A Coaching Programme for Youth in Fragile State Settings:
Promoting Entrepreneurship
Training of coaches
A Coaching Programme for Youth in Fragile State Settings

Background

Approximately half of the Afghan population is underemployed or unemployed and one of the greatest challenges is to create jobs and or business opportunities for the nearly 400,000 people entering the labour market each year. This lack of work particularly affects women, who, along with young people, face specific obstacles and barriers to starting new businesses.

For young people living in fragile states, seeking decent employment or entrepreneurial opportunities is an even greater challenge. Demographic pressure in Afghanistan, particularly the ‘youth bulge’, is affecting levels of underemployment and employment. One strategy is enabling young citizens, through entrepreneurship, and with support, to create new business activities, which enables them to meaningfully engage in their country’s civic and economic affairs.

Entrepreneurship development can come in many forms. However, without adequate support and follow-up, training alone rarely produces the desired results. Even in countries not currently designated as fragile, building and maintaining a business can be challenge, with survival rates of businesses reaching their third birthday ranging from 35% - 50%.

Coaching and follow-up services can play a critical role in aiding entrepreneurs and in particular young entrepreneurs in dealing with the challenges they will inevitably face in starting a new business. This is especially true for young entrepreneurs and women in rural settings where the provisions of business development and business coaching services are even harder to find. However, it is not always easy to find and access good quality business coaching and in fragile states these services are even scarcer.

The programme

The ITCILO, in cooperation with the ILO “Roads to Jobs” project and the Balk Chamber of Commerce, is offering a coaching programme for Youth in Fragile State Settings - Promoting Entrepreneurship. This coaching programme:

- has been designed for the specific context of coaching young entrepreneurs in a rural setting in fragile settings
- is designed to provide a high degree of follow-up and support, with the intention that not only the targeted young entrepreneurs will be more successful in starting and growing their business, but also the coaches will have the opportunity to increase their own business activities by providing high quality and sought after services, promoted through the local chamber of commerce
- addresses gender, with women and men trainers providing the training to the participants and discussing some of the cultural boundaries faced by coaches
- considers the issue of the psychological impact of stress and anxiety facing entrepreneurs living and working in high degrees of risk and uncertainty characterized by the conditions in fragile states

Content and Structure

The programme will consist of three parts: one face-to-face training event in May 2017, followed by a distance-learning component which will last until the end of October, and finally a second face-to-face in November 2017.
First face-to-face training:
9 to 12 May 2017 in New Delhi, India

The first part of the training programme will consist of a four-day coaching programme. The training includes: The Coaching continuum; What is coaching?; GROW model and Contracting with the Chamber of Commerce and the entrepreneur; Barriers facing Young Entrepreneurs; Ethics and coaching young entrepreneurs; The Core skills: Active listening, reading non-verbal communication; Asking good questions and the funnel technique; Case study: Beginning to coach a young entrepreneur; Skills and tools: The Ask-Tell Matrix; Skills and Tools: using the Eisenhower matrix; The GROW Model: Options and Obstacles; Developing an entrepreneurial network: the network map; Skills and tools: The Trust Equation and GROW; Exit Strategies and base line data; Logistics and working with the Chamber; Action plans, assignments and introduction to the E-campus.

Distance learning component: May-October 2017

This part will be offered through the E-campus, a specialised e-learning platform developed by the ITCILO that provides a space to support the newly trained coaches who will be required to identify young entrepreneurs as clients and provide a minimum number of hours of coaching (also known as flying hours.) Trainees will have an opportunity to share and discuss their learning with the rest of the cohort in a safe space and gain timely advice and support in how to continue to develop their coaching skills. The learning platform will be used as a repository for materials and coaching bite sizes, for webinars and for electronic discussions and knowledge-sharing activities. During this period the participants are required to complete 2 assignments and 2 online activities and a webinar. They will also submit 6 coaching logs and have two one to one discussions with their coaching supervisor (one of the trainers).

