



**ANNEX I - DESCRIPTION OF THE ACTION
NDICI AFRICA/2022/438-049**

**Team Europe Initiative “Investing in Young Businesses in Africa” - Supporting
Entrepreneurship Ecosystem Development
TEI IYBA-SEED**

A project jointly implemented by:
Enabel, Expertise France (with SNV), GIZ and SAIDC

November 2022

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Abbreviations and acronyms

| | |
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| ADEJ | Agence de Développement de l'Entrepreneuriat de Jeunes (Agency for the Development of Youth Entrepreneurship) |
| AfDB | African Development Bank |
| ANDE | Aspen Network of Development Entrepreneurs |
| APIEX | Investment and Export Promotion Agency |
| AR | Augmented Reality |
| BDS | Business Development Services |
| BER | Business Environment Reform |
| BMZ | German Federal Ministry for Development and Economic Cooperation |
| CCD | Combat Desertification and Drought |
| CDM | Clean Development Mechanism |
| CEDAW | Convention on the Elimination of All Forms of Discrimination against Women |
| CGAP | Consultative Group to Assist the Poor |
| C&V | Communication and Visibility |
| DAC | Development Evaluation Criteria (OECD) |
| DCED | Donor Committee for Enterprise Development |
| DFI | Development Finance Institution |
| DG INTPA | Directorate General for International Partnerships |
| DOA | Description of Action |
| EF | Expertise France |
| Enabel | Agence Belge de Développement |
| ESOs | Entrepreneurship Support Organisations |
| EU(D) | European Union (Delegation) |
| EUR | Euro |
| EUTF | European Union Emergency Trust Fund |
| FDI | Foreign Direct Investment |
| FE | Final Evaluation |
| FGM | Female Genital Mutilation |
| GBV | Gender-Based Violence |
| GCF | Green Climate Fund |
| GDP | Gross Domestic Product |
| GEDI | Global Entrepreneurship Development Index |
| GEF | Global Environment Facility |
| GEM | Global Entrepreneurship Monitor |

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| GII | Gender Inequality Index |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| GNI | Gross National Income |
| HDI | Human Development Indicator |
| HQ | Headquarters |
| ICR | Investment Climate Reform |
| ICT | Information and Communications Technology |
| IFA | International Fund for Agricultural Development |
| ILO | International Labour Organisation |
| ITC | International Trade Centre |
| IYBA | Investing in Young Businesses in Africa |
| IMF | International Monetary Fund |
| KIEP | Kenyan Industry and Entrepreneurship Programme |
| KPI | Key Performance Indicator |
| LDC(F) | Least Developed Countries (Fund) |
| M&E | Monitoring and Evaluation |
| MFIs | Microfinance Institutions |
| MOITED | Ministry of Industrialisation and Enterprise Development |
| MPCA | Multi-Party Contract Agreement |
| MSMEs | Micro, Small & Medium Enterprises |
| MVP | Minimum Viable Product |
| NDP | South African National Development Plan |
| NEPAD | New Partnership for Africa's Development |
| NEETs | Not in Education, Employment, or Trainings |
| OMC | Operational Monitoring Committee |
| PALCC | Climate Change Support Programme (Togo) |
| PMU | Project Management Unite |
| PPDs | Public Private Dialogues |
| PPPs | Public Private Partnerships |
| PREAC | Business Environment and Competitiveness Reform Programme |
| PSE | Emerging Senegal Plan |
| SACCOs | Savings and Credit Cooperatives |
| SAIDC | Slovak Agency for International Development Cooperation |
| SC | Steering Committee (“SteerCo”) |
| SEDA | Small Enterprise Development Agency |
| SEED | Early and Very Early Stage Entrepreneurs |

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| SMEs | Small- and medium-sized enterprises |
| SNV | Netherlands Development Organization |
| SO | Strategic Objective |
| SSA | Sub Saharan Africa |
| STEM | Science, Technology, Engineering, Mathematics |
| TEI | Team Europe Initiative |
| TIVET | Technical and Vocational Education and Training |
| ToRs | Terms of References |
| TVTC | Technical and Vocational Training Centre |
| TREP | Township and Rural Entrepreneurship programme |
| UNCDF | United Nations Capital Development Fund |
| UNDP | United Nations Development Programme |
| UNFCC | United Nations Framework for the Convention on Climate Change |
| USD | United States Dollar |
| VC | Venture Capital |
| VET | Vocational Education and Training |
| VR | Virtual Reality |
| V4 | Visegrad 4 |
| WAEMU | West African Economic and Monetary Union |
| WB | World Bank |
| YCF | Youth Challenge Fund |
| YEIB | Youth Entrepreneurship Investment Bank |
| ZAR | South African Rand |

Summary

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| Title | “TEI IYBA-SEED”: Team Europe Initiative “Investing in Young Businesses in Africa” – Supporting Entrepreneurial Ecosystem Development |
| Geographic scope | <u>Multi-country sub-Saharan Africa</u> : Benin, Kenya, Senegal, South Africa and Togo |
| Duration and intended start date | <p><u>Phase 1</u>:</p> <ul style="list-style-type: none"> Duration: 47 months, i.e. 4 years (01/2023 - 11/2026) Intended start date: 1st January 2023 |
| Co-financed by | <p><u>DG INTPA</u>¹: 19,650,000.00 EUR for Phase 1</p> <p><u>BMZ</u>²: 2,000,000.00 EUR for Phase 1, earmarked for GIZ</p> <p><u>Team France</u>³: 1,000,000.00 EUR for Phase 1, earmarked for Expertise France</p> <p><u>SlovakAid</u>: 200,000.00 EUR for Phase 1, earmarked for SAIDC</p> <p><u>TOTAL</u>: 22,850,000.00 EUR</p> |
| Consortium (“Group of implementing partners”) | <p>The implementation of the Action is entrusted by the EU via a Multi-Partner Contribution Agreement (MPCA) to:</p> <ul style="list-style-type: none"> <u>Lead Organisation</u>: Expertise France (EF) <u>Partners</u>: Enabel, GIZ⁴, and SAIDC⁵ <u>Additional implementing partner</u>: SNV (Sub-granted via EF) |
| Target groups | <p><u>Entrepreneurship Ecosystem Actors (Entrepreneur Ecosystem actors) and their networks</u>, who provide both financial and non-financial Business Development Services (BDS):</p> <ul style="list-style-type: none"> Entrepreneurship Support Organisations (ESOs): incubators, accelerators, FabLabs, entrepreneurship associations... Financial actors: angel investors, venture capital (VC) funds, MicroFinance Institutions (MFIs), impact investment funds, diaspora investors, banks... |

¹ Directorate General for International Partnership, European Commission

² German Federal Ministry for Economic Cooperation

³ Team France, or “Equipe France”, include the French international cooperation actors: the French Ministry for European and Foreign Affairs, and the Groupe AFD (AFD, Expertise France, Proparco, and Digital Africa).

⁴ Deutsche Gesellschaft für Internationale Zusammenarbeit

⁵ Slovak Agency for International Development and Cooperation

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| | <ul style="list-style-type: none"> • Policymakers, public leaders: government agencies, think tanks, advocacy organisations... • Educators and developers of human capital: schools, universities, Technical and Vocational Training Centres (VTCs)... • Communicators: media, communication departments, influencers and community leaders... |
| Beneficiaries | <p><u>Primary beneficiaries, aka “SEED beneficiaries”:</u></p> <ul style="list-style-type: none"> • (Very-)early stage businesses and entrepreneurs (pre-seed and seed) • Led by young entrepreneurs (18-35 years old) and/or women entrepreneurs (of all ages) <p><u>Final beneficiaries:</u></p> <ul style="list-style-type: none"> • Youth (18-35 years old) • Women (of all ages) |
| Overall objective | To contribute to creating decent jobs for women and youth and resilient economies by strengthening entrepreneurship ecosystems in a number of Sub-Saharan countries so that they can increase access to Business Development Services (both financial and non-financial) for SEED beneficiaries |
| Specific objectives | <p>SO1: To improve access for SEED beneficiaries to Business Development Services (both financial and non-financial) provided by Entrepreneurship Ecosystem Actors through strengthened entrepreneurship ecosystems (both nationally and internationally)</p> <p>SO2: To contribute to a business environment (rules, regulations, and policies) which is conducive to the creation and growth of SEED beneficiaries</p> <p>SO3: To promote an inclusive entrepreneurial culture that encourages women and youth to create and grow SEED beneficiaries</p> <p>SO4: To improve access for Entrepreneur Ecosystem actors, SEED beneficiaries and other stakeholders to information about Entrepreneurship Ecosystems and approaches to Entrepreneurship Ecosystem Strengthening</p> |
| Expected results | <p>Result 1.1. “CAPACITY DEVELOPMENT”: Entrepreneur Ecosystem actors are supported to strengthen their BDS (both financial and non-financial) for SEED beneficiaries</p> <p>Result 1.2. “NETWORKS”: Entrepreneur Ecosystem actors are connected (both nationally and internationally)</p> <p>Result 2.1. “BUSINESS ENVIRONMENT”: Conducive policies and</p> |

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| | <p>regulations targeting SEED beneficiaries are supported</p> <p>Result 2.2. “DIALOGUE”: Public-private dialogue processes and consultations are strengthened to advocate for the creation and growth of SEED beneficiaries</p> <p>Result 3. “ENTREPRENEURIAL CULTURE”: Programmes are created or improved to promote youth and women entrepreneurship</p> <p>Result 4.1 “ECOSYSTEM MAPPING”: Entrepreneurial ecosystem diagnostics are produced and regularly updated</p> <p>Result 4.2 “KNOWLEDGE”: Best practices and lessons learned for Entrepreneurship Ecosystem Strengthening are produced, compiled, and shared</p> |
| <p>Indicative activities</p> | <p>See Section 2.6. “Indicative activities”</p> |

1. Context

1.1. General context

The ILO estimates that MSMEs represent more than 70% of global employment and 50% of the world's Gross Domestic Product (GDP). They are a key engine of economic growth and poverty reduction providing goods and services to poor and underserved markets, as well as critical suppliers in global value chains.

However, gaps and deficiencies in the economic structure limit the capacity of both formal and informal MSMEs to grow, as well as limiting their potential to further contribute to job creation. About half of formal MSMEs do not have access to formal credit and the gap is even wider when taking micro-sized and informal enterprises into account.⁶

Just supporting MSMEs will not be enough to reduce inequality and promote decent job creation. The effort needs to target high-potential sectors both in terms of business development and job creation, with emphasis on early and very early stage businesses as well as entrepreneurs.

The World Bank's Africa Competitiveness Report 2017⁷ indicates that failure to strengthen government institutions, improve infrastructure, and promote short- and long-term job creation in Africa will also lead to a widening gap between the rising population and available employment. The projection is that Africa's working age population should grow by 450 million people by 2035⁸ but that the continent's economies, without significant policy reform, will likely produce only 100 million new jobs.

With 200 million people aged between 15 and 24, Africa has the youngest population in the world. Yet, according to the World Bank, young people represent 60% of all unemployed Africans. In North Africa, the youth unemployment rate reaches 30%. In such a context, entrepreneurship stands as a lever to boost youth empowerment.

Additionally, because women represent up to 40% of the world's workforce, women's economic empowerment is among the highest priorities and opportunities to achieve poverty reduction (estimates suggest that gender parity could increase the global GDP by between USD 12 trillion and USD 28 trillion by 2025⁹). Women entrepreneurs face unique barriers including difficulty accessing capital and services, the burden of unpaid care work, lack of credibility, and trust, unfavourable societal representations when considering female entrepreneurship, regulatory and policy frameworks that substantially reduce their ability to grow a business, access knowledge and support networks, and more. Existing support and

⁶ <https://www.worldbank.org/en/topic/smefinance>

⁷ "World Economic Forum; World Bank; African Development Bank. 2017. The Africa Competitiveness Report 2017: Addressing Africa's Demographic Dividend. Geneva: World Economic Forum. © World Economic Forum. <https://openknowledge.worldbank.org/handle/10986/26520> License: CC BY-NC-ND 3.0 IGO."

⁸ [Source : World Bank](#)

⁹ [Source : Mc Kinsey](#)

acceleration programmes face significant challenges when supporting women entrepreneurs to overcome these barriers: fewer women-led ventures apply for acceleration programmes, and women-led ventures that participate in acceleration programmes increase their equity investments by far smaller amounts than men-led ventures.

The entrepreneurial spirit is thriving in most African countries. Africa stands as the continent with the highest rate of women entrepreneurs in the world (24%), strengthening entrepreneurship as a factor of emancipation¹⁰. However, the road to establishing a sustainable and scalable enterprise is fraught with obstacles: poor business environments and regulatory frameworks, lack of knowledge of funding options, challenges with building strong economic models, limited skills and capacity of entrepreneurs and low level of capitalisation. Therefore the success rate is quite limited and the growth path of enterprises is (too) slow.

When it comes to entrepreneurship, women and youth face a complex web of challenges among which: social/cultural attitude towards female/youth entrepreneurship, lack of entrepreneurship education, limited access to finance, lack of training leading to lack of technical skills, lack of knowledge of sources of financing and technical support, high competition in the market, marginalisation and inadequate administrative and regulatory framework.

IYBA-SEED is initiated in recognition of the fact that the entrepreneurial ecosystem in Africa is growing steadily and is a key growth driver for the continent, particularly in terms of decent job creation. However, the flip side of this observation is that this ecosystem of young businesses and their support structures lack the resources and support needed to develop effectively.

Entrepreneurship Ecosystem Actors in Africa are limited in number and capacity, and scarce outside urban centres. Rather than collaborating and specialising, most offer the same services with rather low quality. Also, they rarely apply a gender perspective to their organisations and programs. There is therefore an urgent need to strengthen them so that they can provide the services needed for the development of the entrepreneurial ecosystem. This includes creating networks and collaborations between them in order to develop and making use of synergies.

Entrepreneur Ecosystem actors play a unique role in providing a favourable environment for young entrepreneurs, but often their lack of coordination, lack of professionalisation, lack of specialisation in the development of services for young businesses and women-led enterprises, are barriers to the development of young people's projects and the development of strong and sustainable entrepreneurship ecosystems.

From an access to finance point of view, private investors are rare and for most emerging enterprises, it is difficult to access banks. It is even worse for businesses created by women.

¹⁰https://www.google.com/url?q=https://www.rolandberger.com/publications/publication_pdf/roland_berger_women_in_africa_2019_fr.pdf&sa=D&source=docs&ust=1663521599597546&usg=AOvVaw0OHA4XM0SFCiP2ZSldjB0

Additionally, public policies related to access to finance are usually poorly developed to support small and emerging enterprises.

By adopting a holistic long-term approach, working towards the professionalisation and sustainability of support structures for young and especially women-led young businesses in Africa, IYBA-SEED aims to contribute to the development and creation of decent employment opportunities and the strengthening of human capital in Africa.

1.2. TEI IYBA context

“IYBA-SEED” or “the Action” is part of the third Building Block of the Team Europe Initiative “Investing in Young Businesses in Africa”, supporting the ecosystem, with a special emphasis on women and young people.

IYBA-SEED is a practical illustration of the Team Europe approach. It aims to maximise impact by building upon the strengths of each participating implementing organization with a strong coordination with the European Commission at country and HQ level. The design of Action has been led by a group of implementing partners led by Expertise France, identified through the Practitioners’ Network’s Private Sector Workstream, in close collaboration with DG INTPA.

The five (05) implementing partners (the “Implementing Partners” in the rest of the document) so far are:

- EF¹¹ (France), acting as lead for the programme development as well as its future implementation;
- Enabel (Belgium);
- GIZ¹² (Germany);
- SAIDC¹³ (Slovakia);
- SNV¹⁴ (the Netherlands).

The implementation of the Action is entrusted by the EU via a Multi-Partner Contribution Agreement (MPCA) to EF (Lead Organisation), Enabel (Partner), GIZ (Partner) and SAIDC (Partner). The Lead Organisation through the MPCA will award a grant SNV.

DG INTPA and the group of implementing partners, which have been working on developing the Action, also constitute the thematic Working Group 1 “Ecosystem Support” of the overall TEI IYBA. As such it is part of the overall governance model of the TEI IYBA, which will provide an entry-point to coordinate with Building Blocks 1 and 2.

IYBA-SEED is a multi-country, multi-partner project; the present Description of Action serves as a framework for the intervention and provides indicative activities and indicators to be re-assessed as part of the project Inception Phase, which will include Country Diagnostics. The

¹¹ Expertise France

¹² Deutsche Gesellschaft für Internationale Zusammenarbeit

¹³ Slovak Agency for International Development Cooperation

¹⁴ SNV Netherlands Development Organisation

Country Diagnostics will allow the development of Country Action Plans and an International Action Plan tailored to the precise gaps and needs identified.

1.3. Geographical context

The Action targets five (05) countries in sub-Saharan Africa (SSA), which include entrepreneurship ecosystems at different stages of development (more or less mature). The selection criteria for the countries include:

- Alignment with national priorities both from government and key private sector actors;
- Alignment with local EU Delegation priorities;
- Presence and thematic experience of the group of implementing partners;
- Complementarity with existing interventions;
- and Regional and linguistic diversity.

According to these criteria, and after an extended period of analysis, the Implementing Partners have pre-selected 5 countries in which to roll out the Action:

- Benin;
- Kenya;
- Senegal;
- South Africa;
- and Togo.

Pending additional resources, i.e. confirmation of co-financing from Member States for Phase 1 (2023-2026) or confirmation of additional resources for Phase 2 (2027-2030), the Action could be rolled out to further countries.

1.3.1. Benin

The republic of Benin is a state in West Africa, covering an area of 114,763 km². Benin is bordered by Togo, Nigeria, Burkina Faso, and Niger. In 2021, Benin had 12.45 million inhabitants.

Benin's economy is still reliant on agriculture and on formal and informal export and transit trade with Nigeria. The economy rebounded strongly in 2021, growing at an estimated 6.6%. The services and construction sectors were the main drivers of this growth. Inflation averaged 1.7% during the year and was driven by higher food prices. This situation has been compounded by the effects of the Russia-Ukraine crisis since end-February 2022, which is affecting sectors such as oil products and agricultural inputs.

According to the African Economic Outlook 2020, Benin stands among the 10 fastest growing economies in the world. Economic growth in Benin is healthy and consistent with an estimated 6.7% in 2019, owing to an increase in public investment from 21% of GDP in 2016 to 29.6% in 2019 (AfDB 2020)¹⁵. Gender inequality is also high, with Benin scoring 0.612 in the 2019 Gender Inequality Index (ranked 148 out of 162 countries).

¹⁵ African Economic Outlook 2020 - AfDB

The country's GDP grew by 6.4% in 2019 (IMF 2020). Based on the IMF forecasts this figure will reach 4.5% in 2020 and will increase to 6% in 2021, despite the outbreak of the COVID-19 pandemic.

The World Bank has estimated that 25.9% of Beninese firms have a senior female manager, compared to a regional average of 16.3%. However, the positive trend mainly reflects small firms (five to 19 employees), while larger firms are overwhelmingly managed by men.

The financial system remains underdeveloped and according to the World 2016 Bank Enterprise Survey, about 92.5% of enterprises in Benin reported having a checking or saving account, while only 24.0% had a loan or line of credit¹⁶.

Youth entrepreneurship can become an important lever for economic growth and employment creation in developing countries. However, access to credit continues to pose significant limitations to the sustainability of these MSMEs and hindered youth entrepreneurship performance in Benin. Research's findings show that effective financial inclusion is very important for the dynamics of youth entrepreneurship in Benin but due to the nature of the youth entrepreneurship in Benin, driven essentially by necessity, there is a need for policy measures towards education and particularly entrepreneurship education that are key in the effectiveness of youth financial prosperity.

Many challenges, including a weak entrepreneurial environment, limited access to finance and investment opportunities, cumbersome administrative procedures as well as obstructive taxation and legal systems are cited as obstacles to youth entrepreneurship in Benin. Many women in rural areas lack the needed resources in implementing their small income-generating businesses which potentially improve the life-conditions of their families and in some cases allow them to exit the poverty threshold.

