

EXPAND YOUR BUSINESS

Trainers Guide 2012



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TABLE OF CONTENTS



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1. INTRODUCTION	3
2. OVERVIEW OF THE EYB PACKAGE	3
What is EYB?.....	3
EYB Learning Objective.....	3
EYB target group	3
EYB Providers.....	3
Contents of the EYB service package.....	3
3. PROMOTION	3
The EYB Target Market	3
EYB and Gender.....	3
How to Promote the EYB Package	3
4. NEEDS ANALYSIS.....	3
What is a Needs Analysis	3
How to carry out a Needs Analysis.....	3
5. TRAINING	3
How to prepare for EYB Seminars	3
Experiential Learning Cycle (ELC)	3
Identification of suitable resource persons	3
How to conduct EYB Seminars.....	3
Visual aids.....	3
Training methods.....	3
Presentation Techniques.....	3
Gender Issues in Training.....	3
6. FOLLOW-UP AFTER TRAINING	3
Overview of EYB follow-up components	3
Individual counselling.....	3
Facilitation of business Support Service Linkages	3
7. MONITORING AND EVALUATION.....	3
What is Monitoring and Evaluation (M&E)?.....	3
M&E throughout the EYB service delivery process	3



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Organization

LIST OF TABLES

Table 1: Selected Indicators of Business Growth Capacity	3
Table 2: EYB Training of Entrepreneurs Standard Seminar Schedule	3
Table 3: Difference between Counselling and Consultancy	3
Table 4: Counselling Steps.....	3
Table 5: How to conduct a counselling session	3
Table 6: EYB Monitoring and Evaluation Tools.....	3

LIST OF FIGURES



International
Labour
Organization

Figure 1: The EYB Service Delivery Process Illustrated	3
Figure 2: The Six Stages of the Experiential Learning Cycle (ELC)	3
Figure 3: Learning Pyramid	3
Figure 4: Business support services often demanded by SMEs	3
Figure 5: Illustration of a business linkages system.....	3



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1. INTRODUCTION



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The objective of this EYB Trainers Guide is to outline the tools and techniques that guide EYB trainers in the delivery of EYB training and related follow-up services to growth-oriented small and medium scale entrepreneurs. The trainers guide introduces the step-by-step process of delivering the EYB package. It introduces tools and techniques that the trainers need to apply in the EYB service delivery process (marketing, selection, needs analysis, training delivery, follow-up, linkages and quality assurance).

EYB training providers are selected from organisations and consultants who:

- have a mandate for enterprise development
- target group focus on Growth Oriented Entrepreneurs (GOEs)
- have a track record in the delivery of training and consultancy services
- have a marketing strategy for the EYB training product
- have in-house training experts
- have a long-term commitment to work with the EYB Coordinating organisation

Individuals who meet the above criteria are then trained and certified to be competent providers of the EYB training package to growth oriented entrepreneurs. Increasingly these EYB trainers have competencies in mainstreaming gender and environmental issues in business development.

This guide is therefore for use by accredited EYB trainer consultants. To ensure effective design and implementation of the EYB service delivery process, EYB trainer consultants are advised to use this guide together with a range of supportive materials which include:

- The EYB manual
- EYB Case study
- Session slides in PowerPoint format
- EYB growth strategy template

For more information on the EYB programme refer to www.ilo.org or www.ilo-eyb-africa.org.



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2. OVERVIEW OF THE EYB PACKAGE

This chapter presents a brief overview of the main features of the EYB service package.

What is EYB?

The Expand Your Business (EYB) programme is a material based business management training package for growth-oriented entrepreneurs who own or manage a business employing between 5 and 100 employees and seek strategic advice and planning support on how to expand their business. The support package was developed by the International Labour Organization (ILO), a specialized agency of the United Nations System. For more information on the ILO refer to www.ilo.org.

ILO's global enterprise development programmes include the Generate Your Business Idea (GYBI), the Start Your Business programme (SYB), the Improve Your Business Programme (IYB), the Action My Business Growth (AMG) and the Expand Your Business Programme (EYB).

Enterprise Development Programme	Brief Description of the programme
Generate Your Business Idea(GYBI)	The training enables individuals to identify business ideas they can pursue towards entrepreneurship as an employment generation strategy
Start Your Business (SYB)	SYB training enables individuals to plan for their intended business in pursuance of entrepreneurship as an employment generation strategy
Improve Your Business (IYB)	IYB training enables entrepreneurs to develop business management systems that enhance the performance of the businesses
Action My Business Growth (AMG)	AMG training helps entrepreneurs decide if they are ready to grow or not
Expand Your Business (EYB)	EYB training seeks to enhance the capacity of growth oriented enterprises to grow in order to increase their income and employment generation potential

EYB Learning Objective

The objective of EYB training is to assist growth oriented entrepreneurs (GOEs) to develop a viable growth strategy that enables them to successfully grow their business. By the end of the EYB training course, participants would have developed a feasible growth strategy, and adequately prepared to successfully steer the strategy implementation process.

EYB training is delivered through experts selected from private sector led Business Development Service (BDS) providers that have been trained and certified by the ILO. The ILO through its projects and Enterprise Specialists in the ILO main offices monitor

the quality of training through the Programme Coordinators and thus ensure high service delivery standards.



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EYB target group

EYB training courses target growth-oriented entrepreneurs (GOEs) who seek strategic advice and planning support about how to expand their businesses. The training package is suitable for owners and/or managers of enterprises that have been in existence for at least 1-2 years, employing 5-100 employees and command at least basic knowledge of business management concepts like marketing, costing and operations management.

EYB training is suitable for manufacturers as well as businesses involved in trade and services since it focuses on the facilitation of generic strategy planning and control tools. To ensure implementation of the Growth Strategies developed during training, EYB targets the business owners as the primary participants in the programme. However senior managers in the enterprises may attend in order to provide the necessary technical support to the entrepreneur.

EYB Providers

ILO trained and certified trainers deliver EYB interventions. Potential EYB trainers are selected from training organisations that have a mandate for enterprise development, a target group focus on GOEs, a track record in the delivery of training and consultancy services, a marketing strategy for the EYB training product, in-house training experts, and a long-term commitment to work with the EYB Coordinating organisation. The potential trainers are then trained in a Training of Trainers seminar followed by supervised delivery of the first EYB intervention that is assessed prior to accreditation.

For professional staff in these BDS organizations to be trained as EYB trainer consultants, they should have the following minimum qualifications:

- At least a degree in business management or any related business field with a minimum of 3-5 years experience in the field of (small) enterprise development, and /or management development
- A track record in delivery of training and consultancy services for SMEs, and GOEs
- Strong technical expertise in at least one of the following subjects: Strategic Management; Marketing; Finance, HRM or Operations
- Personal business experience of the trainer consultant is an additional asset

Contents of the EYB service package

The EYB Delivery map is illustrated in figure 1.



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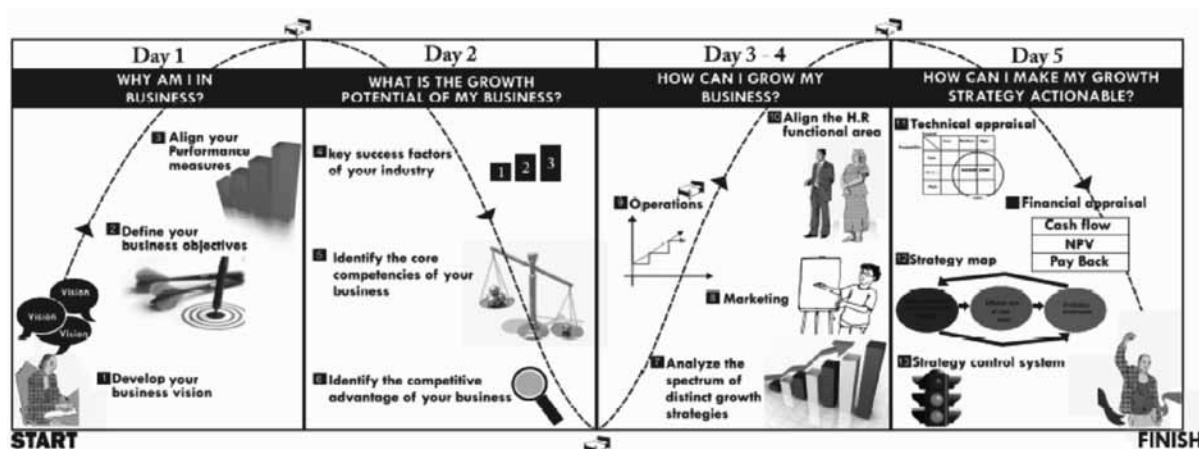


Figure 1: EYB Delivery Map

The core offer of the EYB package is a training course comprising three one day-modules and one two-day module. Each core module addresses one strategic question faced by growth-oriented entrepreneurs, namely:

- Why am I in business?
- What is the growth potential of my business?
- How can I grow my business?
- How can I make my growth strategy actionable?

The modules are preferably facilitated in a two three-day blocks, with intermittent breaks of at least two weeks. After each training block, the clients receive individual counselling support. Alternatively, training can be delivered in one block, followed by two individual counselling interventions spread over a period of one month.

The output of an EYB seminar is a draft business growth strategy that is 80-90% complete. After the seminar, the entrepreneur needs to collect outstanding information to complete the growth strategy. EYB trainers provide individual counselling and support during the process of finalising the growth strategy. As an enhancing service to the core offer, EYB clients are linked up with local suppliers, bankers and other business support services organizations.

A standard EYB seminar programme is included under Chapter 5 for your reference. EYB trainers can vary the training course schedule and session mix to customize training to the particular needs and wants of the course participants. Refer to the second part of this Trainers Guide for more information on how to customize the training course.

Supportive Learning Materials

The EYB package comes with a range of supportive materials to facilitate learning, namely:

- The EYB Manual
- EYB Case Study
- Power Point presentation slides
- EYB Growth strategy template

The EYB Manual



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The EYB Manual is a workbook structured to assist the GOEs develop their growth strategy and illustrates step by step how to develop a growth strategy. The Manual provides the clients with detailed explanations of each of the tools introduced during the session and offers examples of how other companies have managed to successfully grow based on a case study about a fruit processing company owned by a women entrepreneur. The Manual also comes with a set of exercises meant to help the clients to complete step-by-step a strategic plan for their own business.

After training, the EYB Manual serves as a guideline and source of reference for the client to finalize the strategic plan and to rehearse the main learning points together with the EYB trainer consultants.

Presentation slides

The presentation slides are a supportive tool for the facilitation of the training sessions. The slides illustrate key learning points, tables and graphs from the Manual. The slides can be run on Windows as Powerpoint® presentations. It is recommended to make printouts of these slides and to distribute them as handouts after each training session. Trainers are free to customise the slides to suit their training style as well as needs of the participating entrepreneurs.

Overview of the EYB service delivery process

The term service delivery process refers to the steps of offering EYB training and related follow-up services for a group of clients. The steps in the service delivery process are:

- Marketing of the service proposition
- Selection and grouping of entrepreneurs
- Training
- Follow-up services
- Quality assurance throughout the service delivery process

The EYB service delivery process is illustrated in Figure 2. Each step is explained in detail in the second part of this Trainers Guide.