Second face-to-face training:
14 to 17 November 2017, New Delhi, India

The last part of the training programme will consist of a four-day coaching programme to develop the next level of coaching skills, validate their capacity to operate as business coaches and, if desirable, provide assessment and certification of their capacity and signal the end and closure of the programme by exploring appropriate strategies for the sustainability of the coaching service. Only participants who have successfully completed the first face-to-face and the distance learning component will be invited to attend this part. The training includes: Introduction and experiences; Scaling and measurement in a session; Transactional analysis; Stress and resilience; Networking; Marketing and administration; Case Study: Why motivation is important; Coaching assessment feedback; Situational coaching; Conflict resolution; Problem solving activities; Transformative coaching; Cultural contexts; Development planning; Action plans; and Certification.

Objectives

The objective of this programme is to train business coaches, who will help young entrepreneurs in rural areas start new business and make it productive and sustainable. At the end of the course participants will have acquired a set of skills and a certification of achievement that will allow them to offer coaching services to entrepreneurs.
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Target group

The programme will accept maximum 12 participants per cohort and a minimum of 3 women.

Profile of the prospective coaches:
- Someone with positive regard for others
- Someone who can empathise with others
- Someone who offers to support and serve others
- Someone who has experience of working for or owning a small- or medium-sized enterprise
- Someone who works in the business development services sector
- Someone who is organised and can keep clear notes and records
- (Desirable but not essential) someone that already has experience of coaching
- Someone who has good listening skills
- Someone who is mobile and can visit clients on site
- Someone who can use the Internet effectively in the coaching area

Language

The programme will be offered entirely in English and no translation/interpretation service is foreseen. For this reason, all participants must have a good command of the English language and specifically of business-related terminology.

Logistic information

To register, please fill in the online application form at this link: [http://intranetp.itcilo.org/MIN/A3710818/en](http://intranetp.itcilo.org/MIN/A3710818/en)

A selection committee will consider your application and inform back all successful candidates who can participate in the coaching programme. For further information and inquiries on registration or on the programme participants are invited to contact the ITCILO project secretariat at the following email addresses:
- fragilestates@itcilo.org
- Ms Svitlana Lysak: s.lysak@itcilo.org
- Ms Michela Albertazzi: m.albertazzi@itcilo.org

Methodology

The training programme will be learner-centered and participatory. It will be facilitated by well-known international experts and ITCILO trainers. It is designed to ensure a ‘learning-by-doing’ process that encourages the sharing of knowledge, experiences and best-practices among participants. Different learning techniques will be applied in order to facilitate the collaborative construction of knowledge and the sharing of experience.

Cost and financing

All participation costs during the course will be covered by the project “Promoting rural youth employment in Afghanistan through entrepreneurship education and vocational training”, funded by the Government of Norway.
## Facilitators

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<tr>
<th>Nat Clegg</th>
<th>Nat was born in the UK and today lives in Italy, but his work takes him all over the world, where he leads in coaching and coaching psychology. He has worked with many United Nations Agencies, providing coaching and the training of coaches as well pedagogical advice. Nat also provides one- to -one coaching for start-ups and business owners and has developed mentoring systems for public sector organisations. In 2015 he worked with the Afghani Ministry of Labour on issues of performance management. Nat also teaches strategic methodologies, in particular, the use of the Cynefin model for measuring and analysing urban, rural and camp settings in Livelihoods Programmes. Nat is trained as a Richard Lewis cross culturist and provides training and team building on cross culture. Nat has a long track record in providing coaching and counselling services. He holds a Master’s in Coaching Psychology and a certificate of practice in Hypno-Psychotherapy. His passion for the subject extends to his current research for his PhD on what the client brings to coaching relationship.</th>
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<td>Lenni George</td>
<td>Lenni George Lenni has more than thirty years of experience of facilitation, training and coaching. In the past, she worked for the United Nations on a range of issues supporting the Secretary General's reform process. In particular, Lenni worked on enterprise development and women's entrepreneurship. With a background in Human Resource Management and Social Services, Lenni developed her coaching and counselling skills and now provides one-to-one work around the so-called “soft skills” such as leading change, negotiation skills, conflict resolution, and effective communications. Lenni has always taken an interest in equality and diversity training, which lead to her work in multi and cross-cultural competences. Her international experience is extensive; Lenni has worked in more than 40 countries and with more than 170 nationalities. Lenni is a skilled facilitator and researcher, having written and pedagogically edited more than 35 articles and training manuals including women’s entrepreneurship development and co-written with Nat Clegg “The Business of Business Development”, a distance learning programme for business development advisers. Lenni has a Master’s degree in Training and Organisational Development and a Postgraduate Certificate in Research Methods. She is currently working on her PhD in exploring international dimensions to capacity development.</td>
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### Kirsty Ramsbottom