Government programmes work on a holistic and system change approach to boosting youth entrepreneurship performance in Benin based on i) access to inputs and innovations, ii) market access and professionalisation, iii) sector finance access, iv) ICT for business, and v) public-private partnerships. Gender and youth integration are cross-cutting issues throughout the trajectory.

The government has set up the Agency for Development of Entrepreneurship among youngsters (ADEJ "Agence de Développement de l'Entrepreneuriat des Jeunes"). ADEJ'S¹⁷ strategic model lies in 6 critical axes, with the expansion of its scope of action to priority sectors such as : agribusiness, digital economy, tourism, ecotourism and energy as contained in the national guidelines, the new strategic model provides, in the short term (current 2021), "**The Agency for the Development of Youth Entrepreneurship**", ADEJ is a lever for economic and social development, which will contribute to the promotion of growth entrepreneurship through the establishment of incubators of Small and Medium Enterprises capable of creating value and providing sustainable employment opportunities. Thus, the new strategic model is based on the option taken by the Government to commit to the development of growth entrepreneurship in order to provide a solution to fight against youth unemployment. Under

¹⁶ BTI 2022 Country Report

¹⁷ <https://adej.bj/a-propos-de-ladej>

the new ADEJ scheme, young entrepreneurs with ideas will be connected with dedicated autonomous implementing agencies such as the [Sèmè City Development Agency](#), public universities, mentors and other approved Business Development Services (BDS), for their incubation leading to the drafting of their business plans, as well as with the Investment and Export Promotion Agency (APIEx) for the formalities leading to the creation of their companies.

The Beninese diaspora plays a significant role in opportunity and business ecosystems elevation as most investors and entrepreneurs intervene in the MSME sector with financial (remittances), intellectual (skills) and other resources. A proportion of remittances are used for formal and informal investments, typically in the MSME and property sectors. According to the World Bank, 20% of all remittances are used for such investments, while IFAD uses a higher figure, stating 30% of remittances are used for investment purposes, typically in the informal sector (World Bank and African Development Bank 2011).

In terms of risks, mounting security threats from the Sahel region could widen geographic inequalities between the rural north and the rest of the country.

1.3.2. Kenya

The republic of Kenya is a state located in Eastern Africa, covering an area of 583,000 km². Kenya is bordered by South Sudan and Ethiopia to the north, Somalia to the east, the Indian Ocean to the southeast, Tanzania to the south and Lake Victoria and Uganda to the west. In 2021, Kenya had 55.86 million inhabitants.

Kenya is the largest and most diversified economy in East Africa with a Gross National Income (GNI) per capita of 4950 USD (2021, World Bank) and a population of approximately 54 million. Around 60% of the population is younger than 24 years old and 32% are under 35 years old.

Although literacy rates have increased, Kenya is still lagging behind in the amount of young people attending secondary or tertiary education, leading to a lack of skilled workers in the labour market. According to ILO estimates the youth unemployment rate in Kenya stood at 7.2 % among youth between the ages of 15-24. Furthermore, the COVID-19 Pandemic heavily influenced unemployment rates. The Kenya National Bureau of Statistics survey carried out in 2021 revealed that the overall employment to population ratio in the country, for the working age population, was 65.3 percent in the first quarter of 2020. Moreover, gender inequality is among others a challenge in several spheres of society. Although improving, Kenya still ranks 126 out of 162 countries in the 2019 index with a Gender Inequality Index (GII) value of 0.518. The female participation in the labour market is 72.1 percent compared to 77.3 for men¹⁸.

The country has a diversified economy based on the following sectors: agriculture, tourism, services, manufacturing, and public administration with agriculture being the dominating sector. To this day, agriculture employs roughly 75% of the Kenyan labour force¹⁹. However, the ICT sector has reported a high annual growth rate of 10.8% on average since 2016²⁰. As noted in the national development plan for the country, Vision 2030, ICT offers a promising

¹⁸ [Human Development Report 2020](#)

¹⁹ [Enpact data lab](#)

²⁰ [World Bank 2019](#)

source of future growth. Several entrepreneurial hubs, such as iHub, NaiLab and Nairobi Garage, have a strong technology services focus, which have cultivated Kenya's reputation as the "Silicon Savannah"²¹. However, lack of access to financial services is one of the main constraints for Kenyan MSMEs. On the supply side, most formal financial institutions consider SMEs risky thus denying them credit. According to "Kiring'a et al. 2021", the Kenyan Bank Association estimates the success rate of a loan application completed by SMEs at only 34%²². Lack of access to financial resources has been seen as one of the reasons for the slow growth of firms. Although more institutions with less formalised lending schemes like Microfinance Institutions (MFIs) and Savings and Credit Cooperatives (SACCOs) entered the market, it does not ease this burden. The average interest rate on MSME loans ranged from 10 percent to 21 percent in 2020, with commercial banks and microfinance banks charging averages of 12 and 15.6 percent respectively²³.

In 2019, the Kenyan government established its Youth Development Policy. Key policy objectives and priority areas include for example the building of a qualified and competent youth workforce for sustained development; the promotion and development of entrepreneurship through access to subsidised loans, training, mentorship, internships, business incubation and partnerships especially in fostering a wide range of ICT-based programmes²⁴. Furthermore, the Kenyan government has been active in the promotion of entrepreneurship through efforts with the National Innovation Agency, which supports academia, and a World Bank project to develop Kenya's industry and entrepreneurship through training and accelerating start-up businesses. A currently active initiative is the Kenya Industry and Entrepreneurship Programme (KIEP)²⁵ which is led by the World Bank. It is a 50 million USD lending project implemented by the Kenyan Ministry of Industrialization and Enterprise Development (MoITED). It aims at increasing private sector innovation and productivity²⁶.

1.3.3. Senegal

The Republic of Senegal is a West African state bordered by the Atlantic Ocean to the west, Mauritania to the north, Mali to the east and Guinea and Guinea-Bissau to the south. The Gambia forms an enclave in the south of Senegal, open to the Atlantic. The country has a strategic geographical position that favours its opening to the world and eases its accessibility. Senegal is one of the most successful economies in sub-Saharan Africa. For several years now, the economy has recorded sustained growth of more than 6%. Its long history of social and political stability and its ever-improving business environment make it a more and more safe destination for investment. The implementation of a major reform agenda bodes for a better competitiveness of the economy, stimulating FDI flows in key sectors, including agriculture, industry, tourism, transport infrastructure and extractive industries.

²¹ [Silicon Savannah](#)

²² [Kiring'a et al., 2021](#)

²³ [Central Bank of Kenya 2020](#)

²⁴ [Government of Kenya](#)

²⁵ [World Bank](#)

²⁶ [infoDev](#)

With an unemployment rate of 48 percent (ILO Report 2018), Senegal ranks third among the ten (10) countries with the highest unemployment rate in the world. According to the African Development Bank (AfDB), only three (3) million formal jobs are created each year in Africa, while the demand for young people on the labour market ranges between ten (10) and twelve (12) million. According to the pan-African institution, this gap is reflected in Senegal by a cumulative share of vulnerable jobs and unemployed people in the active population of more than 70% (AfDB Report March 2018).

Despite this situation, the Senegalese population, both in rural and urban areas, is active in all sectors. However, in spite of their drive and willingness to succeed, these entrepreneurs experience certain difficulties in dynamising and developing their projects for many reasons.

Faced with this problem, having understood that the development of the private sector is a strong prerequisite, even essential to the creation of wealth and decent jobs, the response of the Senegalese government, notably through the Emerging Senegal Plan (PSE), has been to put in place tailor-made mechanisms integrating different dimensions often linked to the constraints mentioned above.

This response from the Senegalese government has also resulted in strong support from its various technical and financial partners, including Team Europe. This institutional support system addresses both public and private Entrepreneur Ecosystem actors, either for financial or nonfinancial services. Its main driving factor is, on the one hand, being accessible to the different types of companies operating in the Senegalese economy, while targeting, on the other hand, the different constraints and problems that hinder their potential to create wealth and decent jobs. The critical issues identified are: access to means of production, inclusion of women and young people, access to financial services, access to markets, governance skills, etc.

In addition, in the implementation of interventions aimed at supporting the private sector, it has been noted in Senegal that some mechanisms are redundant with regard to the same targets. So far, notwithstanding the efforts made in terms of synergy and partnerships notably between the Team Europe actors, those overlapping efforts clearly reduce the potential impact, even in terms of perception

Also, despite this private sector support system and the effective execution of the PREAC (Business Environment and Competitiveness Reform Program) which propelled Senegal among the top 10 reformers of the Doing Business ranking, private investment, job creation and inclusive growth remain the country's main challenges.

1.3.4. South Africa

South Africa is a southern African state bordered by the Atlantic Ocean to the west and the Indian Ocean to the east, and bounded to the north by Swaziland, Mozambique, Zimbabwe, Botswana and Namibia. In 2021, South Africa had 57.52 million inhabitants.

The South African economy is the most industrialised and one of the largest in Africa. With relevant economic sectors such as manufacturing, financial and business services, wholesale

and retail trade, tourism, transport and communication, mining as well as agriculture, the South African economy is reasonably diversified.

With a per capita Gross National Income (GNI) of 14,140 USD (2021, World Bank) South Africa ranks among the highest on the African continent with regards to average income. However, income is distributed very unevenly and the roaring unemployment rate of 33.6% (among women: 36.4% and youth: 63.9%) still remains one of the core challenges for the society and a root cause for social upheavals. Structural challenges, including an insecure, interrupted power supply, an ailing education and health system together with weak growth have undermined progress in reducing poverty - heightened by the COVID-19 pandemic.

South Africa has a Gender Inequality Index (GII) value of 0.406, ranking it 93 out of 162 countries in the 2019 index. In South Africa, 75 percent of adult women reached at least a secondary level of education, slightly lower than the share amongst their male counterparts (78.2 percent). Female participation in the labour market is 46 percent compared to 57.4 percent for men, revealing a more significant gender gap. Violence, in particular against women and children, and increasing commercial crime are having an impact on economic and social development.

South Africa has a sophisticated financial structure with the largest stock exchange on the continent. However, the country's SME's, which make up over 98 percent of the country's businesses, face a long-standing financing challenge. Even the 200 billion ZAR loan-guarantee scheme launched as a swift response to the COVID 19 pandemic in May 2020 has had minimal and slow take-up²⁷, partly to do with low levels of SME's formal compliance.

The Government of South Africa supports entrepreneurship as one important means to combat the high rate of unemployment, especially among youth. The South African National Development Plan (NDP) 2030 accentuates the impact of an integrated and inclusive rural economy and intends to foster rural entrepreneurship. According to NDP 2030 a sustainable increase in employment will require a faster-growing economy and the removal of structural impediments, such as poor-quality education. These are essential to achieving higher rates of investment and competitiveness, as well as expanding production and exports. The NDP foresees a close cooperation between business, labour, communities and government to achieve faster economic growth and recognizes the importance of social cohesion to anchor the strategy. Changes in ownership patterns and a reduction in poverty and inequalities need to go hand in hand for sustainable transformation to succeed.

In South Africa, a wide range of agencies and programmes dedicated to supporting entrepreneurial development exist: The Small Enterprise Development Agency (SEDA) is one of the government's agencies to support small businesses. The Department for Small Business Development also has several programmes to support entrepreneurs: for instance, the Youth Challenge Fund (YCF) is a youth start-up support programme intended to stimulate the establishment and growth of youth-owned businesses, promote digital skills, grow the economy and foster job creation. The Township and Rural Entrepreneurship programme

²⁷ [The next normal for South African SMEs | McKinsey](#)

(TREP) is a programme dedicated to transforming and integrating opportunities in townships and rural areas into productive business ventures.

Despite these efforts, according to the Global Entrepreneurship Monitor South Africa 2017/18 Government policies and programmes have so far shown low scores and “red tape” remains a problem despite many institutions emphasising the need to cut out the bureaucracy and make it easier to start a business. Risks within South Africa include a slow economic recovery from the COVID-19 pandemic, growing mistrust in Government’s ability to perform structural changes, low business confidence and increasing frustrations of the youth due to the lack of employment opportunities.

1.3.5. Togo

Togo is one of the smallest states in West Africa. It is located on the coast of the Gulf of Guinea and borders Burkina Faso to the north, Benin to the east and Ghana to the west. Togo's population is estimated at 8.3 million and is growing at a rate of +2.42% per year (2021). It is composed of 53% women and 47% men. The majority of the population, 57%, lives in rural areas compared to 37.7% in urban areas (World Bank). The poverty level is twice as high in rural areas (58.8%) as in urban areas (26.5%)²⁸. More than 60% of the Togolese population is under 25 years old.

With a 2020 GDP of USD 7.5 billion and a GDP/capita of around USD 992 in 2020, Togo belongs to the category of least developed countries (LDC). Togo ranks 167th in the world (out of 189 countries ranked) in the UNDP HDI 2019 report (low human development level) and its Human Capital Index 2020 is 0.43 compared to 0.37 in 2010 (World Bank report). After a slowdown in GDP growth to 1.8 percent during the COVID-19 pandemic in 2020, the country rebounded to 5.3% in 2021.

A detailed analysis of the structure of GDP shows that the growth of the Togolese economy is largely dominated by the primary sector, particularly agriculture. It accounts for 19.7% of GDP compared to 13.9% of GDP for the secondary sector. On the other hand, the tertiary sector contributes to half of GDP (49.9%)²⁹. The informal sector remains largely predominant. It contributes to 50% of the added value to the various sectors of the economy. Togo's business climate, as measured by Doing Business 2020, has improved significantly. The country has risen to 97th place out of 190 countries worldwide.

However, the unemployment rate remains high and affects the population unequally. According to the World Bank, it will be 4% in 2021 for the active population. While unemployment among young people (15-24 years) was at its lowest in 2011 (3.1%), 10 years later it has tripled in 2021 (9.7%).

In this context of economic and social fragility, coupled with the traditional reluctance of the banking system to commit to private enterprises: the very small and medium-sized enterprises

²⁸ <https://www.banquemoniale.org/fr/country/togo/overview>

²⁹ It is based mainly on the cement industry, phosphate mining and beverages, while services centre on trade, port, airport and banking activities.

are not supported enough. The Togolese government is multiplying reforms in favour of youth and women entrepreneurship (abolition of registration fees and stamp duties, liberalisation of share capital, exemption from the Single Professional Tax for young entrepreneurs)³⁰.

The adoption of the National Development Plan (NDP) 2018-2022 aims to structurally transform the economy for strong, sustainable, resilient and inclusive growth. The Togo 2025 roadmap, initiated by the political authorities, reaffirms its desire to strengthen inclusion and social harmony and boost job creation by relying on economic forces such as entrepreneurship. Entrepreneurship is one of the avenues favoured by the Togolese government to promote youth self-employment and fight unemployment.

At the same time, the number of entrepreneurial support structures has continued to grow. These structures, which have a territorial anchorage, offer innovative solutions to entrepreneurs. However, the lack of dialogue and synergy between these fragmented initiatives, the lack of financing tools at the seed stage to support the development of entrepreneurs before they are eligible for market solutions, and the difficulty in creating an efficient entrepreneurial ecosystem are problems to which TEI IYBA-SEED provides concrete and sustainable answers. Togo's entrepreneurial ecosystems still need to develop to support impact entrepreneurs (social, inclusive and sustainable). Entrepreneurship Support Structures must be mobilised more and increase their skills, so that they can directly carry out relevant national initiatives for the benefit of entrepreneurs in their countries, towards more impact for the benefit of entrepreneurs in their countries.

³⁰ <https://www.agencecofin.com/gouvernance-economique/0302-54040-le-gouvernement-togolais-multiplie-les-reformes-en-faveur-de-l-entreprenariat-des-jeunes-et-des-femmes>

2. Intervention logic

The Intervention logic in this Description of Action is based on the predefined elements outlined in the Action Document for Team Europe Initiative to Promote Investments in Young Businesses in Africa (IYBA)³¹.

2.1. Target groups and beneficiaries

The target groups are Entrepreneurship Ecosystem Actors and their networks, who provide both financial and non-financial Business Development Services (BDS):

- Entrepreneurship Support Organisations (ESOs): such as incubators, accelerators, FabLabs and entrepreneurship associations, (women) business associations and chambers of commerce (if they have a direct and explicit mandate to support SEED beneficiaries)
- Financial actors: such as angel investors, venture capital (VC) funds, MicroFinance Institutions (MFIs), impact investment funds, diaspora investors, banks...
- Policymakers, public leaders: such as government agencies, think tanks, advocacy organisations...
- Educators and developers of human capital: such as schools, universities, Technical and Vocational Training Centres (TVTCs)...
- Communicators: such as media, communication departments, influencers and community leaders

The primary beneficiaries, referred to as “SEED beneficiaries” in the rest of the document, are young businesses as defined below:

- (Very-)early stage³² businesses and entrepreneurs³³ (pre-seed and seed³⁴)³⁵
- Led by young entrepreneurs³⁶ (18-35 years old) and/or women entrepreneurs (of all ages)

The final beneficiaries are:

- Youth³⁷ (18-35 years old)
- Women (of all ages)

Indeed, access to entrepreneurship for youth and women is a key factor in the growth process of a region characterised by a very young population and high unemployment.

³¹ CRIS number: NDICI AFRICA/2021/043-553

³² “(Very-)early stage” refers to businesses and entrepreneurs that are at the initial stages of their business life cycle where they are more fragile and vulnerable, and where lack of access to Business Development Services (both financial and non-financial) becomes an extremely important constraint for their growth and thus possible contribution to decent job creation.

³³ These businesses are often so early stage that they are actually not a “business”, but rather a single entrepreneur/promoter.

³⁴ “(Pre-)seed stage” refers to businesses and entrepreneurs that are looking for their initial round of funding, up to the moment they start making a revenue.

³⁵ Please see Section 2.3 “Principles of Intervention” for a definition of (very-)early stage businesses and entrepreneurs (pre-seed and seed)

³⁶ “Young entrepreneurs” includes both young men AND young women, which are often neglected.

³⁷ Again, “youth” includes both young men AND young women, which are often neglected.

2.2. Objectives and expected results

The **overall objective** (expected impact) of the Action is to contribute to creating decent jobs for women and youth and resilient economies by strengthening entrepreneurship ecosystems in a number of sub-Saharan countries so that they can increase access to Business Development Services (both financial and non-financial) for SEED beneficiaries.

It is important to highlight that the measure of success here will be the impact on SEED beneficiaries (i.e. (very-)early stage businesses, especially led by women and young entrepreneurs), and their increased access to Business Development Services, both financial and non-financial.

The **specific objectives** (outcomes) of the Action are:

- SO1: To improve access for SEED beneficiaries to Business Development Services (both financial and non-financial) provided by Entrepreneurship Ecosystem Actors (Entrepreneur Ecosystem actors) through strengthened entrepreneurship ecosystems (both nationally and internationally).
- SO2: To contribute to a business environment (rules, regulations, and policies) which is conducive to the creation and growth of SEED beneficiaries.
- SO3: To promote an inclusive entrepreneurial culture that encourages women and youth to create and grow SEED beneficiaries.
- SO4: To improve access for Entrepreneur Ecosystem actors, SEED beneficiaries and other stakeholders to information about Entrepreneurship Ecosystems and approaches to Entrepreneurship Ecosystem Strengthening.

Each of these Outcomes are reflected in the four **Components** of the initiative:

- Component 1: Capacity Development and Networks
- Component 2: Business Environment
- Component 3: Entrepreneurial Culture
- Component 4: Ecosystem Mapping and Knowledge

The **expected results** (outputs) of the Action are:

- Result 1.1. "CAPACITY DEVELOPMENT": Entrepreneur Ecosystem actors are supported to strengthen their BDS (both financial and non-financial) for SEED beneficiaries.
- Result 1.2. "NETWORKS": Entrepreneur Ecosystem actors are connected (both nationally and internationally).
- Result 2.1. "BUSINESS ENVIRONMENT": Conducive policies and regulations targeting SEED beneficiaries are supported.
- Result 2.2. "DIALOGUE": Public-private dialogue processes and consultations are strengthened to advocate for the creation and growth of SEED beneficiaries.
- Result 3. "ENTREPRENEURIAL CULTURE": Programmes are created or improved to promote youth and women entrepreneurship.
- Result 4.1 "ECOSYSTEM MAPPING": Entrepreneurial ecosystem diagnostics are produced and regularly updated.
- Result 4.2 "KNOWLEDGE": Best practices and lessons learned for Entrepreneurship Ecosystem Strengthening are produced, compiled, and shared.

