Mentoring: Youth Business International
“Mentoring is a practical approach to help young entrepreneurs develop their abilities and insights as they start and grow their own businesses”

- YBI definition
Where we are – 2019

50 organisations in the Network
39 have established mentoring programmes
5 have programmes in their pilot year
14,000 Voluntary Business Mentors across the network!
Mentoring programmes across the YBI network

Active mentoring programmes
What we do

- Help members to design and implement a new mentoring programme
- Support the ongoing development of mentoring programmes post pilot
- Hold annual events such as Mentoring Masterclasses
- Research
- Global and regional learning communities
The team

John Cull - Senior Consultant, London
Professor Bob Garvey - Senior Consultant, York
Ana Gessaghi - Senior Consultant, Argentina
Alfonso Basco - Senior Consultant, Madrid
Boris Tkachenko - YBR, CEO & Senior Consultant, Russia
Joerg Schoolmann - Head of Mentoring, Germany
Ten stages to implementing a MP

1. Planning
2. Recruitment
3. Registration
4. Screening & Selection
5. Training
6. Matching
7. Monitoring
8. Motivation
9. Exit
10. Evaluation
Core Principles

- Voluntary
- One to one
- Non-directive
- Developmental
- Mentee driven
- Two way relationship
- Pair agree own ground-rules
Some key things to know

- We start small - always recommend 25/30 pairs for a first year pilot
- A Mentoring Programme Manager - essential ingredient
- Key challenges - recruiting volunteers, motivation, monitoring and evaluation
Key findings
In Phase 1, 60% of mentees reported that their businesses were growing as a result of the accelerator role that mentoring played. In Phase 2 this increased to 74%.
Of those that reported an increase in turnover, 54% of mentees in Phase 1 attributed this to their mentoring relationship. In Phase 2 this increased to 65%.
Impact Study: Youth Business Spain

- Conducted by PWC for entrepreneurs participating in the programme between 2013-2016.

- Survival rate: 89% after 5 years (against 41% national average).

- 67% consider mentoring to be the main reason for business success.
Mentoring vs. Advising

A mentor’s role ....is about guidance and helping entrepreneurs to develop their businesses whilst also building their confidence and skills.

Role includes:
• helping to build strategic skills of the entrepreneur
• helping the entrepreneur to become aware of potential or real problems they haven’t noticed
• being a conscience
• being a sounding board
• providing encouragement
• providing links with useful contacts

Requires: training and ongoing support in the role of a mentor

An advisors role...is often more the role of an unpaid consultant. They provide advice, where they are asked questions by an entrepreneur. This is not “mentoring” in the strictest sense, but will still offer value.

Role includes:
• giving advice
• helping to solve problems in the business
• coaching around specific business activities

Requires: relevant specific experience, be that legal, marketing, finance etc.
1 Tip

Ask for help.
Mentorship for youth Entrepreneurs: Educate 14th May 2019
Who we are?

Purpose Statement:
Preparing youth with the skills to succeed in today’s economy.

Mission Statement:
To develop young leaders and entrepreneurs in Africa
Our Program in East Africa

UGANDA
The Educate! Experience program model is delivered by Educate! staff and Mentors directly in schools.

KENYA
Kenya works as a Reform Technical Advisory. We are providing technical advisory support services to the government.

RWANDA
In Rwanda, Educate! has served as a technical advisor to the Rwanda Education Board (REB), a branch of the Ministry of Education, on the government’s new Competence Based Curriculum (CBC) since 2015.
Across Africa, more than 7 million young people enter the job market each year hoping to make a living. Yet most youth can expect to remain unemployed or underemployed and to live on less than $2 a day.
The Educate! Uganda Experience Program Model

The Educate! Model Equips Youth to
1. Take leadership initiative
2. Start small businesses
3. Improve their families’ livelihood

Educate! Team

Leadership & Entrepreneurship Course

Experience Association

Mentor Graduate of the program

40 Student Leaders

PEER MENTORING

Student Business Club

PEER MENTORING

Student Body (350 students per school)

