

GOTEACH

ENTREPRENEURSHIP PILOT EVALUATION

Nairobi, November 2022

Global GoTeach Team

Deutsche Post DHL
Group



SOS CHILDREN'S
VILLAGES



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ENTREPRENEURSHIP PILOTS - EVALUATION

When young people start their own businesses, they become self-reliant, contribute to socio-economic development and develop entrepreneurial skills. GoTeach started social entrepreneurship pilots in **seven countries in 2021**, providing seed funding, skills training and a mentorship program to young participants.

Out of these seven countries (Rwanda, Kenya, Lesotho, Mali, Mexico, Madagascar and Haiti), six started their trainings in 2021.

The implementation period for the entrepreneurship pilot activities lasted **between 6 and 19 months**, five countries have so far completed the pilot.

The surveys which have had their results compiled in this presentation were run in **Kenya, Lesotho and Rwanda**, the evaluation of the other pilot countries is ongoing.

There were three target groups for the surveys: **youth, ambassadors/coordinators and mentors**, who evaluated the pilots in qualitative text responses and via rating scales.

Please refer to the Appendix for case studies of the pilots.



The Social Entrepreneurship Program

(1.) Before the Social Entrepreneurship program, **41% of youth had no knowledge on entrepreneurship**

"Before the training, I thought entrepreneurship was for certain people only. This training made me realize that I can also be an entrepreneur."



"I expected to learn more about the use of entrepreneurship skills by attracting the customers to buy my products. And I got it."



(2.) **69 young people** from Kenya, Lesotho and Rwanda received seed funding, skills trainings and mentorship from virtual or local mentors



By the end of the program, ...

- 83% said they want to **start a business as a result of the program**
- 9 out of 10 said they **feel confident about their ability to start/grow their own business**

- 42 % said they **started a business as a result of the program**
- 50% of businesses have **generated revenue** already (out of 43 respondents)



*Information derived from the SEP Evaluation Survey among youth in Kenya, Rwanda and Lesotho



Youth: 43/59

Journey of the Program

Kenya



120 applications

1. Initial Training on SE (and Pitching) with 50 Youth

2. 20 selected with the most viable ideas as beneficiaries.

3. Funding of 20 Youth & Monitoring
4. Mentoring of 20 Youth

Start of a business:
6/10 (Survey)

earned revenue:
8/10 (Survey)

8 months

Rwanda



1. Initial Training with 30 Youth

2. Seed Capital to be issued to 11 Youth

3. Group Mentoring Reporting

Start of a business:
11/18 (Survey)

earned revenue:
10/18 (Survey)

7 months

Lesotho



1. 17 Youth with a business / interest in SE

2. Matching and Mentoring

3. Seed Capital awarded to be given in tranches for 8 Youth

Start of a business:
7/15 (Survey)

earned revenue:
3/15 (Survey)

1 year



Youth: 43/59

Journey of the Program

Haiti



1. Training of
15 Youth
virtual Mentor

2. Monitoring
and Mentoring of 7
Youth

3. Funding, Mentoring
and Networking
Support

earned
revenue: 5

Mada-
gascar



1. Initial Training
with 50 Youth

2. 17 Youth
selected for
Training and
Mentoring

3. Funding of
11 Youth

Start of a
business: 10

earned
revenue: 6

1 year

Mexico



1. Training with 23
Youth and virtual
Mentors

2. Microcredits and
Networking
Support for 10 Youth

3. Funding, Mentoring
and Networking
Support

Start of a
business: 10

1 year
7 months

Mali



1. Training with 30
Youth

2. In-depth
Trainings with 15
Youth

3. Mentoring &
Funding 7

Start of a
business: 2

earned
revenue:
training not
completed

1 year

1 year
5 months



Roles, Partners and Responsibilities



Youth: 59/154

- Target group: Youth from SOS Children's Villages
- With interest in Entrepreneurship or an already existing business (idea)
- Seeking support to develop business idea



Mentors: >55

- SOS, DHL, local Partner
- Local and international
- Help, Facilitate and Support
- Share experience, knowledge and skills about entrepreneurship
- Focus on inspiration and mindset
- Supporting ideation and providing mentor guidance



