

Pro Bono Showcase

Our work with YBI since 2010

Introduced by Bob Harris
Wednesday 20 January 2021



*The Worshipful Company of
Management Consultants*



Structure of presentation

- Background and context:
 - Overview of YBI organisation
 - Assignments undertaken by WCoMC
 - The Accreditation Process
- Accreditation in action:
 - Jeff Herman in Bhutan
 - Chris Sutton in Armenia and Nigeria
 - Typical challenges faced
 - When it goes wrong: Karol Szlichcinski & John Pulford
- Adapting to COVID and plans for the future



Overview of YBI

- Founded in 2002 with support of the Prince's Trust
- Purpose is to support underserved young entrepreneurs to start, grow and sustain their businesses - enabling them to create jobs, build communities and transform lives.
- Comprises 51 Member Organisations in 45 countries with an objective to grow to at least 60 Members
- Structured as a network with each YBI Member generally an independent not-for-profit legal entity
- Youth Business International is incorporated in the UK and is a registered charity with income of £3.4m in 2019.
- The YBI Network Team of 25-30 staff is based in London and Bogota.



Role of the YBI Network Team

- **Develop the YBI Network** by identifying and undertaking due diligence on potential new Members
- **Establish partnerships** with regional and international funding organisations in the public and private sectors
- **Support capacity building** within Member Organisations
- **Undertake and disseminate the findings of research** and good practice relevant to the development of entrepreneurship
- **Develop and provide infrastructure** to support the operation and management of Member Organisations



Pro Bono work undertaken by WCoMC

- **Accreditation reviews** of current YBI Members:
 - 100 reviews in 53 countries since 2010
 - 30 assessors involved over this period
- **Financial due diligence** of 24 organisations in 16 countries during 2020 as part of a programme funded by Google in response to COVID
- **Support to individual Members** following a review visit
- **Support to YBI centrally:** HR policies and procedures; job evaluation; programme reporting; documenting best practice

