Therefore, the data-gathering process differs from other regions in which SIYB is implemented, which limits verification procedures.

Another factor that affects both the collection and the interpretation of data is the lack of consistency of monitoring and evaluation tools across regions. This necessitated harmonization of the data collected, which may affect the final results. Besides, no data were received from a few countries where SIYB is being implemented, which may result in underestimation of outreach.

It is also important to note that SIYB is often implemented in countries subject to volatile political, social or economic circumstances or even conflict conditions. Such unstable environments inevitably have a disruptive effect on the lives of inhabitants, and also complicate efforts to collect and record correct data and to assess long-term success.

For all these reasons, the quantitative results presented in this study should be seen as estimates.



2

► SIYB programme outreach

2.1 SIYB outreach in numbers

To reach 23.7 million end users trained in SIYB, a structure of over 400 master trainers, over 55,500 trainers, and nearly 11,000 partner organizations worldwide have operated to support the training delivery in over 100 countries (table 2.1).³

Table 2.1 SIYB outreach by region, by the end of 2020

Region or country	Master trainers  (end of 2020)	Trainers  (end of 2020)	SIYB trainees  (end of 2015)	SIYB trainees  (2016–2020)	Total SIYB trainees  (end of 2020)
Central Asia and Eastern Europe	2	1 277	34 025	58 977	93 002
China	161	42 090	14 182 000	8 156 110	22 338 110
Latin America and the Caribbean	13	2 686	48 528	47 055	95 583
Middle East and North Africa	19	913	180 219	43 895	224 114
South Asia, East Asia and the Pacific	168	5 824	342 045	128 261	470 306
Sub-Saharan Africa	54	2 852	277 160	246 773	523 933
Total	417  (34% women)	55 642  (40% women)	15 063 977  (50% women)	8 681 071  (34% women)	23 745 048  (45% women)

The present study estimates that between 2016 and 2020 over 8.6 million end beneficiaries were trained. During the last five years, SIYB has reached one third of the total entrepreneurs trained since its inception, showing the rapid global expansion of the programme.

As shown in table 2.1, the outreach of SIYB has been increasing. In Central Asia and Eastern Europe the total number of trainees almost tripled in five years, from 34,000 trainees in 2015 to 93,000 by the end of 2020, whilst in Latin America and the Caribbean and sub-Saharan Africa the numbers nearly doubled. Steady growth in the number of SIYB trainees occurred in the three remaining countries or regions, namely China, the Middle East and North Africa, and South Asia, East Asia and the Pacific.

³ Since the launch of the programme, SIYB has been introduced in 110 countries. Data for the period 2016–2020 are based on information collected from 60 countries.

In absolute numbers, however, China continues to be the largest contributor to SIYB outreach, with over 22 million trainees by the end of 2020. Sub-Saharan Africa is now the second region in terms of SIYB trainees, surpassing South Asia, East Asia and the Pacific. This reveals the global nature of SIYB, and its expansion as an integral part of initiatives to stimulate economic development across regions.

The table also reveals the versatility of the SIYB programme and its implementation models, which can be driven by either the private or the public sector. For example, South Asia, East Asia and the Pacific, with a stronger private sector-driven approach, trained 5,800 trainers with 168 master trainers, while China, with its public sector-driven approach, had much greater numbers of trainers (42,090) but fewer master trainers (162) than the rest of South Asia, East Asia and the Pacific. This displays SIYB's adaptability to different implementation models.

The tracer study also reveals a slight increase in women at the master trainer and trainer levels; however, a decrease in women's participation in SIYB training is also noted. The factors influencing this decrease can be diverse and require further research to understand this issue. It is recognized that this is a worrisome trend for the long-term promotion of the SIYB programme, and the SIYB global coordination team will therefore undertake additional studies to understand this variable and its regional variations. The team will then implement the necessary measures to ensure a gender-balanced programme for the years to come.

In terms of new businesses, this tracer study calculates the number of new entrepreneurs who started their businesses as a result of SIYB training (table 2.2). In relation to the number of new jobs, the study calculates the number of employees hired by the new business, including the entrepreneur. For example, if an entrepreneur in Ethiopia hired two people in their new business, that would be counted as three new jobs (the entrepreneur and the two new employees).

Table 2.2 Summary of start-ups and job creation, by the end of 2020

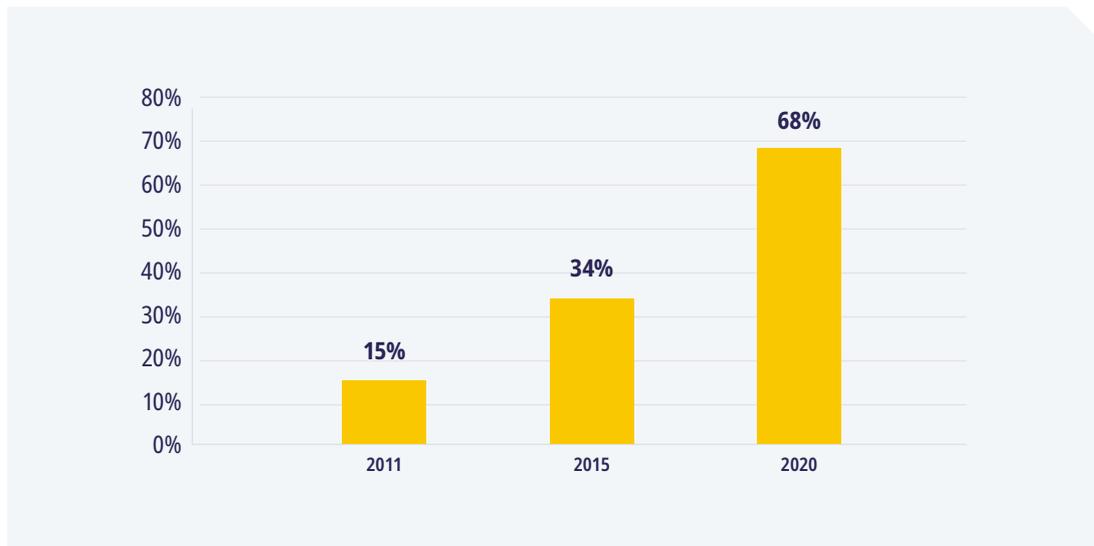
Region or country 	Up to 2010	2011–2015	2016–2020	Total
New businesses (new entrepreneurs)	0.5 million	2.1 million	2.8 million	5.4 million new businesses
New jobs (entrepreneurs plus hired labour)	2.2 million	4.1 million	4.1 million	10.4 million new jobs

Through the implementation of SIYB more than 5 million new businesses have been created, contributing to more than 10.4 million jobs since the launch of the programme.

In the last five years, it is estimated that SIYB contributed to the creation of 2.8 million new businesses, doubling the number of new businesses the programme has recorded since its inception. These new businesses created about 4.1 million new jobs, representing an increase in nearly 40 per cent in created jobs since SIYB's inception. However, other factors, alongside participation in SIYB, contribute significantly to the outcomes for SIYB trainees in starting and improving their businesses. These include access to finance, technical skills, the business climate, supporting policies and infrastructure, and the personal competencies of the entrepreneurs.