Coordinators and Ambassadors: >18

- Main contact for overall program
- Coordination with partners and youth
- Selection of young people
- Conducting trainings/activities
- Follow Ups
- Supporting mentors



Local Partners: 3

- Conduction of the training's
- Selection of the youth
- Mentoring
- Management of the Funds



Costs

Total costs of 7 pilots: 97,300 Euros

	Mali	Madagascar	Kenya	Rwanda	Lesotho	Haiti	Mexico
Total cost of pilot	12,500 Euros	12,500 Euros	12,500 Euros	12,500 Euros	7,000 Euros	18,700 Euros	21,600 Euros
Duration	1 year	19 months	6 months	6 months	1 year	1 year	1 year
Payment to partner	4,604 Euros	- Training: 1344 Euros - Fund: 6750 Euros - Logistics: 4406 Euros	6,144 Euros	8,983 Euros	3,201 Euros	18,700 Euros	21,600 Euros
Money flow	Funds transferred to SOS and SOS managing funds	Funds transferred to SOS and SOS managing funds	Funds transferred to SOS, partner organization (Nailab) managing funds	Funds transferred to SOS CV Rwanda in 2020; cost of JOC Rwanda services 5844.94 EURO	Funds managed by SOS Alumni Account; funds requested by GoTeach Coordinators, approved by DHL & SOS	Local partner manages funds	Local partner manages funds
Microcredits/ Grants (not to be reimbursed)	Around 1200 Euros p.p.	155 to 440 Euros p.p.	317 Euros	4,729 Euros (from 209 to 649 Euros p.p.)	3,799 Euros (from 280 to 559 Euros p.p.)	Varies, depending on initiative	Varies, depending on initiative



YOUTH

Expectations

Have no previous knowledge



Awareness, skills, discovery of self and business sectors
... have a stable business, make a lot of profit

41%



Want to build entrepreneurship skills

Awareness, skills to start, ideation, setting up a business

65%

Already have a business idea



Awareness, skills to start, refine idea, setting up business, funding, guidance

45%



Already have a business

Skills to grow, funding, guidance

14%

Awareness

- **Through stories** (experience sharing from established entrepreneurs)
- **Networking** (with other young people who set up or are in the course of setting up a business)
- Knowing about **advantages and disadvantages** of being an entrepreneur
- Becoming **self-aware**
- Being **aware of sectors** out there for setting up businesses; or very specific, discovering rural entrepreneurship (**opportunities within a sector**)

Ideation

- To **come up** with an idea
- Or to **refine** one's idea



Youth: 43/59

Learnings and missing knowledge of the Youth

How to set up a business

Entrepreneurship Competencies

Financial Management

Marketing, Branding, Comm.

**Business Sustainability
and Funding**

Pitching

Agricultural entrepren. skills

Using digital technologies

Time Management

Legal aspects of setting up a business

Sectors

Kenya



1.



2.



3.



4.



5.



ICT

Rwanda



1.



2.



3.



4.



5.



Lesotho



1.



2.



3.



4.



5.



TOP 5



8

1. Textiles, Fashion



7

2. Agriculture, plant. / Others



7

3. Food & Drinks



4

4. Local Service



2

5. Freelancer / Commerce





Youth: 43/59

Impact of the Program

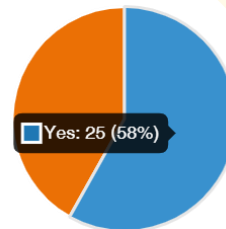
I am prepared to start/grow my own business

Average: **8,95**

I am confident about my ability to start/grow my own business

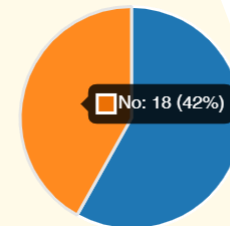
Average: **9,12**

Did you receive funding?