Supported Top Down by Ugandan Government/NCDC
- Systems Change
- Policy Work

2 Teachers + 1 Admin for every school
Fellowship/Mentorship Model

Mentor secondary students in Leadership and Entrepreneurship skills

Two year fellowship for former graduates

Work Experience/Personal business development training
FELLOWSHIP PROFILE

Entry

Educate! graduate with a Gold certificate
Running an income generating business
Preferably at any higher institution of learning

Fellowship Period

Fellow develops leadership and entrepreneurship skills for secondary school students

After the Fellowship

Continuously running the business and other opportunities

The Educate! Mentor fellow Profile
How the model is implemented

- Mentor Fellowship
  - Strategy Departments: HR and Design
  - Implementation dept: Programs
  - Scholars: Empower
  - Field Program officers: Train and coach
Design Experience

Build capacity of the fellow to mentor scholars to establish sustainable back home projects. Strategies include;

- Internal theory of change to inform design of the modules and to evaluate progress of fellows throughout the Youth Business Experience cycle that eventually support scholars through the same cycle

- Build activities that take in consideration their profile and time frame for completion
Design Experience

- Recognize excellence by certifying fellows, award scholarship to exceptional fellows and access to staff opportunities
- Encourage a community of practice; Practical experiences like project days where they have exchange visits with other fellows
- Gender mainstream to remove barriers to stereotypes around opportunities in entrepreneurship
Impact

- Scholars who have been mentored by Educate fellows are 44% more likely to own a business and earn 2 times income.
- 2018, survey, 83% of our fellows own and run their own business.
- 2018, we retained 80% of the fellows in the fellowship.
- Fellows compete favourably for employment opportunities in and outside Educate;
Challenges

- Fellows leaving the fellowship midway.
- Balancing time between school, projects and mentoring
- Scaling model to hard to reach areas
- Building critical skills Fellows lack like ICT, bookkeeping, grit etc
- Breaking barriers in types of businesses started
Mitigation strategies

- Recruit fellows enrolled in higher institutions of learning and are more stable
- Coaching on priorities by the field supervisor
- Allocate resources to build ICT skills; budgets, in-built strategies in session modules; on line assignments
- Create spaces for innovation, share success stories to inspire
Q&A
In 2015, AKFED and AKF agreed to design, test and launch a new purpose-built institution to support Small and Growing Businesses, leveraging AKDN’s economic experience in the region:

- AKF economic programmes (MSDSP-K, MSDSP-T, AKRSP, AKF-A)
- AKAM First Microfinance Banks (FMFB-T, FMFB-A, FMFC-P, FMFC-K)
- AKFED Banks (HBL, KICB)
- AKFED companies (Roshan, T-Cell, Pamir Energy, Serena Hotels)

In late-2016, under the joint leadership of AKF and AKFED IPS, Accelerate Prosperity (AP) was launched in Tajikistan and Pakistan, and expanded to Kyrgyz Republic in 2018.
Overview: AP Model

1. Outreach & Identification
   Awareness-raising, open call for applications

2. Initial Screening
   Business age, minimum revenues, region, youth, women, ethical businesses aligned with AP and Donor Values

3. Detailed Screening
   Value proposition, scalability, co-financing potential, job creation potential, value chain effect, founder’s investment

4. Eight-Week Incubation and Acceleration Programs
   Business Advisory, Training, Seminars, Financial Modelling, Investment Memo, Company Valuation, Demo day pitch etc.