Valued in the YBI Accounts at over £250,000 in the last two years

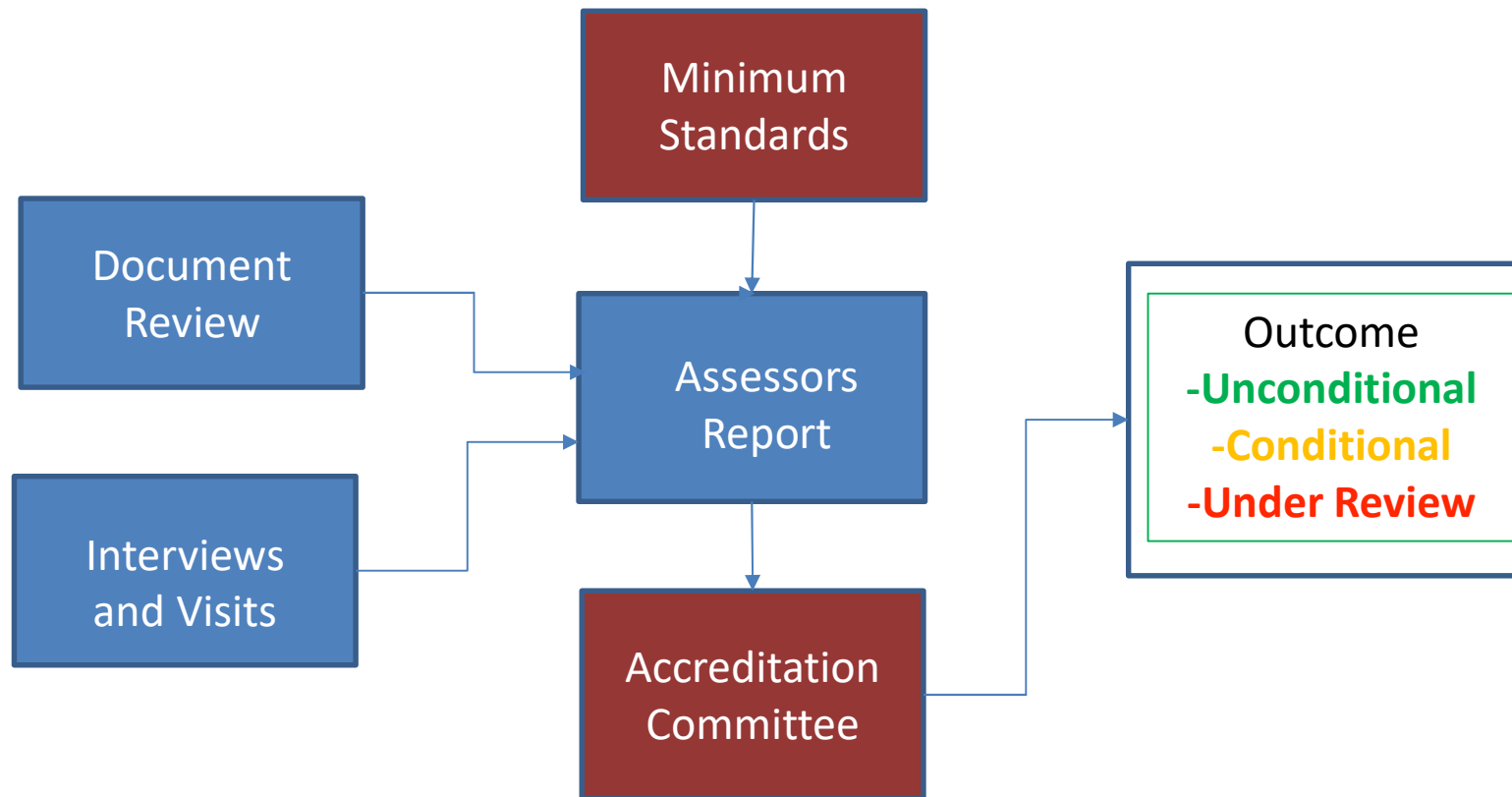


WCoMC assessors 2010-20

Dennis Ciborowski	Gia Campari	John Pulford
Ben Taylor	Keith Burgess	Alan Broomhead
Satjit Singh	Bob Garratt	Mary Collis
Karol Szlichcinski	Noorzaman Rashid	Anastasia Kourovskiaia
Bill Peace	Patrick Chapman	Steve Cant
Elizabeth Consalvi	Bob Harris	Robert Fonteijn
Ron Cruickshank	Alan Harpham	William Barnard
David Glassman	John Corneille	Malcolm Green
Liz Walker	John Watson	Chris Sutton
Jeff Herman	Bernard Harvey	Tom Jenkins



The Accreditation Process





Jeff Herman Assessments

Year	Partner	Location	Comments
2011	Keren Shemesh	Tel Aviv - Israel	<ul style="list-style-type: none">Bedouin won the Young Entrepreneur of the Year Award
2015	Qredits	Almelo - Netherlands	<ul style="list-style-type: none">Most documents in Dutch!
2016	Virgin StartUp	London	<ul style="list-style-type: none">Richard Branson's persona permeates the whole organisation.
2017	Loden Foundation	Thimpu - Bhutan	<ul style="list-style-type: none">Awarded the National Order of Merit (Gold) by HM the King of Bhutan.
2019	Ideialab	Maputo – Mozambique	<ul style="list-style-type: none">Run as a commercial consultancy, not reliant on charitable funding.
2020	Inner City Enterprise	Dublin Ireland	<ul style="list-style-type: none">CEO well connected - Everybody knows everybody including the Taoiseach!
2020	Google	Desk Top	<ul style="list-style-type: none">Financial Due Diligence of partners



Loden Foundation

Thimpu – Royal Kingdom of Bhutan

- A Buddhist Himalayan kingdom smaller than Switzerland
- Population c780,000 with 115,000 resident in Thimpu.
- India is the main trading partner
- Famous for Gross National Happiness and peace
- Established by Dr Karma Phuntso - a Buddhist monk studying at Oxford University
- Ambition to create an entrepreneurial society
- There are lots of feral dogs that roam the streets!!
- The fashion is the national costume
- Getting there via New Delhi not easy - overnight stay in the airport - only 8 pilots in the world are certified to fly to Paro international and only in daylight hours.



Loden Foundation

- Interest free seed financing v commercial rate 14%
- Civil Society Organisation
- Well Connected Quality Team
- Documentation and Governance
- Outreach difficult in Himalayan geography
- High quality Loden Entrepreneurship Programme
- Equality- focus on support for the disadvantaged
- Stakeholder mgt via the bi-annual Loden Report.
- Strategic relationships, especially with the TechPark
- the only one of its kind in Bhutan.