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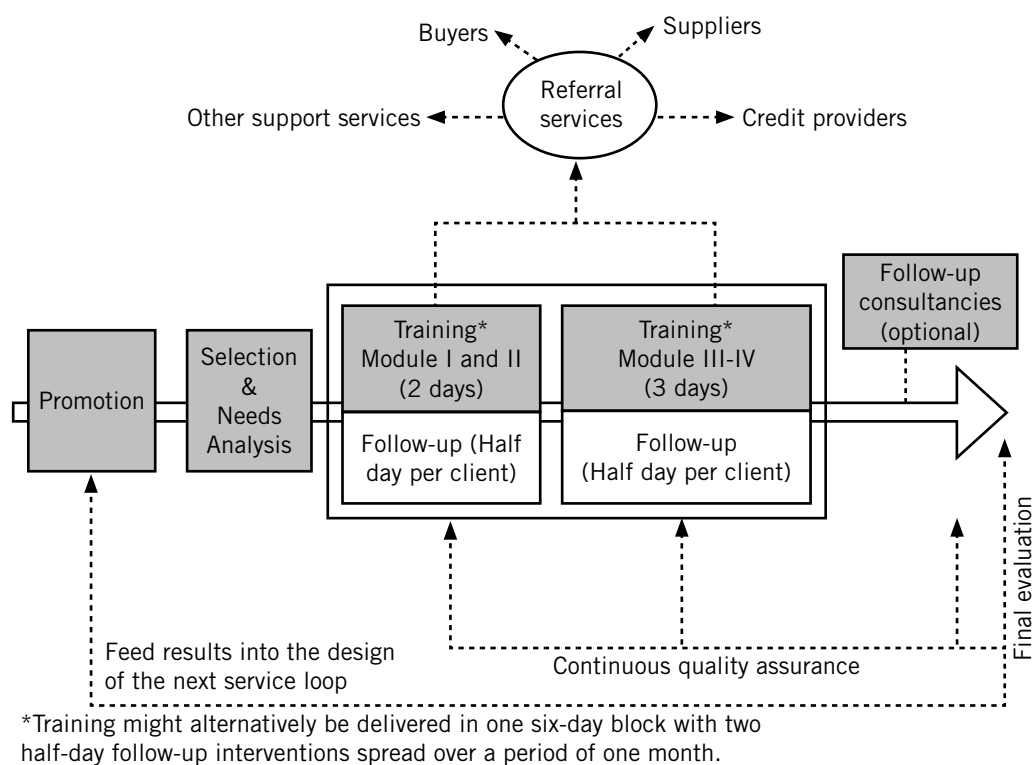


Figure 2: The EYB Service Delivery Process Illustrated

THE EYB SERVICE DELIVERY PROCESS STEP-BY STEP



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3. PROMOTION

In this chapter, EYB training consultants will learn how they can promote the EYB package to the target group of Growth Oriented Entrepreneurs.

The EYB Target Market

To be able to promote EYB training, EYB trainer consultants need to first develop a profile of their prospective customers. Who are Growth Oriented Entrepreneurs?

A definition often used in publications on entrepreneurship is that growth-oriented entrepreneurs are owner/managers of businesses who have the desire, ambition and capacity to expand their business.

The table below illustrates the indicators that can be used to screen the local SME sector for Growth-Oriented Entrepreneurs. The table distinguishes between the growth capacity of the business along selected attributes of financial and non-financial performance, and the growth inclination of its owner manager.

Please note that the list is not exhaustive, e.g. many other indicators might be used to assess the growth capacity of a business – one might refer for example to module I.3 of the EYB manual for a long list of alternative business performance indicators. However, empirical evidence from the SIYB programme shows that these indicators are practical, because information can be easily collected. Trainers also should be aware that some growth oriented entrepreneurs may be hesitant or unable to express some of these indicators explicitly. For example ILO research shows that growth-oriented women entrepreneurs (GOWEs) are hesitant in exposing themselves to scrutiny by society as it has unwanted consequences to them and their families. Refer below for more details on how to collect market information on growth-oriented entrepreneurs.



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Table 1: Selected Indicators of Business Growth Capacity

Indicator	Comments
Indicators to assess the growth capacity of the business	
Financial metrics <ul style="list-style-type: none"> • Annual Sales over the last two years • Net Profit over the last two years • Debt to asset ratio 	Revenue, profit and debt load are key indicators to assess the financial health of the business and its capacity to raise finance for growth.
Non-financial metrics <ul style="list-style-type: none"> • Growth in no. of full-time employees over the last two years 	Number of employees is a comparatively hard indicator of business growth since full-time employees are a source of cost to the business and thus typically only recruited if work load becomes unsustainable; also, entrepreneurs are comparatively less hesitant to share information about the size of their workforce.
Business management systems <ul style="list-style-type: none"> • Formalized stock control system • Formalized buying processes • Formalized record keeping system • Formalized HRM policy • Formal business planning processes 	The level of formalization of business management system is a good indicator of the volume and complexity of business operations.
Indicators to assess the inclination of the owner-manager to grow the business	
Education of the owner manager	Education level: tertiary education increases likelihood of growth orientation.
Location	Urban based entrepreneurs are more likely to grow than rural based entrepreneurs.
Work experience prior to starting a business	Growth-oriented entrepreneurs have likely been employed in formal sector business organizations before starting their own business, and have been exposed to a relatively sophisticated management and technical work environment.
Work experience abroad	Growth-oriented entrepreneurs are more likely to have spent time abroad and thus have had more foreign exposure.
Family history	Growth oriented entrepreneurs are more likely to come from families where there is a prior record of enterprising activity. Also, they are more likely to come from a wealthy family background.
Type of enterprise	Growth oriented enterprises are more likely organized as a limited liability company.
Access to financial resources	Growth-oriented entrepreneurs are more likely to come from a wealthy family background and have better access to finance compared to small and micro enterprises.

The 'generic' characteristics of growth-oriented entrepreneurs discussed above provide a valuable framework for screening the local SME sector and for zooming in on prospective target segments with the promotional efforts.

EYB and Gender



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EYB trainers need to pay attention to gender and other dimensions as they apply the above indicators of growth capacity to ensure that the EYB programme does not only benefit dominant groups in business, in this case men. There are significant differences in societies perception of women's enterprises vis-à-vis those owned by men.

A number of factors perpetuate gender inequality in business growth. These include women's lower education compared to men leading to limited managerial and technical skills to manage their businesses. Women spend less time in the businesses due to family commitments, limited access to markets as majority of the enterprises are located in close proximity to their residential areas to manage both the family and the business.

Women also face challenges in accessing business finance as ownership and control of property required by financiers is traditionally vested on men. In essence EYB trainers should be cognisant of the fact that women entrepreneurs face more constraints than men in businesses, therefore, technical managerial and financial support is vital for them to effectively grow their enterprises. This specific need of women as a market segment makes them a specific and viable target group for EYB training.

Specific issues that trainers should address in their training are illustrated in this guide and are summarised here:

- Women's multiple roles have an impact on the amount of time they can spend at business or training events
- Women have different ways of communicating and learning than their male counterparts which impacts on how the EYB trainer delivers and promotes their training
- Women can have less exposure to business networks and experience in business growth strategies and therefore may need extra support in business linkages
- EYB trainers should use business examples that are relevant to both men and women and aim to include women guest speakers as well as men.

How to Promote the EYB Package

Below are suggestions how EYB trainer consultants can promote EYB to growth-oriented entrepreneurs. Some of these activities require upfront investment, while others are low-cost or no-cost activities that might be independently carried out by the trainer consultant. EYB trainers should apply a market segmentation approach to promotion, using different communication channels and packaging for different target groups. Women entrepreneurs may hear about training opportunities from different sources than their male counterparts, for example: through their informal networks rather than formal business publications.



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Awareness Building

To raise broader market awareness about the EYB package, EYB trainer consultants can:

- Advertise in the national print and electronic media. For better impact, advertisements should be made with those newspapers or channels that are read by both men and women entrepreneurs ;
- Sponsor a radio/TV programme on SME talk shows (radio/TV phone in). Again consideration should be made to use those channels or time slots when most women would also be listening.
- Buy time slots in electronic media. It is important to research into viewer listener ship patterns of the various media channels in order to reach out to the right target group.
- Use e-commerce channels, e.g. set up a website promoting the offer, or sending direct marketing messages to potential clients via email;
- Set up a dedicated website for the EYB package linked to other stakeholders websites (For example through Employers' Organisations and other business associations), or other forms of electronic marketing (e.g. advertising on websites and social media)
- Create advertising specialties. Items like pens, pencils, pads, calendars and coffee mugs inscribed with EYB messages are good at keeping the new product name in front of customers. These can be distributed to key stakeholders such as financial institutions, business associations and women entrepreneur associations

EYB trainer consultants can also aim at exploiting the potential of public relations for promoting the benefits of participating in EYB activities. One of the major public relations functions is to create favourable news about the own service organization and the EYB package.

EYB trainer consultants can:

- Aim to place news releases about EYB in the local newspapers, e.g. about programme launch, training activities, linkages forums, entrepreneur graduation events etc
- Offer free teaser training for publicity purposes, or invite local successful female or male entrepreneurs or other dignitaries to graduation or opening ceremonies. The media usually follow in the tracks of these successful people and VIPs
- Write a weekly / monthly column in a leading newspaper on business growth issues from the entrepreneur view point, e.g. on successful case studies of EYB graduates to attract new clients
- Sponsor a newspaper column dedicated to address business growth / SME topical issue by trainers and other high profile business icons and academics
- Organize news conferences, exhibits, contests and anniversaries. Other ways of creating attention is to write weekly columns in local newspapers

Focused promotion

In addition to the awareness raising activities cited above, EYB trainer consultants should promote EYB in a focused approach to growth-oriented entrepreneurs.



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To promote EYB to growth-oriented entrepreneurs, EYB trainer consultants can

- Hold EYB awareness workshops with various entrepreneurship associations including women's associations and financial institutions.
- Conduct EYB power breakfast meetings with key stakeholders to promote the EYB package. During such meetings, powerful speakers who can inspire women and men can be invited to present in general on business growth issues, with the EYB presentation providing a viable option to business growth.
- Participate in local trade shows, expos, business exhibitions and conventions where GOEs attend. Free marketing brochures will be distributed to visitors.
- Publicise the EYB package to members of entrepreneurship associations and women's entrepreneurship associations through use of the following facilities offered by business associations:
 - E-mail facilities to members;
 - Entrepreneurship associations' direct mail to members; and
 - Entrepreneurship associations' monthly / quarterly / annual bulletins or newsletters to members and other publications.
- Apply direct marketing techniques, like face-to-face selling, direct mail and telemarketing; to identify prospective leads for your direct marketing campaign, selecting from previous clients (where applicable), check the newspaper and business magazines for information on successful entrepreneurs and talk with business people in your environment
- Referrals from GOEs who have gone through the programme can be useful. The GOEs can refer their business associates, suppliers, buyers, friends and business colleagues
- Take on an early adopter approach. The term early adopters, here, refers to the first group of EYB clients who will purchase the training. An early adaptor approach emphasizes on using these early adaptors as role models in the market to subsequently convince the followers that this package will effectively help them as well

It is important to note that relationships and referrals from financial institutions and empowerment funds provide a clientele that will embrace EYB. Growing the business will in most cases require finance, and sometimes external finance. EYB should not be seen as 'one of the many training programmes around'. Business linkages and the other non-training components are key in setting EYB apart from competing substitutes in the market.

EYB Package Unique Selling Points

Promotional and public relations activities need to stress the unique selling points of the EYB package. The unique selling points of the EYB package include the course manual, the in-built follow-up counselling component, and the action-oriented and participatory training approach. EYB also has non-training components that combine to provide an integrated support package to SMEs. These include business linkages (such as access to markets and financial linkages) through referrals and relationships with banks, financial institutions and empowerment funds. In addition, EYB also offers important networking platforms with fellow GOEs which can be a source of business.