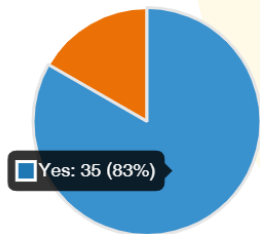
Yes: 25
No: 18

I already started a business as a result of the program



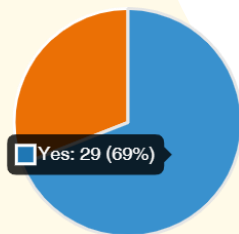
Yes: 25
No: 18

I want to start a business as a result of this program



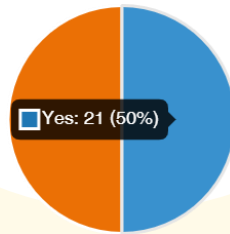
Yes: 35
No: 7

Is your initiative a social business?



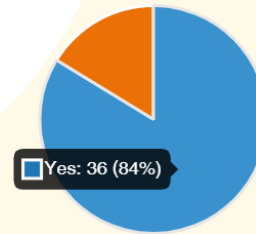
Yes: 29
No: 13

Did your business generate revenue already?



Yes: 21
No: 21

Did the program strengthen your digital skills?



Yes: 36
No: 7

I am satisfied with the program

Average: **8,88**



Youth: 43/59

View on the Program all 3 countries



View on the Program

The program informed me a lot about entrepreneurship related matters

I learned how to manage my business, promote sales and attract my customers

The mentorship helps in decisive decision-making. They helped a lot in looking at broader perspectives

*“The program opened my eyes and mind because, before I thought that to start any business requires a lot of money but after the program I realized that it's all about **passion** and **planning**.”*

- Young Entrepreneur from Rwanda



Mentorship (Youth)

77%

Had a mentor

Format

- Both: 48%
- Local mentor: 39%
- Virtual/global mentor: 12%

Occurrence

- Once a week: 52%
- Once every two weeks: 18%
- Once a month: 18%
- Other: 9%
- Once every two months: 3%

Satisfaction
Beneficial
Duration

It gave me new ideas or inspiration

It increased my motivation

It increased my critical thinking

It increased my self confidence

I gained new skills or knowledge

I am satisfied with the mentorship sessions

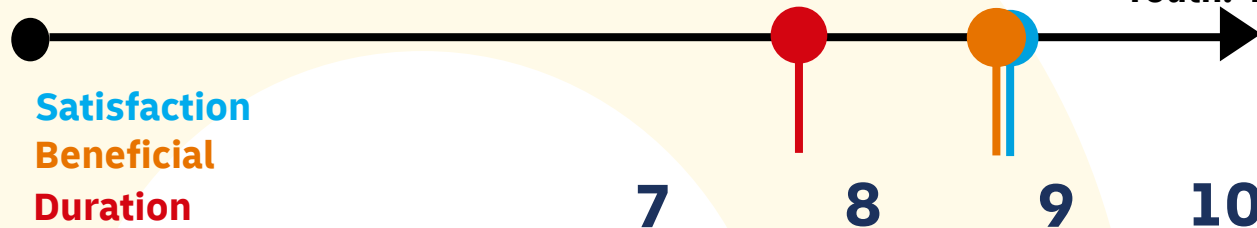
8,88

The mentorship has been Beneficial to me

8,85

The duration of the mentorship was enough

7,70



Mentorship (Youth)

77%

Had a
mentor

Satisfaction
Beneficial
Duration

7

8

9

10

Challenges

- Different time zones
- Technical issues, difficult communication
- No face-to-face meetings possible
- Poor co-operation with local mentor
- Not knowing whether they can enforce ideas on the mentee/ receptiveness of mentee
- Other commitments of the Mentee

International Mentors



I am satisfied with the
mentorship sessions

Average: 8,88

The mentorship has been
Beneficial to me

Average: 8,85

The duration of the
mentorship was enough

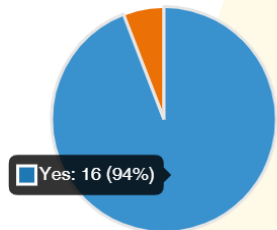
Average: 7,70

A man with dark skin and short dark hair is shown from the chest up, smiling broadly and looking to his right. He is wearing a yellow and red DHL uniform with a red collar. He has a raised fist in his right hand. The background is a blurred indoor setting with warm lighting. A semi-transparent white horizontal band is overlaid across the middle of the image.