2.3. Principles of intervention

Very-early (i.e. pre-seed) and early (i.e. seed) stage: IYBA-SEED will focus on businesses and entrepreneurs in the very-early (i.e. pre-seed) and early (i.e. seed) stages of business development, led by young entrepreneurs and women entrepreneurs; collectively referred to as “SEED beneficiaries” throughout this document. They face particular hurdles in accessing Business Development Services, both financial and non-financial (e.g. hindering business environment, cultural norms and/or traditions).

The terms “very-early” and “early” refer to the functional stage of business development: from problem-solution fit to Minimum Viable Product (MVP), product-market fit, channel-product fit, scale and maturity.

On the other hand, the terms “pre-seed” and “seed” refer to the funding round of a business: from pre-seed, to seed, to Series A, B and C.

See below for preliminary definitions of very-early (i.e. pre-seed) and early (i.e. seed) stages - note that these definitions will have to be refined and adapted to country context during the Inception Phase.

Very-early (i.e. pre-seed) stage: These are businesses/entrepreneurs in the earliest stage of development (validating problem-solution fit to get to an MVP, pre-revenue generation), looking for the earliest “pre-seed” funding round.

Early (i.e. seed) stage: These are businesses/entrepreneurs in the following stage of development (convert the idea into an actual product and start its operations; start generating some revenue), looking for the next “seed” funding round.

Holistic approach: Instead of supporting individual Entrepreneurship Ecosystem Actors which represent only one function of the ecosystem, the action aims at strengthening and connecting Entrepreneur Ecosystem actors both nationally and internationally. These interdependent actors are part of the entrepreneurial ecosystem(s) which support the creation and growth of new businesses.

The “Ecosystem Strengthening” approach is often explained in contrast to the “Entrepreneurship Development” approach³⁸. They differ in the following ways: while “Entrepreneurship Development” programmes focus (directly or indirectly) on supporting entrepreneurs, “Ecosystem Strengthening” programmes focus on the system itself (provided there is an entrepreneurial ecosystem to begin with). The “Ecosystem Strengthening” approach has many advantages: it promotes the sustainability of the programme with long-term impacts on the growth of entrepreneurs, it has a broader scope with a multiplier effect, and it promotes ownership of the programme by local stakeholders.

Long-term, sustainable approach: While Phase 1 of IYBA-SEED (i.e. the subject of this Description of Action) is planned for 47 months (4 years, 2023-2026), the Action is embedded

³⁸ [GIZ Guide](#)

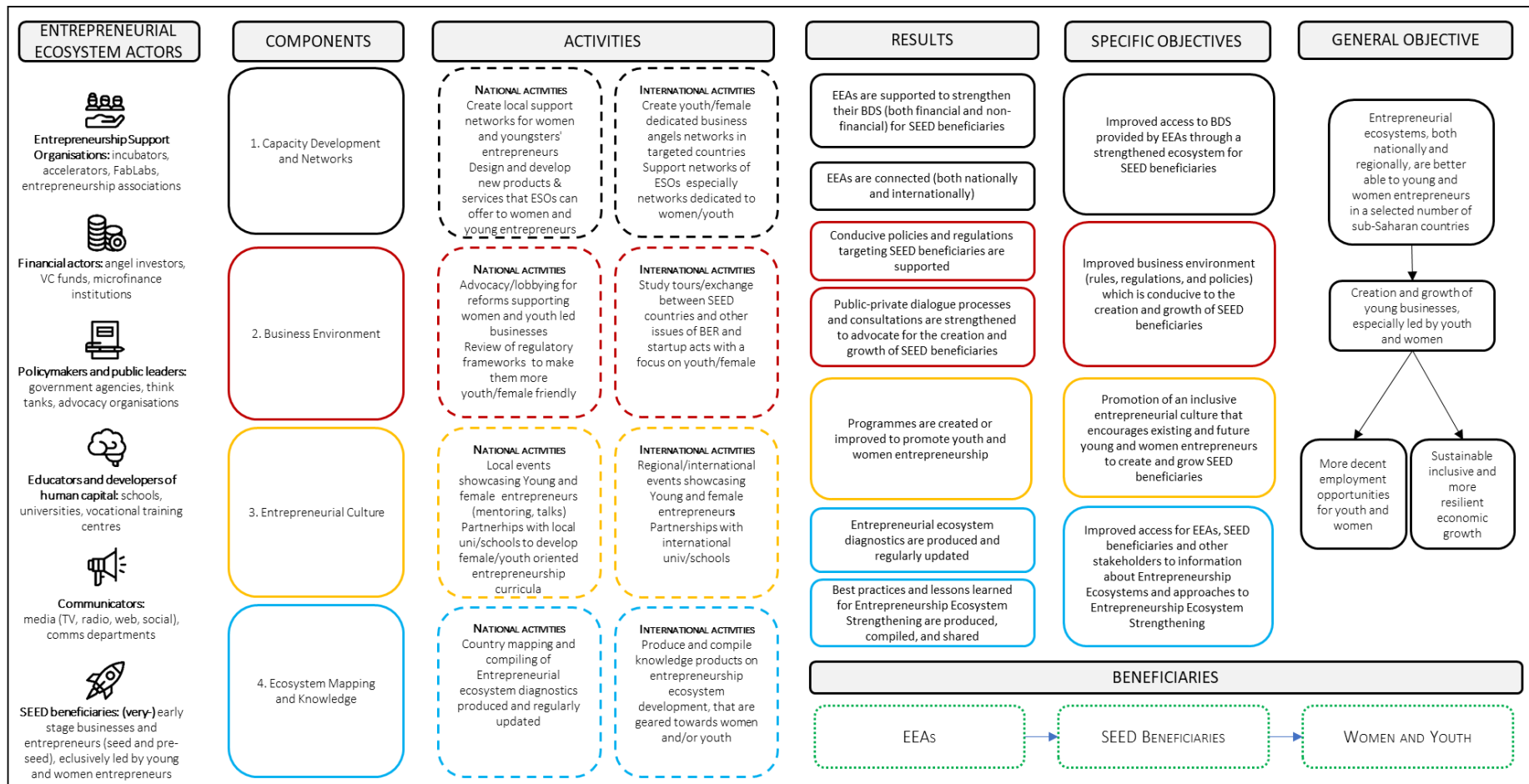
in a 2023-2030 strategy towards entrepreneurship ecosystem development between the Commission and the EU Member States. The results of Phase 1 will be used to determine the success factors and lessons learned on which to build Phase 2 of IYBA-SEED³⁹ (4 years, 2027-2030). This will allow the Action to move from a time-constraint-based approach to a long-term initiative that provides substantial support to ensure sustainable long-term impact in the entrepreneurship ecosystems.

Country-specific design: In each of the five target countries, there might be different needs identified (through the Country Diagnostics). This will allow the Country Teams to adapt the suggested activities to the country context, shifting the overall focus on one or more of the four Components, resulting in different Country Action Plans.

International exchanges: The strength of this multi-country programme lies in the opportunity for exchanges between the ecosystems of each of the five target countries and beyond, whereby ecosystems can learn from one another.

³⁹ Further co-financing for Phase 2 is conditional to the evaluation of results and additional financial contributions to be confirmed.

2.4. Theory of Change



The overall objective of the IYBA-SEED project is to contribute to creating decent jobs for women and youth and resilient economies by strengthening entrepreneurship ecosystems in a number of sub-Saharan countries so that they can increase access to Business Development Services (both financial and non-financial) for SEED beneficiaries. The Theory of Change above outlines the relationship between IYBA-SEED project component activities and their corresponding results and specific objectives. An indicative framework of entrepreneurial ecosystem actors is defined to the far left and will be confirmed in the diagnostic phase of the project.

At the core of the theory of change is the assumption that entrepreneurship can serve as a lever for decent job creation, particularly for women and youth who may be excluded from traditional professional domains due to a number of legal, social, and cultural constraints. In the face of population growth, which is projected to outpace economic growth in many countries in Sub-Saharan Africa, inclusive entrepreneurship is a promising solution. As SEED beneficiaries launch and grow their businesses, it follows, they will then create new jobs and promote inclusion in hiring; the theory of change posits that this will translate into more sustainable and resilient economies.

Healthy entrepreneurial ecosystems help SEED entrepreneurs grow their business activities through a variety of mechanisms: such as peer exchange, access to capital, and eventually the provision of more specialised support services furnished by Entrepreneur Ecosystem actors. Successful business ventures serve as motivation for future entrepreneurial endeavours; thus, the ecosystem as a whole continues to develop in terms of knowledge creation, specialisation of support services, etc, while strengthening its ability to attract financial and human capital⁴⁰. For this reason, strengthening entrepreneurial ecosystems (especially existing Entrepreneur Ecosystem actors adhere possible), is a more scalable and sustainable approach than targeting entrepreneurs directly with interventions. SEED beneficiaries in particular face a number of gender and youth-related obstacles as they navigate the entrepreneurial ecosystem; working with a wide variety of Entrepreneur Ecosystem actors will thus allow the IYBA-SEED initiative to promote inclusion on a larger scale.

Non-performing entrepreneurial ecosystems, it follows, may then present barriers which limit the growth of entrepreneurs; the following sections examine these potential barriers per project component in more detail.

1. Networks and Capacity Development: A strong ecosystem is needed for businesses to thrive. SEED beneficiaries in particular need complementary yet varied types of (financial and non-financial) Business Development Services (BDS) at each stage of their entrepreneurial journey, requiring a diverse and well-connected entrepreneurial ecosystem. Networks may be considered weak or underdeveloped when they lack the necessary forms of support or when the connections between Entrepreneur Ecosystem actors are underdeveloped⁴¹. In these cases, entrepreneurs may miss opportunities to benefit from mixed and balanced

⁴⁰ [GIZ Guide](#)

⁴¹ [See Social Network Analysis Case Study in Uganda for an example](#)

support from financial and non-financial BDS at each stage of their entrepreneurial journey. Access to networks may also be unequal, privileging certain sectors of business activity or certain types of entrepreneurs over others; for this reason, the IYBA-SEED programme proposes to support and connect Entrepreneur Ecosystem actors which specifically target women and youth entrepreneurs, on both a national and an international level.

Besides the barriers related to connections and access, financial and non-financial BDS proposed by Entrepreneur Ecosystem actors may be inadequate to meet the needs of the entrepreneurs, particularly those at the early stages of their ventures⁴². IYBA-SEED seeks to identify gaps in existing Entrepreneur Ecosystem Actor offerings, ensuring they are well-aligned with the needs of SEED beneficiaries both in terms of access to funding as well as non-financial business development services such as mentorship, or skills development.

Thus, IYBA-SEED seeks to strengthen the nodes (i.e. Entrepreneur Ecosystem actors) of the entrepreneurial ecosystem while also reinforcing the connections between these nodes. The theory of change postulates that these actions to strengthen networks and Entrepreneur Ecosystem Actor services will translate into a healthier and more inclusive entrepreneurial ecosystem to support existing and future SEED beneficiaries as they grow their businesses.

2. Business Environment: A conducive business environment is fundamental to achieve sustainability and scale. The business environment may be defined as, “as a complex of policy, legal, institutional, and regulatory conditions that govern business activities.⁴³” Unconducive business environments may present challenges for entrepreneurs in a myriad of ways: such as overcomplicating the registration or licensing processes, making entrepreneurs personally liable in the case of bankruptcy, failing to provide incentives to attract global finance or talent, or simply by excluding the voices of women and youth. The IYBA-SEED project proposes to address shortcomings in the business environment by first conducting a review of gaps in the existing regulatory framework. Once identified, Entrepreneur Ecosystem actors may use networks to collectively advocate for reforms, especially those that promote inclusion for women and youth. On an international level, the project will coordinate study tours and exchanges between SEED countries so that global best practices can be advocated for on a more local level. Through public-private partnerships, government agencies, think tanks, and other leaders in the public sphere may consult with Entrepreneur Ecosystem Actors and develop road maps to improve the overall business environment.

The theory of change assumes that the processes of gap identification and collective advocacy to improve the business environment will remove barriers faced by SEED beneficiaries and by the Entrepreneur Ecosystem actors who work to support them.

3. Entrepreneurial Culture: The entrepreneurial culture governs how attractive entrepreneurship may appear as a means to gaining a livelihood; thus, it can profoundly influence the amount of business ventures that will be launched and that will manage to reach sustainability⁴⁴. Several attributes have been linked to a positive entrepreneurial culture, such

⁴² [See findings from AfriLabs Needs Assessment report](#)

⁴³ [The Donor Committee for Enterprise Development](#)

⁴⁴ [GEM report 2019/2020](#)

as the ability to recognise opportunities, to accept risks, and even to be respected within local communities as an entrepreneur⁴⁵. Through information campaigns and other events, IYBA-SEED seeks to uplift success stories and positive role models as motivation to other entrepreneurs. Similarly, through partnerships with schools and universities, the programme will develop curricula which specifically address identified and mutually-agreed-upon shortcomings in the entrepreneurial culture. These actions will be done on both a local and international level, and they will intentionally target women and youth entrepreneurs who often face unique cultural challenges.

The theory of change posits that reducing barriers in the entrepreneurship culture will create a more inclusive, positive, and attractive environment for SEED beneficiaries while also promoting specific behaviours which are linked to business longevity.

4. Ecosystem Mapping and Knowledge: Ecosystem mapping and knowledge is necessary on two levels; first, diagnostics are needed to present key data, actors, organisations, policies, etc., useful for analysing gaps and monitoring progress in early stage business ecosystems. This information must be regularly updated, centralised, and widely accessible to a number of stakeholders: Entrepreneur Ecosystem actors (to learn from best practices and optimise their service offerings), SEED beneficiaries (to help them to navigate their entrepreneurial journeys), and institutional actors (to coordinate, seek synergies, and avoid duplication). When this information becomes readily available (on both a national and international scale), ecosystems will be better equipped to sustainably strengthen themselves.

Secondly, learnings on “Ecosystem Strengthening” are needed to provide evidence either in favour or against the approach an effective alternative to Entrepreneurship Development⁴⁶. These learnings will also be key for the diffusion of best practices to a wide variety of institutional actors so that future projects may build upon the experiences of IYBA-SEED without duplication.

The Theory of Change assumes that as IYBA-SEED publishes ecosystem diagnostics and mapping, and key learnings on “Ecosystem Strengthening” as an approach, Entrepreneur Ecosystem actors, SEED beneficiaries, and other institutional actors will be equipped to continue to strengthen entrepreneurial ecosystems in a sustainable and scalable manner.

2.5. Methods of Implementation

This Section focuses mainly on methods of implementation to deliver the Action in each target country. Project implementation at country-level will be done by Country Teams (based locally), with central coordination from a Project Management Unit (PMU, based in Brussels). Through the whole process, the country team will engage on a regular basis to coordinate all actions with the EU Delegations following the co-creation logic that embeds the Team Europe spirit. Similarly, regular communication and coordination will take place between the PMU and the EU offices in Brussels to ensure alignment throughout implementation.

⁴⁵ [Global Entrepreneurship Monitor](#)

⁴⁶ See [GIZ Guide](#) for a summary of Entrepreneurship Strengthening vs. Entrepreneurship Development

Country Diagnostics: The intervention will be determined by initial Country Diagnostics, mapping the entrepreneurship ecosystems of each of the five target countries (Benin, Kenya, Senegal, South Africa and Togo). These will be followed by regular follow-up Country Diagnostics throughout the programme, to gather up-to-date data and monitor progress.

The initial Country Diagnostics will be conducted through a two-tiered approach:

- 1) **Preliminary Studies:** The first step will be to conduct Preliminary Studies. This will include defining a methodology to map entrepreneurship ecosystems (selecting the relevant parameters/data to be gathered⁴⁷), gathering preliminary data for each country (mainly through existing resources), identifying first needs and gaps to explore further in the Deep-Dives, and identifying first ideas to make the Country Diagnostics accessible to all stakeholders. The Preliminary Studies will ideally be conducted through a global consultancy with presence/experience in each of the target countries, while the Country Teams are being recruited and deployed.
- 2) **Deep-Dives:** Once the Country Teams are recruited and deployed, they will be able to follow-up the Preliminary Studies with Deep Dives into the initial gaps and needs identified. This will include interviews and consultations with EUDs as well as all types of Entrepreneurship Ecosystem Actors, as well as development cooperation actors active in the field of entrepreneurship. This will also serve as a first opportunity to network and thereby strengthen entrepreneurship ecosystems.

Throughout the above process, the country teams and PMU will coordinate and discuss regularly with INTPA (EUD and HQ) the process and outcomes of the diagnostic phase.

Strategic Action Plans: Following the initial Country Diagnostics, and once the precise gaps and needs have been identified, Strategic Action Plans will be drafted for each country and discussed and agreed with the EUD. After validation at country level, they will be submitted to the Steering Committee for discussion and approval within 9 months of the start of the Action.

These Strategic Action Plans will include a long-term vision (2023-2030) and will be revised and adjusted with each follow-up Country Diagnostics.

Finally, the Strategic Action Plan will build on each implementing partner and EUD experience on the topic and in the country, it will complement existing initiatives (cf mapping), and aim to create links with Block I and II of the overall TEI IYBA.

The Strategic Action Plans will be co-created with relevant local stakeholders, including Entrepreneur Ecosystem actors, EUDs and local implementing partner representations, according to the following modus operandi:

- Completion of Country Diagnostics (Preliminary Studies and Deep-Dives);
- Strategic Action Plan canvas provided by the central Project Management Unit (PMU);

⁴⁷ Some relevant data to gather may include: country statistics; mapping of past/current/planned development programmes and their reports; mapping of Entrepreneurship Ecosystem Actors; mapping of policies, rules and regulations; mapping of influencers and community leaders; existing studies and analyses, etc.

- Development of the Strategic Action Plans by each Country Team, in coordination and regular dialogue with the EUD, in close consultation with local stakeholders, addressing the precise needs and gaps identified through the Country Diagnostics, choosing and adapting from the Menu of Indicative Activities, and according to the budget available for Phase 1;
- Discussion and validation by PMU and INTPA-HQ;
- Formal presentation by Country Teams and EUD of the Strategic Action Plan to all key local stakeholders;
- Submission of the Strategic Action Plans to the Steering Committee for discussion and validation;
- Implementation of the first phase of Strategic Action Plan.

Project Implementation: Interventions will then be delivered according to each country's Strategic Action Plan. In-country project teams (i.e. Country Teams) will be in charge of operational project management and rolling out the activities: from managing the Country Team, to drafting terms of reference for experts, monitoring the results of activities or liaising with the PMU for strategic orientations and consolidation (financial, M&E)⁴⁸.

Co-implementation: The aim is to have at least two implementing partners per country with one implementing partner taking up the lead, in close collaboration and regular coordination with: the central IYBA-SEED PMU, INTPA-HQ, EUDs on the ground, and local or international partners.

The advantage with co-implementation is that each country benefits from the knowledge, networks, resources, expertise and experience of two implementing partners simultaneously, leading to a greater impact, greater commitment and hopefully accelerated outcomes.

However, while mutualisation between implementing partners is possible for some resources (office management, monitoring & evaluation), which will be provided by the leading implementing partner, it does not work for other resources such as admin & finance staff, as each implementing partner has its own procedures and systems.

The specific roles and responsibilities of the lead and co-lead implementing partners will need to be agreed upon by each Country Team at the beginning of the project. The agreement will be documented in a Country Partnership Agreement, signed by the implementing partners. This document can take the form of a Responsibility Assignment Matrix which will include the responsibilities (responsible, accountable, consulted, and informed) assigned to each implementing partner and will address matters such as, amongst other things, how activities are split between the implementing partners. The Country Partnership Agreement signed by the implementing partners is an operational document and in no way changes the financial responsibility towards the European Commission of the contractual partners.

⁴⁸ This list is non-exhaustive. For more details on the roles and responsibilities of the PMU vs Country Teams, please see Section 4.2 "Operational Structures".

For the rolling out phase, the country teams and the EUD will discuss and agree on a regular coordination format that will ensure full participation throughout the implementation and that will be submitted to the PMU and INTPA HQ for approval.