Finally, to deliver quality training, SIYB depends largely on partnerships with organizations. These organizations are the backbone of the implementation structure, as their trainers deliver the training services to the end beneficiaries. By the end of 2015, the reported number of such organizations was over 3,300; since then, at least 7,600 partners have been added to that total, of which the majority are from the private sector. Figure 2.1 represents the percentage of SIYB private sector partner organizations for 2011, 2015 and 2020.

Figure 2.1 Percentage of SIYB private sector partner organizations, 2011, 2015 and 2020



As already pointed out in the previous tracer study (2011–2015), there has been a shift in the profile of partner organizations from the public to the private sector (Van Lieshout and Mehtha 2017). That shift became more pronounced during the period 2016–2020. By 2020, 68 per cent of the partner organizations were from the private sector, illustrating the attractiveness of SIYB to commercially oriented providers.

2.2 Evidence on the effectiveness of business management training

Discussions on the effectiveness of business management training are common among practitioners. Since its inception, SIYB has been examined in a wide range of randomized controlled trials in different regions and for a range of target groups, in combination with other services or as stand-alone training. Overall, studies show that business management training has a positive impact on business practices and that enterprises with improved business management practices are more profitable and demonstrate a stronger pattern of growth (McKenzie and Woodruff 2014, 2017).

The effectiveness of management training for small businesses depends on several factors, such as the selection of trainees; the type of client being targeted by service providers; how adapted the training is to local circumstances; whether the trainees are paying for the services; qualifications of trainers; the duration and flexibility of the training schedules; and other linked services. Nevertheless, even if a majority of factors are favourable, it is important not to overestimate the possible impact of what is typically an 8–40-hour training intervention (depending on the package and module used). Much depends on how individuals apply what they have learned.

A review of research on entrepreneurship training (McKenzie et al. 2020) summarizes the state of knowledge as follows.

- ▶ Traditional entrepreneurship training has modest but (across studies) significant effects on improving business practices and business outcomes for microenterprises.
- ▶ Consulting appears to work, leading to improvements for both medium/large firms, and also for smaller firms with an average of 14 workers. However, consulting is expensive, and it is less clear how to scale such programmes. A group-based consulting approach offers potential.

- ▶ Evidence on the effectiveness of incubators and accelerators in developing countries is still scarce, and it is unclear how much the training component matters, and which other non-monetary services have meaningful impacts.
- ▶ Mentoring of subsistence firms does not appear to offer additional value beyond the cheaper in-person traditional training. Mentoring may work better as a substitute for training, particularly with more advanced firms looking to innovate, but evidence is limited.
- ▶ There is a need for further experimentation with alternative delivery methods, particularly online training, while television edutainment and SMS messages have not shown detectable impacts.

The review covers studies in which the impact of SIYB training is analysed either as stand-alone training or in combination with other approaches, such as Kaizen methods⁴ or gender-oriented content in entrepreneurship training (McKenzie 2020).

Gender and Enterprise Together (GET Ahead) is an ILO training programme that views traditional business management topics through a gender lens. The programme has been evaluated in randomized controlled trials in Viet Nam and Kenya (Bulte et al. 2016; McKenzie and Puerto 2017). It was found that the training enhanced business knowledge, improved business practices and increased the profits of the participants' businesses. It was also found that participating in the training may increase the start-up of new economic activities and the survival rate of existing ones. In Kenya, the study furthermore found that the overall sales in local retail markets in which some individuals were trained outperformed those in other similar markets. As sales grew as a whole, the businesses that directly benefited from business training did not take sales away from other businesses in their local market. This appears to have happened due to consequent learning effects on those not trained, as the trained women entrepreneurs introduced product innovations and enhanced customer services to the market that benefited other market vendors as well.

Further SIYB-related studies carried out separately in Ghana, the United Republic of Tanzania and Viet Nam, using randomized controlled trials, also demonstrated the advantages of including complementary approaches in the delivery of traditional business management training (Higuchi, Mhede and Sonobe 2019; Higuchi, Nam and Sonobe 2017; Sonobe and Higuchi 2018). The results showed the impact of SIYB in combination with the basic elements of Kaizen training on production management and quality control, with significant improvements in the performance of small enterprises. The business improvements of SIYB-trained entrepreneurs made them more resilient to shocks and economic downturns compared to their fellow entrepreneurs who did not benefit from the training.

It is important to note that business management training is not a one-size-fits-all approach. Micro, small and medium-sized enterprises are a highly heterogeneous group, and different types and sizes of businesses and start-ups need different types of support in their ecosystems.

2.3 Monitoring and evaluation of the SIYB programme

The ILO has attached great importance to its monitoring and evaluation (M&E) system for SIYB, and dedicated sessions on this topic are delivered during each training of master trainers and training of trainers. The SIYB M&E system consists of two complementary mechanisms – the SIYB M&E Toolkit and the SIYB Gateway.

The SIYB M&E Toolkit is a paper-based system consisting of a set of forms used to monitor the various actors in SIYB at the different stages of the training process. The SIYB Gateway is an instant electronic reporting tool, designed to be used alongside the M&E Toolkit. It provides master trainers and trainers with the means to enter their training data directly into an online database immediately upon completion of training activities, and to gain certification and licensing directly,

⁴ Kaizen is an approach to the improvement of production management and quality control.

as well as automatic renewal of the master trainer's licence. The Gateway also contains a documents library from which users can download training materials. The Gateway produces reports on training outreach at global, country and partner organization levels.

As the ILO's sustainability strategy has entailed decentralizing SIYB by handing its implementation over to partner organizations, the ILO has limited information on how SIYB is used: partner organizations, trainers and master trainers are responsible for implementing the M&E tools. Nevertheless, it is important to emphasize the value of developing a solid M&E system to better target SIYB interventions, while taking into consideration that methodologies need to be continuously improved to include realistic assessments of the financial burden of data collection at different levels of the SIYB programme.

Box 2.1 presents a case study from Burundi on the use of M&E tools

Box 2.1 The case of Burundi: Meaningful analysis with simple M&E tools

The case of Burundi is an interesting example of how to collect in-depth data in a simple way. The objective was to have a deeper understanding of how the implementation of SIYB impacted the number of businesses created and the creation of jobs, three and six months after the training was delivered. The project *Emploi des Jeunes Ruraux* (Rural Youth Employment), funded by the International Fund for Agricultural Development, aimed to promote agricultural value chains with a focus on youth employment. Under the project, 36 trainers were trained and certified in SIYB in Burundi; those trainers then trained over 2,000 young women and men in SIYB.

SIYB trainers organized post-training follow-up visits three and six months after the training. During these follow-up visits, trainers used SIYB monitoring sheets to record gender-sensitive data on the status and performance of income-generating activities launched by 1,320 of the young beneficiaries.

In terms of business creation, of the 1,320 youths, 1,118 had launched an enterprise or income-generating activity in the six months following the training. This represented a start-up rate of 84.7 per cent. Based on these data, it was estimated that the 2,000 youths trained had created a total of 1,693 enterprises.

On average, these young women and men entrepreneurs each recruited 1.47 additional employees. Together, the 1,693 small enterprises created an estimated total of 2,487 additional jobs, bringing the total of jobs created following SIYB training to 4,180 (1,693 enterprise owners plus 2,487 employees).