Kirsty grew up in the UK and has lived in Italy for over twenty years. She has over twenty-five years of experience in education, TVET, training and coaching, working with people of all ages and in many types of business. In the past, Kirsty worked as a teacher and a Director of Studies for The British Council and from there moved into research and training, principally in the education sector as a teacher trainer and then with a variety of businesses as a language trainer. She has held seminars on teaching literature and writing English websites as well as holding many workshops on creativity, language learning and developing vocational skills. Kirsty has facilitated meetings at UNHCR and worked as a trainer in the housing sector in the UK. She has advised on and written training manuals, brochures and sites for a number of major companies. Kirsty has a B.A.(Hons) in English Language and Literature and a Post-Graduate Diploma in Teaching English as a Foreign Language.

### Joel Alcocer

Joel Alcocer is currently involved in supporting initiatives to promote job creation in the context of fragile and conflict-affected environments, managing the rural youth employment project through entrepreneurship education and vocational training in Afghanistan; and providing training and advisory services in enterprise development, value chain development and market systems development in the International Training Centre of the ILO. He has more than 20 years of working experience in project management, training and advisory services to public and private sector institutions at local, national and international level in several countries of Asia, Africa, Latin America and Europe. He holds a Master’s degree in Environmental Impact Assessment from the University of Aberystwyth in Wales, a Postgraduate Diploma in Development and Management and a Bachelor’s degree in Chemical Engineering.

### Michela Albertazzi

Michela graduated in International Law from the University of Torino, Italy, with a thesis on international drug trafficking. She worked as Assistant at the United Nations Inter-regional Crime and Justice Research Institute (UNICRI) and with several NGOs focusing on professional development programmes for field personnel in humanitarian missions, where she gained experience in the organization of trainings and the development of training materials for the humanitarian sector. She joined the ITCILO in 2015 as external collaborator, at first with the Enterprise, Microfinance and Local Development (EMLD) unit and subsequently with the Employment Policy and Analysis Programme (EPAP).
Carlo Delu

Carlo joined the EPAP programme in January 2017. Prior to that, he worked in the Italian public sector, in NGOs in Guinea Bissau, as well as for the ILO, ITCILO, and the European Commission, with a focus on entrepreneurship and value chain development. He holds a Master’s degree in Development, Environment, and Cooperation from the University of Turin (Italy), and a Master’s degree in Applied Geo-Economics from SciencesPo Bordeaux (France).

Svitlana Lysak

Lana joined the EPAP team in November 2015. She has previous experience at the United Nations System Staff College (UNSSC) as the assistant for multiple training activities and Director’s office projects, and at the United Nations Interregional Crime and Justice Research Institute (UNICRI) as the assistant to the Director. She graduated from Kiev Institute of International Relations and has a Postgraduate Diploma in Translation Studies from the University of Portsmouth.

Purnima Sahdev

Ms. Purnima Sahdev is a Programme Assistant (Inclusive Growth) working for an RBSA Project at the ILO-New Delhi Office in India. She has been working with ILO for over two years, providing functional support for various programmes/projects. Prior to joining the ILO, she worked with organisations such as WHO, UNICEF and DFID. Purnima has technical expertise in IT operating systems, e.g. Windows 95/98/NT/2000/XP and UNIX and is proficient in Cobol, databases such as Oracle 8i, MS Access and FoxPro. She holds a Master’s Degree in Commerce. Purnima is currently pursuing her MBA.
From fragility to resilience through decent work