5. Due Diligence & External Benchmarking
   Financial audit, Validating Financial Model and Business Model, External Benchmarking, DD report

6. Investment Agreement, Monitoring, Technical Assistance
   EC-non-objection vote, term sheet, financing, post-investment quarterly reporting and Technical Assistance
● For AP, mentors are “successful entrepreneurs” and/or “investors” from MSME and Corporations

● **Role**
  ○ Tailored Advice
  ○ External Investments

● **Hub & Spoke Model**
  ○ **Hub**: National Mentors in Cities/ Business Hubs - Owners of Medium-Sized Businesses, Corporations or Investors
  ○ **Spoke**: Local Mentors in Rural Areas - Owners of Micro and Small Businesses

● **Incentives Structure**
  ○ **Hub**: Discounted Mentor Fee, Interest to Create an Impact in Rural Areas
  ○ **Spoke**: Voluntary, Interest to Network with the Hub Particularly Large Businesses and Investors for their Own Businesses
Spokes
Part of a specific value chain/business cluster; Can boost value chain productivity or business cluster collaboration

OR

Legend
Co. Mentor's Company
Co. Other Company

Hub
Mature-businesses, Integrate Numerous Business Clusters/Value Chains in Rich Network of Linkages
Entrepreneur
Someone who would have developed a successful business from scratch

Contextual Understanding
Understanding the target business ecosystem

Core Interest to Contribute
Transactional relationships do not achieve sustainable value addition

Gender Lens
Successful women entrepreneurs are better aligned to serve budding women entrepreneurs

Inspiration
Inspiration serves as the hook

Investor
Existing Impact and/or commercial investors or Potential Investor

Demonstrated Mentoring Experience
Not all successful entrepreneurs or investors can be good mentors

Networks & Linkages
Entrepreneurs value networks and linkages as much as advice

Match-Making
Alignment of the experience of the mentor and the industry of the mentee is the key
AP uses AKDN’s industry networks, portfolio businesses and pipeline businesses of its partners to source its mentors (entrepreneurs and investors). Its investment team also scouts around for identifying successful businesses and engaging its owners as mentors. Most importantly, AP uses AKDN’s global network to source diaspora entrepreneurs and investors and engage them to contribute back home through mentorship or investments.

**Mentors:** Provides tailored advisory, useful networks, linkages and/or investments

**AP:** Provides the platform and pipeline of entrepreneurs looking for mentors

**AKDN Global:** Leverages its global presence to source diaspora mentors and investors

**Partners:** Share its network of mentors
Start

Achieve

Celebrate
BHARATIYA YUVA SHAKTI TRUST
CREATING EMPLOYMENT THROUGH ENTREPRENEURSHIP
MENTORING SUPPORT FOR GRAMPRENEURS™
SILVER JUBILEE ENTREPRENEUR OF THE YEAR 2017

Tushar Munot

Infrastructure

Pune

INR 150 Cr
(INR 1500 Million)

2875
Dalimi Rabha

Tailoring and Fashion Designing

Boko, Kamrup

INR 18 Lacs
(INR 1.8 Million)

Employment 115
Trained 2000
Women

CII WOMAN EXAMPLER AWARD 2016
JRD TATA AWARD 2016

Arun Awatade
Mulching Film
Pune
INR 20 Cr.
(INR 200 Million)
1485
**Informal:**
- Mostly self-help groups
- Hi-volume, low cost delivery financed by NGOs & MFIs
- No multipliers - mainly self-employment

**Missing Middle:**
- Includes a large portion of Youth segment
- Mostly Informal Lacks institutionalized support
- Multipliers-employment/wealth

**Formal Sectors:**
- Can access bank funds with security and collateral.
- Government/ SME associations help with training, infrastructure and financial support.

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**Subsistence Enterprises**
Up to ₹ 1 Lac

**Growth-oriented Micro-enterprises**
₹ 1 Lac - ₹ 1 Cr

**Small/ Medium Enterprises**
₹ 1 Cr - ₹ 10 Cr

Rs. 1 Lac= INR 1 Million
Rs. 1 Cr= INR 10 Million
Rs. 10 Cr= INR 100 Million
ABOUT BYST

Unique PPP Model

- Founded in 1992, modelled after Prince’s Trust UK.
- Strategic Partnerships
  - Industry – CII, Tata Steel, Bajaj Auto......
  - SMEs
  - Central / State/ Local Gov’t, ...
  - Banks - National/Local
- Founding member of YBI, international network of 50 countries