The start-up rate following the training was slightly higher among women (85.8 per cent) than among men (84.2 per cent) (figure 2.2). However, of the 2,487 additional employees recruited by the newly created enterprises, only 530 were women, compared to 1,957 men (figure 2.3). These data indicate that while women entrepreneurs were just as successful as their male counterparts, there was an apparent preference for male employees. The reasons for this preference are not known, but might be rooted in sociocultural norms and perceptions.

When disaggregating the job creation per entrepreneur by gender, it was found that for each female entrepreneur one new job was created, and for each male entrepreneur, 1.6 new jobs were created, which means that male entrepreneurs hired 60 per cent more employees than their female counterparts. As for the gender of the hired employees, women entrepreneurs tended to hire more women employees. Although women and men entrepreneurs hired almost the same amount of women employees in absolute numbers, considering the relative difference, women entrepreneurs hired 65.4 per cent more women than men entrepreneurs, showing that even though women entrepreneurs created fewer jobs than men entrepreneurs, they were still responsible for creating more opportunities for other women. The data, therefore, indicate the importance of training more women entrepreneurs, as this could translate into increased job opportunities for women.

[Continue](#)

Figure 2.2 Start-up rates for young women and men entrepreneurs, Burundi Rural Youth Employment project

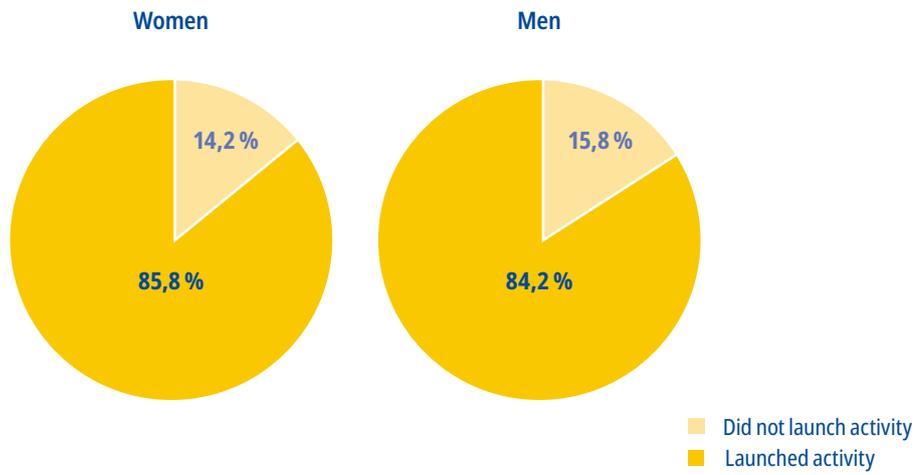
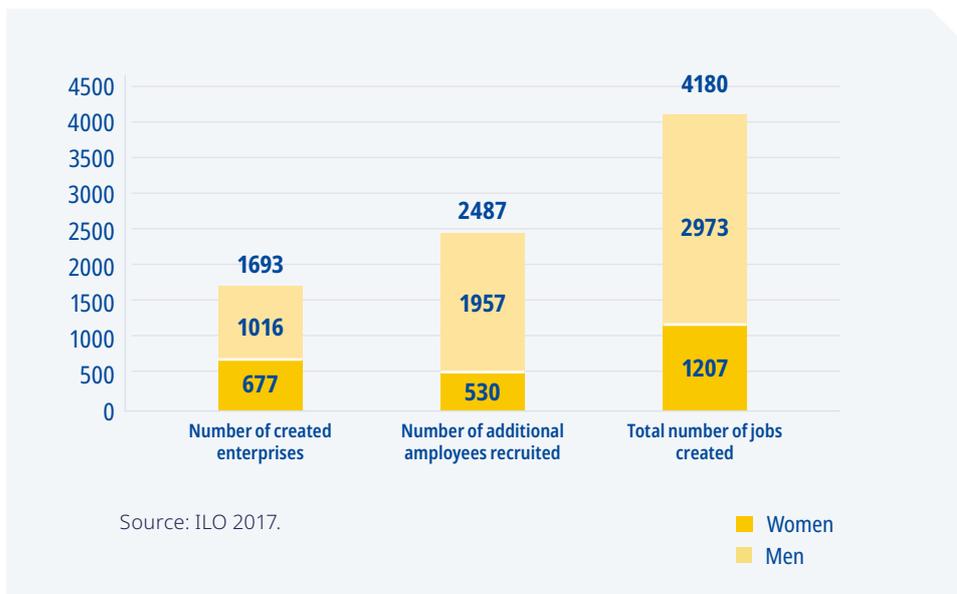


Figure 2.3 Number of enterprises and jobs created by the 2,000 young beneficiaries



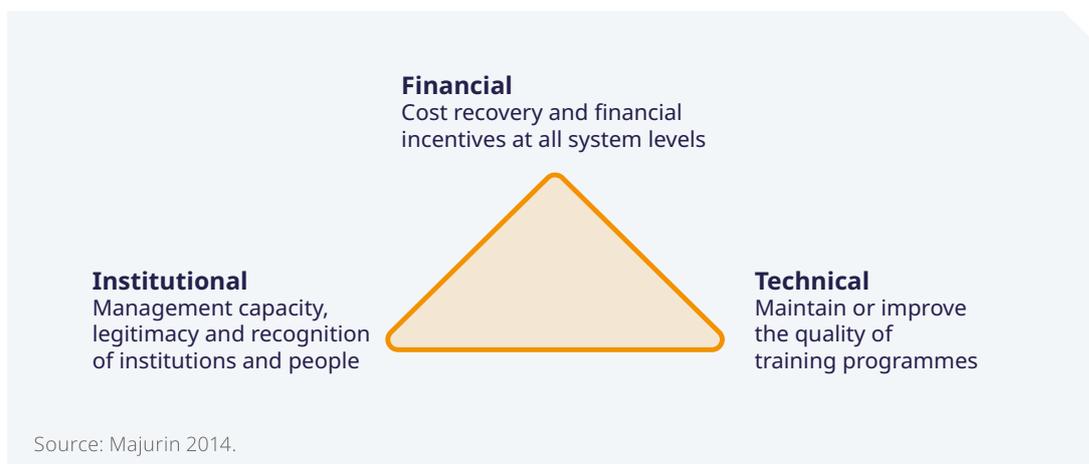
2.4 Sustainably implementing SIYB

The sustainability of SIYB beyond its initial introduction is key to ensuring that its benefits can reach more people over a longer time frame.⁵ The sustainability of SIYB refers to its continued implementation in a country beyond the period of ILO or other external support. The aim of projects should not be to replace local organizations by delivering goods and services on their behalf. Instead, the focus should be on building the capacity of local organizations to help them play a more effective role in providing required services to different target groups (figure 2.4).

For SIYB, there are three areas of sustainability that are of key importance:

- ▶ **Technical sustainability.** Technical sustainability relates to the quality of training. This includes regularly updating training materials and refreshing the skills and competencies of trainers to ensure that the service offered acts in response to clients' needs.
- ▶ **Institutional sustainability.** Institutional sustainability relates to the capacity of training providers to manage SIYB programmes.
- ▶ **Financial sustainability.** Financial sustainability refers to the capacity of training providers to recover their training costs or to have the necessary budget available to maintain the quality of the training. This is important at all system levels (master trainers and trainers).

