

DOORWAYS gGmbH

Implementation Process – PI and STEP Training

To ensure the quality and thereby the effectiveness of the training, we highly recommend that any implementation of the PI or the STEP training follows the process depicted in this document.

Dependent on the needs and resources of the implementation partner, we offer different forms of involvement in the process. This document entails the following elements:

1. General Overview of the Training Process
 - a. PI Training
 - b. STEP Training
2. General Overview of the Implementation Process – PI and STEP Training
3. Involvement and Pricing Structure

1. General Overview of the Training Process

Both the PI and the STEP Training are action-based entrepreneurship training programs that have been developed using scientific evidence from the fields of psychology, management and entrepreneurship. PI Training is the training program that aims at enhancing personal initiative behavior in individuals that either have their own business (all sectors incl. agriculture) or have already started their professional careers as employees. The STEP Training is targeted particularly at individuals with limited or no entrepreneurial experience (typically students at the university or high-school level). Strengthening entrepreneurial thinking and skills is beneficial both for starting a business and for wage-employment.

a. PI Training

Personal Initiative (PI) Training is a psychological training program based on action regulation theory. The key insight of this theory is that actions are affected by goals, information seeking, plans, and obtaining feedback. Building on this insight, the PI Training fosters entrepreneurs' proactive mindset, enabling them to exploit future opportunities. The training follows an interactive, action-oriented methodology that allows participants to learn by doing and to immediately apply the content to their own businesses. We primarily implemented the PI Training in developing and emerging economies to contribute to the economic development and poverty alleviation. The PI Training is not only very cost-effective, yielding a profit within approximately one year, but also easily transferable. That is, the training uses a Train-The-Trainer (TTT) approach that facilitates knowledge transfer and empowers local trainers to conduct PI Training in a sustainable manner.

b. STEP Training

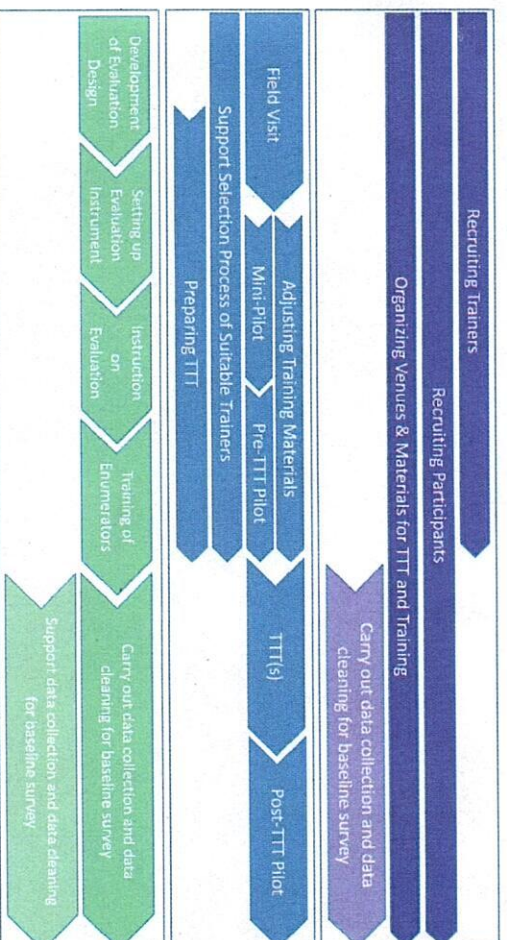
Building on action regulation theory, STEP aims at developing entrepreneurial skills and confidence through an action-oriented approach. The 12 sessions of the training program cover lessons from the domains of psychology, entrepreneurship, and business administration. Most importantly, the trainees engage in real entrepreneurial actions and start a real micro business during the training program. Thus, STEP expands the learning space beyond the classroom and gives trainees the space to explore and experiment while actively developing and implementing their businesses. To this end, the student teams identify a business opportunity, acquire the necessary equipment, produce a product or service, and introduce it into the market. Importantly, the entrepreneurial teams develop a real product or service and sell it to real customers. In combination, the theoretical know-how and real-life experiences enable participants with little to no start-up experience to pursue an entrepreneurial career and start their own businesses after STEP. Similarly to the PI training, we use a TTT approach, which enables us to contextualize training contents and allows a sustainable implementation at the partner institution.