MENTORS

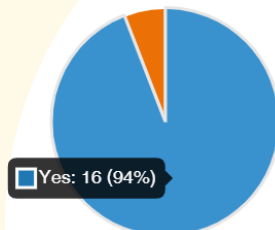
Mentors

Would you like to mentor again?



Yes: 16
No: 1

Gained new knowledge/experience



Yes: 16
No: 1

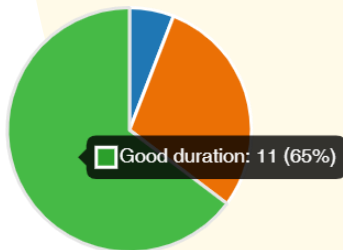
Increased awareness of the challenges of the youth

Learned more about SOS

Intercultural competences

Assessment of the duration

Good: 11
Too short: 5
Too long: 1



Improvements

- Ensure access to data for proper communication
- Clear targets to achieve next step within the program period
- Better organization
- More commitment of the project managers
- More sessions, at least once a week, Face-to-Face
- Fixed Timetables



17/55 responses



AMBASSADORS

Ambassadors

The SEP strengthened entrepreneurship among young people

8,64

The Social Entrepr. Program (SEP) was a success

8,57

Roles and responsibilities of all stakeholders were clear

7,57

What worked well

- Continuous Mentorship
- Good activities and trainings
- Inclusion of externals
- Involvement of mentors
- Skill development and quick implementation of the projects
- Quick implementation of youth



Ambassadors

Learnings

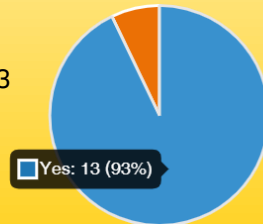
- Management of a business & Cash flow
- Young people are thirsty of knowledge and need mentors/partnership
- Proper organization and quick follow ups are important
- Each child is special and requires attention
- Need to identify correct needs
- Pre-trainings
- Interaction with local leaders

Needed support for the implementation in:

- Trainings before caring out the activity
- Encouragement of the staff to join the initiatives
- Financial support due to inflation

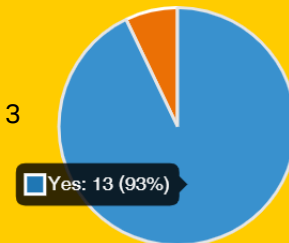
Would you like to replicate the program in the future?

Yes: 13
No: 1



Did all participants finish the pilot?

Yes: 13
No: 1



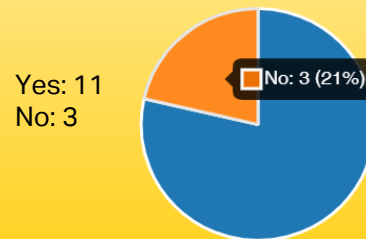
14/18 Ambassadors

Ambassadors

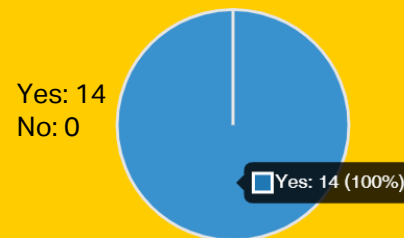
Challenges:

- Inflation not taken into account during planning
- Distribution of funds as grant to young people
- Access funds to support the youth
- Tax implications and their effect in the amount received
- Delayed feedbacks and updates
- Changes in the initial program structure affected budget plans and orientations
- Availability of the youth (work, school)
- COVID 19
- Limit of time
- Commitment of the youth
- English as a barrier
- Lack of ICT equipment

Would you have needed more funds to cover the costs of the pilot?



Was the budget spent according to plan?