Figure 2.4 Dimensions of SIYB sustainability



Technical sustainability

In the area of *technical sustainability*, the quality of SIYB delivery was highly emphasized as one of the main achievements of the programme. The quality control of the technical elements of SIYB is embedded in the structure of the programme. Moreover, the SIYB certification system ensures that only trainers that have demonstrated their ability to offer high-quality training can be certified and deliver the training of entrepreneurs. Only if customers are satisfied with the quality of the services received will they continue demanding them. Therefore, for SIYB to be sustainable, it must not only satisfy the minimum quality expectations of the customers in the market but also anticipate and exceed these expectations.

⁵ This section is based on Nutz 2021.

Box 2.2 presents a case study of sustainable service provision from Sri Lanka.

Box 2.2 Case study: A sustainable service provider in the microfinance market in Sri Lanka

Berendina Micro Investments Company Limited (BMIC) is a microfinance company that provides services to rural and plantation communities in Sri Lanka, focusing on areas of acute poverty.

BMIC works in rural areas and supports borrowers to start or expand their businesses by providing both financial and technical assistance. With a network of 13 internal and 30 external SIYB trainers, GYB and IYB are the training products that BMIC offers to its clients to build their knowledge in costing, marketing, record keeping, and business planning. The clients are selected based on their loan request and assessment, and receive the training either before or after the loan disbursement.

BMIC does not provide training free of charge and has a unique mechanism to recover the cost from clients. The company issues Enterprise Development Services (EDS) coupons together with loans for clients to utilize the training services. The value of the coupon (without interest) is paid to BMIC with the monthly loan instalment. Borrowers can use those coupons to pay for the EDS fees or the client can offset the money paid for the coupon as the last instalment of the loan repayment.

Provision of SIYB training, business counselling, business follow-up, creation of market and supply linkages, facilitation of business registration and managing an online marketing platform to sell rural products, among other integrated services, has contributed to BMIC becoming a highly successful and sustainable service provider in the microfinance market in Sri Lanka.

Institutional sustainability

Thanks to the recognition of the SIYB programme, partner organizations tend to compete on quality rather than on price. Thus, partner organizations contribute to the *institutional sustainability* of SIYB training delivery. Box 2.3 presents a case study from Senegal of a partner organization's institutional sustainability. Performance Afrique satisfies an extensive demand for SIYB, including through deployment of trainers in the country's universities to train young people in SIYB.

Box 2.3 Institutional sustainability case study: Performance Afrique, Senegal

The Bureau d'Appui Conseil au Développement (Development Advisory Support Office), Performance Afrique, was set up in 2003 in Senegal. It is a private entity that provides technical and management training for enterprises and organizations in several fields. It has also been established in two other countries: Guinea and Burundi.

Performance Afrique became well known for including post-training follow-up for free in the training package. The entity serves as an example of combining SIYB tools with other support services. The organization, which has a technical training unit in handicrafts and agroprocessing, has systematically associated entrepreneurship training with its field of specialization.

Another dynamic that has proved effective is the combination of SIYB training with life skills and financial education training. This combination has strengthened the demand from partners, who find it more complete and beneficial, especially for young people and women. Thus, the combination of SIYB training for entrepreneurs with life skills and financial literacy training enhances the effectiveness of the programme and increases demand.

The SIYB programme is now integrated into Senegal's technical training centres and vocational training schools as an integral part of the curriculum. Thanks to its potential for adaptation, its performance and the availability of a sufficient number of trainers, SIYB is well positioned in various training schemes and is preferred to most other existing training programmes in the field.

Performance Afrique's implementation of SIYB is an example of programme sustainability. Direct (client) or indirect (partner grant) funding arrangements are sufficiently secure to ensure the continuation of the programme.

Financial sustainability

The SIYB certification system and the related branding of SIYB provide a good basis for the promotion of technically and institutionally sustainable training delivery. However, finding the right mechanisms and strategies to ensure that local public and private organizations continue training delivery after a donor-funded project ends remains a key challenge. Different models for financially sustainable training service provision exist. These range from public models, where training provision is fully funded and executed by public organizations, to private models, where training is offered on a for-profit basis to paying clients.

Fully funded and executed SIYB training by public institutions can bring many advantages, such as centralized planning, which enables full control over what training programmes are offered to each population group. Hence, a government-run programme can tailor different types of training and related support services to groups with varying needs and objectives. If sufficient funding is available, training and services can be offered free of charge, assisting inclusiveness and accessibility. Fully funded and executed trainings by public institutions can also facilitate monitoring and collection of data on the impact of the training on entrepreneurs.

If sufficient budget and institutional capacity are available, government-run entrepreneurship training programmes have the potential to reach millions of people, to the particular benefit of poor or marginalized communities. A prime example of this can be found in China, where the government has launched a massive entrepreneurship support programme, originally based on SIYB, that has changed the lives of millions. More recent examples also exist, including the case of Ukraine (box 2.4).

Box 2.4 Public sector-driven model in Ukraine

In Ukraine, the SIYB programme is institutionalized within the Ministry of Economic Development, Trade and Agriculture. SIYB was chosen to integrate the curriculum of the technical and vocational education and training (TVET) centres of the State Employment Service of Ukraine (SES).

To deliver SIYB in the TVET centres, the SYB training package was adapted, with the support of the ILO, as a two-week training programme of business planning for the unemployed. During 2019, the SIYB trainers in the TVET centres delivered 32 trainings for 384 unemployed and jobseekers, including 153 men and 231 women. The ILO SIYB training methodology made up 38 per cent of the total volume of SES TVET centre training activities for potential start-ups.

In addition, the SIYB business plan model is used by the partner banks for the application of the government loan guarantee scheme, which enables SES TVET trainees to apply for funds in financial institutions. The programme comes with training for potential entrepreneurs to improve their financial competencies and to support them in drafting bankable business plans, the latter being a condition for accessing the loan scheme.

The implementation of entrepreneurship training programmes fully funded and executed by the public sector brings many advantages, such as the centralization and coordination of the process by the SES office in Kyiv, control over what training is offered to which target groups, and having SIYB trainers as employees of SES. The programme is still in the initial phase, but there is a big opportunity to improve business development service delivery and promote SME development in the country.

On the other hand, private training institutions, business development service providers, and freelance trainers can provide high-quality entrepreneurship training and related services. Their specialization usually means that the staff of such institutions are already capable of providing training and launching a process to train staff on SIYB. Also, they have the incentive to offer high-quality and well adapted training, as they have to compete in the market with other training providers. However, as private entities have to recover their costs and make a profit, this means that the provision of services might not be inclusive for many populations that cannot afford to pay high fees for the training.

Malawi provides an example of an SIYB private partner organization that manages to offer SIYB training to different target groups on a cost recovery basis. Tradeline is a private for-profit company in which all costs are covered by the clients. In recognition of the limited capacity to pay of most of the customers, Tradeline collaborates with the private sector and other non-profit organizations and developmental partners to sponsor training and support to disadvantaged communities.

Other examples are Myanmar and Peru, where lead private sector companies promote SIYB as part of their corporate social responsibility strategy among retailers and cooperatives that are part of their value chains (box 2.5 and box 2.6).