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Growth-oriented entrepreneurs access the essential knowledge on strategic business management in a non-academic environment and learn by doing. The training service is tangible, because people can touch and see the manual prior to making a purchasing decision. Training is short, modular and benefits are immediate. Unlike standard off-the-shelf training courses, the trainer consultants visit the clients after training to assist them implement the theory of learning in practice.

To assist EYB trainer consultants in promoting the EYB package to growth-oriented entrepreneurs, the ILO Project Offices usually have a range of customized promotional tools and various communication channels.

For example, EYB trainer consultants can access brochures and promotional presentations targeting entrepreneurs, training sponsors and other organizations. Also, the ILO Project Offices can assist EYB trainer consultants to organize awareness workshops and promotional events, and to set up EYB information stands at fairs and exhibitions.

4. NEEDS ANALYSIS



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In this chapter, EYB training consultants will learn how to carry out a needs analysis in order to select and group entrepreneurs for maximum EYB intervention impact and client satisfaction.

What is a Needs Analysis

A needs analysis refers to the systematic assessment of needs and wants of the prospective EYB clients prior to the actual service treatment. The systematic analysis of the needs of the prospective clients marks a critical step in the service delivery process, since it furnishes EYB trainer consultants with the information needed to group their clients and customize the EYB intervention.

Furthermore, the needs analysis will reveal whether the prospective customers can actually benefit from EYB intervention, or whether they would rather first participate in business management training so that they acquire the key basic business management concepts. This referral consideration is particularly important for women entrepreneurs and those who have limited exposure to basic business management such as record keeping and financial management among others. Entrepreneurs with limited exposure to business management concepts may benefit from the ILO's Action My Business Growth training or short courses that get them up to a level of operations suitable for EYB training.

In both cases, the Analysis paves the way for higher customer satisfaction and better intervention impact at a later stage of the service delivery cycle.

How to carry out a Needs Analysis

The EYB package has a comprehensive entry form and other tools used in the needs analysis. A copy of the form is contained in the EYB Monitoring and evaluation kit. This section will discuss how to use the entry form and other tools in the needs analysis.

1. Client interview with the EYB Entry and Baseline Form

To carry out the needs analysis, the EYB trainer consultant should use the EYB Entry and Baseline Form. The purpose of the EYB Entry and Baseline Form is to collect baseline data about the client, and to provide the EYB trainer consultant with the information necessary to judge whether and how the client could benefit from the EYB service offer. The EYB Entry and Baseline Form helps the EYB trainer consultant to structure the data collection exercise.



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The preferred option for filling in the EYB Entry and Baseline Form is by on-site client visits by the EYB trainer consultant as it enables the EYB trainer consultant to obtain a first-hand impression of the business run by the client, and also to verify some of the primary data collected during the interview.

However, if this is not possible, the entry and baseline form can be distributed during a promotional event and completed by the entrepreneur. It is recommended that even in this case the EYB Trainer makes a visit to the premises of the potential client to verify the information contained in the Entry Form.

The Entry and Baseline Form collects information on the:

- Client's age, sex, education, position and role in business, shareholding, current job description, product range, business registration, asset value, sales turnover, employment levels and prior exposure to management training.
- Gender based barriers to business growth, perceptions on knowledge of business management, roles, community perception of women entrepreneurs
- Growth capacity and plans, client's views about the growth potential and growth bottlenecks faced by their business,
- Existing business management knowledge of the client, to find out whether he/she has the required knowledge for EYB training, and
- Client's perceived training wants.

2. Referral

If the EYB trainer consultant concludes from the needs assessment that the client does not have the potential to fully benefit from the EYB package at present, they should discuss these findings with the client. During the discussion, they should present alternative training offers and, where applicable, refer the client to other service providers.

For example, if the client lacks knowledge of the basic business management concepts required to successfully follow EYB training, the EYB trainer consultant should refer them to an Improve Your Business (IYB) training course or Action My Business Growth (AMG). Also, some clients might require no training at all, but merely the support of a consultant to address a particular business management problem.

It is explicitly acknowledged however that EYB trainer consultants might find it difficult to turn away prospective clients who are willing to pay the course fees. After all, in the private sector, few suppliers would ask their customers to provide proof first that they can really benefit from a product.

It should however be remembered that the EYB offer can be customized for growth-oriented entrepreneurs in need of strategic advice on how to grow their business. Admitting entrepreneurs with largely different training needs to such a course will likely result in disappointment and reduced client satisfaction for all parties, the real growth-oriented

entrepreneurs and the non-growth oriented clients alike. Ultimately, the reputation of the service package is damaged and the demand for the offer might decline.



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3. Selection and Grouping

Grouping participants is the process of identifying individuals who can best learn within the same learning environment. It is also a process of deciding how many participants to include in a group for effective learning to occur and also for the service provider to realise a return.

Number of participants in EYB training

When grouping entrepreneurs for an EYB course, the first rule is that the number of participants should not be less than 10 and not exceed 15. A group of less than 10 clients makes it very difficult for the EYB training provider to break even from the service transaction process, while a group exceeding 15 participants per course may have a direct negative impact on client satisfaction. Groups exceeding 15 clients limit the extent of individual participation in the discussions and make it very difficult for the EYB trainer consultant to follow-up with the same attention on each trainee.

Entrepreneurial Background and Characteristics

The second rule is that EYB trainer consultants have to strike a fine balance between grouping entrepreneurs along similar characteristics and yet allowing for a certain level of diversity of skills and backgrounds.

A training seminar can be more effective if those to be trained have similar backgrounds and have similar problems. Entrepreneurs who run similar types of businesses are likely to have similar training needs. Also, the learning abilities of people from similar age groups and people with similar educational backgrounds are likely more coherent.

On the other hand, a more heterogeneous spectrum of entrepreneurs in a seminar group can result in cross-fertilization of ideas and strategies and help participants to think out of the box of their own industry. Also, entrepreneurs from different industries might find it easier to share their own ideas without fear of direct competition.

In order to balance the desirability for diversity with the need for coherence, EYB trainer consultants should avoid grouping extremes. Participants should neither have extremely different background, nor should they be direct competitors in the local market. Exceptions to this rule apply, where clients explicitly request such group training through their sectoral associations. In particular, some groups of growth-oriented entrepreneurs may want to be trained together, if in doubt the EYB trainer should ask for trainee's preferences.



5. TRAINING

This chapter will illustrate the steps involved in preparation, organizing and conducting the EYB training course.

How to prepare for EYB Seminars

Listed in the following are useful hints for EYB trainer consultants when they prepare for EYB training courses. These hints help them to

- Choose an appropriate venue
- Design the seminar programme
- Identify suitable resource persons.

Choice of venue

The EYB trainer consultant has to identify the venue that suits the taste and the needs of the clients, yet is in line with the budget provisions. Growth-oriented entrepreneurs are an upmarket target group and will therefore need to be taken to convenient and modern training venues.

Market research indicates that Growth-oriented entrepreneurs in general expect venues that:

- Are accessible, for example, located in a central point rather than outlying areas, and enables them to keep in touch with activities at the business and home. Most women find it difficult to attend training interventions owing to their multiple roles which require their time at home and at the business
- Provides certain amenities like clean and acceptably sized and furnished training rooms with air-condition, clean sanitary installations, and prompt and timely service during breaks
- Offers good food in a restaurant environment, not canteen style

Unlike many micro-small entrepreneurs, GOEs typically do not take interest, in fact often do not appreciate, residential seminars. They typically command their own transport and prefer to commute to and from the training venue. This observation is important because it allows EYB trainer consultants to significantly reduce service delivery costs for transport and accommodation of participants.

In addition to client requirements the venue should allow adequate space for group discussions and individual work during the seminar. Access for disabled participants should also be taken into account when choosing a training venue. And as a rule, venues should have disability access and toilets.

Design of the seminar programme

As indicated earlier, the recommended duration of an EYB training course is at least 40 hours or five days. Training can be delivered in one block of five days, or over

consecutive weekends. There is no maximum time duration specified, but EYB trainer consultants should keep in mind that their clients typically request short and modular training. Illustrated on table 2 is a standard timetable for a five-day training course.



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In designing the EYB seminar, EYB trainer consultants need to consider the learning styles and preferences of both men and women. Learning style can be defined as an “individual’s characteristic ways of processing information, feeling, and behaving in learning situations”. Women in general learn best when they understand the context whilst men are motivated by facts and challenging situations. In investigating learning style variance, Kolb (1976) developed a Learning Style Inventory (LSI) to describe the ways people learn and how they deal with ideas and situations. His work identified four learning styles: Accommodator, Diverger, Converger, and Assimilator.

Accommodators are best at learning from “hands on” experience (doing and feeling); Divergers excel in using imagination and brainstorming, combining concrete experience and reflective observation (feeling and watching). Convergers’ dominant learning abilities are focused on finding practical uses for ideas and theories (doing and thinking). Assimilators are most adept at logically organizing and analyzing information, building and testing theories, and designing experiments. Current data suggest that, on average, men and women score differently on the Learning Style Inventory. Women tend to score higher on the Concrete Experience orientation while men tend toward Abstract Conceptualization. No consistent differences between men and women have been identified on the active/reflective dimension.

There are also differences between men’s and women’s availability for training. Women’s multiple roles may mean that they may need shorter sessions that are non residential. Asking participants preferences is the best way to ascertain the best format of the training during the TNA.

Table 2: EYB Training of Entrepreneurs Standard Seminar Schedule

	Day 1	DAY 2	Day 3	Day 4	Day 5
08:00 10:00	First day starts at 08:30 Opening ceremony Introductory session	Session 4: Assess the key success factors of your industry Customer analysis	Session 7: Analyze the spectrum of distinct growth strategies Principal growth directions Main growth thrusts How direction and thrust combine to become a growth strategy	Session 9: Study the principal functional-level strategic initiatives in support of growth: Operations How to gear products and production processes towards quality	Session 11: Choose the most suitable growth strategy for your own business Technical appraisal



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Tea break

10:30 12:30	Session 1: Review your business vision Purpose – Values - Goals	Session 4 continued: Competitor analysis Market environment analysis	Session 8: Study the principal functional-level strategic initiatives in support of growth: Marketing How to differentiate a product: The case of branding	Session 9 continued: How to fully utilize existing production capacity How to add new production capacity	Session 11 continued: Financial appraisal
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Lunch break

14:00 15:30	Session 2: Refine your business objectives Financial objectives Non-financial objectives	Session 5: Analyze the core competencies of your business Financial health check Strengths and weaknesses analysis	Session 8 continued: How to develop new markets: The case of export marketing How to develop new products	Session 10: Study the principal functional-level strategic initiatives in support of growth: HRM How to create dynamic organizational structures	Session 12: Draw a strategy map Visualize the cause and effect linkages between the business growth objectives Adjust measures and initiatives accordingly
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Tea break

16:00 18:00	Session 3: Align your performance indicators Typology of performance indicators How to set performance thresholds	Session 6: Identify your competitive advantage Analysis of the product-specific competitive advantage Comparative analysis of the product-specific competitive advantage	Session 8 continued: How to diversify your business operations: The case of related diversification	Session 10 continued: How to develop staff skills How to delegate non-core management tasks How to create effective work relationships	Session 13: Set up a controlling system Manual controlling systems IT-based controlling systems Closing ceremony
Evening					

Experiential Learning Cycle (ELC)

Session plans form the basis upon which EYB trainer consultants can design the training schedule and decide upon the duration of each session. Session plans should be designed in line with the Experiential Learning Cycle (ELC). The experiential learning cycle is built on the appreciation that adults learn best when they are clear of the objectives of learning and when they participate in activities that build on experience.