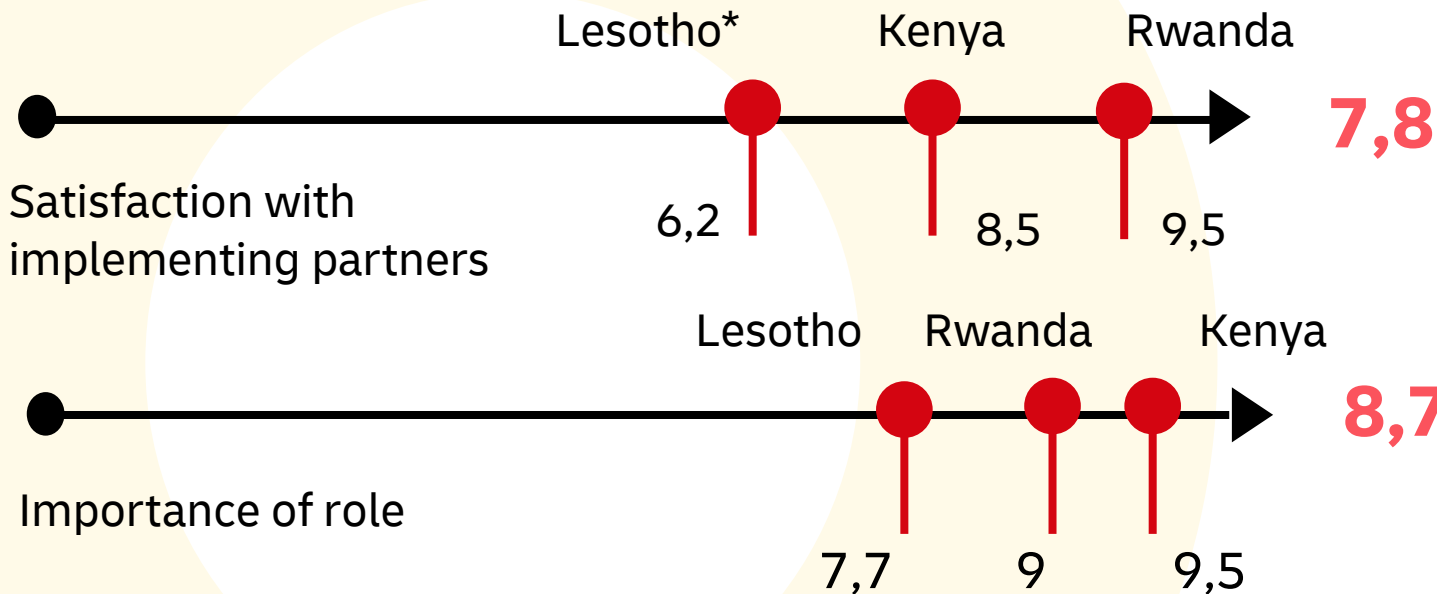
14/18 Ambassadors

Implementing Partners



9 out of 12

**Ambassadors
consider the
role of the
partner
organization
highly
important**



*The lowest score in satisfaction with partner organization was reported in **Lesotho**, where the partner organization was not integrated right from the beginning, but only joined later.

A woman with long, curly dreadlocks is sitting at a desk, looking down at a laptop. She is wearing a black blazer over a grey t-shirt. The desk is white and has a pair of glasses, a white coffee cup, and a small laptop with stickers on it. The background shows a large window with a view of a city skyline. A semi-transparent white box with the text 'RECOMMENDATIONS & LEARNINGS' is overlaid on the image.

RECOMMENDATIONS & LEARNINGS

Learnings from the Program



Worked well



Motivation and skills development



Seed funding



Partnerships



Mentors



Peer networking



Challenges

Internet access
(for virtual mentorship)
More practical skills should
be taught

Shorty timeframe

Other commitments of youth

Setting partnerships

Budget

Entrepreneurship knowledge MA



Learnings and Recommendation

- Improvements on **coordination and reporting** (updated database with lists of actors involved)
- Both youth and ambassadors said **more funds** would enable better mentoring and trainings
- More **practical skills** should be taught in the skills trainings
- Inequality in internet access may hinder participation



Youth: 50/59

Recommendation on next steps: Online Community Platform

100% are interested in an online Community Platform that connects the Youth with professionals, representatives and other young entrepreneurs