**Box 2.5 Engaging the private sector in entrepreneurship promotion:
The case of Coca-Cola's Leht Li business skills training in Myanmar**

Leht Li is a training programme initially available to the 150,000 small retail businesses that are part of Coca-Cola's retail network in rural and urban areas across Myanmar. It is implemented by Coca-Cola Myanmar in partnership with the ILO project Entrepreneurship and SME Support and Myanmar's Ministry of Industry. Training content is an adaptation of SIYB and targets small retailers and shop owners.

The project started operations in 2014, in an environment with limited services available for small businesses and entrepreneurs. There were few policies in place to support entrepreneurs and the culture was not geared towards setting up business, leading to a reluctance to engage in entrepreneurship. Furthermore, small enterprises in Myanmar, many of which were informal family businesses, showed clear signs of child labour.

After Coca-Cola re-entered the market in 2012 the company completed a due diligence process that highlighted several issues, including the need to address key labour issues in the supply chains, such as excessive hours of work, poor health and safety, and gender inequality. Moreover, Coca-Cola's retail strategy would also encounter a network of retail micro businesses with poor business awareness and a prevalence of child labour, potentially threatening the company's business model.

The company, in partnership with the ILO, decided to focus on the economic empowerment of small businesses and families with children as a means to improve their income and revenues and ultimately reduce their reliance on child labour. The original idea was for Coca-Cola retailers to become trainers for the entrepreneurship training programme, branded Leht Li. However, this plan proved challenging, and thus currently only 10 per cent of Leht Li trainers are also retailers. Instead, the project focused on training and certifying current SIYB trainers to become Leht Li trainers (19 per cent of SIYB trainers in Myanmar), which proved more successful.

To motivate trainers to continue offering Leht Li training, Coca-Cola began offering prizes based on the number of trainings delivered. As for trainers, once they began their work, they soon realized that targeting only Coca-Cola retailers would prove very limiting. Trainers therefore expanded the scope of their clientele to include non-retailers. Currently, half of the clients are non-Coca-Cola retailers, including other business owners, waged employees, potential entrepreneurs, and students. Furthermore, only 35 per cent of Leht Li participants already had a business when they joined the training, proving that there was sufficient demand for entrepreneurship training in Myanmar. Although Coca-Cola initially sponsored the development of Leht Li trainers, the trainers today operate independently from Coca-Cola as freelance service providers.

Box 2.6 Case of IGD Group SAC, Peru

IGD Group SAC is a business development service provider established in Arequipa, Peru, which does not receive donated resources from foundations or similar entities. Almost all of its clients are private sector companies carrying out corporate social responsibility programmes. For example, mining and agroexport companies, which hire the services of local suppliers, task the IGD Group SAC with providing services to these local entrepreneurs. In the mining sector, the entrepreneurs are mining cooperatives. IGD Group combines SIYB with ILO's training package on the management of cooperatives (My.COOP, Think.COOP and Start.COOP).

During the COVID-19 pandemic, their activities were carried out virtually and the costs were covered by clients. While the crisis reduced the costs of food, lodging and printed materials, it maintained the costs of training and payment of trainers.

Finally, as public and private sector-driven provisions have advantages and disadvantages, in recent years mixed models of training delivery have gained popularity. Those models foresee public and private actors working together to deliver high-quality training that is inclusive and sustainable. Mixed models can take many forms, for example in the case of Peru, where the government sub-contracts different organizations to deliver SIYB training (box 2.7).

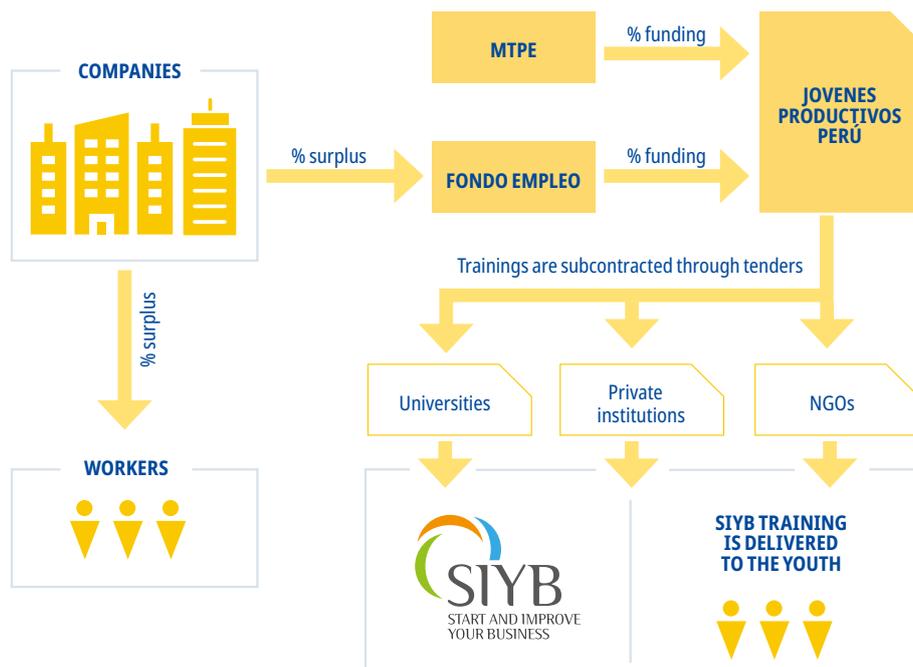
Box 2.7 Blended model for training delivery: The case of Peru

In Peru, the Ministry of Labour and Employment Promotion uses SIYB for entrepreneurship development and training targeting youths (aged 15–29 years) living in vulnerable conditions. The Productive Youth Programme started as a pilot in three regions and has been expanded to 20 of the country's 24 regions, in both urban and rural contexts.

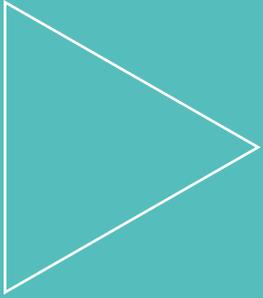
Under the scheme, public and private institutions collaborate to deliver high-quality training to youths. The Peruvian Government is responsible for the eligibility and funding of the training programme and subcontracts training provision to institutions through tenders. The institution that wins the tender (mainly public and private universities and non-governmental organizations) is responsible for training delivery through SIYB certified trainers to the selected participants.

The programme is financed by a combination of government funds and resources from the National Fund for Job Training and Employment Promotion (Fondo Nacional de Capacitación Laboral y Promoción del Empleo: Fondoempleo). The Ministry of Labour and Employment Promotion (MTPE) model was able to ensure roll-out of SIYB training on a massive scale for ten years, with a growing network of around 600 active SIYB trainers in a broad range of business development service providers (figure 2.5).

Figure 2.5 Peruvian blended model



Source: Nutz 2021.



3

▶ SIYB programme: Innovations and next steps

3.1 New and revamped global materials

Each of the four core SIYB training packages – GYB, SYB, IYB and EYB – includes a comprehensive set of learning materials for both participating entrepreneurs and trainers. The SIYB global coordination team in Geneva, together with a team of master trainers and management consultants, recently developed new complementary materials to support the SIYB network.