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Each session should therefore be designed to introduce a concept, then engage participants in a practical activity that will enable them to experience the concept in practice followed by discussion on the general principles and application to own business situation. The EYB sample session plans are designed following the experiential learning cycle.

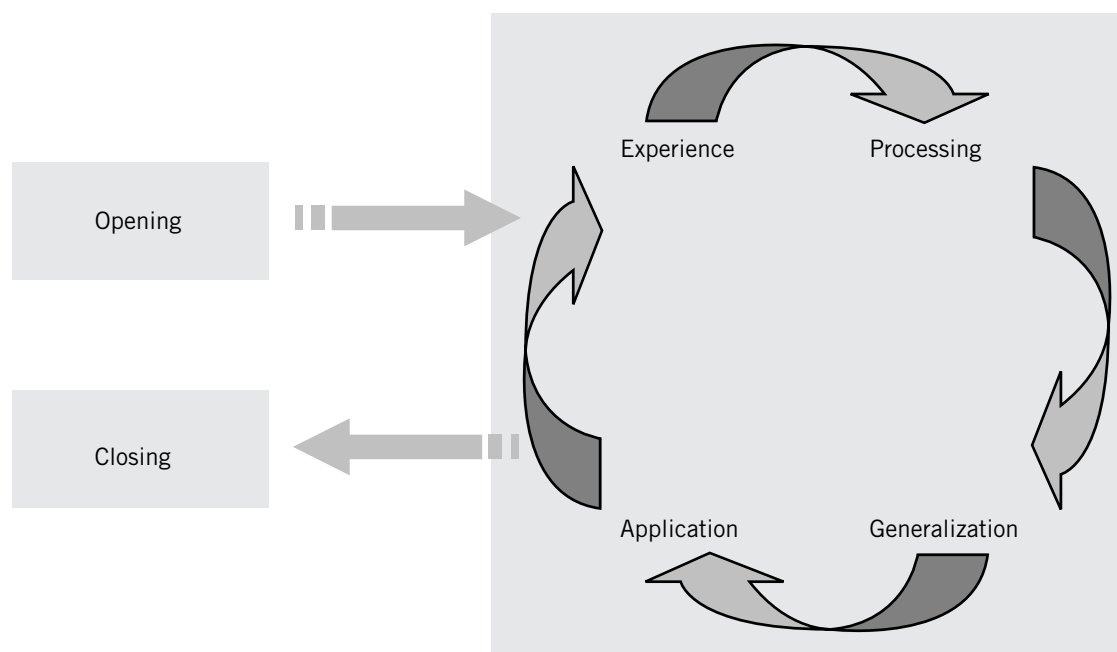


Figure 3: The Six Stages of the Experiential Learning Cycle (ELC)¹

EYB Training Sessions

The training sessions assume that the morning sessions have duration of 120 minutes each and that the afternoon sessions have duration of 90 minutes and 120 minutes respectively. The first session after lunch is shorter because most participants tend to be least adept to learning after lunch. Sessions with duration of 120 minutes should have an intermittent 5 minute break.

EYB trainer consultants are encouraged to adapt and further enrich these sessions based on the needs of the clients in the seminar. They should abstain from merely cutting session duration, though! The pilot test of the EYB service package has shown that the contents of the package are taxing for participants, and 40 hours is the minimum time needed to facilitate the key learning points. Otherwise, participants fall behind at one point and training impact and client satisfaction suffers.

Identification of suitable resource persons

One way of enriching the contents of the EYB service delivery package is to invite external resource persons with relevant technical expertise on specific topics. These resource persons might deliver a presentation, take part in a panel discussion, or be asked to

¹ Adapted from CGAP Direct Training of Trainers Toolkit, www.cgap.org and MicroSave Training of Trainers Toolkit, www.microsave.org.



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offer individual advice and information to clients after a specific session. Specific topics of interest could be on SME tax matters, ICT, labour regulations, export regulations, access to finance and corporate governance among others. Women presenters should be considered.

When identifying such resource persons, EYB trainer consultants should ensure that the expertise of the person is highly relevant for the clients. The resource person is not substitute for the lead facilitator but should add value to the training capacity of the latter.

To ensure relevance, EYB trainer consultants are advised to consult clients during the TNA about their preferences for presentations from sectoral experts, key suppliers and buyers, or other specialized BDS organizations.

If clients feel that the external resource persons is highly relevant for their own business then they will not hesitate to stay for an extra session after hours – meaning that the presentation of the resource need not to be squeezed in between and at the expense of regular training sessions.

When inviting external resource persons, EYB trainer consultants should:

...before the intervention

- Thoroughly brief the resource person about the EYB package, the ongoing course, the contents of the session, the exact objective of the presentation and the available time slot
- Request for a presentation outline before the actual session. Keep in mind that many external resource persons are not familiar with training situations and time management. A review of their presentation outline allows you to guide them in properly customizing and timing their input
- Ask for presentation handouts for distribution to participants
- Discuss fees or reimbursement of expenses beforehand

...during the intervention

- Introduce the guest speaker, giving a brief background about the person and the organisation
- Explain how the topic to be presented by the guest speaker fits into the context of the EYB interventions and clients' needs
- Allow for questions and discussions after the presentation
- At the end of the presentation, summarise the session, highlighting pertinent learning points or any follow-up actions deemed necessary



A special case would be other EYB trainer consultants invited by the main EYB trainer consultant to take up individual sessions. Here, the external resource person can be assumed to be familiar with the EYB training curriculum. Still, it is necessary to carefully brief the second EYB trainer consultant in order to avoid misunderstandings later.



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How to conduct EYB Seminars

During training, EYB trainer consultants can significantly improve the learning impact on clients if they:

- Create a conducive learning environment from the outset
- Use visual aids
- Alternate training methods in line with situational needs
- Know how to present to adults effectively

Tips for setting a conducive learning environment

An important task of the EYB trainer consultant is to establish from the outset a conducive learning environment. The course participants might initially feel uncomfortable to have been put together in a classroom with strangers, so it is of utmost importance to create at the onset an atmosphere of confidence and trust - confidence that the seminar is going to be of substantial help to grow their businesses and trust in the EYB trainer consultants and among participants.

Here are some tips that will help EYB trainer consultants to “unfreeze” participants and to create a conducive learning environment. They should:

- Arrange the seating so that every participant can see the faces of as many others as possible. This will allow for interaction during training (for example using a restaurant style, a horseshoe or a half-cycle formation)
- Organise an official opening ceremony. Inviting a respectable, high status person to officially open the seminar, can further give clients confidence in your programme, as it confers social prestige and allows clients to associate
- Start the course by introducing the team of EYB trainers. Then, participants might briefly introduce themselves one by one
- Introduce the seminar objective and take participants step by step through the seminar program. It is also important to agree on ground rules so that everybody is clear what to expect from each other
- Ask participants to share their expectations for the workshop and compare the expectations to the programme highlighting the issues that will be covered. Revisit the expectations throughout the course
- Facilitate feedback/evaluation sessions regularly during the seminar. This helps the trainers to know participants perception on how well the training is progressing and provide feedback on how trainers are performing. Refer to chapter 6 about quality control for more information how to monitor client satisfaction during training
- Post a parking lot flipchart to allow participants to write issues they need discussed in the course of the workshop. This improves communication and feedback. Revisit





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this parking lot at the end of each day and cross out issues that have been handled adequately

Visual aids

To support the transfer of knowledge during training, EYB trainer consultants are strongly encouraged to make use of visual aids. Visual aids add variety, facilitate retention and illustrate what the trainer is saying. Below is a brief overview of selected visual aids and some tips on how to use them.

PowerPoint slides

All EYB trainer consultants are provided with a set of slides in PowerPoint format for the relevant modules. Trainers are encouraged to use these slides for visual support. Review the slides before the training and edit them to suit the flow of your session and your training style. Some of the information presented in the slides can be presented differently e.g. through an exercise, a case study etc. Investigate other participatory activities you can use in conjunction with the presentation slides to encourage involvement and retention.

Overhead or multimedia presentations

Information can also be presented using the overhead projector or with the multi-media projector. For the target group of growth-oriented entrepreneurs, this may indeed be an appropriate support, since it allows for presentations with a professional look.

To avoid embarrassing situations, EYB trainer consultants should always test the equipment beforehand, ensuring that the power, plugs and position in the training room allow for the equipment to be used properly. Handouts of presentations can be made available readily. Trainers can use the PowerPoint slides prepared by the project, and trainers are of course invited to add or change these sets of slides as per their customised programmes.

EYB trainer consultants should beware not to overload their presentations with text. Minimal writing applies; an estimated 20 to maximum 25 words per page. Overhead and multi-media presentations are meant to stress what the trainer is saying, rather than to display all they are saying.

Flip charts

White boards and flip charts are appropriate and inexpensive tools for training. Different pen colours should be used when writing and EYB trainer consultants should ensure that

their writing is large enough, neat and readable. When using the flipchart, EYB trainer consultants should try always to face the participants, and to stop talking when writing on the board or let the co-trainer write while they speak.



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TV/Video / DVD

Sometimes there is a thin line between what can be considered a training method and a visual support tool. This is particularly so when using film or video, which can be a highly effective tool with the target group of Growth-Oriented Entrepreneurs. Where EYB trainer consultants do not have their own training videos, they should try to access these from those training organisations that have the tools.

Training methods

EYB programme is a participatory training programme and as such promotes use of participatory training methods. According to a research on adult learning and retention rates done by the National Training laboratories Bethl, MAINE, adults retention rates depend on the method of training used. Retention rates are higher when training involves participatory training methods where participants are involved and interact with each other. EYB trainer consultants need to adopt a mixture of training methods in order to enhance impact of training.

EYB trainers should be cognisant of the different ways of learning between men and women and therefore, adapt methodologies to different target groups. The learning pyramid (figure 3) presents the comparative retention rates for each training method.