2. General Overview of the Implementation Process – PI and STEP Training

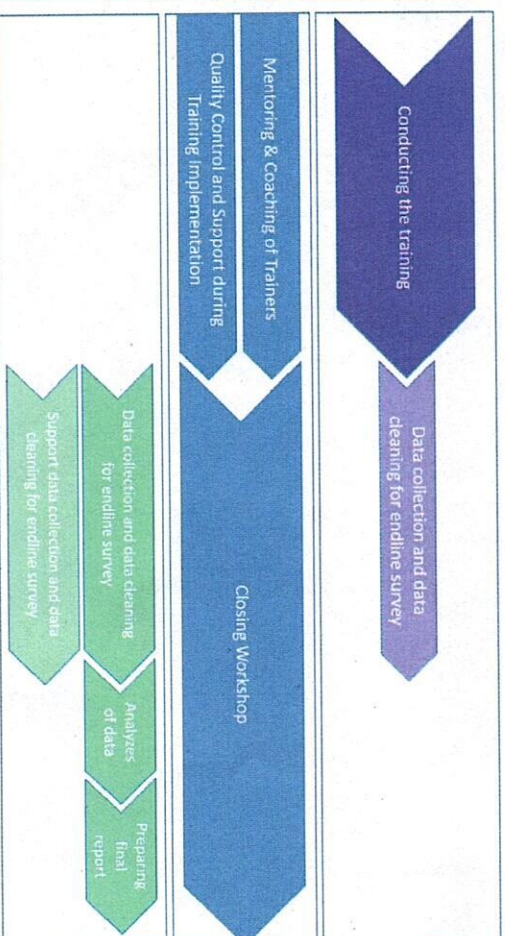
The following depicts the process of implementing a PI or STEP project (single implementation¹). The upper two boxes describe the implementation process, the lower box describes the evaluation process (if needed).

The implementation process is split into two parts – “Part 1: Pre-Training” and “Part 2: During and after the Training”. The upper boxes (purple) entail all activities that will need to be carried out by the implementation partner. The light purple indicates that the overarching organization or implementation institution can carry out this component if the necessary resources are available. The middle boxes (blue) entail the activities related to the evaluation. Dependent on the level of involvement, the training programs that we offer to carry out. The lower boxes (green) entail the activities related to the evaluation. Dependent on the level of involvement, some of these activities are carried out either by the overarching organization, the implementation partner or us. The activities concerning the evaluation can be carried out at any given point in time once the training participants have been identified. If an evaluation is wanted/needed, we strongly advise to carry out an evaluation for the initial implementation. From our experience, the process as indicated takes about six to 12 months, depending on the project specifics (i.e., adaptations that are needed before the start, time restrictions of the target group, etc.).

Part 1: Pre-Training



Part 2: During and after the Training



¹ This only depicts the implementation of a single training. We recommend a joint project for the duration of at least three years (with every implementing institution) in order to adjust the training according to the learnings of the previous implementation, thus ensuring the long-term sustainability. The processes in the following years might look slightly different, as some of the steps indicated might not be needed any more whereas new steps are integrated into the process.

Important information about the different steps of the implementation process

Train-the-Trainer Workshop (TTT):

During the Train-the-Trainer Workshop, PI or STEP Trainers are trained with the content and the methodology of the respective training. The workshop needs to be conducted by "Master-Trainers" with a high level of experience in the training programs and its methodology. Successful participation in a Train-the-Trainer Workshop is a requirement for the usage of the training materials.

Recruiting of Trainers:

The implementation partner (or overarching institution) always recruits trainers on their own. We can, however, support the implementation partner during the selection process to identify suitable trainer candidates. A maximum of 12 (STEP) to 15 (PI) trainers should be trained within a single Train-the-Trainer workshop. No previous knowledge or qualification is required, but experience in conducting trainings or teaching is useful. Prior entrepreneurial experience can be helpful but is also not required (and can – if used incorrectly by, e.g., suggesting "the one and only solution" to problems – even be detrimental).

Recruiting of Participants:

The implementation partners or overarching organizations always recruits participants on their own. Depending on the evaluation design, recruiting a control group is also the duty of the implementation partner or overarching organization.

Training materials:

The training materials the we always provide are 1) training slides, 2) trainee workbook, and 3) a trainer manual with detailed information about the core elements of the training and how to carry out each exercise.

3. Involvement and Pricing Structure

We offer various extents of involvement in the process of the implementation, up to a full training package that includes the design of new training materials, full support throughout the training and eventually also the implementation of the entire evaluation process. We are happy to discuss our involvement and the resulting pricing structure based on your project's needs.