2.6. Indicative activities

A menu of Indicative Activities from which to select (per country and per component) has been built, including activities targeting Entrepreneur Ecosystem actors both nationally and internationally. This will serve as a basis to build Strategic Action Plans per country, addressing specific gaps and needs identified through the initial Country Diagnostics. Note that these are only indicative activities: they should be adapted and new activities should be included in the Strategic Action Plans, if relevant.

Furthermore, all activities will be gender-sensitive (gender-differentiated measures will be implemented but without specifically promoting gender equality). When possible, activities will also be gender-responsive (by defining specific measures to promote gender equality) or gender-transformative (by addressing norms and values that cause gender inequality).

The national Strategic Actions Plans will be reviewed between countries and at the programme’s central coordination level to identify synergies and opportunities for international activities (e.g. to exchange knowledge and best practices between countries, connecting ecosystems internationally). This will be the basis for the development of an International Action Plan.

Note that Strategic Action Plans are developed and implemented by Country Teams located in-country. On the other hand, International Action Plans are developed by the central Project Management Unit (PMU) located in Brussels (in consultation with the five Country Teams) and implemented by the PMU (in collaboration with the Country Teams).

| Component | National Indicative Activities (Implemented nationally by country teams) | International Indicative Activities (Implemented centrally by Project Management Unit) |
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| <p>Component 1: Capacity Development and Networks</p> <p>1.1 Support ESOs in creating a viable and sustainable (economic) model to thrive</p> | <ul style="list-style-type: none"> ● Lead capacity-building workshops with ESOs facing similar challenges ● Provide technical assistance to ESOs on sustainable business models and governance ● Promote ESO outreach to women and youth through workshops, technical assistance, etc. | <ul style="list-style-type: none"> ● Facilitate knowledge-sharing between Entrepreneur Ecosystem actors in SEED-countries through learning trips ● Centralise best practices for sustainability, governance etc. and share publications with Entrepreneur Ecosystem actors ● Centralise best practices for outreach and inclusion and share publications with Entrepreneur Ecosystem actors |
| <p>1.2 Create, support, connect or strengthen networks of Entrepreneurship Ecosystem Actors/Entrepreneurship Support Organisations</p> | <ul style="list-style-type: none"> ● Connect Entrepreneur Ecosystem actors to potential investors through local matchmaking events ● Strengthen existing investment platforms by connecting other Entrepreneur Ecosystem actors ● Develop mentoring programs to link start-ups to established companies within their home country | <ul style="list-style-type: none"> ● Connect Entrepreneur Ecosystem actors in participating countries by hosting international events ● Strengthen or develop regional investment platforms and connect Entrepreneur Ecosystem actors between countries ● Build an ambassador program with experienced entrepreneurs across countries ● Design activities to strengthen linkages between successful diasporic Entrepreneur Ecosystem actors and Entrepreneur Ecosystem actors in their countries of origin |

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| <p>Component 2: Business Environment</p> <p>2.1 Support the creation or implementation of conducive business environment reforms (BER)</p> | <ul style="list-style-type: none"> ● Identify pain points in local policies and regulations which curb entrepreneurial activities by hosting round tables with Entrepreneur Ecosystem actors ● Support design and implementation of local policies and regulations to improve the business environment (e.g. tax reforms, business registration, access to finance, etc.) ● Support digitalisation of the business environment (e.g. e-regulation program) | <ul style="list-style-type: none"> ● Identify key gaps in the international business environment (e.g. controls on foreign investments, immigration, etc.) ● Centralise and disseminate best practices from and with participating countries |
| <p>2.2 Support youth and women engagement in policy-making</p> | <ul style="list-style-type: none"> ● Identify policy barriers exclusive to women and youth entrepreneurs through round tables with Entrepreneur Ecosystem actors ● Promote engagement of youth and women in policy discussions through connections with local advocacy groups, think tanks, government administrations, etc. ● Provide support to existing advocacy groups led by women and youth ● Support design and implementation of women and youth-inclusive policies with local and national actors | <ul style="list-style-type: none"> ● Centralise and disseminate common policies which are prohibitive to women and youth inclusion ● Identify and support international advocacy groups with a focus on inclusion ● Connect women and youth-inclusive advocacy groups between countries to share best practices ● Create new networks of entrepreneurial associations to strengthen the impact of their advocacy ● Centralise and disseminate women and youth-inclusive policy reforms between countries |

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| <p>2.3 Supporting Public Private Dialogue (PPD)</p> | <ul style="list-style-type: none"> ● Connect public and private stakeholders to share insights on local business environments ● Promote inclusiveness to local women and youth within PPD settings ● Design/implement leadership programs to enable youth and women to have a stronger influence during the PPDs | <ul style="list-style-type: none"> ● Organise high-level meetings between key decision makers between countries ● Centralise and disseminate best practices and success stories of inclusive PPD between countries ● Design/implement an international leadership conference for women and youth to engage more effectively in PPDs |
| <p>2.4 Exchange and dissemination of evidence</p> | <ul style="list-style-type: none"> ● Organise study tours and exchange between SEED countries on BER ● Develop and disseminate country-level diagnostics on BER | <ul style="list-style-type: none"> ● Organise study tours and exchanges between SEED countries on BER ● Generate and disseminate evidence in support of youth and women entrepreneurship on a regional level |

**Component 3:
Entrepreneurial Culture**

3.1 Encourage young and female entrepreneurs via information campaigns and positive role models

- Mobilise a network of influencers/thought leaders to promote entrepreneurship as an attractive career option for women and youth
 - Host events featuring successful local entrepreneurs as guest speakers
 - Organise networking events to create support networks between women and youth entrepreneurs
 - Mobilise strong influencer networks to mainstream entrepreneurship through social media, local radio, etc.
 - Create and disseminate a series on entrepreneurship featuring women and youth (e.g. podcast, film, media campaign, telenovela, etc.)
 - Link local medias up with other relevant actors for cultural change (e.g. schools or civil society)
 - Coordinate entrepreneurship festivals / Competitions / games / prizes / hackathons
 - Design activities to change mindset around failure (e.g. f*** up nights etc.)
- Coordinate international communication campaigns to promote entrepreneurship on a pan-African level
 - Identify international influencers/thought leaders to disseminate positive messages on entrepreneurship (through social media)
 - Host international events (festivals, Hackathons, etc.), inviting youth and female entrepreneurs from all participating countries

3.2 Design educational programming to boost entrepreneurial culture (in partnership with schools and universities where possible)

- Support universities and training centres to develop programming for women and youth in entrepreneurship
- Develop a programme for entrepreneurs to present on their successes in local schools
- Promote initiatives for youth and women to launch junior enterprises in collaboration with universities
- Develop an immersive learning facility where students are taught how to become entrepreneurs with immediate practice
- Develop online business school / tools
- Launch an international exchange programme for entrepreneurs to learn best business practices in participating countries, in collaboration with universities
- Support or develop an international scholarship fund to support youth and women in higher education related to entrepreneurship
- Design a platform to serve as an entrepreneurial learning base, regrouping knowledge in multiple languages
- Centralise and publish lessons, tools, and programmes with global applicability as a reference for learning institutions across participating countries

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| <p>3.3 Reduce cultural barriers which limit women entrepreneurship</p> | <ul style="list-style-type: none"> ● Produce country-level diagnostics identifying cultural pressures which are prohibitive to women entrepreneurs. Gaps identified could be resolved in a variety of ways: <ul style="list-style-type: none"> ○ Develop co-working spaces alongside a kindergarten ○ Work with local businesses to change perception of women in professional settings ○ Sensitise financial institutions on gender inclusion ○ Partner with local cultural institutions to sensitise communities on the burdens of women in the household ○ Engage men as change agents across various activities | <ul style="list-style-type: none"> ● Publish regional diagnostics identifying common cultural pressures which are prohibitive to women entrepreneurs across participating countries, along with successful initiatives to remove such barriers |
| <p>Component4: Ecosystem Mapping and Knowledge</p> | <ul style="list-style-type: none"> ● Publish, and regularly update national diagnostics of entrepreneurial ecosystems (e.g. “Deep Dives”) ● Develop a marketplace, one stop shop, and/or app to centralise helpful information and tools for Entrepreneur Ecosystem actors | <ul style="list-style-type: none"> ● Deploy initial diagnostics of entrepreneurial ecosystems across five countries of intervention (“Preliminary Studies”) ● Coordinate a platform to centralise diagnostics and resources on entrepreneurial ecosystem strengthening |

3. Detailed description of the action

3.1. Sustainability of the action

One of the specific objectives of the Action is to ensure that the expected impact and outcomes are sustained beyond the project. A blueprint for sustainability will be created during the inception phase by the Project Management Unit (PMU) and will define in detail the process that will ensure the sustainability of the Action. We have highlighted below some of the key elements that the sustainability blueprint will cover.

3.1.1. Sustainability in the design of the project

When designing the project, 4 criteria were considered to set the foundations for the sustainability of action:

Country selection: Countries of intervention were selected based on whether they had a strong alignment to the overall and specific objectives, a reform-minded government and entrepreneurship as a strategic priority. The exact selections criteria are listed as follows:

- Alignment with national priorities both from government and key private sector actors;
- Alignment with local EU Delegation priorities;
- Presence of the group of implementing partners;
- Complementarity with existing interventions.

Holistic approach: The focus of the project is on entrepreneurship ecosystems rather than specific actors who are part of the ecosystem, which allows them to take a holistic approach. All the actors of the ecosystem become active contributors with a greater sense of ownership to reach the outcomes.

Long-term approach: The project is designed to last 8 years with 2 phases each of four years. During Phase 1, new approaches will be tested and adjusted while Phase 2 will be focused on depth and speed of impact during the implementation. Having a longer period of implementation gives the opportunity to the local partners to embed the activities in their existing roadmaps, to develop a sense of ownership and responsibility towards the objectives of the project and to see the (initial) outcomes⁴⁹.

Country-specific design: Before deciding what activities are needed and should be implemented in each country, diagnostics will be conducted. Activities will thus be tailored to local needs and priorities. During the diagnostic phase, final beneficiaries and local partners/actors will be consulted and involved in the selection of the activities to be implemented.

3.1.2. Operational sustainability

Selecting local implementing organisations for the activities with sustainability in mind

⁴⁹ Subject to confirmation of available funding

For the activities to be implemented, calls for proposals will be issued by the development agencies in the respective countries of intervention in order to carefully select implementation partners. In addition to assessing technical competencies when selecting the implementation partners, their ability to carry the activities and willingness to meet the objectives on a medium to long-term basis should also be assessed to ensure sustainability. Some of the sustainability criteria to consider when selecting implementation partners could be (*non-exhaustive list*):

- Is their existing mission, vision and/or objectives aligned with IYBA-SEED's?
- Have they or are they currently conducting similar activities in the country of intervention? At least 3 examples?
- Are they part of existing national, regional, international networks for entrepreneurship ecosystems actors? Which ones?
- Do we have any examples of initiatives they conducted to create and/or strengthen entrepreneurship ecosystems? If yes, which ones? What were the main achievements/outcomes?
- Can they list the national, regional and international partners and actors they worked with over the past five initiatives/activities including name and geography?
- If the IYBA-SEED project stopped today, on a scale of 1 to 5 (with 5 being very likely), how likely is it that they would continue to achieve similar objectives in the country of intervention?

Preparing the transition after IYBA-SEED

All the activities conducted during the project will be reviewed and assessed during the formal evaluations. The mid-term formal evaluation (to be expected at the end of 2024, after two years) will be a great opportunity to also review and discuss the readiness of the implementation partners to achieve the overall objective and to carry out the activities beyond the project. A plan for a smooth transition could be co-created between the current IYBA-SEED team and the implementation partners. Given that this project has “networks and ecosystems” at the heart of its objectives, the project would lose its impact if the implementation partners only focused on meeting their respective objectives in silos beyond the projects. The proposal would be that the mid-term evaluation also stands an opportunity for the implementation partners to start designing a transition plan. This plan will include a panel which will meet at an agreed-upon frequency during the project to collectively review, reflect and discuss the progress made in achieving the overall and specific objectives. They will also collectively determine the adjustments to be made to the next phase of IYBA SEED as well as start discussing possible new financial resources (specially taking into account the lengthy process of identifying and allocating resources for most institutions).

3.1.3. Financial sustainability

Further co-financing from participating EU Member States

Because the programme has a long term vision, the starting point is that, based on the results from Phase 1 and pending financial availability from all parties, both phases could be funded by the European Commission and participating Member States under a Team Europe spirit. Co-financing opportunities will provide additional resources (1) to extend the volume and depth of activities as well as (2) the number of countries, which ultimately would increase the likelihood of reaching the desired outcomes of the initiative.

Assessing the financial sustainability of implementing partners

Beyond the project, local implementing organisations will be primarily responsible for funding activities. Intergovernmental organisations and national (governmental) organisations may also be involved in providing (additional) funding. The ability of each local implementing organisation to finance activities beyond the project should also be assessed during the selection process before activities begin. Examples of criteria considered to assess financial sustainability would be:

- How have you funded similar initiatives, activities?
- If you had to fund the activities yourself, how would you go about it?
- What funding options do you currently use?

3.2. Complementarities and other relevant actions

This Action will seek complementarity and synergies with existing projects/programmes, both by the group of implementing partners (Enabel, Expertise France, GIZ, SAIDC and SNV), the European Commission and by other partners, which have intervention components in the field of entrepreneurship ecosystem development in sub-Saharan Africa. The TEI IYBA Platform has mapped out such initiatives, detailing over 180 programmes, which align with the TEI IYBA goals.

See below a preliminary, non-exhaustive list of projects/programmes that IYBA-SEED could coordinate with (build upon, create synergies and avoid duplication of activities- to be established as part of the diagnostic phase):

3.2.1. Projects by implementing partners (Enabel, EF, GIZ, SAIDC and SNV)

| Enabel | |
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| DigiBoost-Benin (funded by the EU) | This programme strengthens and consolidates the ecosystem through support to startup support structures, as well as relationships between startups within and outside of the digital ecosystem. |
| Activ'Invest (funded by the EU) | The general objective of the action is to support inclusive economic growth and decent job creation in Senegal through the development of the agro-food value chain. The specific objective will be to accelerate and secure access to finance for small and medium-sized enterprises in the agri-food industry (existing SMEs and / or in the process of being established in Senegal). To bring the different parties together, a virtual platform will be created between the applicants and the DFIs and other key partners at local level to facilitate exchanges on the pipeline of projects, to better identify gaps and provide targeted support. |
| SSU/SG+ (funded by the EU) | To help make Uganda's business environment more conducive to inclusive and green investments through increasing the supply of qualified workers, establishing private sector led initiatives to fight corruption and strengthening the private-public sector dialogue |

| Expertise France | |
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| Meet Africa II (funded by the EU and AFD) | This programme contributes to the structuring of Euro-African entrepreneurship ecosystems and supports diaspora entrepreneurs (Cameroon, Côte d'Ivoire, Mali, Senegal, Tunisia and Morocco). |
| GIZ | |
| Make-IT in Africa (funded by BMZ) | "Make-IT in Africa" is a project of the "Digital Africa" and "Make-IT" initiatives of BMZ. The aim of Make-IT is to work with the private sector, associations and social enterprises to tap growth and employment potential for tech entrepreneurs in partner countries. It promotes digital innovation for sustainable and inclusive development from West and East African entrepreneurs in their early growth phase. |
| WIDU.africa Online Platform (funded by BMZ) | WIDU.africa Online Platform: The platform promotes employment in the informal sector in the following African countries (currently Ghana, Cameroon, Togo, Kenya Ethiopia, and Tunisia) by leveraging diaspora money transfers. The central tool for the project is the online platform WIDU.africa. The platform allows members of the African diaspora in Germany, Austria, France, Switzerland, Norway, Netherlands, and Sweden together with friends and relatives living in participating African countries, to apply for funding for their business ideas. The focus is on small and micro businesses in the informal economy. In addition to financial support, sponsored entrepreneurs receive three free coaching sessions customised to their individual needs. However, for local calls entrepreneurs do not need donors. Kenya has a local call (Green Business Grant) which does not require one to have a donor. The initiative could provide a bridge to smaller investment to beneficiaries and their MSMEs. |
| Programme for Promotion of Self-Employment & Entrepreneurship in Kenya (funded by BMZ) | <p>Programme for Promotion of Self-Employment & Entrepreneurship in Kenya: This programme aims at inducing job-creating growth among formal and informal young enterprises in selected industrial and service-oriented sectors. To this end the programme is integrating employment approaches that will increase demand on the labour market (by creating more and better jobs) and improve policy framework conditions that support growth of young enterprises through the following areas of intervention:</p> <ol style="list-style-type: none"> 1. Promotion of services for entrepreneurial skills: The programme is setting up acceleration and coaching initiatives to support young enterprises to improve their entrepreneurial skills. 2. Improving access to needs-based financial services: The programme is partnering with existing financial partners to offer basic financial education to selected young entrepreneurs. Further, young enterprises are provided one-on-coaching to improve their bankability. The programme also organises events bringing financial solution providers and young enterprises together. 3. Strengthening of entrepreneurial ecosystem through building capacity of enterprise support organisations. |

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| | <p>4. Improving policy framework conditions: The programme is supporting the Kenyan Ministry of Industrialization, Trade and Enterprise Development to implement Micro and Small Enterprises policy which caters for creating an enabling environment for growth of young enterprises</p> |
| SAIDC | |
| <p>Joint-programming in Kenya (implemented by Self Help Africa and Imani Development, financed by the EU, co-financed by SAIDC)</p> | <p>Within joint-programming in Kenya, the Slovak Agency for International Development (SAIDC) supports an Irish organisation Self-Help Africa within the AgriFI program and its component No.1: KILIMO-VC (Support for productive, adapted and market-integrated small-scale farmers in Kenya). So far 22 agri-enterprises were supported and 23,000 farmers trained in climate-smart agriculture technologies.</p> |
| <p>The joint project of Visegrad Four (V4) countries in Kenya (Implemented by SAIDC, Farm Africa, Ten Senses Africa and V4 partners - CULS, NARIC, FSD, financed by the EUTF)</p> | <p>The joint project of the V4 countries “Enhancement of Livelihoods in the Kenyan Coastal Region by Supporting Organic and Fair trade Certification of Smallholders” is being implemented in the coastal counties of Kilifi, Kwale and Lamu with a budget of 1.9m euros. The project is funded by EUTF for Africa. SAIDC is the grant manager and project coordinator. The main objective of the project is to contribute to the development of coastal counties by enhancing access to better market opportunities and increasing food security for 16,000 smallholder farmers through Organic and Fair Trade cashew nut and sesame production. Three cashew nut nurseries were established in Kilifi, Kwale a Lamu and almost 1m seedlings were distributed to farmers. The project obtained Fair Trade and BIO/Organic certification. Cashew nut and sesame processing factory is being constructed in Kilifi as the follow-up activity with the aim to ensure the long-term sustainability of the project action</p> |
| <p>Sote ICT and Sote Hub (implemented by the Pontis Foundation, Kasigau Wildlife Trust and later Sote ICT, financed by SAIDC)</p> | <p>SAIDC has funded four projects implemented by The Pontis Foundation and their Kenyan partners Kasigau Wildlife Trust, and a spin-off Sote ICT, focused on the transfer of practical digital entrepreneurship and vocational education methodologies to high schools in rural Kenya, based on training companies and student startups.</p> <p>In Kenya, SAIDC also helped to establish Sote Hub in Voi, one of the first rural startup hubs in the world. Sote Hub then consulted through E-motive their expertise with other organisations that were establishing rural hubs in Bangladesh, Ethiopia and Pakistan.</p> |
| SNV | |
| <p>2SCALE (implemented by SNV, IFDC and BoP)</p> | <p>2SCALE is an incubator program that manages a portfolio of public-private partnerships (PPPs) for inclusive business in agri-food sectors and industries. This project offers a range of support services to partners –</p> |