- Strong importance: 71%
- Moderate importance: 27%

Interesting Features

- Joining and building groups → 58%
- Chat function → 54%
- Video call + conferences → 54%
- Job page → 44%
- Event board → 34%

Languages: English, French and local language

Countries:

- Rwanda
- Kenya
- Lesotho
- Mexico
- Haiti
- Mali
- Madagascar

I have built a network of experts and entrepreneurs

6,77

I received support after the training

6,16

The duration might be a bit short. There is a need for more skills training, **networking**, consolidation especially after the training, provided through a provided community.



COUNTRY ANALYSES

Kenya

Aug 2021 – April 2022
8 months



Program Structure:

- 120 initial applications
- 1. Local partner trained **50 youths** on social Entrepreneurship
- 2. Selection of **20 candidates** with the most viable ideas

Trainings:

- 1. Stage: awareness, entrepreneurial motivation, business creation: **50 participants.**
- 2. Stage: basic training in entrepreneurship, advanced training in entrepreneurship, follow up and support: **20 participants.**

Partner:

- Nailab Business Incubator



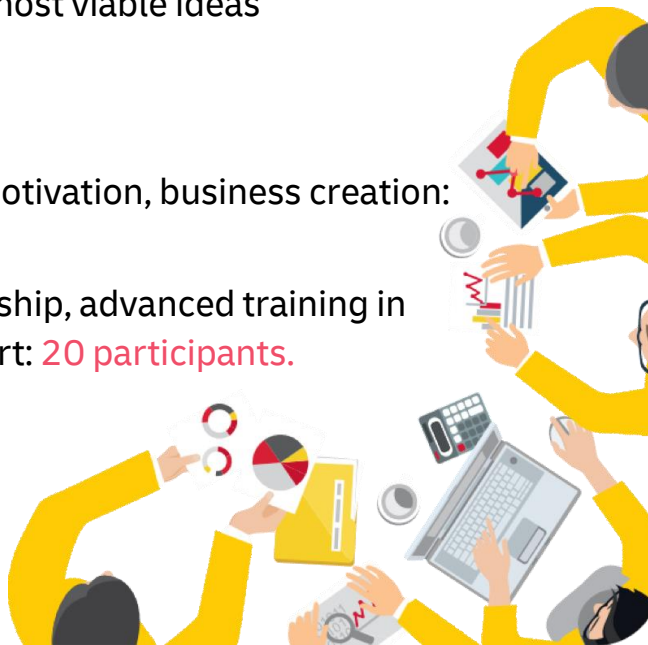
20 Youth



12 Ambassadors



29 Mentors
20 virtual Mentors
9 local Mentors



Kenyas Youth: Highest and lowest scores

I am confident about my ability to start/grow my own business

9,4

I had all information I needed about the Entrepreneurship activities

6,7

What did you like most about the program and why?

Learning new entrepreneurship skills

Pitching, it's mold ones confidence and reasoning skills

Digital technologies, because it eases the venture with more returns.

Did your business generate revenue already?

- Yes: 8
- No: 2

Is your initiative a social business?

- Yes: 10
- No: 0

I want to start a business as a result of the program.

- Yes: 8
- No: 2

I already started a business as a result of this program

- Yes: 6
- No: 4



10/20 responses

Rwanda

Jan 2022 – Aug 2022
7 months



Program Structure:

1. Local Partner trains 30 youth in Kinyarwanda
2. Issue seed capital
3. Assign / Matching local & virtual mentors
4. Follow up on youth who received seed capital
5. Monthly reporting of progress
6. Training on how to run sustainable business
7. Reporting
8. Evaluation of SEP Rwanda

Partners:

- Jeuness Ouvriere Chretienne



30 Youth



**4 Ambassadors
(responses)**



**3 Mentors in total:
2 local Mentors
1 international
Mentor**



Rwandas Youth: Highest and lowest scores

I am prepared and confident about my ability to start/grow my own business

9,2

I received support after the training

5,7

What did you like most about the program and why?

