

# SIYB UPDATE 2018

## GLOBAL HIGHLIGHTS



### What works in a market-oriented strategy for SME development? Evidence from Myanmar

In 2014, the ILO launched two projects in Myanmar, namely "Entrepreneurship Development and SME support" and "Supporting Tourism through Business Management Training" (funded by Norway and Switzerland) that adopted a **BDS market facilitation approach** right from the beginning to overcome the challenges associated with the direct delivery of services at no cost. This meant that local organizations were to offer their services on a cost-recovery basis to ensure sustainability. Local organizations were motivated by the ability to expand product portfolio, tap into unserved markets, and ultimately earn more revenue.

Findings indicate the project's outreach was considerable despite the requirement to pay training fees:

**948 Trainers and 39 Master Trainers** were trained in business management and start-up training, exceeding the initial target outcomes.

**51% of all Trainers and Master Trainers were women**, signalling that women were not negatively affected by the "no free lunches" policy.

**61% of the 432 organizations** were able to recover costs and **33%** improved their financial situation.

**98% of all training providers** reported that they will continue to provide training with or without ILO support while **44%** claimed that trainees came back to them for another training - an indication of **market retention**.



### The 2018 ILO Entrepreneurship Trainers Academy (25 June-06 July) ITC, Turin

The 2018 ILO Entrepreneurship Trainers Academy took place at the International Training Centre in Turin from end of June to beginning of July. The Academy is intended to offer participants the possibility of becoming certified trainers in some of the key ILO entrepreneurship training packages, including SIYB, GET Ahead (Gender and Entrepreneurship Together) and Financial Education.

This year, the Academy delivered trainings to 38 participants, 50% of which were women, from across 29 countries. These were offered in 3 distinct phases, starting with a Distance learning phase where participants familiarize themselves with the methodologies, followed by a week of Training of Trainers, and finally the post-Academy phase where participants are required to deliver a training course on the chosen entrepreneurship tool.



### Translation and adaptation

The usage of the revised and revamped SIYB 2015 materials continues to spread. The materials have now been translated in Amharic, Arabic, Burmese, Dari, French, Hindi, Portuguese, Russian, Somali, Spanish, Tajik, Tetum, Vietnamese and more translations are under way.

The SIYB Gateway, our web-based monitoring and evaluation platform, is now available in French in addition to English, Arabic, Spanish and Vietnamese. More languages will be added for global roll-out.

## COMING SOON...



### SIYB Master Trainers Networking Events in East and West Africa

Two SIYB Master Trainers networking events will be launched in 2019: one in West Africa at the beginning of the year and the other in East Africa during Spring. The aim of these event is threefold: 1) strengthening the capacities of SIYB Master Trainers in the region by introducing new SIYB materials and training them on using the Gateway 2) fostering networking and exchange of good practices among francophone trainers in Africa, 3) training additional SIYB Master Trainers in different countries following the standard SIYB training cycle.



### Business Plan Competition guide

The ILO will soon publish a Business Plan Competition (BPC) guide aimed at helping project managers in the field plan such challenges in a more context-specific and sustainable manner. Business Plan Competitions are one of the several tools used by the ILO not only to identify high-growth potential entrepreneurs, but also to create a conducive ecosystem to welcome innovative business ideas. The guide will feature recommendations on how to tailor BPCs to the needs of the target audience, approach the right sponsors, and build partner organizations' capacity to use this tool.

# LATIN AMERICA

## COLOMBIA

"Employment Generation through Systems of Enterprise Strengthening" is a one-year project launched in 2017 in Colombia in partnership with the Competitiveness Programme of the department of Valle del Cauca, an economically booming region, and that should be prolonged thanks to the funding of the Gobernacion of Valle del Cauca. The goal is to implement SIYB by training new trainers who will then support entrepreneurs in creating new jobs and growing their businesses. Some projected figures:

**20 new Trainers**

**1000-2000 entrepreneurs** should benefit from the training

## ECUADOR

SIYB Ecuador and the Ministry of Tourism have begun a collaboration to launch "Economic reactivation of Tourism Enterprises", a one-year project funded by the Ministry destined to build its capacity to train, advise and monitor businesses operating in the tourism sector. The idea came into being as a reaction to the ILO's reactivity in response to the 2016 earthquake that ravaged the coastal areas of Manabí. Indeed, SIYB Ecuador participated in the intervention by training 1000 affected entrepreneurs in a short time frame. The ongoing activities should set the basis for the prospective adoption and institutionalisation of the SIYB methodology within the Ministry.