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| <p>inc; funded by the Dutch Government)</p> | <p>companies and farmer groups – to help them to produce, process and supply quality food products in a way that is inclusive of those at the bottom of the pyramid. With a focus on smallholders operating in horticulture, dairy, and livestock, 2SCALE aims to introduce innovations in Climate Smart Agriculture and Renewable Energy in these value chains. Within the project, SNV focuses on fostering youth employment opportunities by developing and growing inclusive PPPs. Until 2023, the project is positioned to improve the livelihoods of 750,000 farmers: 50% of whom are women, and 40% are youth. The project is currently rolled-out in 12 African countries: Ethiopia, Ghana, Ivory Coast, Kenya, Mali, Nigeria, Burkina Faso, Niger, South Sudan, and Egypt.</p> |
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3.2.2. Projects by other partners

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| <p>BIC Africa - African Business Incubator Communities (implemented by the European Business & Innovation Centre Network, financed by the EU)</p> | <p>BIC Africa is a regional network (Angola, Ethiopia, Madagascar and Somalia) that supports, connects and promotes business incubators, tech hubs and innovators, with a focus on youth and women. It offers training, coaching, and knowledge sharing, regional and international networking and exchange among business incubation actors.</p> |
| <p>Youth Entrepreneurship Investment Banks (implemented by the African Development Bank)</p> | <p>YEIB is a pilot initiative aiming at creating sustainable jobs through youth entrepreneurship and systemically reducing unemployment among young people. YEIB covers 15 countries across all 5 regions of Africa. The initiative lies in 3 key pillars: access to finance (investment fund, guarantee fund), capacity building and environment strengthening targeting business incubation actors.</p> |
| <p>UNCDF</p> | <p>UNCDF is a UN agency aimed at tackling the unemployment challenge in Africa by supporting the development of the digital economy to boost job creation especially through young businesses. The key is in ideating, testing, scaling up digital and financial solutions that will support young businesses in transitioning from subsistence entrepreneurship to formal entrepreneurship with potential to generate more revenue and create new jobs. UNCDF focuses on fintech, digital, agriculture and more overall green economy. UNCDF main tools are: thought leadership, technical assistance and grants, loan facilities and portfolios of guarantees.</p> |
| <p>CGAP</p> | <p>CGAP (Consultative Group to Assist the Poor) is an independent think tank that works to advance the lives of poor people, especially women, through financial inclusion.</p> |
| <p>Orange Corners (implemented by the Netherlands Enterprise Agency)</p> | <p>Orange Corners supports young entrepreneurs with growing their businesses through our incubation and acceleration programmes. Furthermore, we also run several programmes that are focused on strengthening the entrepreneurial ecosystem, involving education, policy making and skills building. Each Orange Corners programme is initiated by</p> |

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| | <p>our local embassy of the Kingdom of the Netherlands. We seek out partnerships with stakeholders of the local startup ecosystem, such as incubators, local, Dutch and international companies and established knowledge institutes. Collectively, we form a vibrant and diverse network of actors that launches various programmes to support starting entrepreneurs. IYBA-SEED should aim to coordinate with Orange Corners, whose Theory of Change is very much aligned with that of IYBA-SEED and whose target countries overlap in Senegal and South Africa.</p> |
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3.3. Cross-cutting issues

3.3.1. Support to youth

Africa has the youngest population in the world with 70% of Sub-Saharan Africa under the age of 30 and more than a third between 15-34 years old according to the UN⁵⁰. But the pace of job creation on the continent is not keeping up with population growth. The World Bank predicts that Africa's working age population should grow by 450 million people by 2035, but the continent's economies are set to produce only 100 million new jobs. In the same vein, ILO⁵¹ estimates that micro, small and medium-sized enterprises or MSMEs represent more than 70% of global jobs and 50% of global output (GDP).

Entrepreneurship is one of the most valid alternatives for creating employment opportunities and decreasing the unemployment rate. Yet, it remains underdeveloped in most African countries. Despite an ever presence of the entrepreneurial spirit in Africa only 1 in 5 working-age Africans start their own businesses and those businesses and entrepreneurs simply are not creating enough jobs. The fact is that young African businesses and entrepreneurs should be bridging much of this gap, but they are struggling to do so because of major obstacles: i) difficulties to get finance; ii) weak or insufficient business mentoring and technical support; iii) women and young people face additional hurdles in terms of inclusion; iv) in some cases the state can be weak, have poor infrastructure, impose burdensome red tape and/or lack transparency. Young entrepreneurs are more likely to have limited soft, business and technical skills to start and establish successful enterprises as more often than not, education is classroom based, thus limiting opportunities for practical learning.

Improving opportunities for youth entrepreneurship is a key objective of IYBA-SEED across all thematic project components. By strengthening entrepreneurial ecosystems and Entrepreneur Ecosystem Actors service offerings, the project aims to facilitate access of millions of young people to high quality business support services at all stages of the entrepreneurial journey: such as technical training and capacity-building, financing, and market linkages in high-growth sectors and value chains. IYBA-SEED also seeks to contribute to a conducive and inclusive business environment by identifying and ameliorating the "gaps" which limit the trajectories of youth entrepreneurs. Along the same project component, IYBA-SEED will promote youth inclusion in PPD and advocacy. On a cultural level, IYBA-SEED will challenge stereotypes and other limiting factors to youth entrepreneurs by identifying positive

⁵⁰ United Nations - Young people potential as key Africa sustainable Development

⁵¹The International Labour Organisation (ILO)

role models, elevating success stories and partnering with educational institutions to develop culturally sensitive programming which can expose youth to entrepreneurial pathways and skills from a young age. Finally, the project aims to mainstream knowledge and learning products across the different project components to promote evidence-based programming with a focus on young entrepreneurs. The knowledge products themselves will be made available to youth entrepreneurs through the platforms identified in the diagnostic phase of the project.

Supporting youth will be a focal point across each project phase as well. The mapping exercise of the diagnostic phase will identify the existing services available to young entrepreneurs, as well as the points for improvement. It will also highlight opportunities for youth entrepreneurs in high-growth sectors (such as technology and communications); these conjectures will be validated through the various Deep Dives. Throughout the implementation phase IYBA-SEED will promote the inclusion of youth on project teams and in dialogue sessions to share their lived experiences and provide feedback on key actions. Finally, the capitalisation phase of the project will aim to make lessons learned available to youth entrepreneurs by first identifying the relevant formats, platforms, and networks for publication.

3.3.2. Gender equality

Dating back to the Beijing Declaration in 1995, women’s empowerment and gender equality is an established development priority on the African continent. National governments have signed and ratified international, regional, and sub-regional agreements and instruments that aim to promote women’s empowerment and gender equality. For instance, all African countries have ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and 42 African countries have ratified the Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa (the “Maputo Protocol”). Furthermore, all but four African countries have enacted national legislation that prohibits discrimination on the basis of sex in employment⁵². Other promising legislative reforms in support of women’s empowerment on the continent seek to address gender-based violence against women, women’s land rights and access to finance, as well as women’s political representation.

Nevertheless, progress in achieving gender equality has been uneven and slow across African countries. African women currently face the highest level of discrimination in laws, social norms and practices compared to women in other regions of the world. Whereas wide variation exists across African countries, the region displays high levels of discrimination in terms of intra-household dynamics and caregiving roles, dynamics in the working environment, as well as pervasive and harmful practices including domestic violence and female genital mutilation (FGM). The Africa region, which is easily affected by external shocks, experienced its first recession in 25 years due to the COVID-19 crisis. Moreover, the COVID-19 pandemic has widened pre-existing gender gaps and reinforced gender inequalities.

Discriminatory social institutions continue to hold back women’s economic empowerment and entrepreneurship. In 2020, the labour force participation rate was 20 percentage points lower

⁵² [OECD: Legal Frameworks in the African Region](#)

for women than for men across African countries. Discriminatory social norms that confine women to reproductive and care roles are among the leading causes of this difference. In 2018, women spent, on average, four times more than men on unpaid care and domestic work, including raising children, caring for sick or elderly family members, and managing household tasks. In addition, biased perceptions of women's abilities and discriminatory educational norms tend to prevent women from accessing decent work and confine them to specific sectors of the economy. At the same time, biases related to boys' and girls' abilities shape educational choices when accessing secondary and tertiary education – in particular regarding science, technology, engineering and mathematics (STEM) fields – and thus accentuate gender-based segregation in the labour force. For instance, men account for more than 80% of workers in sectors such as construction, mining and quarrying or transport, storage, and communication⁵³. Moreover, men's traditional status and roles, household decision-making practices, and discriminatory inheritance laws and practices limit women's ownership of agricultural land and constrain their economic independence. Furthermore, discriminatory social norms and biases related to women's access to markets, finance, training, and networks also hamper women's entrepreneurship in Africa⁵⁴.

In the meantime, sub-Saharan Africa has the highest rate of entrepreneurship in the world. Yet most entrepreneurs are unable to grow their businesses beyond small-scale subsistence operations. This is particularly so for women. As governments continue their efforts to improve the conditions for private investment, a focus on the specific constraints faced by women entrepreneurs can help maximise the returns for women-led businesses. Women play a key role in the economies of sub-Saharan Africa. In fact, sub-Saharan Africa is the only region where women make up the majority of those who are entrepreneurs. However, a range of impediments render women's businesses less productive; for example, women-owned enterprises often have fewer employees than those owned by men⁵⁵. Gender biases are among the most significant cultural factors that limit the growth of entrepreneurs – and this in turn also restricts the growth of economies. The following restrictions were identified as significant, gender-based impediments⁵⁶. These include: legal discrimination, social norms, risk of Gender Based Violence (GBV) while doing business, education and skills, confidence, finance and assets, network and information, as well as time constraints due to domestic and care work responsibilities.

The IYBA-SEED project will incorporate issues of women's economic empowerment and gender equality in all respective outputs and outcomes; indeed, as SEED beneficiaries, women entrepreneurs have been specifically targeted for this intervention. Under component 1, women-led business associations and networks will be intentionally mapped and strengthened, in terms of their connections to other Entrepreneur Ecosystem actors as well as in terms of their service offerings. The goal is for women entrepreneurs, as SEED beneficiaries, to have access to relevant support services at all stages of the development of their business ventures. IYBA-SEED will similarly support specific measures that address adverse underlying business norms and values, in a culturally sensitive way, by addressing

⁵³ <https://www.oecd-ilibrary.org/sites/1d34da0e-en/index.html?itemId=/content/component/1d34da0e-en>

⁵⁴ [Sigi Report 2021](#)

⁵⁵ [World Bank 2019](#)

⁵⁶ [GIZ Guide](#)

perceptions of women at work (component 3) and supporting conducive and gender-transformative business environment reforms (component 2). Component 4 serves as the capitalisation of IYBA-SEED and seeks to make country diagnostics and maps, as well as overall lessons learned on Ecosystem Strengthening, available to a wide range of stakeholders. The aim is that women entrepreneurs will use this information to access the services they need to grow their businesses, while Entrepreneur Ecosystem actors will develop more relevant and inclusive service offerings, and other stakeholders will apply the key takeaways when designing and implementing future projects targeting women entrepreneurs as beneficiaries.

In a similar vein, IYBA-SEED will bring a perspective of gender-equality to each project phase, from diagnostics to capitalisation. The mapping exercise of the diagnostic phase will identify the existing services available to female entrepreneurs, as well as the “gaps” to be remedied throughout the project. It will also highlight obstacles within the political and cultural spheres which limit the trajectories of women entrepreneurs; these conjectures will be validated through the various Deep Dives. Throughout the implementation phase IYBA-SEED will promote the inclusion of women on project teams and will intentionally seek gender-balanced and gender-transformative dialogues. The capitalisation phase will finally ensure that national and regional learnings, tools, and good practices will be published in formats and on platforms which are accessible to women, and that they will contain gender-relevant content.

3.3.3. Environmental sustainability

Since the Rio Conference in June 1992, the concern to preserve and improve the environment is recognised as a categorical imperative to ensure a long-term future for both Western and developing countries. Most African countries, including Togo, Benin, Kenya, South Africa, and Senegal, have demonstrated their willingness to take decisive actions towards environmental sustainability through international cooperation. They are signatories to the Convention on Biological Diversity (1993), the United Nations Framework Convention on Climate Change (UNFCCC) (1994), the Convention to Combat Desertification and Drought (CCD) and the Paris Agreements (2016). Not only have many African countries already ratified these conventions and agreements, but some have even adopted additional instruments that aim to reduce the effects of climate change. For example, in 2017, Togo adopted a Climate Change Support Program (PALCC). In 2021, a National Climate Change Adaptation Plan was also adopted by the Beninese government.

Despite changes in the legislative and regulatory framework in favour of the environment, the African continent remains at the heart of the climate change challenges of this first half of the 21st century, both in terms of mitigation, given its strong economic and demographic growth, and in terms of adaptation, given the impacts that can already be observed, as well as the major challenges of development and the fight against poverty affecting many African countries, particularly in Sub-Saharan Africa.

According to the United Nations, climate change in Africa is one of the most severe in the world. It is reflected in a continuous increase in temperature, decrease in rainfall, coastal flooding, worsening droughts, rapid soil degradation and disproportionate spread of infectious diseases. The scarcity of natural resources essential to life, such as fertile land and drinking

water, is one of the main environmental problems. This environmental problem affects the populations who struggle to provide for themselves. The continent is also experiencing problems related to air and water pollution. Africa is home to nearly one-third of the world's mineral resources, and most mining activities are conducted at an unsustainable rate and are harmful to the environment. They are poorly regulated.

Faced with the scarcity of financial resources that prevents African countries from financing environmental projects, several financing instruments such as the Global Environment Facility (GEF), the New Partnership for Africa's Development (NEPAD), the Green Climate Fund (GCF), the Least Developed Countries Fund (LDC Fund), the Special Climate Change Fund, the Clean Development Mechanism (CDM), the Adaptation Fund, are helping to reduce the impact of climate change while creating jobs. On a micro scale, initiatives in favour of a green and sustainable economy are developing. Indeed, in this context of growing awareness of global environmental issues, green entrepreneurship is a new economic dynamic in full evolution and must be massively supported. It translates into the development of short marketing circuits and more sustainable production methods. It enhances the value of local know-how and products. Green entrepreneurship concerns a vast sector of activities such as the circular economy, waste management, sustainable water management, sustainable agriculture and forestry, sustainable transport and tourism as well as new technologies etc. These green and sustainable initiatives in Africa in favour of the ecological transition require more than ever a commitment and increased investment.

The IYBA-SEED programme takes into account the environmental challenges facing sub-Saharan Africa and promotes green entrepreneurship within each phase of the project. In the conception phase, for example, green sectors with high-growth potential- such as water treatment, waste management, and renewable energies- will be mapped as part of each country's Entrepreneur Ecosystem Actors diagnostic. Throughout the implementation phase, IYBA-SEED will reinforce Entrepreneur Ecosystem actors which support entrepreneurs with the green transition: for example, by providing financing or technical assistance to entrepreneurs who move from a linear to a circular business model. In this way, IYBA-SEED promotes the diversification of economies away from traditionally exploitative industries, such as mining and fossil fuels. Finally, in the capitalisation phase IYBA-SEED will promote green entrepreneurship through awareness-raising actions such as information campaigns and educational programming.

Each thematic component of the IYBA-SEED project, too, shall seek to promote green entrepreneurship; for example, as part of Component 1 (strengthening networks and capacity-development services of Entrepreneur Ecosystem actors), IYBA-SEED will prioritise support towards Entrepreneur Ecosystem actors which advocate the principles of sustainability within their business models, and which finance or otherwise support green projects. Similarly, and in line with Component 2, IYBA-SEED will explore opportunities to incentivise green entrepreneurial endeavours through conducive business environment reforms. Public Private Dialogue (PPD) and dissemination of evidence must also centre sustainability as a relevant topic for all actors within the entrepreneurial ecosystem. Component 3, which seeks to encourage a healthy entrepreneurial culture, will uplift success stories of green business ventures throughout the various campaigns and events outlined as part of the indicative activities. In the same vein, educational programming is to include information and toolkits

related to green business practices such as resource conservation, waste management, the circular economy, and other sustainable production methods. The fourth and final component, ecosystem mapping, will identify key sustainability considerations, green entrepreneurial actors, and promising green industries as part of the Country Diagnostic; this information will be made available to all actors within the system.

3.3.4. Digitalisation

Today more than 58% of Africans live in areas covered by 4G networks. In the last decade, the percentage of population covered by 3G networks in Africa increased from 30% to almost 80%. Between 2009 and 2019 Africa's total inbound international Internet bandwidth capacity increased by more than 50 times. In a decade, cellular subscriptions more than doubled. Still, almost 300 million Africans live more than 50 kilometres away from the fibre or cable broadband connection. Only 17% of Africans can afford 1GB of data.

A phone is becoming a new franchise, as it allows remote workers even in rural Africa to access global markets for ideas and jobs and offer their talents in a wide range of digitally enabled occupations and businesses. With the improvement of broadband internet in intermediate cities and solutions like Starlink for rural areas, we might soon see tens of millions more young people and entrepreneurs in Africa seeking digitally enabled jobs.

So far, many of these digital jobs in business process offshoring, and a subsector called impact sourcing, were rather low-skill ones, such as labelling images for machine learning. However, this might change with more accessible and affordable online and offline education, including TIVET. We will see digitally enabled young businesses and entrepreneurs emerge in Africa; digitalisation has boosted the continent's image as a place of leapfrog innovation where technological innovations happen and help young enterprises and young entrepreneurs to scale their business globally and ship world-class products.

The IYBA-SEED programme takes into account the digital opportunity present in sub-Saharan Africa and seeks to promote digital entrepreneurs within each phase of the project. In the conception phase, for example, sectors with high-growth potential- such as digital banking, fabrication and e-commerce- will be mapped as part of each country's Entrepreneur Ecosystem Actors diagnostic. Throughout the implementation phase, IYBA-SEED will reinforce Entrepreneur Ecosystem actors which support entrepreneurs with digitalisation: for example, by providing digital literacy capacity-building. Finally, in the capitalisation phase IYBA-SEED will promote digitalisation through awareness-raising actions such as the sharing of success stories.

Each thematic component of the IYBA-SEED project, too, shall seek to promote digitalisation; for example, as part of Component 1 (strengthening networks and capacity-development services of Entrepreneur Ecosystem actors), IYBA-SEED will prioritise support towards Entrepreneur Ecosystem actors which finance or otherwise support digitisation projects (such as FabLabs). Similarly, component 1 will aim to connect Entrepreneur Ecosystem actors with effective digital tools they may promote to SEED beneficiaries (such as digital financial management, client database management, and sales diagnostic tools). In line with Component 2, IYBA-SEED will explore opportunities to create digital tools to assist

entrepreneurs as they navigate the business environment (such as online “one-stop shops” for business registration). Component 3, which seeks to encourage a healthy entrepreneurial culture, will uplift success stories of digital ventures in emerging industries throughout the various campaigns and events outlined as part of the indicative activities. In the same vein, educational programming is to include digital literacy capacity-building. The fourth and final component, ecosystem mapping, will identify key digitalisation considerations, entrepreneurial actors in the digital space, and promising emerging industries as part of the Country Diagnostic; this information will be made available to all actors within the system. Component 4 will also seek to leverage digital platforms in order to share continually updated information in a scalable way.