This program it better than other because it teach us how to put our dreams in action

The program makes me strong in whole life

I like this program because it courage youth to start their Owen business

Did your business generate revenue already?

- Yes: 10
- No: 8

Is your initiative a social business?

- Yes: 15
- No: 3

I want to start a business as a result of the program.

- Yes: 13
- No: 5

I already started a business as a result of this program

- Yes: 11
- No: 7



18/30 responses

Lesotho

Aug 2021 – Aug 2022
1 year



Program Structure:

1. Businesses running or have interest in Social Entrepreneurship
2. Identification and registration of Local Mentors
3. Orientation and info sessions for Youth and Mentors separately
4. Matching of Local and Virtual Mentors to Entrepreneurs
5. Mentoring
6. Seed Capital Awarded given in tranches
7. Quotes for training sourced, selection and training conducted
8. Mentoring of additional 6 months during funding distribution and training
9. Networking support
10. Evaluation of SEP Lesotho
11. Program ends August 2022



19 Youth



6 Ambassadors



17 virtual Mentors
17 local Mentors



Lesotho Youth: Highest and lowest scores

I would recommend the program to my peers

9,9

I received support after the training

4,7

What did you like most about the program and why?

I learned how to manage my business, promote sales and attract my customers

The program was enlightening in every business field and motivational.

It taught me so much about Entrepreneurship and different skills

Did your business generate revenue already?

- Yes: 3
- No: 12

Is your initiative a social business?

- Yes: 6
- No: 9

I want to start a business as a result of the program.