New e-SIYB tools



To support business survival, recovery and restart, a set of SIYB online tools (e-SIYB) were developed in 2020 to support the global network of trainers and facilitate the delivery of the SIYB programme where face-to-face training was no longer possible.

The new e-SIYB tools (which cover the modules GYB, SYB and IYB) aim to ensure that entrepreneurs can receive SIYB through a combination of e-learning materials, webinars, and online assignments. The complete e-SIYB suite is available for trainers and master trainers in Arabic, English, French, Portuguese and Spanish.

Available in the SIYB Gateway for SIYB trainers and master trainers.

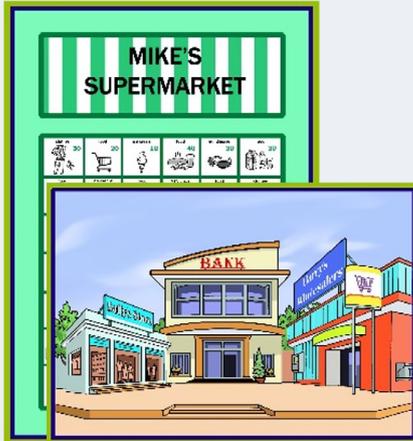
A short introductory guide for SIYB trainers: Using e-SIYB tools



As a response to the COVID-19 pandemic, the e-SIYB tools aim to ensure that trainers can deliver SIYB training through a combination of e-learning materials, webinars and online assignments. The tools are available for the GYB, SYB and IYB training packages in Arabic, English, French, Portuguese and Spanish, and are designed to complement SIYB training. As such, e-SIYB supports SIYB trainers by enhancing the product offering, with the delivery of SIYB remaining the task of certified SIYB trainers and master trainers. Therefore, to facilitate the implementation of the new e-SIYB tools, the ILO SIYB global coordination team has developed a quick guide for trainers.

Available in the SIYB website in Arabic, English, French and Spanish, and in the SIYB Gateway's document library.

Revamped SIYB Business Game



The SIYB Business Game is an educational tool that implements the contents of the SIYB training manuals. It helps participants gradually understand the complexity and factors influencing running a successful business in an informal environment. The game is used often in SIYB training worldwide, and is considered a valuable addition to the training. To continue improving the materials, the SIYB global coordination team and the International Training Centre of the International Labour Organization have produced a new version of the SIYB Business Game with a more attractive design. The new Business Game also incorporates new concepts, such as the seven Ps of marketing.

Available in the SIYB Gateway for SIYB trainers and master trainers.

New Digitalize Your Business (DYB) booklet

Recognizing the need master trainers and trainers have voiced to keep the SIYB programme updated to the current technological context, a Digitalize your Business (DYB) booklet is being developed to support the engagement of micro, small and medium-sized enterprises in commercializing products and services through online platforms (e-commerce).

Coming soon in the SIYB Gateway for SIYB trainers and master trainers.

Revised Expand Your Business (EYB) training package



EYB is a business management training package for growth-oriented entrepreneurs who are seeking to steer their business into new markets. The programme targets enterprises that have been in existence for at least one year and employ between 5 and 100 staff, and who are seeking strategic advice and planning support to expand their business. EYB was recently upgraded to reflect the latest changes in the business and technology spheres and respond better to the demand of high-growth enterprises to come up with actionable business expansion plans. The material will now be pilot-tested in selected countries.

Coming soon in the SIYB Gateway for SIYB trainers and master trainers.

Improve Your Food Processing Business (IYFB)

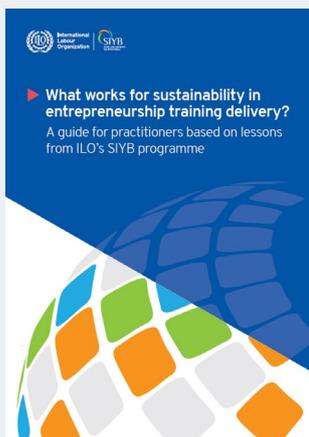


As part of the intervention strategy for micro, small and medium-sized enterprises in the food processing market, a project in Myanmar is designing a training product for entrepreneurs planning to start a food processing business. The training aims to provide entrepreneurs with knowledge and skills to increase their chances of a successful start-up. The materials will be made available for the global SIYB network.

Coming soon in the SIYB Gateway for SIYB trainers and master trainers.

3.2 New publications

What works for sustainability in entrepreneurship training delivery? A guide for practitioners



To support colleagues in planning for sustainable SIYB training provision, the SIYB global coordination team published a guide on sustainable SIYB training delivery. The guide outlines different sustainability models and provides guidance for public and private service provision.

Available in the SIYB website in [English](#), [French](#), and [Spanish](#).

Promoting sustainable entrepreneurship through business incubators, accelerators and innovation hubs



Incubators, accelerators, innovation hubs, centres of excellence and entrepreneurship hubs are springing up across the globe as new types of organizations that support and promote entrepreneurship. It is crucial to understand whether these innovation organizations can sustainably contribute to long-term enterprise and job creation or have a longer-term impact on local entrepreneurship ecosystems. This publication tries to build an understanding on how innovation organizations work and how they can be strengthened within their local entrepreneurship ecosystem to promote entrepreneurship and facilitate sustainable business growth.

Available in the SIYB website in [English](#) [here](#) (French and Spanish version coming soon in the SIYB website).

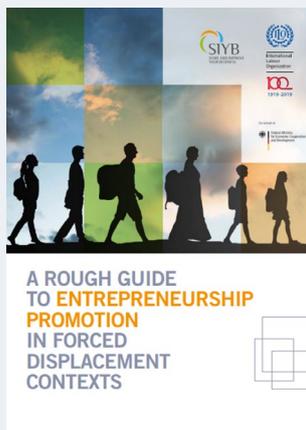
Getting entrepreneurship contests right



Business plan competitions have been gaining momentum and are increasingly used as a tool to encourage entrepreneurs to explore new business ideas, start up their own company or bring to scale a business. This document was developed to provide guidance to practitioners and partner organizations on how to run a business plan and similar competitions in a simple and straightforward manner. In doing so, the guide draws on experiences from Egypt, Kenya, South Africa and Yemen as well as on external literature.

Available in the SIYB website in English [here](#).

A rough guide to entrepreneurship promotion in forced displacement contexts



Forced displacement is becoming increasingly global in scope and protracted in nature, making it critical to devise innovative responses. Entrepreneurship promotion constitutes one such response. This rough guide provides initial practical insights and recommendations for practitioners seeking to implement entrepreneurship promotion programmes in forced displacement settings. Whether you are experienced in the field of entrepreneurship but are new to refugee contexts, or you are a seasoned humanitarian practitioner taking a recent interest in entrepreneurship promotion, this guide is for you.

Available in the SIYB website in English [here](#).

Interventions to improve labour market outcomes of youths



The ILO's Employment Department conducted a systematic review of youth employment interventions to find out which interventions are most effective. The interventions under review comprised skills development, entrepreneurship promotion, employment services and subsidized employment. It was found that in low- and middle-income countries, entrepreneurship interventions had the highest effect on employment and earnings, closely followed by interventions on skills development. The review highlighted that multi-pronged interventions created more impact.