3.4. Risks and assumptions

| Category | Risks | Likelihood | Impact | Mitigating measures |
|-----------------------------------|---|------------|--------|---|
| Socio-political / External | European Member States agencies lose interest in supporting the IYBA Team Europe Initiative, especially in its long term strategic approach | Low | Medium | European Member States agencies and implementing partners have been part of a series of workshops from January 2022 to July 2022 to collaboratively draft the Description of action. They have demonstrated their commitment to the IYBA TEI through their level of engagement in these workshops to identify the most appropriate governance model, funding mechanisms and implementation models. Additionally, DG-INTPA has engaged with the respective Member States to discuss co-financing modalities and alignment between IYBA’s objectives and national priorities. |
| Socio-political / External | Impact of COVID-19 pandemic and the potential continued fall-out | Low | High | Throughout the last 2 years, the international community and countries of intervention have learned to adapt to the new context by using digital tools and relying more on local expertise. The impact on travelling and physical engagement has decreased. However, should there be restrictive measures in the future, the Action will follow previous interventions and use digital tools to compensate for lack of physical travel. |
| Socio-political / External | Government policies do not promote entrepreneurship and are more focused on attracting large investments and companies | Medium | High | The selection of countries was conducted considering, among other factors, their reform-minded approach as well as the countries’ strategic leadership towards promoting young entrepreneurs and business. |
| Socio- | Political and/or | Medium | High | The initiative is planned to last 8 years |

| | | | | |
|------------------------------------|--|---------------|-------------|---|
| <p>political / External</p> | <p>economic instability / Change of government / New elections / Women and youth entrepreneurship is no longer a priority for the government in the countries of interventions / Insecurity due to armed conflict or terrorism</p> | <p>m</p> | | <p>and thus new elections will be taking place at some point during the period of the project in the countries of interventions. There is a significant focus in this initiative on private actors and 3 out of the 4 specific objectives could be implemented with private actors primarily. The selection of countries was also conducted taking into account the experience of the EU delegations and the Member state agencies with ensuring continuity of the activities through changes in the political landscape.</p> |
| <p>Programme level</p> | <p>Complexity of co-implementation</p> | <p>High</p> | <p>High</p> | <p>The current implementation model requires two implementing partners per country of intervention to co-implement the initiative. The implementing partners throughout the different workshops during the project design phase have had the opportunity to discuss the implementation model, as well as roles and responsibilities. Co-implementation will continue to be monitored throughout the project with the opportunity for the implementing partners to adjust the model to reach the desired outcomes while sharing their respective experience and expertise subject to approval of the Steering Committee.</p> |
| <p>Programme level</p> | <p>Not enough funding and/or co-financing options</p> | <p>High</p> | <p>High</p> | <p>Funding options have been discussed and reviewed throughout the design of the project and a workshop was specifically dedicated to Budgeting. The conclusions were to dedicate a higher percentage of the budget to activities than operational costs, have a leaner governance model and to continue the discussions with the Member states to discuss co-financing options. Once the project kicks off, additional funding will be requested for the second phase and will also provide the opportunity to adjust or add activities.</p> |
| <p>Programme level</p> | <p>Disconnect or lack of coordination between the decisions taken at the centralised/PMU level and what is being implemented at the country level</p> | <p>Medium</p> | <p>High</p> | <p>The implementing partners discussed, agreed and defined the roles and responsibilities of the PMU, the Component leads, the Country leads and the Country teams. Responsibilities were also listed for each role upfront to provide as much clarity as possible. Additionally, in terms of governance, the PMU will act as a liaison between the Country teams and the Steering Committee flagging as quickly as possible issues and risks.</p> |

| | | | | |
|--|--|--------|--------|--|
| | | | | Finally, the country teams have been designed in a way that they will need support from resources within the PMU and from component leads to conduct the implementation. |
| Programme Objectives - Specific objective 1 | Entrepreneurship Ecosystem Actors are not willing to participate/engage in the IYBA initiative | Low | High | The selection of countries was conducted considering the feedback from EU Delegations on the ground and from local offices of the implementing partners. Both parties are in regular contact with the government and private Entrepreneurship Ecosystem Actors. The design of the action allows for much flexibility on country level, including on the selection of Entrepreneur Ecosystem actors. |
| Programme Objectives - Specific objective 2 | Governments are not ready/interested in improving/reforming the legislation targeting specifically youth and women on entrepreneurship | Low | Medium | The selection of countries was conducted taking into account whether the governments had already started reforming entrepreneurship for women and youth, were open to reforms or had priorities which were aligned with IYBA-SEED's objectives. The design of the action allows for much flexibility on a country level. This includes the choice to focus on particular aspects of legislative reforms in coordination with partners. |
| Programme Objectives - Specific objective 3 | The activities implemented are only aimed at youth and women and do not include people potentially influencing the choices of youth and women (parents, husbands/partners, teachers, friends, local influencers and success stories) | Medium | Medium | When designing and implementing activities aimed at promoting entrepreneurship for youth and women, it will be key and is foreseen to include in the target audience parents, partners, teachers and friends of SEED beneficiaries and other relevant stakeholders. |
| Programme Objectives - Specific objective 4 | Entrepreneurship Ecosystem Actors prefer to work in silos and are reluctant to sharing information | Medium | High | Initially, perhaps not all but a few actors will act as role models and be willing to share information and good practices to strengthen the ecosystem. IYBA-SEED will work with early ambassadors and grow the community of actors willing to collaborate and share to strengthen the ecosystem. Additionally, success stories of actors who have collaborated and benefited from sharing good practices will be used as flagship examples. |

4. Programme organisational model

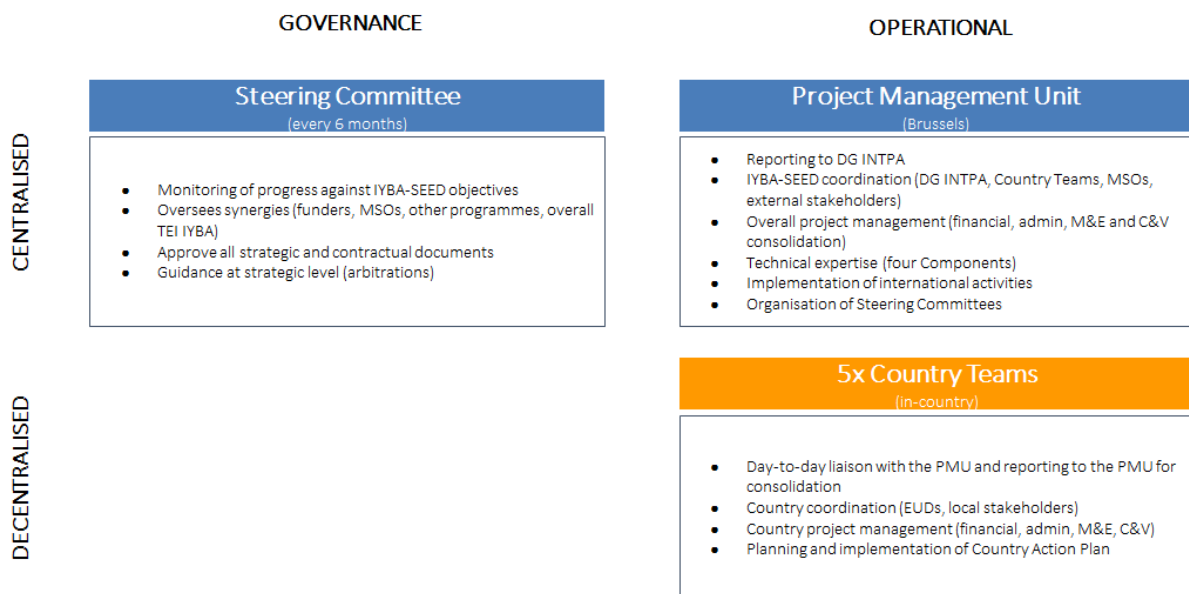
The organisational model for the programme builds on the positive experiences of other Team Europe Initiatives (multi-operator, multi-country initiatives) such as

- the Investment Climate Reform (ICR) Facility, which differs from IYBA-SEED as it is an on-demand short-term technical assistance facility open to all countries of Africa, the Caribbean and the Pacific without long-term in-country presence;
- or VET Toolbox II, which is in parts similar to IYBA-SEED as their Action is implemented in specific countries. However, there is no co-implementation in-country (i.e. one country = one implementing partner).

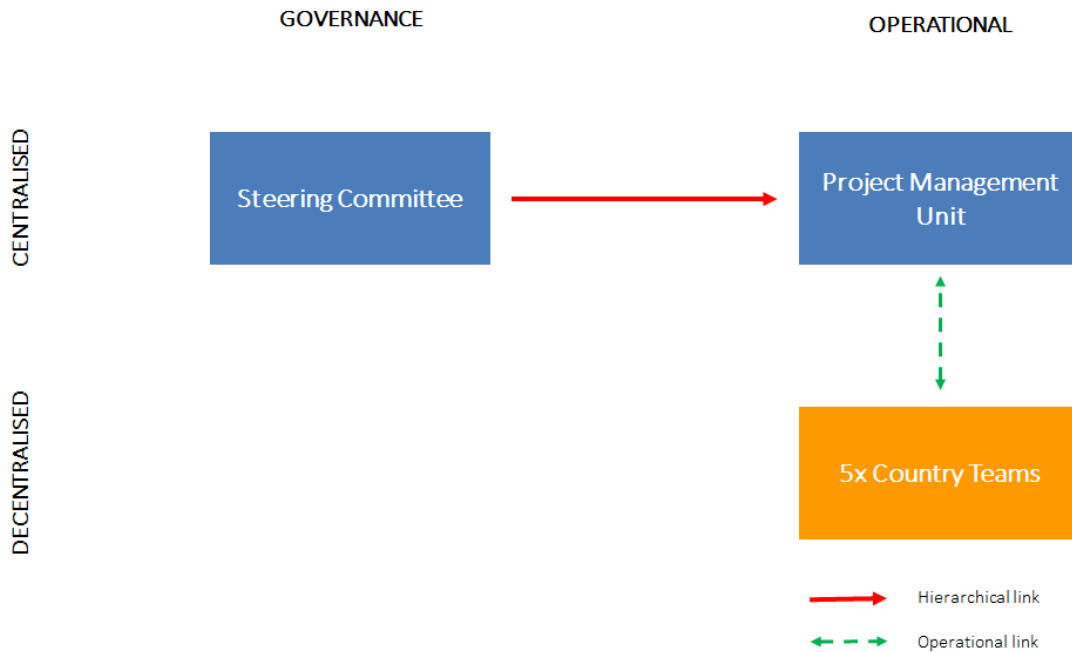
4.1. Organisational structures

The overall organisational model is based on three key types of organisational structures: one centralised operational structure (i.e. the Project Management Unit, PMU) and decentralised operational structures (i.e. Country Teams), with a centralised governance structure (Steering Committee, SteerCo).

While there is no formal decentralised governance structure, the Country Teams should organise regular Country Consultations with local stakeholders (including EUDs, Entrepreneur Ecosystem actors, local authorities, European institutions and international organisations) to ensure the national coherence of the Country Action Plan.



In order to ensure coordination from the PMU, harmonisation between Country Teams and co-creation between centralised and decentralised structures, clear reporting lines need to be established from the beginning of the Action. This will allow for flexibility at Country Team-level (decentralised), while ensuring steering at PMU-level (centralised).



4.2. Operational structures

IYBA-SEED’s operational, day-to-day planning, implementation, and reporting, is articulated around a centralised structure (i.e. the Project Management Unit, PMU) and decentralised structures (i.e. Country Teams).

4.2.1. Project Management Unit

Centralised operational structure

The Project Management Unit (PMU), based in Brussels (hosted at Enabel HQ)⁵⁷, will provide overall coordination for the IYBA-SEED programme, coordinating with DG INTPA in HQ, the five Country Teams and the five implementing partners.

Roles and responsibilities:

- Ensure close coordination (every two weeks) with the DG INTPA Programme Manager, and keep the responsible unit at DG INTPA informed on main developments and issues requiring attention of the programme
- Ensure institutional representation with the EU and other institutional partners, including multilateral and pan-African organisations
- Day-to-day coordination between Country Teams, to harmonise IYBA-SEED implementation between countries, provide backstopping support and provide guidance on key documents (Country Diagnostics, Strategic Action Plans, etc) and decisions if necessary
- Day-to-day coordination between implementing partners to harmonise and help with arbitration between co-implementing implementing partners

⁵⁷ At the time of drafting the DoA, only one member of the PMU is planned not to be based in Brussels (the Component 3 Lead will be based at GIZ HQ in Eschborn). However, regular travel to the PMU in Brussels is planned for this staff member, especially at the beginning of the Action.

- Provide technical expertise, including tools and good practices to Country Teams on the four components: 1) Capacity Development and Networks, 2) Business Environment, 3) Entrepreneurial Culture and 4) Ecosystem Mapping and Knowledge
- Draft work plan for the overall IYBA-SEED programme, which should include the **international activities**. The work plan will be discussed with INTPA programme manager and submitted to the SC for validation
- Implement international activities and coordinate their execution with Country Teams
- Responsible for all financial, administrative and technical coordination tasks
- Ensure consistency and compliance with the logical framework(M&E) and theory of change for the actions
- Responsible for reach and raise awareness (directly or through country teams) among selected target audiences (primary and final beneficiaries), as required
- Responsible for overall monitoring and support to quality control
- Monitor and update the risk analysis and the mitigating measures
- Responsible for learning & knowledge management and sharing
- Consolidate and draft the annual technical and financial report for DG INTPA
- Prepare SteerCo meetings and Partnership Meetings, and act as secretariat

4.2.2. Country Teams

Decentralised operational structure

The five Country Teams, each based in their respective countries, will provide in-country project delivery throughout the programme lifecycle (from planning to implementation and monitoring).

Each Country Team will include at least two implementing partners⁵⁸, to co-develop and implement the Strategic Action Plans.

The country teams and the EUD will discuss and agree on a regular coordination format that will ensure full participation throughout the implementation and that will be submitted to the PMU and INTPA HQ for approval.

The specific roles and responsibilities of the lead and co-lead implementing partners will need to be agreed upon by each Country Team at the beginning of the project. The agreement will be documented in a Country Partnership Agreement, signed by the implementing partners. This document can take the form of a Responsibility Assignment Matrix which will include the responsibilities (responsible, accountable, consulted, and informed) assigned to each implementing partner and will address matters such as, amongst other things, how activities are split between the co-implementing implementing partners.

Roles and responsibilities are to:

- Ensure regular communication and coordination with EUDs and keep the responsible unit informed on main developments or issues;

⁵⁸ At the time of drafting the DoA, there is only one exception to this: the Togo Country Team will only include only one implementing partner (i.e. Expertise France).

- Ensure institutional representation of the contractual partners with local stakeholders, including Entrepreneur Ecosystem actors, local authorities, European institutions and international organisations;
- Communicate with the PMU on a daily basis, to provide feedback on programme implementation and benefit from technical/backstopping support;
- Develop and implement the Strategic Action Plan, in close consultation with local stakeholders. The Strategic Action Plan will be done in coordination with the EUD, the PMU and INTPA HQ;
- Coordinate the share of activities between the two implementing partners;
- Take the responsibility of local financial, administrative and technical coordination tasks;
- Monitor results of the local activities in accordance with the logical framework (M&E)
- Identify local C&V needs to submit to the PMU, ensuring visibility of all financing partners both from a visual identification perspective but also through their participation in relevant activities;
- Contribute to learning, knowledge management, and awareness-raising related to the in-country actions;
- Contribute to the annual technical and financial report for DG INTPA, with input from their country.

4.3. Governance and advisory structures

IYBA-SEED's governance is articulated around a centralised governance structure (i.e. the Steering Committee, SteerCo) and other informal advisory structures (i.e. Partnership Meetings and Country Consultations with local stakeholders).

4.3.1. Steering Committee

Centralised governance structure

The Steering Committee for the Action will ensure the strategic overview of the IYBA-SEED programme, oversee and validate the overall direction and strategy of the programme (for the five target countries, and for the four components) and ensure adequate institutional coordination between all organisations involved.

Full members of the SteerCo:

- Representative of DG INTPA (co-chair)
- Representative of BMZ
- Representative of Team France (co-chair)
- Representative of SlovakAid
- *(Representatives of other co-funding organisations should be included, once confirmed)*

Other members of the SteerCo (group of implementing partners):

- PMU Project Coordinator
- Representative of EF
- Representative of Enabel
- Representative of GIZ
- Representative of SAIDC

- Representative of SNV
- *(External experts could be included for specific topics in order to bring in constructive feedback and advice, at the discretion of the SteerCo co-chairs)*

The SC is the strategic body of the project. The responsibility of the full members is to guide, steer and validate the strategic direction, activities and policy of the project in its entire component, and ensure adequate coordination between all organisations involved.

Additional roles and responsibilities are to:

- Monitor the progress of the Action to ensure that objectives are met in a measurable and verifiable manner;
- Oversee the synergies between funders, implementing partners globally, with other existing programmes (cf mapping) and with the overall TEI IYBA (Block I and II);
- Review and approve all budgets, reports, work plans and monitoring and evaluation, which implies, in particular, approvals of
 - Country Diagnostics;
 - Strategic Action Plans;
 - strategies (e.g. M&E strategy, C&V strategy, gender strategy, sustainability strategy, regional strategy, etc.);
 - ToRs of evaluations;
 - annual reports;
 - annual budgets.
- Address and settle strategic issues (policy, administrative, coordination and financial matters) related to the implementation of the Action;
- Issue meeting minutes with details of attendees, an overview of outputs/arbitrations, a summary of progress, constraints and outstanding issues.

SteerCo meetings: are prepared and organised by the lead implementing partner (Expertise France) and is co-chaired by DG INTPA in its role as co-financier. SteerCos will meet twice a year (every 6 months) in Brussels

4.3.2. Partnership Meetings

Centralised and decentralised advisory structures

Based on the experiences of other similar programmes (ICR Facility, VET Toolbox), it was decided not to have an Operational Monitoring Committee (OMC) for IYBA-SEED. Indeed, the OMC is mainly useful for arbitrations within facility programmes where there are “on-demand” activities, which need to be distributed between the group implementing partners.

However, it will be useful to have “Partnership Meetings”. The Partnership Meetings bring together Steering Committee members of the implementing agencies without the funding institutions (DG INTPA, BMZ, Team France and SlovakAid) to harmonise positions amongst implementing partners prior to the Steering Committee meetings. The aim is to avoid bringing operational issues to the SC and to deal with issues that concern operational and strategic agreements between the partners.

This model can be replicated both at centralised (i.e. PMU) level and decentralised (i.e. Country Teams) level.

4.3.3. Country Consultations with local stakeholders

Decentralised advisory structure

The Country Consultations with local stakeholders (one per target country, five in total) will ensure that the strategic overview for IYBA-SEED at country-level fits with the precise gaps and needs identified and ensure adequate institutional coordination between all local organisations involved.

Members of the Advisory Panels could include:

- Representative of EU Delegations (co-chair)
- Representative of BMZ - *only in Kenya and South Africa*
- Representative of Team France - *only in Benin, Senegal and Togo*
- Representative of SlovakAid - *only in Kenya and South Africa*
- *(Representatives of other co-funding organisations should be included, once confirmed)*
- Representative of country lead implementing partner (co-chair)
- Representative of country co-lead implementing partner
- Representative of other implementing partners active in the field of Entrepreneurship Ecosystem Strengthening locally
- Representative of other local Entrepreneurship Ecosystem Strengthening programmes
- Entrepreneurship Ecosystem Actors and other key stakeholders (dependent on context)

Roles and responsibilities could include:

- Advising that objectives are met and address precise gaps and needs locally;
- Overseeing the synergies between implementing partners locally, with other existing programmes (cf mapping) and with the TEI IYBA locally (Block I and II);
- Providing inputs to reports and work plans to be submitted to the PMU/SteerCo;
- Issuing meeting minutes with details of attendees, an overview of outputs, a summary of recommendations, and outstanding issues.