Expected results are the following:

**30 new Trainers in Ministry of Tourism** capable of providing training and advisory services

**1200 entrepreneurs** reached in the short-run using SIYB methodology

## PERU

The ILO Regional Office in Peru has been collaborating with one of the Centres for Technical Innovation working in the sector of wood and furniture, the so-called CITEMADERA, an institution created by the Ministry of Production whose mission is to promote innovation and quality improvement in different stages of transformation of wood and related products. The aim is to launch a pilot project with CITEMADERA within a one-year timeframe that implements GYB and SYB trainings, with the prospect of scaling up to other centres operating in various economic sectors. The expected outreach is:

**20 staff members** trained by **5 currently active Master Trainers**

# SUB-SAHARAN AFRICA

## CAMEROON



Since 2017, the ILO has been implementing a development cooperation project that aims to support the "Youth agropastoral entrepreneurship promotion" programme in Cameroon. The project is expected to end in 2019 and is being financed by the International Fund for Agricultural Development for a total value of USD 1.3 million. In this context, SIYB methodology is being used to build the capacity of facilitation operators and business incubators to support young entrepreneurs through entrepreneurship training and business plan design. The project owes its highly innovative dimension to the on-going adaptation of SIYB manuals to the agropastoral sector. Among the results achieved, these are the most outstanding to date:

**36** business advisors certified with SIYB training

**40** facilitators trained to use GYB tool

**700** young agropastoral entrepreneurs received training in 2017

**1,500** including at least **30%** of women are expected to benefit from the programme in 2018

## CENTRAL AFRICAN REPUBLIC

With a budget of USD 40,000, the ILO has successfully responded to a request from the CAR Agency for Employment and Vocational Training by delivering SIYB training to potential and existing entrepreneurs. A Training of Trainers had previously taken place from November 2016 to March 2017 certifying a total of 17 trainers in SIYB. To date, the results are the following:

**129** potential entrepreneurs trained in GYB

**200** potential entrepreneurs trained in SYB

**36** entrepreneurs trained in IYB

## DEMOCRATIC REPUBLIC OF CONGO

The SIYB network is increasingly active in the DRC with different initiatives being launched autonomously on the field. Among others, three main initiatives are worth mentioning: 1) the organization of a workshop intended to train agents working at the Bureau Salésien des Projets in job-seeking and professional orientation techniques with the aim of better assisting young people recently graduated from technical schools; 2) a training of trainers organized in May in collaboration with the Bureau de Coordination des Projets et d'Appui aux Actions de Développement with a budget of USD 25,381 notably using the SIYB methodology; 3) and finally a four-months training of entrepreneurs set up this June with partner enterprises that wish to improve their management skills with a budget of USD 44,123. These activities have resulted in the following:

**10** agents of which **3** women acquired job-seeking and professional orientation skills

**19** new certified SIYB trainers, of which **3** women capable of assisting MSMEs



## ETHIOPIA

"Support to the reintegration of returnees in Ethiopia" is a project funded by the EU with a budget of 5 million euros, launched in January 2015 and expected to end in December 2018. The objective of the project is to provide individualized and rights based reintegration assistance to returnees from Kingdom of Saudi Arabia (KSA) with a particular focus on vulnerable women and girls. Besides psychological support, the reintegration assistance also encompasses activities with an economic dimension. One of these activities was the design and delivery of training programmes that meet local economic opportunities. To this effect, the project used SIYB to strengthen the capacity of Technical Vocational Education and Training (TVET) teachers in the provision of business management training and help returnees engage in sustainable income generating activities. The SIYB trainings allowed returnees and local vulnerable community member to effectively select, plan and operate viable and successful microenterprises in the target region and woredas. The project succeeded in achieving the following:

**101** TVET teachers trained in GYB and SYB  
**1,244** returnees benefited from the training in the 6 target woredas

SIYB trainer guides have been translated into Amharic and should be widely disseminated throughout Ethiopia