Impact

- Created Young Dynamic Microentrepreneurs
- Generated Job & Wealth at the Grassroots
- Nurtured Innovation & Growth
- Won Int’l/National Awards

25 YEARS OF PROMOTING GRAMPRENEURS™
Board of Trustees
IMPACT

Jobs Created 2,64,902

Wealth Created $40 Billion

OUTCOME

Outreached/Counseled: 6,45,023
Ent. Supported: 7793
Mentors Trained & Accredited: 6092
Loans given: 309
Crores ($3.09 Billion)

Till 31st March 2019
In partnership with Smartgram Initiative, Rashtrapati Bhavan, 5 April 2017

“On the occasion of the Silver Jubilee celebrations of BYST, I compliment its leadership for their Initiatives and wish them success in all their future endeavors.”

Shri. Pranab Mukherjee,
The Honorable President of India
"There is a need to take care of the suppressed, oppressed and the depressed. The BYST concept of Grampreneurs™ for engaging them is very much necessary for inclusive growth."

Shri Venkaiah Naidu
The Hon’ble Vice President of India

I am proud of having been at the birth of BYST in 1992 and now at its 25th anniversary. It amazes me to see the number of jobs the Grampreneurs™ have created - a remarkable achievement.”

HRH The Prince of Wales Prince Charles
BYST PROCESS

Awareness Generation

Business Counselling

Entrepreneur Training

Creating Trained & Accredited Mentors

Successful Entrepreneurs

Bank Linkages

Mentor – Mentee Matching

One-Stop-Shop
EXISTING MENTORING MODELS IN BYST

- **Capacity Building of Mentors**
  - Mentor Chapters
  - Training/Int'l Accreditation

- **Urban Mentoring**
  - One to One

- **Rural Mentoring**
  - Mobile Mentor Clinics
MENTORING INDIA

ITI / Polytechnic Trainers

Bankers

Mudra

Officers of Railways

MSDE / MSME / KVIC Officers
MENTORING INDIA SERVICES

- Screening of future Mentors
- Customized Mentor training & Assessment
- Mentor Practical Training
- Mentor Peer learning
- Mentor Certification
- Monitoring & Evaluation of Mentor learning
- Impact Assessment
- Mentor up skilling
In the next 5 years:

• 20,000 mentors trained
• To counsel half a million youth
• Who will support 66,000 Grampreneurs™
• Who will creating over 2.4 Million jobs (direct and indirect).

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<tr>
<th>Outputs</th>
<th>Impact</th>
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<tbody>
<tr>
<td>No of mentors</td>
<td>20000</td>
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<tr>
<td>No of mentor chapters</td>
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<tr>
<td>Contribution of mentoring hours</td>
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<tr>
<td>No of partner organizations</td>
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<tr>
<td>No of youth counselled</td>
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<tr>
<td>No of entrepreneurs</td>
<td>66,000</td>
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<tr>
<td>No of jobs created (Direct &amp; Indirect)</td>
<td>30,00,000</td>
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<tr>
<td>Amount of loan (Rs in crores)</td>
<td>3,300</td>
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<tr>
<td>Wealth generated (Rs in crores)</td>
<td>48,000</td>
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Towards a Mentoring Movement

For Empowering Youth
Mentorship Program for Young Entrepreneurs

Alieu Jallow
Fonder/ Project Manager
Startup Incubator Gambia
Having a Mentor
Role of a mentor

- Decision Making
- Guidance
- Moral Support
Pitfalls

- Guide not decision maker
- Overly Cautious
- Cloning your Mentor
Mentoring Young Entrepreneurs

“Inspiring the next generation of entrepreneurs”
Role of a mentor

- Safe space
- Establishing trust
- Building relationship
- Confidence
Entrepreneurs

- Culture
- Support
- Coaching
- Moral
Any Questions?
Thank You!!!

Email: info@startupincubator.gm; www.startupincubator.gm