LEUPHANA
UNIVERSITÄT LÜNEBURG

ON A MISSION
TO PROMOTE ENTREPRENEURSHIP
AND TO FOSTER
EVIDENCE-BASED ENTREPRENEURSHIP DEVELOPMENT

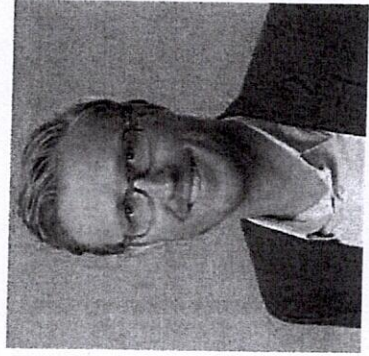
Ceed

Center of evidence-based entrepreneurship development

Doorways

Introduction Michael Gielnik & CEED

- Prof. Dr. Michael Gielnik is Professor of HR Development at the Leuphana University of Lüneburg since March 2015.
- His research focuses on the psychology of entrepreneurship as well as on entrepreneurship training and training transfer and has been published in leading international journals.
- The Center of Evidence-Based Entrepreneurship Development (CEED) was created in 2022.
- At CEED, we develop and implement interventions to foster entrepreneurship.



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Seed

Center of evidence-based entrepreneurship development

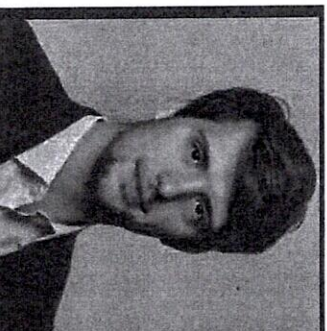
<https://www.leuphana.de/en/research-centers/center-of-evidence-based-entrepreneurship-development.html>

Introduction Doorways gGmbH

- Doorways is a **non-profit organization** founded in 2022. It is a spin-off from Leuphana University of Lüneburg with the goal of making the implementation of our training programs scalable and available to a wider range of partners.
- The organization was founded by a team of three experts with more than a decade of combined experience in **designing, conducting, and evaluating entrepreneurship training programs** in **10+ countries** all over the world.
- Doorways provides **evidence-based, action-oriented training** and builds a network of global partners to empower individuals to actively shape their own paths.

Doorways

<https://www.doorways-training.org>



Jakob Weers



Carina Bohayer



Benjamin Scharweil



Agenda

1. Training Programs
2. Implementation Structure
3. Deep Dives
 - Student Training for Entrepreneurial Promotion (STEP)
 - Personal Initiative Training (PI)



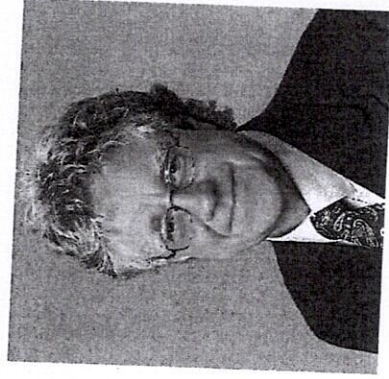
Training Programs



Background

Our training programs were initiated by Prof. Dr. Michael Frese, Prof. Dr. Michael Gielnik and their team and developed in global projects.

- Entrepreneurship is an answer to **poverty and lack of employment opportunities.**
- Entrepreneurship training programs are a **leverage** to boost entrepreneurship.
- Having gained insights on how to foster entrepreneurship from research, Profs. Frese and Gielnik and their team developed training programs **in close cooperation** with partners from all over the world (particularly Africa).



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Prof. Dr. Michael Frese currently holds a joint appointment at the Asia School of Management (in collaboration with MIT Sloan Management) and Leuphana University of Lüneburg, Germany. He is Germany's most frequently cited work and organizational psychologist and business and management scientist. He is fellow of the Academy of Management and member of the German National Academy of Scientists (Leopoldina).



Key Principles

Our training programs run for ~ 10-12 weeks and differ significantly from other entrepreneurship training programs:



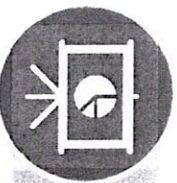
1. ACTION-ORIENTED

Trainees in both training programs **immediately apply what they learn.**



2. EVIDENCE-BASED

The contents are **based on research** on entrepreneurial success factors and also stress the **psychological domain.**



3. SCIENTIFICALLY-EVALUATED

The programs are evaluated to highest **scientific standards** and show **positive short- and long-term effects.**



4. CONTEXT-SPECIFIC

The content of both programs can be **flexibly adapted to the local context and needs.**



Training Programs

We promote entrepreneurship by developing, implementing, and evaluating programs that foster entrepreneurial thinking and behavior.

STEP

STEP (Student Training for Entrepreneurial Promotion) is our entrepreneurship training program targeted particularly at **individuals with limited or no entrepreneurial experience**. Strengthening entrepreneurial thinking and skills is beneficial both for starting a business and for wage-employment.

PI Training

PI Training (Personal Initiative Training) is the training program that aims at enhancing personal initiative behavior in **individuals that either have their own business** (all sectors incl. agriculture) or **have already started their professional careers as employees**.