Available in the Youth Employment website in English [here](#).

What Works in SME Development?



The What Works in SME Development series presents key findings of interventions promoting small and medium-sized enterprises as a means to create more and better jobs. It covers ILO programmes as well as interventions of other agencies using ILO products.

The main objective of the series is to increase the uptake of effective SME programmes by leading actors in this field. The issue briefs target ILO constituents, other policymakers, development practitioners, and the private sector, presenting key evidence at a glance. Preference is given to rigorous quantitative research, but the series also covers other research approaches, contributing more evidence on what works and what does not work.

1. [Improving market access for smallholder farmers: What works in out-grower schemes – Evidence from Timor-Leste](#)
2. [Growing micro-enterprises: How gender and family can impact outcomes – Evidence from Uganda](#)
3. [The Next 15 million: Entrepreneurship training at scale – New data on the global outreach of ILO's entrepreneurship training](#)
4. [Developing markets: How training female entrepreneurs can improve business practices and profits – Evidence from Kenya](#)
5. [Educating entrepreneurs: Can in-school youth be taught to start a business? Evidence from South Africa](#)
6. [Boosting SME productivity: How to evaluate the impact of SME training programmes – Evidence from Ghana, India and Vietnam](#)
7. [Entrepreneurship Development Interventions for Women Entrepreneurs: An update on what works](#)
8. [What works in a market-oriented strategy for SME development – Evidence From Myanmar](#)
9. [The impact of management training on small enterprises in developing countries: Lessons from Ghana, Tanzania, and Vietnam.](#)

Available in the SIYB website in English [here](#).

3.3 What's next: New implementation realms

This section summarizes what to expect next, unfolding trends and implementation realms where SIYB is moving forward.

Use of SIYB for productive inclusion in migration and forced displacements settings

Forced displacement is becoming increasingly global in scope and protracted in nature. Although legal refugee status assumes that refugees will be hosted for a finite period until the conflict that caused them to leave their country of origin ceases, as conflicts become more difficult to resolve, refugees remain displaced for prolonged periods. Therefore, it becomes critical to devise innovative responses. Entrepreneurship promotion constitutes one such response. Specifically, supporting refugee and host community members in creating and growing sustainable businesses improves economic self-reliance and peaceful coexistence.

However, refugees often face a series of challenges when attempting to start a business, such as legal and regulatory barriers, mobility restrictions, limited access to finance, lack of support networks, and language and cultural barriers. Therefore, information on these barriers supports a better assessment and implementation of entrepreneurship training – such as SIYB – to respond to the needs of the target group. The case study in box 3.1 examines the implementation of SIYB in Jijiga, Ethiopia, which provides insight into how to overcome the challenge of identifying appropriate partner institutions that could provide SIYB.

Box 3.1 Finding the right partner organizations for entrepreneurship training in Jijiga, Ethiopia

Ethiopia is the second most important host country for Somali refugees. Among the 250,000 Somalis registered in Ethiopia, about 37,000 are settled in three camps in Jijiga. In the context of a project, funded by the German Federal Ministry for Economic Cooperation and Development (BMZ), to promote the livelihoods of refugee and host communities in Jijiga, the ILO deployed SIYB training to support refugee and host entrepreneurs in improving and growing their businesses.

Identifying appropriate partner institutions that could sustainably provide SIYB training to refugees and hosts in Jijiga posed a particular challenge: at the time of the project implementation, refugees were barred from leaving the camps, making it impossible for them to travel to public education centres such as Jijiga University or the local TVET institution. Furthermore, access to the refugee camps was restricted to selected humanitarian agencies and non-governmental organizations. The project therefore pursued a dual strategy to achieve both short-term and long-term objectives.

The most effective short-term solution was to partner with selected non-governmental organizations and humanitarian agencies (selected using a will-skill framework), for example the United Nations High Commissioner for Refugees, to deploy the training to the camp-based refugees. At the same time, the project worked with the local Jijiga University and the TVET institute to launch SIYB for host community entrepreneurs.

To achieve long-term objectives, key partners were engaged for the provision of SIYB, as the Jijiga region had been selected as Ethiopia's pilot region for the implementation of the Comprehensive Refugee Response Framework (CRRF). The government's pledges in the context of the CRRF foresee freedom of movement and the right to work for refugees. Consequently, the project developed a medium- to a long-term strategy to ensure the sustainable provision of entrepreneurship training to refugees and hosts. Once the CRRF is implemented, refugees will be able to access the university and TVET services, which are equipped to provide SIYB training as well as additional business support.

Source: ILO 2019b.

SIYB and technology, and digitalization

The COVID-19 crisis and the continued lockdowns in many countries are forcing micro, small and medium-sized enterprises to go digital and to reform their business model into a contactless reality. Managing a digital transformation is, in this crisis context, one of the most important adaptations for micro, small and medium-sized enterprises to thrive.

Although digitalization was a common process even before the lockdowns, SMEs are currently lagging behind large corporations in responding to digital competition. If SMEs fail to adapt to digital reality, they can end up being pushed out of the market. Early evidence from a series of worldwide studies (OECD 2021) indicates that up to 70 per cent of SMEs intensified their use of digital technologies during the COVID-19 crisis, indicating that to stay afloat, many SMEs have changed their business models and gone digital.

The SIYB programme recently introduced a new set of online learning tools to complement trainer-led SIYB training of entrepreneurs. The tools are allowing SIYB trainers to conduct virtual training (a combination of e-SIYB tools and online classes via videoconferencing) in regions where measures to contain COVID-19 make learning in a traditional classroom setting impossible, as well as in rural and remote areas in some cases. Although these e-tools are a starting point to partially digitalize training delivery of the SIYB programme, they still do not fulfil the needs of some micro, small and medium-sized enterprises in supporting them in doing business digitally.

Therefore, the SIYB global coordination team, in cooperation with ILO country and project offices, is currently developing a new global e-commerce package to support entrepreneurs in going digital. The e-commerce booklet will be made available to SIYB master trainers and trainers to support businesses in this initiative. The booklet includes the main basic concepts of digitalization and focuses on helping entrepreneurs to assess where they are on their digitalization pathway, and to develop an action plan to improve their online presence.