Country Consultation meetings:

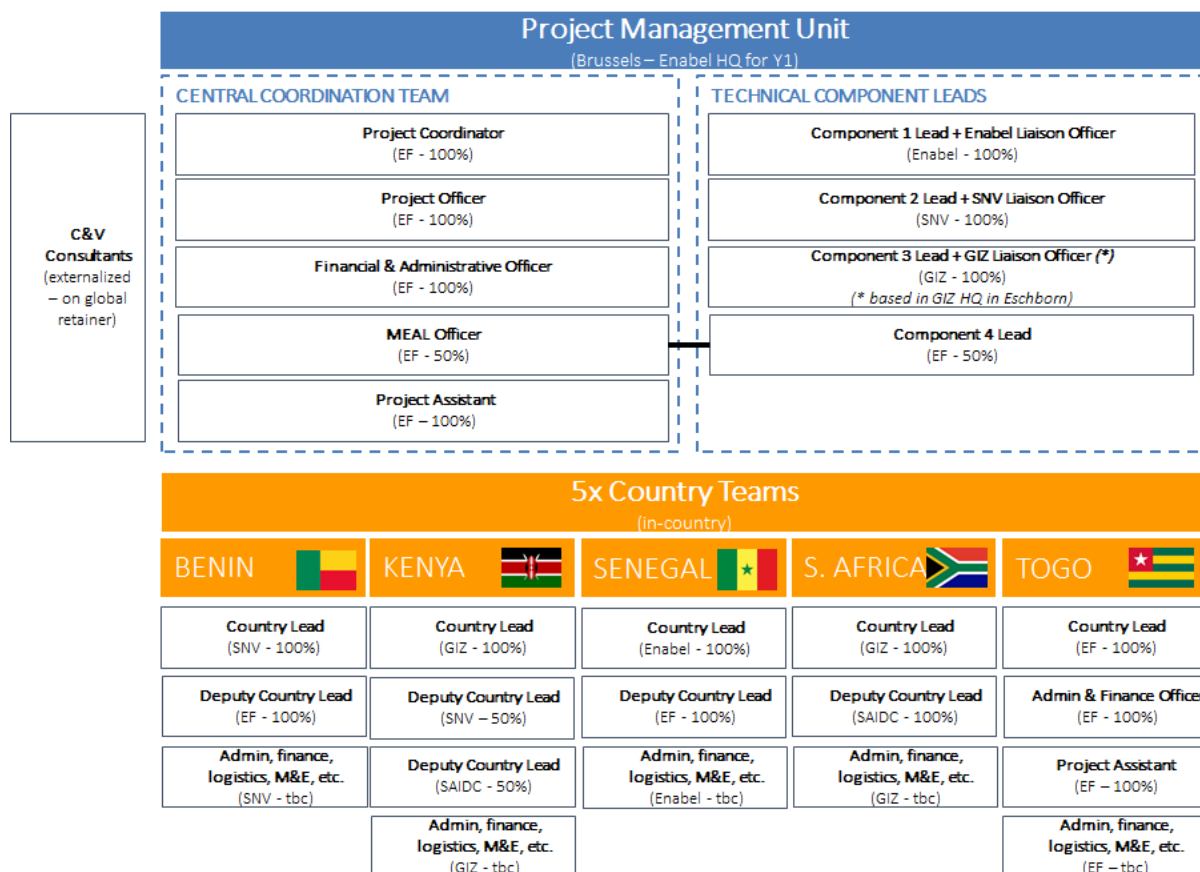
- Country Consultation meetings prepared and organised by the country-lead implementing partners (SNV in Benin, GIZ in Kenya, Enabel in Senegal, GIZ in South Africa and Expertise France in Togo);
- Country Consultations co-chaired by the country-lead implementing partner and EUD;
- Country Consultations to be organised as each Country Team sees fit (at least every year recommended).

4.4. Human resources

The tentative operational organigramme for the IYBA-SEED programme can be found below, for an overview, before diving into the roles and responsibilities of each envisioned staff member.

Note that percentage times of each staff are provided only as an indication but are to be determined by each implementing partner for their own staff, e.g. the Country Teams might need some flexibility depending on what resources are available internally on the ground, etc.

The percentage time of each staff member should also be reviewed (at least annually) by the PMU to ensure that resources, both human and financial, are used most efficiently.



4.4.1. Project Management Unit

The PMU team consists of:

- A central coordination team
 - Project Coordinator - EF
 - Project Officer - EF
 - Financial & Administrative Officer - EF
 - M&E Officer - EF
 - (C&V functions will be externalised to a global consultancy on retainer)
- A team of Technical Component Leads that could also act as Liaison Officer for their “home implementing partner”
 - Component 1 Lead (Capacity Development and Networks) - Enabel
 - Component 2 Lead (Business Environment) - SNV
 - Component 3 Lead (Entrepreneurial Culture) - GIZ
 - Component 4 Lead (Ecosystem Mapping and Knowledge) - EF

| Project Management Unit | | | | |
|---|---|---|----------------------|----------------------|
| Function | Tasks | % of working time | Implementing partner | Location |
| Central coordination team | | | | |
| Project Coordinator | - Overall project management and coordination - Institutional dialogue - PMU Team management | 100% | EF | Brussels (Enabel HQ) |
| Project Officer | - Support of the Project Coordinator - Managing the C&V consultants | 100% | EF | Brussels (Enabel HQ) |
| Financial & Administrative Officer | - Financial consolidation and reporting - SNV subgrant management - Administrative and fiscal responsibility | 100% | EF | Brussels (Enabel HQ) |
| Project Assistant | - Support on financial, administrative and logistics tasks | 100% | EF | Brussels (Enabel HQ) |
| M&E Officer - <i>will also act as Component 4 Lead</i> | - Develop and maintain M&E framework - Overall M&E consolidation - M&E backstopping for Component Leads and Country Teams | 50% | EF | Brussels (Enabel HQ) |
| C&V Consultants | - Develop C&V strategy and tools - Deploy C&V tools to Country Teams | Externalised : global consultancy on retainer, contracted by Expertise France | | |
| Team of technical Component Leads | | | | |
| Component 1 Lead (Capacity Development and Networks) + Enabel Liaison Officer | - Technical backstopping for Country Teams, M&E Officer, etc. | 100% | Enabel | Brussels (Enabel HQ) |
| Component 2 Lead (Business Environment) + SNV Liaison Officer | - Harmonisation of thematic approaches between countries | 100% | SNV | Brussels (Enabel HQ) |
| Component 3 Lead (Entrepreneurial Culture) | - Development and implementation of | 100% | GIZ | Eschborn(GIZ HQ) |

| | | | | |
|--|--|-----|----|----------------------|
| + GIZ Liaison Officer | international activities | | | |
| Component 4 Lead (Ecosystem Mapping and Knowledge) - <i>will also act as M&E Officer</i> | <ul style="list-style-type: none"> - M&E Consolidation between countries for each component - Act as Liaison Officer for their home organization | 50% | EF | Brussels (Enabel HQ) |

Zoom-in on Component Leads

| Function | Thematic tasks |
|--|--|
| Component 1 Lead (Capacity Development and Networks) | <p><u>Mapping</u></p> <ul style="list-style-type: none"> • International Entrepreneurship Ecosystem Actors (networks) • Identification of complementary or similar initiatives <p><u>Pooling of resources that can be mobilised by the countries</u></p> <ul style="list-style-type: none"> • Experts • Reports and relevant documentation <p><u>Building relationships</u></p> <ul style="list-style-type: none"> • Connecting country ecosystems internationally (events, webinars, study tours, etc) |
| Component 2 Lead (Business Environment) | <p><u>Mapping</u></p> <ul style="list-style-type: none"> • Existing policies and regulations • Relevant stakeholders (public bodies, civil society, professional associations...) <p><u>Pooling of resources that can be mobilised by the countries</u></p> <ul style="list-style-type: none"> • Experts • Reports and relevant documentation <p><u>Building relationships</u></p> <ul style="list-style-type: none"> • Organising high level meetings between countries and transnational organisations such as OHADA |
| Component 3 Lead (Entrepreneurial Culture) | <p><u>Mapping</u></p> <ul style="list-style-type: none"> • Existing tools and initiatives dedicated to popularise the entrepreneurial mindset that can be mobilised by the countries <p><u>Pooling of resources that can be mobilised by the countries:</u></p> <ul style="list-style-type: none"> • Experts • Sharing good practices on inclusion when developing programmes and marketing materials/using channels to promote entrepreneurship • Youth and women-oriented continental leadership initiatives <p><u>Building relationships</u></p> <ul style="list-style-type: none"> • Connecting female/young entrepreneurs to ecosystems internationally (events, webinars, study tours, etc) |
| Component 4 Co-Leads (Knowledge) | <p><u>Mapping</u></p> <ul style="list-style-type: none"> • Additional relevant material and methodologies in line with components 1 to 3 • Relevant partners that will boost knowledge dissemination (online platforms, events, ...) <p><u>Pooling of resources that can be mobilised by the countries</u></p> <ul style="list-style-type: none"> • Methodological framework for in-country diagnostics • Catalogue of experts (that will list and categorise all experts) |

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| | <p>identified for Components 1 to 3)</p> <ul style="list-style-type: none"> Resources (reports, webinars, MOOCs, toolkits) on Ecosystem Strengthening, in collaboration with other Component Leads and external partners <p><u>Content production</u></p> <ul style="list-style-type: none"> Knowledge products about Ecosystem Development, capitalising on IYBA-SEED experiences (best/innovative practices, lessons learned) Best practices on inclusion and accessibility when distributing compiled resources <p><u>Building relationships</u></p> <ul style="list-style-type: none"> Disseminating this knowledge in the ecosystems through the right channels and in the most appropriate formats for SEED beneficiaries, partners and platforms |
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4.4.2. Country Teams

Country Teams will be defined by each contractual partner in line with their organisational set-ups and their existing resources on the ground. However, we recommend the following functions and percentage time (indicative and to be adapted locally).

Country Teams will benefit from strategic and technical backstopping from the PMU. They may also ask the PMU for recommendations for international experts or call upon a pool of local experts addressing technical issues that could be identified throughout the duration of the Action.

| 5x Country Teams | | | | |
|--|---|-------------------|--|--------------------------|
| Function | Tasks | % of working time | implementing partner | Location |
| Minimum functions | | | | |
| Country Lead | - National project management and coordination - Local operational dialogue | 100% | Lead implementing partner | In-country |
| Deputy Country Lead (*) (* except in Togo, no co-implementer at this stage) | - Co-implementation of the Strategic Action Plan | 100% | Co-lead implementing partner | In-country |
| Optional functions | | | | |
| Financial & Administrative Officer | - Administrative and fiscal responsibility - Grant management (if any) - Compliance with implementing partner rules | tbc | Lead implementing partner AND Co-lead implementing partner | In-country OR HQ support |

| | | | | |
|----------------------------|---|---|---|---------------------------------|
| | | | <i>ng partner</i> | |
| <i>Country Assistant</i> | <i>- Support Country Team on daily financial and administrative tasks</i> | <i>tbc</i> | <i>Lead implementing partner</i> | <i>In-country OR HQ support</i> |
| <i>Office Manager</i> | <i>- Managing the office (services, equipment, supplies)</i> | <i>tbc</i> | <i>Lead implementing partner</i> | <i>In-country</i> |
| <i>Logistics Officer</i> | <i>- Managing of event and mission logistics</i> | <i>tbc</i> | <i>Lead implementing partner AND Co-lead implementing partner</i> | <i>In-country OR HQ support</i> |
| <i>Driver</i> | <i>- Drive local team nationally</i> | <i>tbc</i> | <i>Lead implementing partner</i> | <i>In-country</i> |
| <i>M&E Officer</i> | <i>- Implementing M&E framework locally - M&E data gathering and consolidating nationally</i> | <i>tbc</i> | <i>Lead implementing partner</i> | <i>In-country</i> |
| <i>C&V Consultants</i> | <i>- Adapt C&V strategy and tools locally - Deploy C&V tools to Country Teams</i> | <i>Externalised : call upon global consultancy on retainer, contracted by Expertise France - may be supplemented by short-term experts for specific needs</i> | | |

4.4.3. Management

The Action is implemented by Expertise France, Enabel, GIZ, SAIDC and SNV⁵⁹. IYBA-SEED will operate as one programme although implemented by different implementing partners. As such, it will be important to foster an “IYBA-SEED” identity amongst the staff, e.g. through team-building seminars and regular communication.

At centralised level, the PMU will include:

- A central coordination team (including admin/finance, M&E, C&V) - led by EF, hosted at Enabel HQ (in Brussels)
- Technical Component Leads
 - Component 1 Lead - led by Enabel, based at Enabel HQ (in Brussels)
 - Component 2 Lead - led by SNV, based at Enabel HQ (in Brussels)
 - Component 3 Lead - led by GIZ, based at GIZ HQ (in Eschborn)
 - Component 4 Lead - led by EF, hosted at Enabel HQ (in Brussels)

⁵⁹ SNV receives a sub-grant through Expertise France to engage in the implementation of the Action.

TECHNICAL COMPONENT LEADS



At decentralised level, each Country Team has been assigned a lead and co-lead implementing partner:

- Benin - led by SNV and co-led by Expertise France
- Kenya - led by GIZ and co-led by SAIDC + SNV
- Senegal - led by Enabel and co-led by EF
- South Africa - led by GIZ and co-led by SAIDC
- Togo - led by EF [no co-lead for now].



There will therefore be joint implementation between implementing partners at all levels: within the PMU (between the central coordination team and technical Component Leads, EF-staffed central coordination team hosted at Enabel HQ); between the PMU and Country Teams, within Country Teams (lead and co-lead) and between both the PMU and the Country teams with the European Commission beyond coordination to work under a truly Team Europe spirit.

The aim is also to encourage interactions between group of implementing partners at country-level, even though they are not formally part of the Country Team organigrammes: by including all locally represented implementing partners in the Country Consultations, by encouraging Country Teams to be hosted at another implementing partner’s offices, etc. Each agency brings different experience, skill sets, networks and implementation capacity to the table. It will be key for the success of IYBA-SEED to bring those different strengths together in the target countries.

Contractual modalities

Expertise France, Enabel, GIZ and SAIDC will sign a Multi-Partner Contribution Agreement (MPCA) with the EU, represented by DG INTPA. Expertise France will act as the Organisation, and Enabel, GIZ and SAIDC will act as Partners. Expertise France will also be responsible for sub-granting SNV. Together they form the group of implementing partners.

See the Partnership Agreement for more details on the modalities of joint implementation of the Action.

4.4.4. implementing partner HQ Backstopping

As mentioned, co-implementation has many benefits (benefit from the knowledge, networks, resources, expertise and experience of each implementing partner).

However, while mutualisation between implementing partners is possible for some functions (office management, monitoring & evaluation), which will be provided by the leading implementing partner, it does not work for other resources such as admin & finance staff, as each implementing partner has its own procedures and systems.

These functions may be provided by HQ support, with some HQ staff being allocated a percent time to IYBA-SEED for support functions - to be determined by each contractual partner (see Annex III of the MPCA for details).

5. Monitoring, reporting, evaluation and audits

The logical framework and the indicators outlined in Section 9. “LogFrame” are the basis for the project monitoring, which will take place at the country-level, as well as on a centralised (PMU) level.

At a country level, Country Leads are responsible for project monitoring. Their key functions will include adapting the centralised logical framework to the national context (using Country Diagnostics to adjust means of verification, baselines, and targets), and implementing an M&E plan to ensure the right data points are being collected and passed on to the PMU. Each Country Lead will thus be responsible for building their own M&E teams, either by recruiting dedicated resources, partnering with existing resources in their local contexts, or by recruiting external expertise.

At the PMU level, Expertise France is in charge of monitoring and evaluating the project with a dedicated resource within the project team (i.e. the MEAL Officer). Their responsibilities include developing an M&E framework to be deployed to the target countries with an operational monitoring system (in the inception phase), consolidating overall M&E data and providing M&E backstopping for Component Leads and Country Teams. They will also be responsible for uploading and updating the results framework in the EU’s dematerialised monitoring system, OPSYS.

Reviews of the M&E frameworks and plan will enable the partners to know the progress of the project in real time with the objective to steer the activities on a strategic and operational level, in particular during the SteerCos.

Annual reports will be presented on the progress of the indicators as foreseen in the Contribution Agreement signed between the Commission and the contractual partners. In addition, the PMU will submit mid-year summary reports describing the activities implemented and the results achieved during the semester.

The PMU will organise both the Mid-Term Evaluation (MTE) and the Final Evaluation (FE), based on ToRs validated by the SteerCo. These evaluations will encompass each of the four thematic project components, as well as each of the countries and the PMU. The external FE is planned 6 months before the end of the project, in line with the DAC criteria relevance, effectiveness, impact, efficiency and sustainability.

6. Communication and visibility

Targeted awareness raising is essential to achieve the specific objectives of the action. This will be focused on the specific audiences targeted by the four components of the action, and integrated into the country strategic action plans. The PMU and technical component leads will work with external consultants and in-country teams to develop a set of suitable communication activities designed to reach the different target groups identified under each component. Particular attention will be paid to the need for an approach tailored to each country context, to ensure relevancy of the messages conveyed and channels used, in line with local cultures, habits and trends. For this reason, country teams should work closely with the external consultants.

The PMU will follow the EU's latest visibility requirements as set out in the Communication and Visibility Manual for EU External Action. All implementing partners will use their existing communication channels to raise awareness about IYBA-SEED.

6.1. Overall objectives

Support the achievement of the specific objectives of the action, namely:

- SO1: To improve access for SEED beneficiaries to Business Development Services (both financial and non-financial) provided by Entrepreneurship Ecosystem Actors (Entrepreneur Ecosystem actors) through strengthened entrepreneurship ecosystems (both nationally and internationally).
- SO2: To contribute to a business environment (rules, regulations, and policies) which is conducive to the creation and growth of SEED beneficiaries.
- SO3: To promote an inclusive entrepreneurial culture that encourages women and youth to create and grow SEED beneficiaries.
- SO4: To improve access for Entrepreneur Ecosystem actors, SEED beneficiaries and other stakeholders to information about Entrepreneurship Ecosystems and approaches to Entrepreneurship Ecosystem Strengthening.

6.2. Target groups

| Target location | Nature of the targets |
|-----------------|-----------------------|
|-----------------|-----------------------|

| | |
|---|--|
| <p>Regional or International (in Europe or across Africa)</p> | <p>Entrepreneurship Ecosystem Actors (Entrepreneur Ecosystem Actors), both financial and non-financial, including: (i) Entrepreneurship Support Organisations (ESOs) and their networks including incubators, accelerators, FabLabs, entrepreneur associations; (ii) financial actors and their networks including angel investors, venture capital (VC) funds, MicroFinance Institutions (MFIs), Diaspora investors Policymakers and public leaders Educators and developers of human capital: schools, universities, Vocational Training Centres (VTCs)...</p> |
| <p>Local (in-country)</p> | <p>In-country institutional bodies: ministries and relevant governmental agencies, international donors' local representations/country delegations In-country entrepreneurship Ecosystem Actors (Entrepreneur Ecosystem Actors): incubators, accelerators, FabLabs, entrepreneur associations; (ii) financial actors and their networks including angel investors, venture capital (VC) funds, MicroFinance Institutions (MFIs), Diaspora investors Policymakers and public leaders Primary beneficiaries Final beneficiaries</p> |

6.3. Specific objectives

During the inception phase:

- Define the language elements and rationale to promote IYBA
- Prepare all communication material (presentations, leaflets...) and share it with in country teams

During the implementation phase:

- Component 1 – Entrepreneurial ecosystems :
 - Coordinate and promote network initiatives
- Component 2 – Business environment:
 - Ensure advocacy communication and lobbying to inform, persuade and urge governmental bodies to move to action
 - Manage institutional communication in line with relevant stakeholders at country, regional or international level
- Component 3 – Entrepreneurial culture:
 - Empower and encourage females and youth to become entrepreneurs
 - Value entrepreneurs role models and share “success stories”
 - Fight against gender bias when it comes to entrepreneurship
 - Showcase how young people can thrive through entrepreneurship

- Promote positive messaging to help overcome cultural barriers that prevent female and youth from engaging massively in business ventures
- Component 4 – Knowledge:
 - Value existing material: platforms, documentation, diagnostics, best practices, all relevant material drafted within IYBA activities
 - Ensure visibility and accessibility to all existing material

6.4. Activities and tools

Indicative list of relevant communication activities:

- Press conferences
- Community outreach
- Community or national events
- International or regional events

Indicative list of relevant communication tools:

- Posters
- Fliers, brochures and leaflets
- Promotional materials - Items such as caps, T-shirts
- Internet site and social medias:
 - IYBA's website
 - Social medias: Facebook, Twitter, LinkedIn, YouTube, Instagram and Tiktok (through IYBA and through local influencers)
 - Commonly used apps: WhatsApp
- News stories, columns, and reports
- Press releases
- TV
- Videos, photos
- Presentations or presence at local events and local and national conferences, fairs, and other gatherings

Point of attention: IYBA-SEED will have to be consistent with local practices by relying heavily on Facebook, WhatsApp and Instagram, which appear to be the favourite digital channels in IYBA's countries of implementation, especially for targeted populations (women and youth).

6.5. Indicators

Indicative list of relevant indicators (to be reviewed and completed once the list of communication activities is finalised):

- Number of joint meetings, press conferences or events with local governmental authorities

6.6. Provision for feedback

When implementing communication activities, IYBA-SEED teams will carry out satisfaction surveys to collect feedback from targets and identify areas for improvement in general, including in communication.