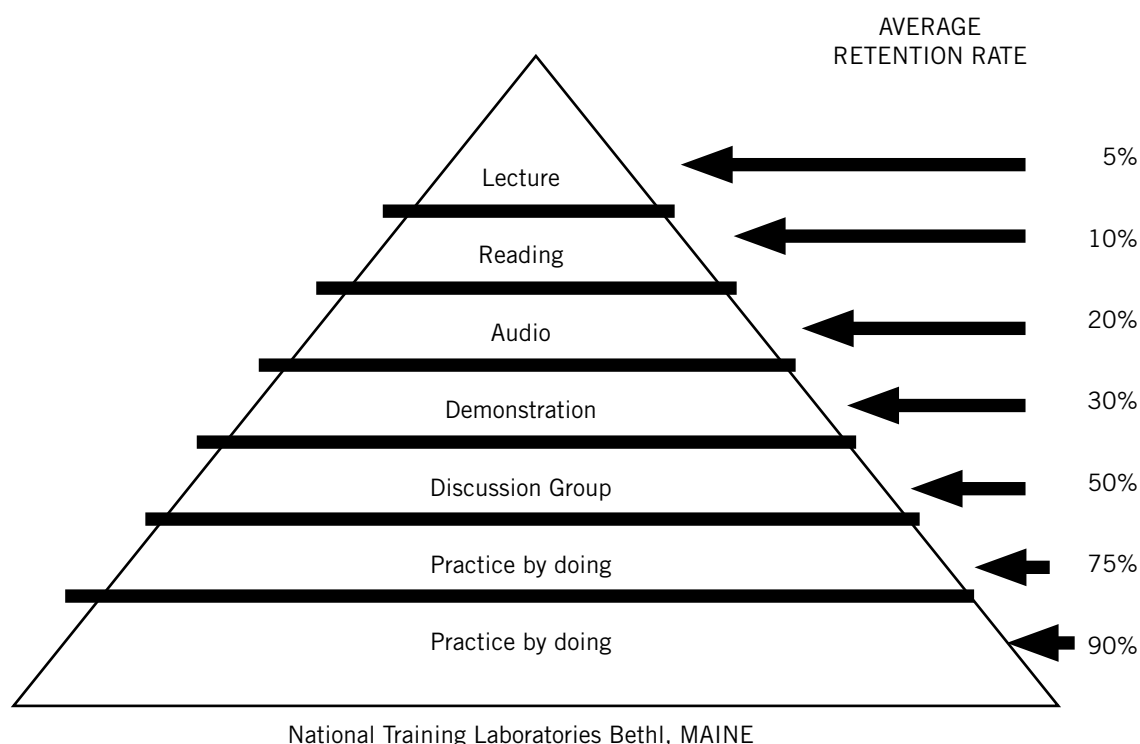


Figure 4: Learning Pyramid



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The following training methods are recommended for alternate use by EYB trainer consultants, and depending on situational needs:

- Lecture – for transfer of knowledge
- Brainstorming
- Discussion
- Individual exercise – planning for business growth
- Group discussions
- Case study – enhancing training by discussing actual situations that clients can identify with

These methods are briefly described below, with guidelines about when and how to use them.

Lecture

What it is:

A lecture essentially comprises one-way communication between the trainer and the audience by way of a presentation. However, a lecture can allow for participation by clients, e.g. by asking them questions during the presentation, or by allowing for brief periods of open discussion in between the main lecture points.

When to use it:

A lecture is ideally used to explain or to teach concepts and principles with which the participants are not familiar and to provide new related information.

Advantages:

A lecture can be well structured beforehand. The timing for the session can therefore be worked out accurately.

Disadvantages:

A lecture tends to limit participation. As a result, participants might find it difficult at one stage to maintain concentration and to comprehend the flow of information.

Points to consider in using it:

Lectures should be made adequately participative by asking leading questions and inviting the participants to think and respond. EYB trainer consultants should encourage every participant to ask questions, to avoid passive listeners. They should also answer every question even though it may be a repetition.

Brainstorming

What it is:

Brainstorming is a method used to generate ideas. Its objective is to stimulate participants into finding different ways to address a given problem. The EYB trainer poses a problem or a question which can be tackled in a number of different ways and ask the participants

to think of such different ways. For example, when teaching the subject of 'promotion', EYB trainers can ask the participants to brainstorm on ways to promote their products. The objective of brainstorming is to produce a list of alternative solutions/answers and then subsequently discuss the merits and demerits of each solution.



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When to use it:

Brainstorming is ideally used to find a practical solution to a problem. In training, it is also used to help participants learn by building on their experiences. As a training method brainstorming is used when the participants have ideas about how the particular problem can be solved.

What it will achieve:

The participants learn by building on their own experiences. Furthermore, they learn to choose from alternative solutions.

Advantages:

Brainstorming produces a high degree of participation. It also makes the session livelier and it stimulates creative thinking.

Points to watch:

- During brainstorming, the focus should be on generating ideas and not on discussing ideas. Discussion and screening of ideas should be done during the processing of the activity
- Focus of attention should be on getting as many ideas as possible
- The EYB trainer needs to make sure everyone participates by asking those who are quiet for ideas
- No critical remarks should be allowed. Evaluation of ideas comes later

Exercise**What it is:**

In an exercise, participants are asked to individually or in groups to find answers to a question posed by the trainer consultant. Exercises might be based on short case studies (also refer below) to illustrate the terms of reference or the main learning point.

When to use it:

An exercise is used after the participants have learned a specific knowledge or after a topic has been covered. In the EYB training it is used for participants to apply the learnt concept followed by completing the relevant section of their Growth Plans.

Advantages:

An exercise is an active form of learning as participants put to practice the techniques and knowledge introduced to them earlier. Exercises also help the trainer to find out how much participants have absorbed. Exercises also help the participants to focus on their own problems and think of own solutions.



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Disadvantages:

Some participants might feel embarrassed because they have difficulties to complete an individual exercise. In group exercises, some participants might prefer to take the backseat and hide their lack of understanding behind other, more vocal group members.

In any type of exercise, time management tends to be a problem, since participants usually take their own pace for completing and discussing the exercises.

Points to consider when using it:

EYB trainer consultants need to ensure that all participants have clearly understood the question posed by a particular exercise. They should allocate extra-time in their session plan for the exercise and be prepared to fill this space with other content if participants should complete the task faster than expected. During exercises, EYB trainer consultants should circulate in the room and provide individual counselling support (not answers!) to group members.

Open / Group Discussion**What it is:**

A discussion is where knowledge, ideas and opinions on a particular subject are freely exchanged among the participants in a plenary session or small groups. The EYB trainer consultant plays the facilitative role. In a plenary discussion, the trainer facilitates the discussion for all the participants. In group-discussion, the participants are divided into small discussion groups. In the latter case, the trainer consultant goes round among the groups as an observer and makes appropriate inputs wherever/whenever necessary. The groups are then brought together and the conclusion of each group is presented and discussed in an open forum.

When to use it:

Discussion is ideally used to analyse a given situation and reinforce the concepts and understanding of the participants through exchange of views with others. It is used when participants have background knowledge of the issue.

Advantages:

A discussion can bring about changes in the attitudes of participants as they share experiences. A discussion can also provide feedback to the trainer about whether participants have retained newly acquired knowledge, and how they intend to apply it after training.

Disadvantages:

The participants may stray from the subject or fail to discuss it usefully. Also, the participants may become stubborn and determined to stick to their attitudes and/or opinions rather than be prepared to change them. Furthermore, some discussions fail because participants have no interest. More likely, though, is the risk that discussions will take longer than originally expected because participants get incited by the subject and want to express their opinions in length. Hence, EYB trainer consultant should provide

an extra-time budget for discussions, and be prepared to fill the space with other content if participants should conclude earlier than expected.



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Points to consider when using it:

EYB trainer consultants need to cautiously facilitate the direction of a discussion to fully unlock the potential of this training method by:

- Ensure that all participants have clearly understood the objective and topic of the discussion
- Provide all participants with space for discussion inputs and discretely avoid the discussion to be monopolized, politicised or hijacked by individual participants
- Abstain from expressing their own opinion to ensure impartiality as facilitator; yet
- Discretely steer the course of the discussion by asking open questions and by requesting clarification of a salient point
- Might also change the focus of the debate or tone down its heat when necessary, by suggesting looking at an issue from another viewpoint
- Under no circumstances should an EYB trainer consultant appear to side with a faction in a discussion, or to suppress an opinion

Case study

What it is:

A case study is a summary description of some event or a certain situation, which the participants are asked to examine and comment. In EYB training, a case study is introduced in the first chapter, and continues throughout every module. Participants use the case study to appreciate the practical application of the newly acquired techniques and know how to apply them to their own business.

When to use it:

A case study is ideally used to demonstrate the application of various techniques in the real life situations which participants are likely to face. In the EYB training, the case study is used to illustrate specific concepts, and coupled with individual or group exercises to apply these concepts to the actual situation of the clients. A case study can also illustrate the negative effects of particular decisions.

Advantages:

A case study illustrates situations that the entrepreneurs may face in their day-to-day business operations. It therefore prepares entrepreneurs to face similar or related situations in real life. A case study also stimulates the exchange of ideas among participants and the generation of alternative solutions to problems that they might face in their businesses.

Disadvantages:

In real life, the situations/events will differ from those set out in case studies; more in particular, real life tends to be more complex than the case rolled out in the example. Therefore, the entrepreneurs may get the wrong impression of real life situations when they study the case.



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Points to consider when using it:

The EYB trainer consultant should have thorough knowledge of the case study to allow for different reactions/opinions that may come from participants. In order to direct discussions the trainer should have pre-prepared discussion questions on the case. The EYB trainer consultant also needs to emphasize that decisions taken in the training situation may differ from those that have to be made on the spot in real life situations. Case studies should also strike a chord with the trainees and be relevant to their experiences. For example tailoring a case study to a group of growth-oriented women entrepreneurs' experiences could make the training more accurate and effective if training women entrepreneurs.

Presentation Techniques

EYB trainer consultants are reminded of the fact that growth-oriented entrepreneurs are **MATURE** learners, which implies a distinct learning approach. EYB trainer consultants should bear in mind that adults, unlike children, are:

- **Motivated.** Adults have chosen to participate in EYB training because they believe it will bring them benefits
- **Active.** Adults learn and remember better when they are actively involved in the learning process
- **Time conscious.** Adults, and especially entrepreneurs, are busy people. Their time is precious and they will only learn when information is relevant to them.
- **Utilitarianistic.** Adults want to achieve concrete results. They will be more motivated when information is useful and directly applicable to their business.
- **Responsive.** Adults can assess their own strengths and weaknesses and react to them. Constructive feedback encourages them to take action to improve their situation
- **Experienced.** Adults bring a wealth of personal and business experiences to the training

Below are the ten golden rules of effective EYB trainer consultants:

- **Be relaxed.** They prepare thoroughly, are cool, calm and collected during training.
- **Be alert.** They keep eye contact, move around the room and are responsive to all participants.
- **Be a team player.** They are on the same wavelength as their co-trainers, they never argue in front of entrepreneurs.
- **Be methodological.** They keep each session structured and in logical sequence.
- **Use materials effectively.** They know the relevant all the modules by heart and always link what they are teaching to the manuals.
- **Aim at variation.** They keep participants attracted by using a variety of methods, tools and visual supports.
- **Interact and be inclusive.** They ask open-ended questions, let entrepreneurs discover solutions themselves; bring in less confident trainers to the discussions. EYB trainers facilitate rather than teach.
- **Follow at entrepreneurs' pace.** They create a climate that allows for people to ask questions. The only 'stupid' question is the one not asked!
- **Be time-conscious.** They stick to the times in the time table and set a good example by starting on time.

- **End the session properly.** They never stop abruptly, even when time is up. At the end of the session, they check whether the learning objectives have been achieved.



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Gender Issues in Training

EYB trainer consultants need to be cognisant of the constraints that women entrepreneurs face in order to ensure their effective participation as well as maximise training benefits. In addition to technical issues of business growth the training should allow for and recognise the constraints that women entrepreneurs face in pursuing business growth.