The Loden Team



An interesting variety of businesses

Buddha Tyres
Retreading



iBest
Information Technology



GreenerWay
Waste Management





Good practice in mentoring and alumni schemes

Sharing experiences from assessing two members:

Chris
Sutton



- 20 years in existence
- Based in Lagos, Nigeria – one of the biggest commercial cities in Africa
- Strong local culture of “I want to build my own business”



- Rebuilding from the ashes of Soviet economy in Armenia
- YE initiatives come in wake of broader community development
- Deliberate focus on regions outside the capital city



FATE and JMF



Energised management teams working in challenging environments, very connected to the business community and committed to making a difference



Case Study: alumni schemes



Vigen and Sana



Concept of Alumni “family” – your greatest promotional asset
Adenike’s business cards promote her alumni
“Services in kind” model where students can’t afford fees (FATE)
Working with disabled (JMF)



Case Study: mentoring

Both FATE and JMF are very selective in choosing mentors and matching them to the young entrepreneurs. Mentors are busy business people....

- The best mentors – wanting to “**give something back**” (a challenge in Armenia, when many potential mentors would expect to earn a fee)
- A waiting list of mentors at Fate, queuing up to be associated with its brand and its success

JMF has the local “Richard Branson” delivering lectures which attracts strong youth interest, and has strong links with universities



Case Study: the challenge

With both FATE and JMF, I saw many good examples of new microenterprises set up by young entrepreneurs, with a great track record of keeping new businesses going.

The challenge that both face, and are aiming to address, is:

HOW TO SCALE?

..... so that you are creating not just self employment, but new businesses which will create multiple jobs.



But what are the challenges?

- **Travelling and transport:**
 - Traffic jams: Barbados, Lagos, Sao Paulo....
 - Very long distances: Brazil, Canada, Uganda....
- **Crime and security:**
 - A drive-by assassination in Trinidad
 - Keeping safe in the largest favela in South America
 - A protection racket in the Caribbean
- **Fraud and corruption:**
 - Six YBI Members have left the Network due to fraud and/or corruption at top management level



The Centennial Fund

- Set up in 2005 following contacts between the Prince of Wales and the Saudi Royal Family;
- Important role in implementing Saudi Government policy of stimulating entrepreneurship among young people;
- In 2012, TCF had 160 employees and 31 branches providing nationwide coverage.



TCF visit agenda 2012

- Day 1: Meetings with General Manager, Assistant GMs, Operations and Finance Managers;
- Day 2: Visit to entrepreneurs in Riyadh;
- Day 3: Visit to TCF office and entrepreneurs in Jeddah;
- Day 4: Meetings with external stakeholder and Board members, debrief with GM.



TCF accreditation visit 2016

- Pre-visit concerns: Lack of engagement, few documents, postponement to December
- Issues during the visit:
 - CEO only available for 20 mins
 - Key documents not provided
 - Finance Director evasive
 - Whistle blower raised concerns with assessor



Findings from TCF whistle blower

- Lost govt. funding after King Abdullah death in 2015
- Internal concerns leaked to Sabq News and Twitter
- CEO was transferring work to a private company
- Payments being made to Finance Director's brother
- Alleged bribery of external auditors
- Improper redundancy of 30 staff
- Taking commission on YE loan repayments



Action taken and Outcome

- Concerns reported to the YBI CEO / Chair / Board
- TCF membership suspended and YBI requires an independent forensic audit to be commissioned

...resulting in...

- The CEO withdrawing TCF from membership of YBI
- The Chair of TCF closing the organisation



COVID and Streamlined Accreditation

- During the last year, we have been undertaking assessments remotely using a **streamlined accreditation process** involving review of documentation and zoom interviews with key stakeholders.
- Generally the process has been satisfactory but:
 - It has lacked the depth possible from face-to-face interactions
 - It has thrown up practical difficulties such as slowness in response and connectivity issues in some remote geographies.
- Using the streamlined process, assessments have so far been carried out in Peru, Serbia, Uganda, Dominica, Kyrgyzstan and Spain.



Looking forward from 2021

- It is likely that the streamlined accreditation process will continue for much of 2021
- The current forward calendar targets 17 assessments for the year with recommendations being considered at quarterly meetings of the YBI Accreditation Committee - an ambitious programme!
- In the longer term a blend of in-country and virtual assessments may emerge as international travel wanes in value-for-money and practicability.