## SAO TOME

The ILO organized a Training of Trainers in Sao Tomé in September 2017 for a total value of USD 20,000 using the SIYB methodology. The objective of the training was to enable trainers of the country's three main vocational training centres, to acquire the skills required to train potential entrepreneurs in the GYB / SYB programmes and to integrate SIYB tools in their curriculum. The results following from this first training are promising and could encourage the potential expansion of SIYB across the country:

**18** new Trainers trained in SYB and GYB

**150** potential entrepreneurs trained since 2017

## SIERRA LEONE

A Refresher Training of Trainers (RTot) was carried out in December 2017 in Sierra Leone, as an extension of the successful "Increased employment creation and opportunities in Sierra Leone" project, launched in 2016 and funded by RB CO/Abuja with a total value of USD 15,250. The RTot is destined to prepare current trainers to the new SME development RBSA project (2018-2019). More particularly, the objectives of this refresher training are three-fold: find solutions to the problems faced by trainers when using SIYB, reinforce the trainers' capacity to deliver entrepreneurship trainings and take a leading role in exploring the BDS market, and finally introduce new ILO SIYB Materials and raise awareness on other ILO's entrepreneurship programmes, including Know About Business (KAB) and Women's Entrepreneurship Development products. To date, the outreach of the RTot is the following:

**11** participants (**3** women) attended the training

## SOUTH AFRICA



SIYB methodology has been used to implement two training programmes in South Africa. With a budget of USD 57,000, the ILO has collaborated with the National Department of Public Works with the aim to capacitate Expanded Public Works Programme (EPWP) officials and help them improve their livelihoods by providing them business management skills. The project is currently being implemented and a first training of trainers was concluded in June 2017. Meanwhile, the National Youth Development Agency has been implementing SIYB across its branches for a total value of USD 38,000, certifying a first batch of trainers in December 2017, with the objective to support youth in establishing and sustaining small businesses as an alternative to employment creation, especially in rural areas. The most significant results achieved are indicated below:

**28** certified SIYB Trainers among EPWP officials

**600** entrepreneurs reached in the last 12 months

**29** certified SIYB Trainers within the NYDA  
**+ 1000** youth entrepreneurs reached in the last 6 months



# SOUTH ASIA

## BANGLADESH



Skills 21 Project is an ILO facilitated technical cooperation project launched in 2017 for a duration of four years with a budget of 21.5 million euros split between the European Union, as the main funder, the ILO and the Government of Bangladesh. The project seeks to promote decent work in Bangladesh by strengthening the National Skills Development System. The project is planning to use SIYB to promote entrepreneurship in the green industry. As a first step, the project will conduct a market assessment to determine the training needs of SMEs operating in the sector and adapt SIYB manuals accordingly. Ultimately, the project hopes to achieve the following outcomes:

**3,500** certified SIYB Trainers capable of delivering training in key sector such as green industries  
**50** certified SIYB Master Trainers

## INDIA

The New Delhi office has been promoting the SIYB programme as one of the tools for realizing the government's economic development strategy. To this end, ILO has been actively engaging with different government bodies and has now signed a MoU with different entities for the use of SIYB. At the moment, a pilot project funded by UNDP is being implemented in collaboration with Mahila Arthik Vikas Mahamandal (MAVIM - State Women's Development Corporation of the Government of Maharashtra) to increase rural women's capacity to promote and support small and micro enterprises and develop a conducive ecosystem for sustainable enterprises. The total funding for the project is USD 118,192 and was scheduled to complete its 10 months duration by September 2018. The most significant outcomes of the project are:

**100** new certified SIYB trainers  
**2,600** new or existing entrepreneurs benefiting from the training

## MYANMAR

Myanmar has been implementing SIYB for four years, supporting aspiring entrepreneurs as well as existing businesses. Substantive demand exists for SIYB in the country and several SIYB spin-off initiatives have emerged. One of them is the Coca-Cola Leht Li Business Training programme designed in partnership with Coca-Cola to bridge the skills gap of small-scale retailers. Another product is the Business Eye Opener, a one-day training programme developed with GIZ and launched in 2017 to raise awareness of business concepts among rural entrepreneurs and farmers. The BEO is delivered by Community Based Organizations primarily to farmers from remote rural areas without any external financial interventions. In Myanmar, SIYB is offered on cost-recovery basis in order to guarantee financial sustainability of training programmes. The main driving force behind SIYB activities is the SIYB Association, a not for profit organization recently incorporated to this effect. To date, SIYB training in Myanmar has been able to achieve the following:

**1,797** new Trainers (52% women) and 39 certified Master Trainers (49% women)  
**16,417** entrepreneurs (67% of women) trained in the SIYB methodology  
**3,573** retailers (56% women) trained within the Leht Li programme  
**4,125** farmers (66% women) trained in the Business Eye Opener programme

## SRI LANKA



SIYB Association of Sri Lanka launched in December 2017, together with the ILO Colombo Office and the Department of Manpower and Employment (DOME) of the Ministry of Labour, the "Skills for Local Economic Development" project with a budget of USD 53,575. The project, which came to completion in March 2018, was implemented in two phases. The first phase focused on developing the capacity of the DOME to offer new services by training SIYB trainers. The second phase aimed at training entrepreneurs and supporting them in launching and developing their business start-ups. The project was able to achieve the following outcomes:

- 32 Government Officers received SIYB training, of which 7 women**
- 661 potential entrepreneurs and 303 existing entrepreneurs were trained, of which 852 were women**
- 31 candidates have successfully completed the Refresher Training of Trainers and are soon to be certified SIYB Trainers.**

## MIDDLE EAST AND NORTH AFRICA

### MENA REGION

The Arabic Centre for Training and Consultation based in Algeria launched a project in 2016 for a duration of two years entitled "The pioneers of local development across MENA countries" with a budget of USD 144 000. The project's aim is to roll-out the SIYB programme by strengthening the institutional capacities of trainers operating in private consulting firms in the MENA region to deliver SIYB trainings. The activities set up by the project are strongly geared towards young entrepreneurs and refugees, notably those settled in Turkey, and are meant to match their needs and demands in terms of entrepreneurship training. To date, the results achieved are the following:

- 70 new SIYB Trainers, of which 20 are certified**
- 40 certified SIYB Trainers received capacity-building training**
- 2000 enterprises and 100 potential entrepreneurs of which 25 refugees living in Turkey have benefited from SIYB training**

## EGYPT



Decent Jobs for Egypt's Young People: Tackling the Challenge Together is a project funded by Global Affairs Canada since 2011 for a duration of eight years with a budget of CAD 15 million. The project's objective is to provide vulnerable youth in four governorates in Egypt with entrepreneurship skills. To this effect, the SIYB toolkit and Gateway have been translated into Arabic and made available to partner organizations since 2014 to run entrepreneurship trainings. SIYB is offered at a large scale by the Medium, Small and Micro Enterprise Development Agency (MSMEDA), Egypt's main SME Agency. To this end, a programme to train Master trainers within MSMEDA was launched in 2018. The Central Bank of Egypt has also requested certified trainers to deliver the SIYB course. Among the project's achievements, since its inception, the most significant ones are:

- 79 new certified SIYB Trainers and 8 Master Trainers, of which 3 women**
- 7000 potential entrepreneurs trained in the different governorates from 2015 to May 2018**

## LEBANON

"Improving Livelihoods for Palestinian Refugees in Lebanon: Better Access, More Opportunities, Enhanced Capacities" is a project launched in Lebanon in July 2017 for a duration of two years as part of the ILO-UNRWA collaboration. It is funded by the Netherlands through UNRWA with a total value of USD 492,419. Recognising the importance of facilitating young Palestinian refugees' entry into the Lebanese labour force, the project aims at introducing the SIYB training programme to build their capacity to start a business. The ILO was able to conduct an in-depth institutional assessment of Community Based Organizations (CBOs) operating in Palestinian camps, based on which a Start Your Social Enterprise training will be conducted. The GYB/SYB training carried out in April 2018 across the UNRWA Employment Service Centers (ESCs), Micro-Credit Support Programme (MCSP) and CBOs has contributed to:

**22 new SIYB Trainers from selected UNRWA staff**  
**Target outreach of 300 young Palestinian men and women**

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Since December 2017, the ILO, UNDP and UNICEF have been running the "Employment and Peacebuilding - Building Bridges Amongst 'Youth at Risk'" project in Lebanon's Beqaa region thanks to UN funding of up to USD 1.5 million - a project that is scheduled to end in May 2019. The aim is to enhance engagement of Syrian and Lebanese Youth through a range of livelihoods and social stability activities. In particular, ILO plans to introduce the youth adaptation of SIYB entitled "My First Business", to organize a Boot Camp for start-ups and to hold a Business Plan Competition which includes coaching services and a budget of USD 300,000 to be provided as grants. The expected outcomes are the following:

**1,000 youth trained on "My First Business"**  
**100 business plans submitted to MFIs for grants**  
**30 Lebanese-Syrian joint-business ventures established**

## PALESTINE

"Promoting entrepreneurship education and business start-up for Palestinian youth" is a collaborative project launched in July 2016 for a duration of 2.5 years, and funded by both the ILO at USD 492,600 and the Palestine for Development Foundation (PsDF) at USD 275,742. An integral part of the project is to implement a series of activities to provide Palestinian youth with the necessary financial and non-financial support to start sustainable small enterprises and create decent job opportunities. The previously trained 18 SIYB trainers of selected BDS providers are currently rolling-out the programme and delivering GYB and SYB workshops targeting Palestinian youth. To date, these are the results achieved:

**18 new SIYB Trainers from selected BDS providers**  
**128 beneficiaries reached through 8 implemented GYB workshops**  
**152 beneficiaries reached through 9 implemented SYB workshops**

## YEMEN

Jointly with FAO, UNDP and WFP, the ILO began implementing since January 2016 and until December 2018 the "Enhanced Rural Resilience in Yemen" (ERRY) project under the 3x6 UNDP approach – a project funded by the European Union through UNDP for a total value of USD 2.6 million. The project is using the SIYB adaptation "My first business" to reinforce entrepreneurial and financial literacy skills of youth. It is currently carried out by trainers selected from various partner organizations across Yemen to ensure geographical coverage. The most striking results to date are the following:

**75 Yemeni men and women trained on the ILO "My First Business" (MFB) Programme**

# EASTERN EUROPE

## BOSNIA AND HERZEGOVINA

Bosnia and Herzegovina Local Development Strategies - EU4Business is an EU-funded project of USD 2 million to Bosnia and Herzegovina. Launched in April 2014, the project has been jointly implemented by GIZ, ILO and UNDP and is scheduled for completion in March 2022. The project's key objective is to improve the entrepreneurial ecosystem, notably by establishing local partnerships and building the capacities of local institutions. To reach this objective, the project plans to train SIYB trainers in selected local institutions. As a first step, the project is currently conducting a market assessment to determine SMEs training needs and adapt SIYB materials accordingly. The project hopes to reach the following target results:

**15 new certified SIYB Trainers**  
**+300 entrepreneurs reached, among which 50 new businesses established**

## MOLDOVA

"Improved human resources and employment policies" is a four-year project launched in 2016 targeting primarily inactive young people not in employment, education, and training (NEETs) in Moldova, which represented 31% of the youth population in 2015 – more than double the average in the EU28. As part of a wider RBSA project that focuses on youth employment in Moldova, the project's ultimate goal is to strengthen the role of employers' organizations and other labour market institutions to develop meaningful responses to the youth employment crisis and foster job creation. To date, a market assessment of the business services and management training market was carried out to identify the market niches where SIYB might be useful, and the potential limitations of its implementation and impact.

## RUSSIA

In 2017, the Federal Agency for Youth Affairs (Росмолодежь) established contact with the ILO/DWT CO Moscow to receive its technical support in rolling-out the SIYB programme across 59 different regions in the Russian Federation. The aim was to build the agency's capacity to provide SIYB training to unemployed young Russians. The outstanding success of the SIYB training roll-out in 2017 encouraged Росмолодежь to expand the programme to new regions in 2018, with the aim to train more than 30,000 Russian youths. Below are the results achieved:

**139 SIYB Trainers, of which 129 are certified**  
**27,000 young people trained in SIYB**

## UKRAINE

The "Inclusive Labour Markets for Job Creation in Ukraine" was launched in 2017 for a duration of 5 years with funding from Denmark to address some of the employment challenges in Ukraine. The project objective is to improve employment opportunities for young people, women and other individuals at risk of labour market exclusion in the target areas of Lviv, Kharkiv, Kherson and Vinnytsia. The project plans to implement entrepreneurship development activities using SIYB to develop the skills of young people and women in a way that would match the needs of the private sector. At the moment, a market assessment is being conducted to inform and guide the implementation of SIYB in Ukraine.