- **Societal norms and culture that promote gender inequality:** Training should raise awareness of major issues affecting women in their culture and identify some of the ways to deal with these. How do they enhance their presence – their position, their acceptability in male dominated circles, their importance (real worth), rank (where they truly belong), bearing and self-command? Who will understand exactly how they feel and how they perceive? They are faced with another task of establishing themselves in a societal environment that values men's ideas better than those of women.
- **Low levels of education and technological skills:** EYB trainers need to explain issues more to ensure full appreciation and include more exercises that will enable the participants to practice learnt skills and demonstrate understanding.
- **Limited managerial exposure and access to information:** training and referral system should expose women to reliable sources of information. Role models who have managed to grow their businesses are a critical learning tool.
- **Personal development:** EYB Trainer consultants need to emphasise the need for women entrepreneurs to develop their personal skills and ability in order to enhance their assertiveness, improve aggression, self-esteem and confidence. These core skills are critical for organisational growth.
- **Legal and societal obstacles:** EYB Trainers need to recognise that women have legal and societal challenges that affect business growth such as access to capital influenced by access and control of family assets. Finance institutions normally have low levels of confidence in financing women entrepreneurs.
- **Business and family issues:** Women initiated businesses usually have an objective of meeting the growing family demands. Proceeds from the businesses are usually channelled to the family and not reinvested to support growth. Women owned enterprises usually employ family members. Issues of separation of business and family are important to highlight during discussions.
- **Women's businesses activities** are often concentrated on services and light manufacturing, particularly in sectors using traditional technologies. It is important for EYB training sessions to use role models and business examples that encourage women to take up technical businesses.



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6. FOLLOW-UP AFTER TRAINING

This chapter guides EYB trainer consultants on how to follow-up their clients after EYB training. The main follow-up activities in the EYB service delivery process are individual counselling sessions and the facilitation of linkages to other BDS organizations and credit providers.

Overview of EYB follow-up components

After the classroom part of the EYB modules is concluded, the clients will return back to their busy business lives. Finalizing and implementing the growth strategy may not be the first thing on their mind when they return. Here, follow-up becomes absolutely crucial to maintain the initial enthusiasm created in the training room and to assist the client to successfully grow their businesses.

Counselling and facilitation of linkages with other business support service providers constitute the follow-up components of the EYB service package. It is these enhancing services after training that make the EYB service package comprehensive and distinct from competing substitutes.

Counselling is an inseparable and indispensable component of the service delivery process. Every client is entitled to receive at least one half-day individual counselling session. The purpose of these counselling sessions is to enable the client to independently complete the strategy plan discussed earlier in the classroom.

The facilitation of linkages to other business support service providers comes into play where the EYB trainer consultants lack the expertise to satisfy the demand of the growth-oriented entrepreneurs for specialized follow-up support. Linkages might be facilitated with other EYB trainers, EYB partner organizations or other business support organizations and financial service providers within reach of the client.

Both follow-up techniques are further described below:

Individual counselling

In the EYB service delivery process, the overall objective of counselling is to enable the client to independently complete and implement their growth strategy. Counselling is also enables the client to identify the gaps, if any, where specialized follow-up support in the form of consultancies is needed to make the implementation of the growth plan a success.

The Counselling sessions should be focussed on giving advice or guidance, by stimulating and orienting the thinking process of the person being counselled. Business management counselling is an advisory service, which combines on-the-job tutoring, advice and practical guidance to business entrepreneurs.



Counselling aims at empowering people to solve a particular problem **using their own resources**. Counselling can be provided for an individual or a group where the counsellor meets with more than one client.

The Difference between Counselling and Consultancy

Counselling is often confused with consultancy. Table 3, illustrates the differences between the two follow-up approaches. In business consultancy, the consultant uses his or her own skills and expertise to diagnose the entrepreneur's problems. The consultant provides ready solutions rather than skills and techniques with which entrepreneurs can solve problems themselves.

Table 3: Difference between Counselling and Consultancy

Business Consultancy	Business Counselling
The consultant asks specific questions to define the entrepreneur's problem.	The counsellor asks open-ended questions to help the entrepreneurs to define the problem.
The consultant decides what facts and information he/she needs to solve the entrepreneur's problem.	The counsellor helps to think what facts the entrepreneurs need to solve the problem.
The consultant works out the alternative solutions and decides on the best solution for the entrepreneurs' problems.	The counsellor does not provide ready solutions, but assists the entrepreneur to work out his or her own solutions and decide on the best solution.
The consultant works out a recommended action plan and advises the entrepreneur what to do.	The counsellor helps the entrepreneur to work out their own action plan and encourages them to define what to do.
The consultant has the ownership of the solutions and the action plan.	The entrepreneur owns the solutions and the action plan.
The entrepreneur obtains ideal solutions to his/her problems but does not acquire solution-searching skills.	The entrepreneur obtains workable solutions to the problem and at the same time acquires the solution searching skills.

Key Roles of a Counsellor

During counselling, EYB trainer consultants perform the role of a catalyst. They:

- help the entrepreneurs reflect on own business and personal situations and interpret what they see and find
- ask objective questions which the entrepreneurs may not ask themselves
- help change the entrepreneur's attitudes and behaviour
- be a source of feedback and comment on issues arising within the business of the entrepreneur
- educate the entrepreneurs in respect of EYB topics or areas of their business operation
- help the entrepreneur in evolving suitable action plans to implement the EYB growth strategy
- motivate the entrepreneur to perform better



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Counselling Rules and Techniques

The following four golden rules are important to ensure effectiveness of counsellors:

Rule Number One: Effective counsellors should not attempt to tackle problems in which they do not have expertise.

To be able to help entrepreneurs to help themselves, the counsellor must be able to diagnose the root cause of the problem competently and beforehand, otherwise the search for solutions can be easily misleading for both sides.

If EYB trainer consultants realize that they lack the technical expertise to comprehend a business management challenge faced by their clients, or that their clients have problems not related to the sphere of business management, they should refer the entrepreneurs to an appropriately qualified expert. The following sub-chapters on facilitation of business linkages provide some hints how to link clients with special needs to sectoral experts.

Rule Number Two: Effective counsellors should not think for the entrepreneurs but rather stimulate them to think for themselves.

The effective counsellor only guides the thinking process of the client by asking open-ended questions that start with words like what, why, where, who, when, which and how?

Rule Number Three: Effective counsellors try to avoid accepting a problem at its face value. They should always aim at discovering the root cause for a problem, not merely diagnosing its visible effects on the client.

For example, if a client complains about poor cash flow, the root cause might be theft, poor record keeping, poor costing and others. Lack of cash is only the face value of an underlying deeper problem.

Rule Number Four: Effective counsellors should accommodate cultural and religious norms and practices. Counsellors should consider the issue of etiquette when counselling women.

In most societies holding late night meetings with women in hotels is not acceptable practice. It is more acceptable for meetings to be held in business premises during working hours. Some Muslim women will not be able to meet the counsellor without a male member of family present. Consider the acceptable practices when conducting counselling sessions.

Counselling Tools

The main counselling tool used by the EYB trainer consultants is the **draft business growth strategy document and the strategy map** prepared by the client during training. The strategy map with objectives, performance indicators and strategic initiatives enables the EYB trainer consultant to assess how far the client has come in mapping out and implementing his or her growth strategy. The strategy map spells out the areas for change that the client has identified during training, and it describes the specific steps to be

undertaken and timeframes for completion. By comparing the plan targets with the actual implementation progress in the business, the EYB trainer consultant can find out the main counselling needs of the clients.



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To unlock the full potential of the strategy map as a counselling tool, it is recommended that the EYB trainer consultants ask their clients at the beginning of each session to briefly outline progress in completing and implementing the various strategic initiatives under each objective. Next, the EYB trainer consultants can brainstorm with their clients about the problems faced in completing the growth plan, and how to solve them (refer below for more details).

To help their clients help themselves and to solve their problems in completing their business growth strategies, effective counsellors need to first understand the relationship between the entrepreneurs' needs and the problems they face. In short, counsellors need to distinguish between visible problems of their clients to complete and implement the business growth strategy, and the root causes behind these visible problems. Also, counsellors need to distinguish between real needs and felt needs of their clients.

The real needs of the entrepreneurs are a derivative of the root cause of a visible problem faced by the client. For example, if a client visibly struggles to complete a cash flow projection, the root cause could be a lack of deeper understanding of the purpose and structure of the planning format. The real need, then, could be short and modular follow-up training in financial planning.

The felt needs of the entrepreneurs are the needs that client have identified in auto-diagnosis of their visible problems. Sometimes, the real needs and the felt needs of a client are identical, e.g. the client has competently diagnosed the relationship between symptoms and root cause. More often, though, clients fail to discover the root cause and aim at curing symptoms.

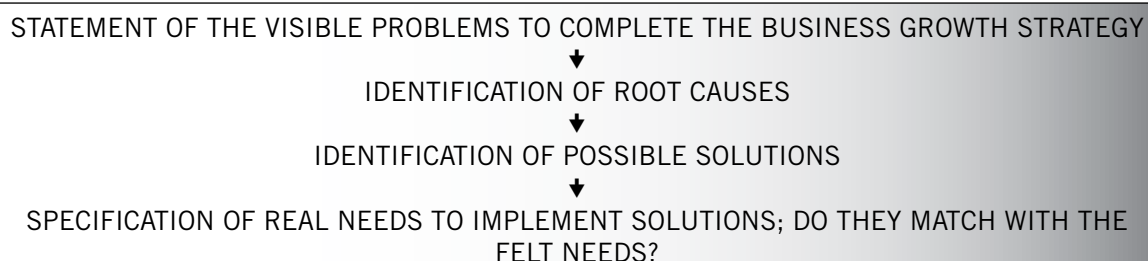
For example, a growth oriented women entrepreneur might want to invest in capital intensive new technology to expand production while the analysis of their real needs reveals that their effective production capacity could be better utilized without heavy upfront investment.

Once EYB trainer consultants are clear about the relationship between the growth-related challenges faced by their clients, and the resulting needs, they can go ahead and counsel their clients following the five steps illustrated in table 4 below:



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Table 4: Counselling Steps



Statement of the visible problems to complete the business growth strategy

In the first step, EYB trainer consultants should encourage their clients to describe their visible problems in completing the growth plan, and to state their felt needs to work out solutions to these problems.

Very often, the entrepreneur's initial statement of a problem will not be the real problem. Often, entrepreneurs may feel and state many different problems that later turn out to be mere symptoms of an underlying root cause.

It is crucial, anyhow, not to interrupt the brainstorming process at this early stage, even if the EYB trainer consultant quickly detects the seeming underlying core problem of the client. The list of visible problems can provide the EYB trainer consultants with many useful hints about the underlying root causes for unsatisfactory performance of the clients, and his or her felt needs are an important source of inspiration to jointly work out solutions.

Identification of root causes

In the second step, the EYB trainer consultant should assist the client to analyze the visible problems in further detail, and to verify whether it is merely a symptom of an underlying root cause. They should analyze each visible problem separately and they might find out in the process that many of them are linked to a single root cause or few root causes.

The technique of identifying the root cause of a visible problem is simple. Effective counsellors ask: "*Why does this problem exist?*" and keep repeating the question for every emerging answer till hitting the bottom line, i.e. the core problem. The process can be illustrated using a problem tree analysis to show cause and effect relationship of issues.

Identification of possible solutions

In the third step, the EYB trainer consultants should brainstorm with the client about possible solutions to tackle the root causes of their visible problems. For each cause or problem there may be a number of alternative solutions. Some may be workable, others not. Some will involve higher costs to implement than others. Some may trigger other

problems. Therefore, it is essential to identify as many solutions to each problem as possible so that the optimum solution can be selected.



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Once all the possible solutions have been identified, the counsellor should assist the client in selecting the most adequate one, by evaluating each proposed solution, taking the following three elements in consideration:

- **Practicability:** is the solution easy to implement?
- **Costs:** what will be costs involved when executing the solution
- **Benefits and effects:** what direct benefits will the solution bring to the entrepreneurs and which –longer term- effect may it have?