6.7. Resources

6.7.1. Human resources

In terms of communication and visibility, the PMU will use the services of an external consultancy firm, on global retainer, which would ideally have a strong local footprint (i.e. an office, staff, networks, partnerships or experience) in each of the IYBA-SEED target countries

6.7.2. Financial resources

At present, the total budget for C&V is 520,000.00 EUR, including resources for expertise (i.e. the C&V team on global retainer) and resources for C&V materials.

See Annex III of the MPCA for a detailed breakdown.

7. Financial resources and budget

7.1. Financial resources

The total cost of the Action is estimated at 22,850,000.00 EUR, with:

- DG INTPA providing a contribution up to 19,650,000.00 EUR
- BMZ providing a contribution up to 2,000,000.00 EUR, earmarked for GIZ (implementing in Kenya and South Africa)
- Team France providing a contribution up to 1,000,000.00 EUR, earmarked for Expertise France (implementing in Benin, Senegal and Togo)
- SlovakAid providing a contribution up to 200,000.00 EUR, earmarked for SAIDC (implementing in Kenya and South Africa)

Further co-financing from other Member States is still to be confirmed.

It should also be part of the PMU's objectives, in collaboration with the co-funders (DG INTPA, BMZ, Team France and SlovakAid), to mobilise further co-financing in order to strengthen the Action (e.g. more budget per country, additional countries, etc).

7.2. Budget

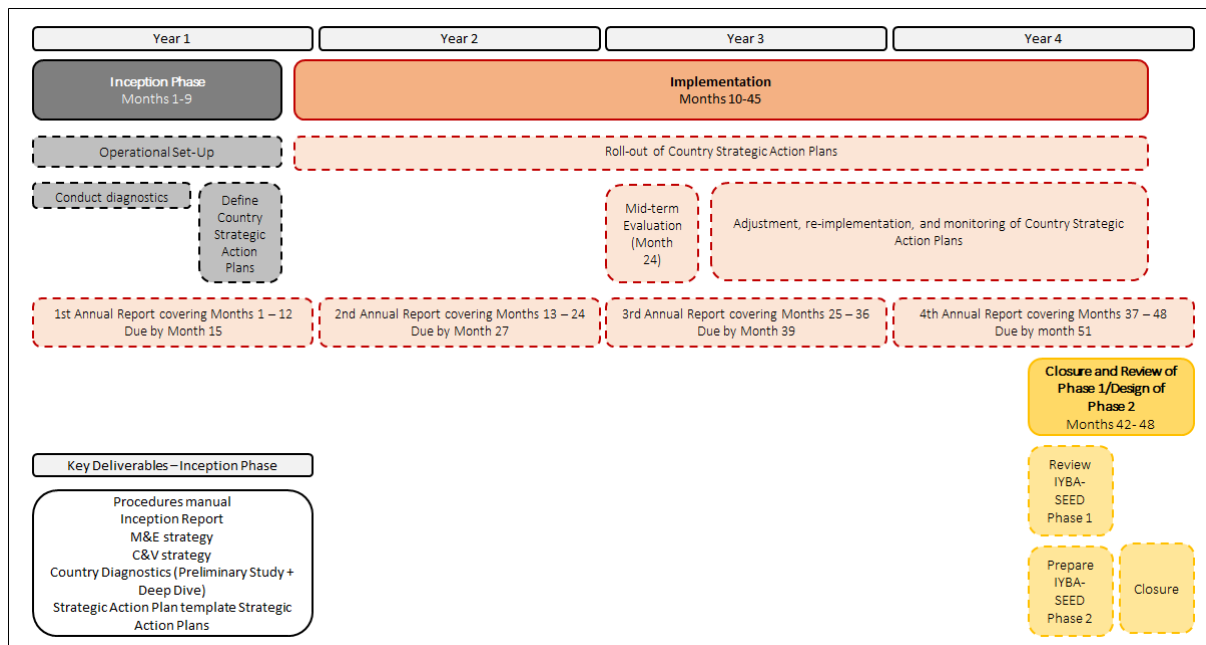
See Annex III of the MPCA for a detailed breakdown, including contributions from other funders (BMZ, Team France and SlovakAid).

8. Timing and indicative work plan

The Action is planned to last 47 months (Phase 1, 4 years) - with a Phase 2 already envisioned in the overall 2022-2030 strategy. Phase 1 will focus on testing and adjusting new approaches, while Phase 2 will focus on depth, breadth and speed of impact during the implementation.

The programme is structured around 3 main stages:

- Inception phase (Month 1 to 9)
- Implementation phase (Month 9 to 44)
- Closure and review of Phase 1 + Design of Phase 2 (Month 41 to 47)



Inception phase (Month 1 to 9)

i. Operational set-up (Month 1 to 9)

- Centralised
 - Project Management
 - Set-up the PMU team, including Component Leads
 - Project Coordinator from Month 1
 - MEAL Officer and Admin & Finance Officer from Month 3
 - Technical Component Leads from Month 3
 - Project Assistant from Month 3
 - Project Officer from Month 6 (depending on needs)
 - Set-up the PMU office
 - Set-up of the procedures manual
 - Set-up of the SteerCo structure and 1st SteerCo meeting (Month 6)
 - Onboarding of Country Team staff: kick-off workshop and team building seminar
 - Sustainability of the Action Blueprint
 - Gender strategy

- Environmental sustainability strategy
- Pool of experts
- Drafting and submission of inception report
- Finance
 - Budget planning and revision
- M&E
 - Set-up and deployment of the M&E framework and strategy
- Communication & Visibility
 - Recruit global consultancy on retainer: communication strategy, action plan and tools
- Decentralised
 - Project Management
 - Set-up the Country Teams
 - Country Leads from Month 4
 - Rest of Country Team thereafter
 - Set-up the Country Team offices
 - Drafting and signature of the Country Partnership Agreement
 - M&E
 - Review and update the LogFrame

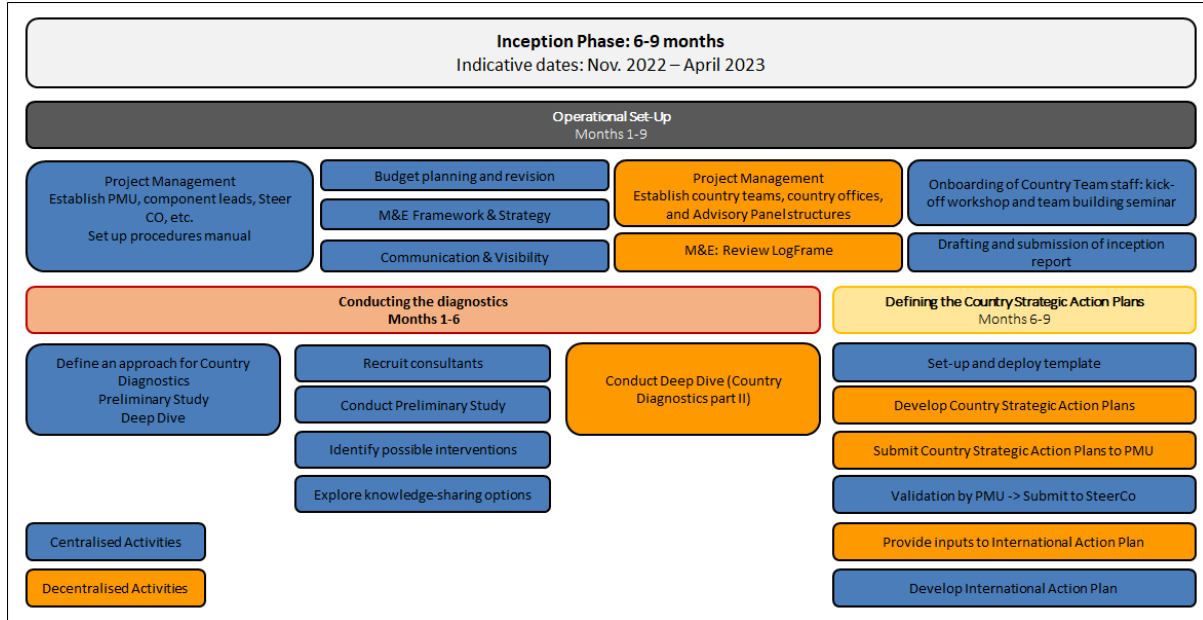
i. Conducting the Diagnostics (Month 1 to 6)

- Centralised
 - Define an approach for the Country Diagnostics (two-tier approach: Preliminary Study + Deep Dive)
 - Recruit consultants for the Country Diagnostics: define a methodology, conduct the Preliminary Study (Country Diagnostics part I), identify preliminary avenues for interventions, identify options to make the Country Diagnostics available to all stakeholders
- Decentralised
 - Conduct the Deep Dive (Country Diagnostics part II)

ii. Defining the Country Strategic Action Plans (Month 6 to 9)

- Centralised
 - Set-up and deployment of a template for the Country Strategic Action Plans
 - Review and validation of the Country Strategic Action Plans by the PMU to be submitted to the SteerCo for validation
 - Development of an International Action Plan, in consultation with Country Teams and other stakeholders (for international activities to be implemented by Component Leads)
- Decentralised
 - Development of Strategic Action Plans, in consultation with local stakeholder and in coordination with the EUD
 - Drafting and submission of Country Strategic Action Plans to the PMU

Deliverables: Procedures manual, Inception Report, M&E strategy, C&V strategy, Country Partnership Agreement, Country Diagnostics (Preliminary Study + Deep Dive), Strategic Action Plan template, Strategic Action Plans



Implementation phase (Month 10 to 44)

i. Rolling out the Country strategic Action Plan (Month 10 to 44)

- Centralised
 - Capitalisation of experiences: progress reporting and organisation of experience-sharing seminars
 - Action promotion through communication activities
 - Mid-Term Evaluation (Month 24)
 - Annual Reports (Months 12+3, 24+3, 36+3 and 47+3)
 - Mid-Year Summary Reports (Months 6+3, 18+3, 30+3, 42+3)
- Decentralised
 - Negotiation and distribution of work packages between group of implementing partners
 - Identification and selection of activities to be implemented
 - Monitoring of the implementation of activities
 - Contractualisation and implementation of selected activities
 - M&E system maintenance: data collection, indicators updating and evaluation

Review and closure phase (Month 41 to 47)

i. Review IYBA-SEED Phase 1 and prepare IYBA-SEED Phase 2 (Month 41 to 44)

ii. Closure (Month 44 to 47)

9. Logical framework

At the start of the inception phase, the baseline for the various indicators will be evaluated. By the end of the diagnostic phase, the logframe will be updated with new, additional and/or adjusted indicators and sources of verification - which will be presented to the Steering Committee for approval. Furthermore, the values and targets will be formally reviewed during the mid-term formal evaluations and for planning purposes. This review will be facilitated by the Programme Management Unit at the beginning of IYBA-SEED, taking into consideration the country diagnostics and inputs from component leads. The Monitoring and Evaluation framework will then provide more detailed guidance on the frequency and methodology for each review.

The IYBA logframe was built with the following principles in mind:

1. Define indicators that are relevant to ensure smooth reporting
2. Set up tangible, measurable indicators that leave room for flexibility
3. When co-implementing : develop a target logframe together to ensure alignment among partners - preferably one logframe for the whole project
4. Make it as simple as possible by limiting the number of indicators
5. Include qualitative indicators
6. Review the logframe after the diagnostic phase
7. Set up a baseline to build the logframe
8. Use the theory of change model to show connections
9. Use the logframe to improve, explore, reflect, set strategic directions and priorities

The spider diagram/self-assessment tool will be used to select and prioritise the capacities to be strengthened and consequently for the baseline, spot-check and intermediate and final evaluation of IYBA-SEED. The indicators and means of verification, thus, are indicative and will be finalised at the diagnostic phase of the project.

Many of the indicators and means of verification presented below are also gender-specific; they will appear in **bold**.

| | Results Chain | Indicators | Sources and means of verification |
|----------------------------|---|---|---|
| Overall Objective (Impact) | To contribute to creating decent jobs for women and youth and resilient economies by strengthening entrepreneurship ecosystems in a number of sub-Saharan countries so that they can increase access to Business Development Services (both financial and non-financial) for SEED beneficiaries | <p>1. Job creation and resilient economies (a) Reduction in unemployment rate (disaggregated by women, youth) (b) Increase in employment-to-population ratio (c) Improvement in Decent Work Indicators</p> <p>2. Strengthened entrepreneurship ecosystems (a) Improvement in entrepreneurial ecosystem health indicators along several dimensions (b) Improvement of female entrepreneurship index ranking (c) Improvement to Network Effects measure</p> | <p>1. (a,b) World Bank Development Indicator Database 1. (c) International Labour Organisation Database 1. Diagnostic phase will also identify whether national databases are available</p> <p>2. (a) Several diagnostic tools exist to evaluate the health of entrepreneurial ecosystems, which could be used in their entirety or along a specific dimension: 2. (a) (i) Asset mapping roadmap to identify strong/weak points (own diagnostic) 2. (a) (ii) Koltai six + six model 2. (a) (iii) Babson model 2. (a) (iv) GEDI 2. (a) (v) OECD's Entrepreneurship Framework 2. (a) (vi) World Economic Forum's Entrepreneurship Ecosystem 2. (b) GEDI Female Entrepreneurship Index 2. (c) INTRAC Diagnostic tool</p> |

| | | | |
|---------------------------------------|---|--|---|
| <p>Specific Objective 1 (Outcome)</p> | <p>SO1: To improve access for SEED beneficiaries to Business Development Services (both financial and non-financial) provided by Entrepreneurship Ecosystem Actors (Entrepreneur Ecosystem actors) through strengthened entrepreneurship ecosystems (both nationally and internationally)</p> | <p><u>Indicators related to SEED Beneficiaries:</u> (a) Increase in number of SEED beneficiaries accessing BDS (b) Increase in satisfaction levels of SEED Beneficiaries (c) Increase in completion rates of SEED Beneficiaries accessing non-financial services</p> <p><u>External indicators:</u> (a) Improvement to Network Vibrancy measure (b) Improvement in equal access to finance</p> | <p><u>Indicators related to SEED Beneficiaries:</u> (a, c) Data produced through country diagnostic baseline and follow-up evaluation (b) Surveys to beneficiaries</p> <p><u>External indicators:</u> (a) INTRAC Diagnostic Tool (b) Data produced through country diagnostic baseline and follow-up evaluation</p> |
| <p>Result 1.1 (Output)</p> | <p>Result 1.1: "CAPACITY DEVELOPMENT": Entrepreneur Ecosystem actors are supported to strengthen their BDS (both financial and non-financial) for SEED beneficiaries</p> | <ol style="list-style-type: none"> 1. Improvement in average score of Entrepreneur Ecosystem Actors self-assessment tool 2. Improvement in satisfaction rates of Entrepreneur Ecosystem actors | <ol style="list-style-type: none"> 1. Spider organisational self-assessment on effective capacity development offer networks conducted by the actors; refer to Organisational Capacity Assessment tool or TVET for frameworks 2. Satisfaction surveys, focus group discussions with Entrepreneur Ecosystem actors |
| <p>Result 1.2 (Output)</p> | <p>Result 1.2: "NETWORKS": Entrepreneur Ecosystem actors are connected (both nationally and internationally)</p> | <ol style="list-style-type: none"> 1. Increase in average number of connections per Entrepreneur Ecosystem Actors 2. Improvement in Network Connectivity measure | <ol style="list-style-type: none"> 1. Social Network Analysis before/after 2. INTRAC Diagnostic Tool |

| | | | |
|---------------------------------------|---|--|---|
| <p>Specific Objective 2 (Outcome)</p> | <p>SO2: To contribute to a business environment (rules, regulations, and policies) which is conducive to the creation and growth of SEED beneficiaries</p> | <ol style="list-style-type: none"> 1. Improvement in Business Environment index 2. Improvement in business environment score according to lived experiences of SEED beneficiaries (beginning to end of project) | <ol style="list-style-type: none"> 1. Refer to business environment score of one of the entrepreneurial ecosystem indices: such as Babson, GEDI, BER scoring of DCED, etc. 2. Survey SEED Beneficiaries before/after IYBA-SEED (Can refer to Business Environment and Enterprise Performance Survey by European Bank for Reconstruction and Development, Female GEDI, or ANDE) |
| <p>Result 2.1 (Output)</p> | <p>Result 2.1: BUSINESS ENVIRONMENT": Conducive policies and regulations targeting SEED beneficiaries are supported</p> | <ol style="list-style-type: none"> 1. Number of legal gender differences ameliorated 2. Number of policies introduced which aim to ameliorate the business environment for SEED beneficiaries | <ol style="list-style-type: none"> 1. World Bank Women, Business, and the Law 2. National strategies for entrepreneurship and other official documents |
| <p>Result 2.2 (Output)</p> | <p>Result 2.2: "DIALOGUE": Public-private dialogue processes and consultations are strengthened to advocate for the creation and growth of SEED beneficiaries</p> | <ol style="list-style-type: none"> 1. Existence of PPD mechanism focusing on entrepreneurship 2. Number of actions taken to improve the business environment for SEED beneficiaries | <ol style="list-style-type: none"> 1. PPD Evaluation wheel 2. Action plans following PPD |

| | | | |
|---------------------------------------|--|--|--|
| <p>Specific Objective 3 (Outcome)</p> | <p>SO3: To promote an inclusive entrepreneurial culture that encourages women and youth to create and grow SEED beneficiaries</p> | <ol style="list-style-type: none"> 1. Improvement in social encouragement/ acceptability of female entrepreneurship 2. Improvement in entrepreneurial attitudes index (disaggregated by gender, age) | <ol style="list-style-type: none"> 1. GEM Women Report 2. Refer to “entrepreneurial attitudes” pillars of entrepreneurial ecosystem frameworks: such as the GEDI Attitudes Sub-index or GEM Adult Populations Study |
| <p>Result 3</p> | <p>Result 3: “ENTREPRENEURIAL CULTURE”: Programmes are created or improved to promote youth and women entrepreneurship</p> | <ol style="list-style-type: none"> 1. Increase in number of new or improved programmes (including gender perspective) events, curriculum, marketing activities promoting entrepreneurship aimed at SEED beneficiaries 2. Improvement in self-assessed feedback from Entrepreneur Ecosystem actors | <ol style="list-style-type: none"> 1. Study / Mapping of entrepreneurship promotion programmes, events, curriculum, marketing and gendered activities aimed at women and youth before and after IYBA-SEED deployment 2. Focus group discussions with Entrepreneur Ecosystem actors (may consider using a spider assessment with GEM indicators to monitor improvements) |
| <p>Specific Objective 4 (Outcome)</p> | <p>SO4: To improve access for Entrepreneur Ecosystem actors, SEED beneficiaries and other stakeholders to information about Entrepreneurship Ecosystems and approaches to Entrepreneurship Ecosystem Strengthening</p> | <ol style="list-style-type: none"> 1. Increase in use of knowledge base resources 2. Improved capacity for Entrepreneur Ecosystem Actors and other stakeholders to access the information they were looking for | <ol style="list-style-type: none"> 1. Web diagnostics (such as clicks, downloads, etc.) per stakeholder type (if a platform is used) 2. Self-reported from users (may consider satisfaction survey, pop-up question on website or via text, focus groups) |

| | | | |
|--------------------------------|---|--|--|
| <p>Result 4.1 (Output)</p> | <p>Result 4.1 “ECOSYSTEM MAPPING”: Entrepreneurial ecosystem diagnostics are produced and regularly updated</p> | <p>1. Improved update frequency of diagnostics</p> | <p>1. Update frequency of diagnostic reports stored within platform or disseminated to stakeholders</p> |
| <p>Result 4.2 (Output)</p> | <p>Result 4.2 “KNOWLEDGE”: Best practices and lessons learned for Entrepreneurship Ecosystem Strengthening are produced, compiled, and shared</p> | <p>1. Increase in amount of knowledge products created compared to targets (to be defined in diagnostic phase)</p> <p>2. Increasingly diverse and representative share of stakeholders access the knowledge products</p> | <p>1. Census of knowledge products created at defined intervals throughout the project</p> <p>2. Satisfaction survey, pop-up question on website or via text, focus groups to identify the profiles of users</p> |