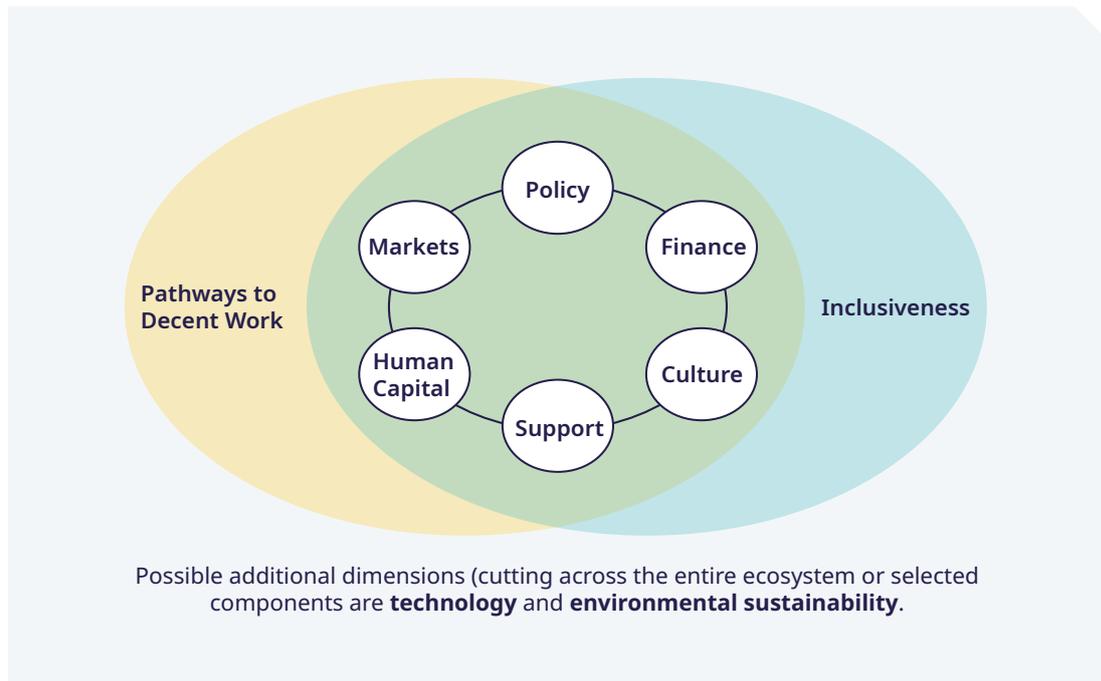
ILO's Inclusive Entrepreneurship Ecosystem Framework

The ILO has a long history of entrepreneurship promotion and enterprise development. So far, the focus has been primarily on promoting individual components (such as SIYB) to strengthen the overall entrepreneurship ecosystem. Although important, work on individual components alone is not enough to promote the emergence of a mature entrepreneurship ecosystem.

Given the high uncertainty and cost associated with starting a business, a holistic support system is necessary if entrepreneurship is to thrive. Such entrepreneurship ecosystems⁶ endeavour to facilitate business creation and growth by offering comprehensive support to entrepreneurs. Therefore, the ILO is developing a new approach to inclusive entrepreneurship ecosystems (Figure 3.1). The approach builds on Isenberg's six core ecosystem components and includes two cross-cutting dimensions – pathways to decent work and inclusiveness – to ensure that the support system is inclusive for all entrepreneurs (Isenberg 2011).

⁶ All businesses and start-ups are embedded in some form of a support ecosystem, as the term simply describes the combination of services, actors, and regulations that shape business creation in a given context. The key question, rather, is whether that ecosystem is "mature", that is, whether support services, access to markets, regulations and cultural values operate together to create an integrated and accessible web of conducive conditions for business creation. Where entrepreneurship ecosystems are mature, entrepreneurship thrives. Helping entrepreneurship ecosystems become mature is therefore one of the central objectives of enterprise development.

Figure 3.1 ILO's Inclusive Entrepreneurship Ecosystem Framework



The cross-cutting dimensions are as follows.

- ▶ **Pathways to decent work.** Entrepreneurship constitutes an important pathway to decent work. New businesses drive job creation, and an important role of an inclusive entrepreneurship ecosystem is to ensure that the jobs created are quality jobs, that is, characterized by decent working conditions. To achieve this, considerations regarding quality job creation through entrepreneurship need to be embedded in the entrepreneurship ecosystem. Since ecosystems vary by context, there is no one size fits all in terms of how an inclusive entrepreneurship ecosystem can be promoted.
- ▶ **Inclusiveness.** Entrepreneurship ecosystems differ not only by context but also between target groups in a given context. For example, although financial and business development services may exist in a given context, access to them is rarely equal among all entrepreneurs. Furthermore, informal norms and values (the “culture” component of the ecosystem framework) may prevent business creation among marginalized groups, such as women, youths and migrants. Often, differences in access to the entrepreneurship ecosystem are implicit, and promoting an inclusive ecosystem that works for all entrepreneurs therefore requires a clear understanding of the target groups and sensitivity to structural and taken-for-granted dynamics in how different target groups experience the extant entrepreneurship ecosystem.

Promoting an inclusive entrepreneurship ecosystem requires a thorough understanding of the specificities and potential shortcomings of the extant entrepreneurship ecosystem in a given context. Targeted and localized solutions to address constraints in the ecosystem can then be developed from such insights. The entrepreneurship team is currently piloting the new approach in different countries.

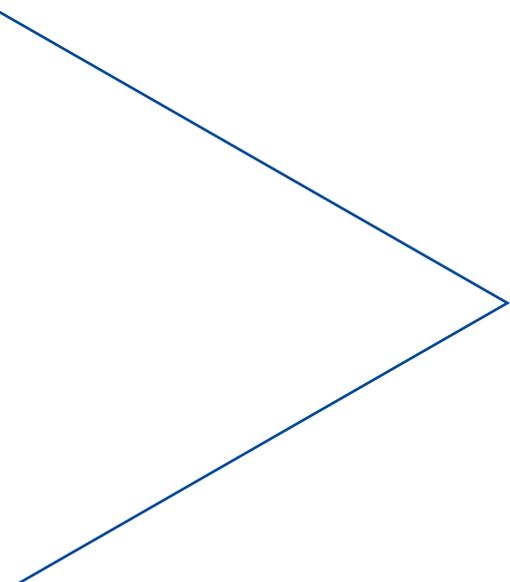
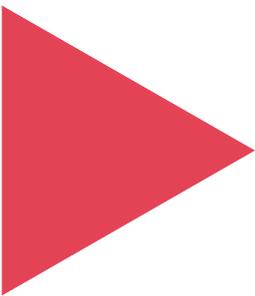
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► Appendix: List of SIYB countries used to gather data for the SIYB Global Tracer Study 2016–2020

REGION	COUNTRIES
Central Asia and Eastern Europe	Azerbaijan
	Bosnia and Herzegovina
	Georgia
	Kyrgyzstan
	Russian Federation
	Tajikistan
	Ukraine
China	China
Latin America and the Caribbean	Bolivia, Plurinational State of
	Colombia
	Dominican Republic
	El Salvador
	Guatemala
	Haiti
	Mexico
	Peru
	Trinidad and Tobago
Middle East and North Africa	Algeria
	Egypt
	Iraq
	Lebanon
	Occupied Palestinian Territory
	Qatar
	Yemen
South Asia, East Asia and Pacific	Afghanistan
	Bangladesh
	Fiji

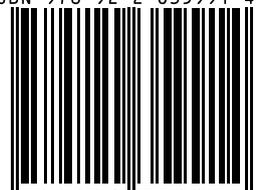
REGION	COUNTRIES
	India Indonesia Mongolia Myanmar Nepal Pakistan Papua New Guinea Philippines Sri Lanka Timor-Leste, Democratic Republic of Viet Nam
Sub-Saharan Africa	Benin Botswana Burkina Faso Burundi Cameroon Central African Republic Côte d'Ivoire Djibouti Ethiopia Guinea Kenya Lesotho Malawi Mali Namibia Nigeria Senegal Somalia South Africa South Sudan Tanzania, United Republic of Togo Uganda Zambia Zimbabwe



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International Labour Organization
Route des Morillons 4
1211 Geneva 22
Switzerland

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