- Yes: 14
- No: 1

I already started a business as a result of this program

- Yes: 7
- No: 8



15/19 responses

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SOS CHILDREN'S
VILLAGES

THANK YOU

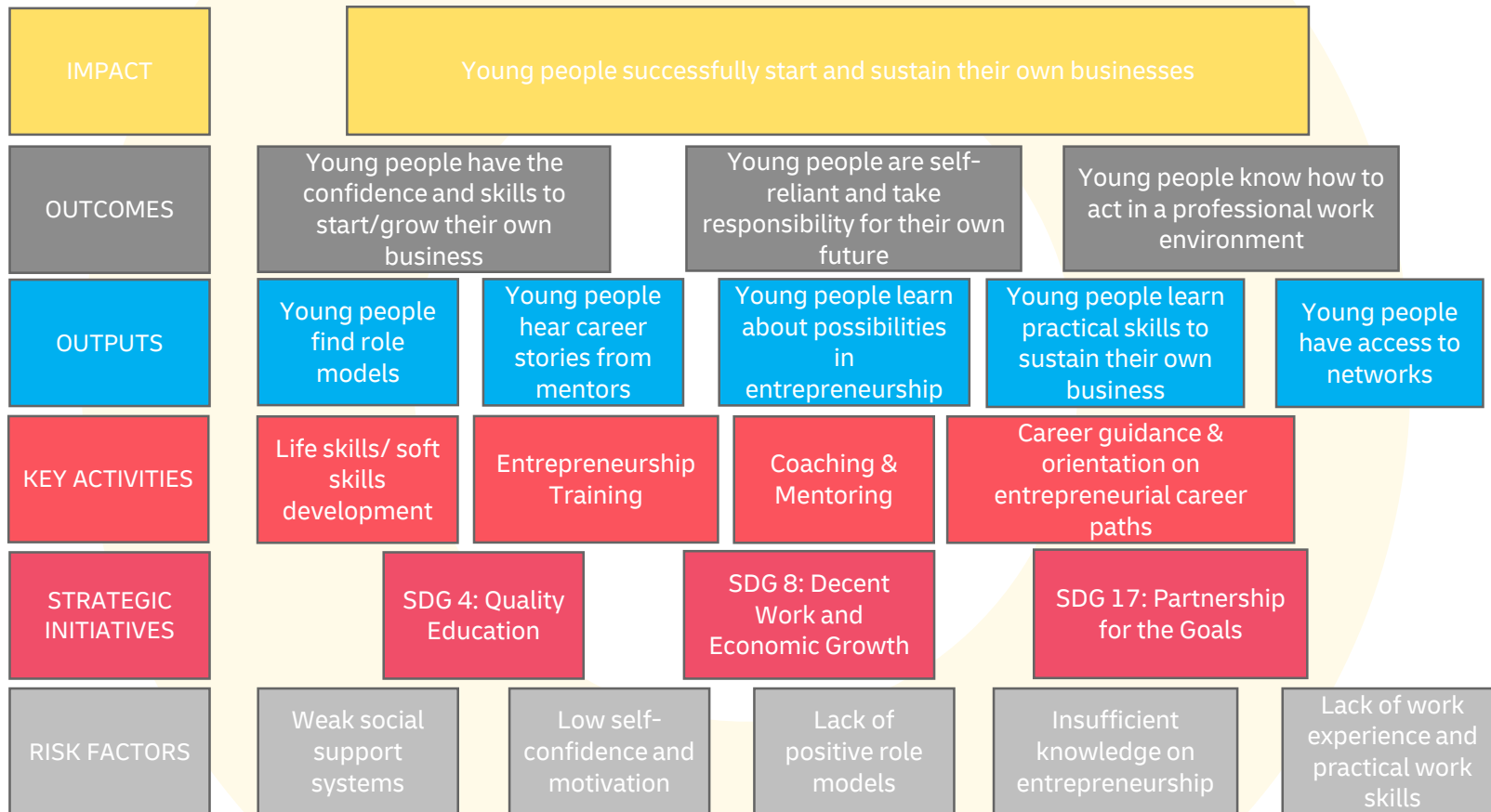


APPENDIX

THEORY OF CHANGE

CASE STUDIES

Theory of Change



Case Study: Lesotho

Sello Mafereka, 30 years old, Lesotho

Sello is 30 years old and owns a printing shop and a farm where he does piggery and maize farming. Sello stopped ploughing his fields in 2020 due to Covid-19 and its restrictions imposed on travel. He had no or little access to his fields and most of his yields died to non-attendance. He depended on ground his printing shop but it wasn't doing enough as not so many people needed to do gifts and galleries.

Since receiving the grant, Sello has been able to buy new water pump system to draw water from the nearby source to help with watering at the farm. He has also been able to buy stock for his printing shop which is still available and producing him enough profits to continue running the business.



Case Study: Rwanda

Diane Mukasekuru, 25 years old, Rwanda

A single parent of one child, Diane lives with her mother and her 7 siblings. Diane grew up with her only mother, as the father had passed away many years ago. She echoed, “Our life wasn’t easy after the death of our father because he was the home provider.” With an introduction of the Social Entrepreneurship Project, Diane was chosen to participate in skills training courses to learn how to develop business proposals and start her own business. During the pitching event, Diane presented her social entrepreneurship business, a hairdressing salon in their locality. Her business project was awarded with seed capital of €473. “When I started my business in the first four months, I used to make around €110 per month which has never happened to me, given my background and life history. From that money I could by myself pay for the house rent at €46 and other expenses and keep profit for me”, she confidently and proudly said. I used to save with the VSLAs and on monthly basis I could save €37”!.



Case Study: Kenya

Rebecca Achieng Ofwete, 28 years old, Kenya

Rebecca Achieng Ofwete is 28 years old living in one of the know slums (Nyalenda) in Kisumu County. Having noticed the load of waste in her community she decided to start an initiative on waste management education climate change and health. She was motivated by research conducted on Waste management in Obunga slums which revealed how households are exposed to health hazards as a result of unmanaged waste. She therefore decided to bring on board other friends to change the face of the slams on waste management. She has led the team in creating awareness in communities and schools on waste management. Rebecca has partnered with other organization to train households on re-use of waste as organic fertilizer for agriculture and farming. Most households in these slams have embraced the use of compost manure for their kitchen gardens. She also introduced a component of nutrition as well as sexual reproductive health trainings in the initiative. She encourages households to use organic manure for good and quality food for their families and avoid processed fertilizer which produce chemicalized foods. For SRHR, she advocates for re-usable sanitary pads and pampers since these items do not decompose.