Specification of real needs to implement the solutions

In the last step, the EYB trainer consultant assists the client to specify his or her needs to successfully tackle the root cause along the solution strategy identified earlier. The possible spectre of real needs identified by clients at this final stage is often wide and ranges from low-cost self-help strategies to packaged solutions.

For example, clients might decide that they need to rehearse a particular chapter in the course reader, require another explanation of a given technique, need to go for additional short training, or should hire a consultant to sort out the root cause on their behalf.

It might be useful at this final point to compare the list of identified needs with the felt needs expressed at the inception of the counselling process. The clients will more easily comprehend the purpose of the exercise and be in a better position to distinguish between symptoms and root cause in future sessions.

EYB trainer consultants should remember that the main aim of counselling is not to market their consultancy services but to empower their clients to independently implement solution strategies. Clients will quickly find out and will not appreciate if the purpose of the exercise is merely to milk them.

On the other hand, there is no point in pushing self-help strategies if the client obviously lacks the necessary background knowledge or frame of reference to tackle a particular business management problem. Also, some clients prefer to buy in consultancy expertise because they feel that they can employ their own skills more effectively at another stage of the planning process. This customer decision is legitimate and should be respected.

Finally, EYB trainer consultants might find the following tips for effective counselling useful for their own work:

- Mention that your counselling service is confidential and available whenever needed
- Request the entrepreneur to ensure that the counselling session is not interrupted except in case of a dire necessity to do so
- Always listen attentively to what the entrepreneur is saying. Show interest.
- Clarify all doubts and remove fears if any



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- Every time you make a point, feedback your assessment and see if they agree.
- Always point out the expected benefits to the entrepreneur from implementing any suggestions you make
- Pay particular attention to what the entrepreneurs does not do but should do and advise them of the adverse effects on their business if they do not do it

How to conduct a counselling session

EYB trainer consultants can follow these steps to prepare and implement a counselling session with their clients:

Table 5: How to conduct a counselling session

BEFORE THE COUNSELLING SESSION	
Step 1	<p>During the debriefing session at the end of each training block, agree with each participant on a suitable date and time for the counselling session:</p> <p>Advise the entrepreneurs on any preparations you want them to do for the first session.</p> <p>As a trainer you may need access to key business information. This may be financial or business operational information. Information in advance may help the session to be effective.</p> <p>Arrange to make a copy of the enterprise's strategy map as this is the basis of the follow-up and linkages.</p> <p>The EYB counselling session should be conducted on the appointed day and at the appointed time. EYB trainer consultants should not shift appointments at short notice since this creates the impression of lack of commitment.</p>
Step 2	<ul style="list-style-type: none">• Familiarize yourself with the background of the entrepreneur and the characteristics of the business:• Refer to the need assessment results before and the EYB seminar.• Refer to any observations and notes made during the seminar.• Refer to the End of TOE Evaluation form (see chapter on M&E).
DURING THE COUNSELLING SESSION	
Step 3	<p>Exchange greetings and engage in a few minutes of small talk to create an open exchange.</p>
Step 4	<p>State the purpose of the counselling session clearly and explain your role and the counselling process.</p> <p>Establish the entrepreneurs' perception about their need for counselling.</p> <p>State the desired outcome of the meeting, i.e. concrete actions on the basis of the solutions to problems, which need their commitment to develop and implement the EYB growth strategy.</p>
Step 5	<p>Seek their permission to make notes during the session.</p> <p>Encourage the clients to also make notes. .</p>
Step 6	<p>Review with the entrepreneur the earlier training block and explain how further assistance in counselling will help to improve his or her capacity to implement their strategy. Encourage them to provide as much information as possible by remarks like "please go on", "is that all?"</p>



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Step 7	<p>IF A BUSINESS VISIT HASN'T TAKEN PLACE BEFORE THE EYB SEMINAR:</p> <p>At this stage it is advisable to request the entrepreneur for a guided tour of his/her factory or business operating premises. This needs to be negotiated before you continue with the counselling session or after, based on the entrepreneur's consent. This will help you to observe the work place and work methods to find clues to potential problems and asses practical skills adaptation level.</p>
Step 8	<p>Stimulate a discussion with the client about how to finalize the missing sections of the growth strategy, and how to implement change. Use the problem solving technique introduced above, helping the client to.</p> <ul style="list-style-type: none">• identify core problems and help to prioritise• identify potential causes• select the most significant causes• identify possible solutions• select the most appropriate solutions
Step 9	<p>Discuss how the entrepreneur will implement the agreed solutions.</p> <p>Discuss with the entrepreneur whether he requires any further counselling, training, referrals or consultancy support beyond the completion of the growth strategy, e.g. to</p> <ul style="list-style-type: none">• link up with a financing institution• implement aspects of the growth strategy, e.g. to brand a product, set up an e-commerce channel, increase production capacity or retrain staff• access technology or specific enterprise information <p>If you are in a position to offer these services yourself, submit an offer to the entrepreneur for follow-up support. If you lack the expertise required, facilitate a link to another BDS provider or a financing institution.</p>
Step 10	<p>Summarize the main findings of the meeting</p> <p>Agree on a timeframe for implementation of the agreed measures, and where applicable on a date for the next counselling session</p>

Facilitation of Business Support Service Linkages

What is a business support service?

GOEs need a wide range of business support services, some of them related to the daily operation of their business (operational services) and some of them related to the long-term development of their enterprises (strategic services). Examples for operational services are ICT, insurance, freight and security, accounting services, legal services, access to markets among others. Examples for strategic services are management training, technical training, enterprise information and technology transfer. GOEs, furthermore, need financial linkages to fund their planned investment in business growth, and sometimes to acquire the non-financial strategic support services listed above.

The range of business support services needed by GOE is illustrated below:



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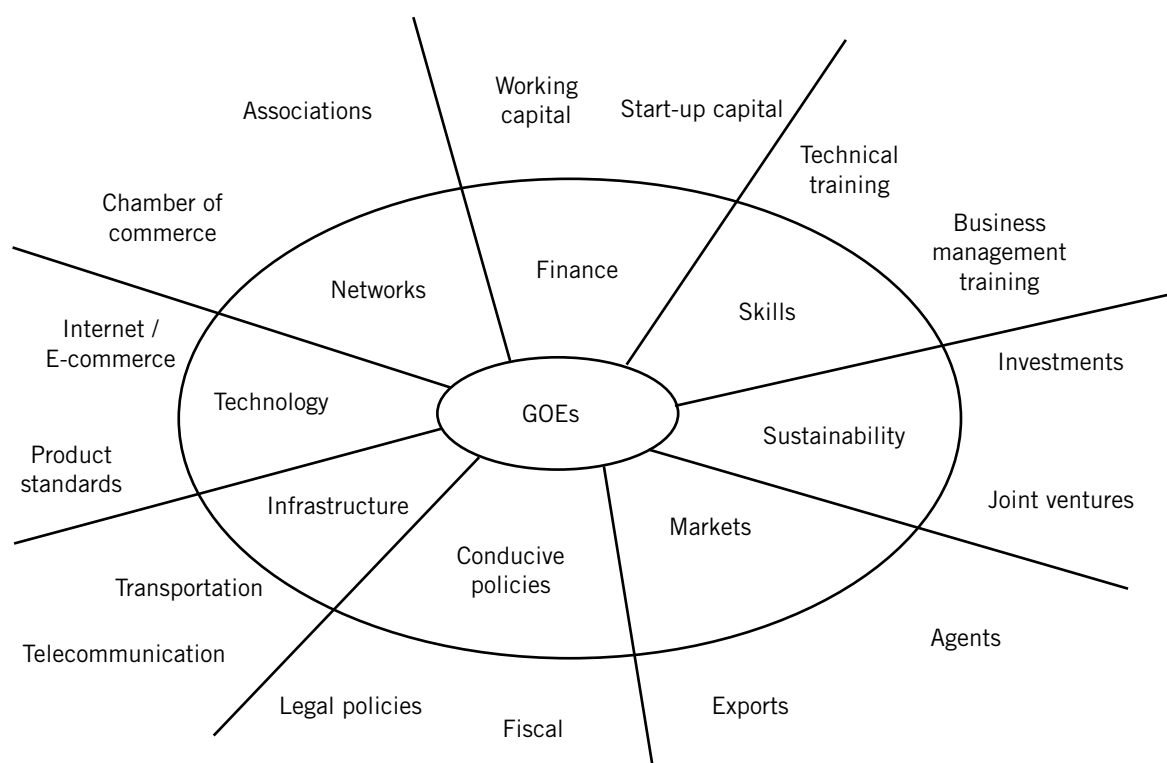


Figure 5: Business support services often demanded by SMEs

What is a business support service linkage?

A business support service linkage is a referral mechanism between two business support service providers for the benefit of the growth-oriented entrepreneurs. To be considered a linkage, this referral mechanism should be institutionalized and emphasize on a longer-term relationship.

In a well functioning linkages system, all parties to the system realize productivity gains through higher effectiveness and efficiency; the client, finally, receives higher quality services at lower rates. This becomes possible because the providers are able to divide labour more intelligently and to reach a larger number of customers.

The graph below illustrates an example for how a business linkages system could look like in the market for EYB training. The gridlines signify the flow of communication in the system.

Each party focuses on its comparative advantage, but communicates with one another via established mechanisms to refer the clients. The role of the facilitator in the grid is transitory; the project exits once EYB has been firmly established in the market. The sponsor is positioned outside the matrix since its funding role is reduced to the pre-transaction level.

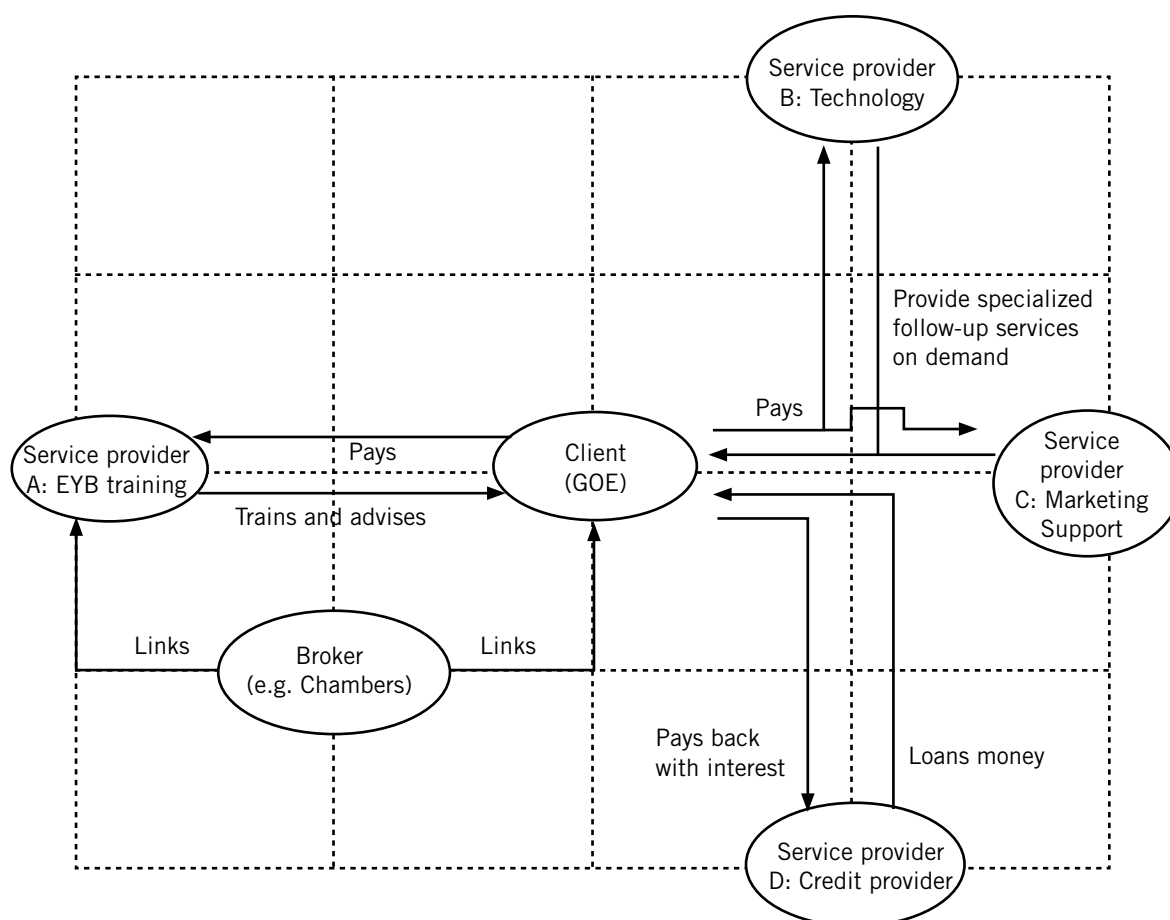


Figure 6: Illustration of a business linkages system

The illustration shows that various players are likely to intervene in the market exchange at one point, namely:

- **Facilitators:** Facilitators are international or local institutions operating in the market with the primary aim to promote the development of local business support service markets / services. These could be private sector organisations, business associations, women entrepreneurs associations, NGO's or project offices of donors, or government departments.
- **Providers:** Providers are any type of lawfully registered institutions physically delivering a business support service. In the illustration, a distinction is made between EYB training providers and providers of other complementary business support services.
- **Brokers:** Brokers are institutions operating in the market with the primary aim to link its associated members / potential new members to critical business support services like training. Brokers are typically trade associations, chambers of commerce and industry, sometimes also banks, trade unions and employers' federations. The distinctive feature of a broker is that the institution markets but not physically delivers the services.
- **Clients:** The population of clients in the market is comprised by growth-oriented entrepreneurs.

The illustration above depicts a somewhat ideal picture of the market set-up. In most situations, the roles of facilitators, providers, brokers and regulators can sometimes



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overlap. What is important for EYB trainer consultants is to be aware of the different types of market players, and how their roles interlink and often overlap. Based on this systemic understanding of the market, they can start facilitating business linkages and mending business support services networks.

How to Facilitate Business Support Service Linkages

EYB trainer consultants can follow these three steps to facilitate business linkages. They need to:

1. Carry out market research on the supply chain for EYB training and classify the relevant players in the market (For example Chambers of commerce, business associations, women entrepreneur associations, competitors)
2. Identify providers that offer business support services that are complementary to the EYB package in their target market
3. Initiate and moderate network linkages between these institutions.

In a first step, the EYB trainer consultants have to carefully analyze the institutional spectrum on the supply side of the market for EYB training. They need to gather information about

- The spectrum of providers offering management training related and non-management related business support services for the growth-oriented entrepreneurs target segment.
- The spectrum of brokers and facilitators intervening in the supply chain for business support services for the target market, both for management training related and non-management related services.

EYB trainer consultants can draw on the technical support from the ILO to gather the market intelligence for their respective target markets.

EYB trainer consultants need to carefully analyze this market intelligence and then to classify and group the various institutions intervening in the market exchange. As discussed earlier, institutions can be classified either as facilitators, providers, brokers or sponsors. In case of overlapping roles, these institutions should be grouped according to their core mandate, i.e. what they are mostly and prominently doing.

In the second step, EYB trainer consultants need to further segment the institutional spectrum of support service providers in their target market. The aim is to identify and list organizations that provide access to business support services that are complementary to EYB training, i.e. commercial loans, marketing assistance and consultancies on technology transfer. These organizations have intrinsic demand for entering into a referral system with EYB training organizations.

In the third step, the EYB trainer consultants need to establish a contact with these support service providers.



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Below are some more golden tips for facilitating business linkages:

- Linkages systems have an open-platform design. New parties with a complementary offer can be added any time, i.e. to bundle support services in a package. EYB trainer consultants should keep in mind, though, that the moderation challenge increases with each new network party added to the grid. In fact, small and simple linkages systems often function more efficiently and effectively than large all-inclusive networks.
- EYB trainer consultants should avoid trying to network business support service organizations targeting largely different sectors and market segments. While the services of these organizations might be complementary, their target group focus and sector expertise often is not; as a result, the expectations of networking benefit may differ too widely.
- No rigid institutional super-structure is required to form and operate a linkages system. Networks are dynamic and subject to constant change, and network parties should not be pressed into formal meeting routines.
- Yet, systematic information management and formal moderation mechanisms are imperative. To seek a consensus on these mechanisms, it has proven to be very useful to negotiate a brief Memorandum of Understanding (MoU) between the linkages partners. The MoU specifies the objective of the exercise, the roles of parties, what type of corrective action is planned in case of network malfunction and an exit strategy in case of network failure. The MoU should also specify performance indicators and benchmarks, and determine a clear exit strategy in case of system failure.



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7. MONITORING AND EVALUATION

The last chapter of this Trainers Guide introduces the quality control or Monitoring and Evaluation system inbuilt in the EYB service delivery process. EYB trainer consultants will be familiarized with EYB quality control tools and procedures.

What is Monitoring and Evaluation (M&E)?

Monitoring is the systematic process of collecting and analysing information related to a particular activity on a continuous basis, while **Evaluation** is the periodic assessment of programme activities to determine achievements against planned effects. Monitoring and evaluation of EYB service delivery is the process of collecting information about the progress made in implementing, and the final outcome of, the EYB service delivery process.

M&E is important because it benefits all parties to the market exchange for EYB training. It enables:

- The clients of EYB interventions to verify whether the EYB services they receive meet the service delivery standards of the GOWE programme
- The EYB service providers, and more in particular the EYB trainer consultants, to control, compare and improve their performance, and to use the quality control data to promote their services
- The national EYB programme coordination unit to measure progress towards the achievement of national programme outputs and objectives.

M&E throughout the EYB service delivery process

When?

The aim of the monitoring effort is to ensure that the service delivery process meets the set EYB service standards at all times; the aim of the evaluation effort is to quality the impact of the service, and to further fine-tune the service proposition based on the findings. EYB interventions are monitored at all stages of the service delivery cycle, and evaluated right after the core training intervention and then again six-twelve months after training. As indicated earlier, the evaluation findings and testimonials can also be used to promote the services to the next batch of clients.

How?

The main M&E tools used during the EYB service delivery process are listed on table 6.

Table 6: EYB Monitoring and Evaluation Tools



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M&E tool	Function	Filled in by	To be used with / when
Before the Workshop			
EYB Client Interest Form	To take down contact details of those who enquire / need more information about EYB	Receptionists at Project or trainer / consultant	In setting appointments for information meeting
EYB Entry and Baseline Form	1. Selection of entrepreneurs 2. Needs assessment 3. Collect baseline data about clients	Clients	Entrepreneurs before training
During the workshop			
Daily Reaction Evaluation forms	Assess satisfaction level of entrepreneurs during EYB seminars, on a daily basis	Client	During EYB seminar, at end of each day
End of EYB TOE Evaluation Form	Assess overall satisfaction level with EYB interventions	Client	At the end of the EYB seminar
EYB Strategy maps	Visualize the growth strategy of the client, incl. vision, objectives, performance indicators and strategic initiatives; is used to guide the counselling process after training and to track the implementation progress	By clients during training; refined with EYB trainer during follow-up	During follow-up right after training, during final evaluation six-twelve months after training
Post EYB Seminar			
EYB Activity Report	Summarizes clients' baseline data from Entry Forms and provides general data on conducted EYB training interventions (where, when, for how much etc.)	Trainer consultants	After each training course
End of Individual Counselling (IC) Evaluation Form	Collects information on the IC and assesses the satisfaction level of the IC sessions conducted by the Trainer	Trainer, with information given by client	At the end of IC session
Linkage Partner Referral Forms	Used to summarize details of GOEs referred to linkage partners for support, and GOEs referred from linkage partners for training.	Trainer consultant and linkage partner respectively.	After EYB intervention, and before EYB intervention.

Note:

Impact assessment can be commissioned by the National EYB Coordinator working closely with other stakeholders such as the ILO and donors to assess impact of the EYB programme after a specific period of EYB interventions. In that case appropriate tools, including the impact assessment form can be developed.



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This section briefly explains each of the EYB M & E Tools

EYB Clients Interest form

This form is filled in by the potential EYB client who has shown interest in joining the EYB training of entrepreneurs' seminar. This could be after an EYB marketing intervention.

The EYB Entry and Baseline Form

The purpose and use of the EYB Entry and baseline form is to collect a core set of information about each client, including a brief assessment of his/her current knowledge of basic business management topics. The EYB Entry and baseline form is explained in further detail in chapter 3 of this Trainers Guide. The EYB entry and baseline form is also formulated in a way that measures any gender specific impact of the training.

EYB Training Evaluation Forms

The purpose and use of the Daily Evaluation Form and the End of EYB end of TOE Evaluation Forms is to obtain the entrepreneurs' immediate reaction about individual sessions (daily evaluation form) and the overall training course (end of seminar evaluation form).

The Daily Evaluation Form is to be completed by participants at the end of each training day or training block respectively. At the beginning of each following day, the EYB trainer consultant should start by giving feedback on the evaluation of the previous day. Minor things like 'lunch is late' can easily be addressed and will stop further irritation that may affect the morale of the participants.

The End of EYB Seminar Evaluation Form is to be completed by participants after the last training session of the EYB seminar.

The EYB Activity Report

The EYB Activity report provides information about the EYB seminars conducted by the EYB trainer consultant and also furnishes baseline data about the EYB clients at the point of entry into the training programme. The baseline data is entered from the EYB Entry Form and provides the basis for the later evaluation of the service impact, by comparing the situation before the service treatment with the situation after the treatment.

EYB trainer consultants are expected to duly complete and submit reports about each EYB training activity within 30 days of completing the seminar. Training activities that are not reported within the deadline are not credited to the training account of the EYB trainer consultant in the national database, thus slowing down the trainer certification process and impeding access to an EYB Refresher Training of Trainers and EYB Master Trainer development programme.

The EYB Strategy Map

The purpose of the EYB Strategy Map is to visualize the growth strategy of the clients.

The Strategy Map is explained in detail in module IV.1 of the EYB manual. The draft strategy map is completed by the clients during training, and then further refined during the first follow-up counselling interventions. It serves as a roadmap for the client and the EYB trainer consultant to track progress towards the implementation of the growth strategy.



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Individual Counselling Evaluation and Activity Report

This very important tool summarizes information about the EYB individual counselling sessions. Trainers are encouraged to send a copy to the EYB coordinating office. This information helps to keep track of the IC interventions conducted and helps determine the level of activity of the EYB Trainer.

EYB Linkage Partner Referral Form

The linkage partner fills in this form to recommend their clients who can benefit from the EYB training programme to the EYB training provider. The form is sent to the training provider who then markets the EYB programme to the recommended GOEs.

EYB Training Provider Referral Form

The EYB training provider fills in this form recommending GOEs who have been trained in the EYB training programme to the linkage partner. The form is sent to the linkage partner who then contacts their products / services to directly offer the same.



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