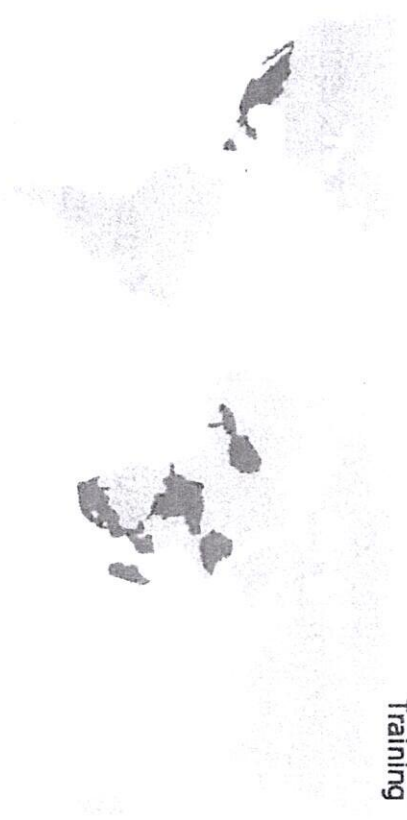
Impact

The programs develop people's skills, knowledge and confidence to pursue entrepreneurship. So far 10,000+ participants were trained.

STEP



PI
Training



STEP has a significant impact on self-employment and income. Compared to a control group, trainees have...

- **33% more businesses and**
- **10% more total income**
- **two years after the training.**

PI has a significant impact on business success and practices. Compared to a control group, trainees have...

- **increased business profits by +30%**
- **two years after the training and**
- **applied agricultural best practices.**



Relevance for Morocco

Based on our call, we see the following starting points (not limited to these initial thoughts).

Agencies for
employment of
the youth (NGOs)

Many students leave
with a diploma but are
then **unemployed**

Focus on „**Ausbildung**“ (recent
visit by Annalena Baerbock)

(M)SMEs are very
important for the economy,
relevance of „**auto-
entrepreneurs**“

Background of developing **STEP** similar to
current challenges in Morocco.

STEP turns job seekers into job

creators and has been implemented at
universities and vocational institutes.

PI training increases the
proactive behavior of MSME
business owners and in
consequence has shown to
boost sales and profits.



Target Groups and Specialized Programs

Our training programs can be implemented for a variety of target groups and are adjusted accordingly:

- Business Owners
- University Students
- Secondary School Pupils
- Vocational Trainees
- Agripreneurs
- Underprivileged groups with limited or no access to higher education, incl. illiterates
- Job Seekers
- Factory Workers

Furthermore, we have programs with the following focus areas:

- Female Empowerment
- Sustainable Entrepreneurship

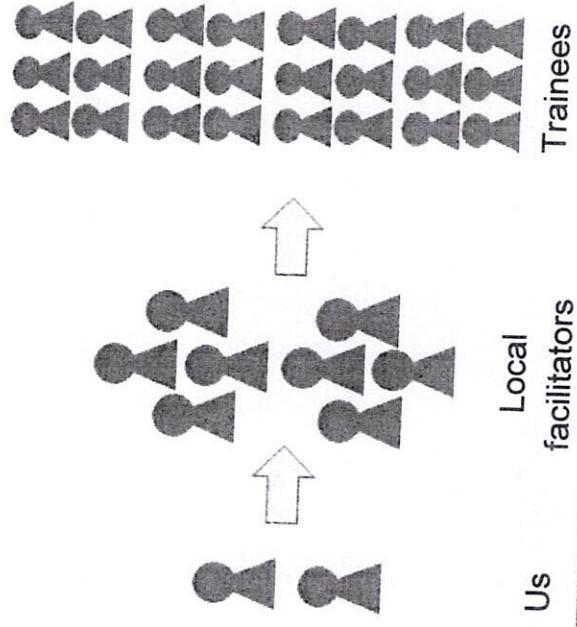


Implementation Approach

We implement our training programs using a „Train-the-Trainer“ (TTT) approach.

- Within a (usually one week long) TTT-workshop, we qualify 12 to 15 **local facilitators** (e.g., trainers, lecturers) with the skills and knowledge to implement the training program in their country.
- If more facilitators are needed, we can do more than one TTT.
- The reasons for using the TTT approach are threefold:

- **Capacity building** at the local institution.
- **Contextualizing** of the training program for the local trainees.
- **Widening** the reach and applicability for a larger target group.



Example Implementations

Our training programs can be easily scaled and implemented for different target group sizes.

STEP

- **Target group / size:**
200 university students
(4 training groups à 50 students)
- **Duration of the program:** 12 weeks
(each training group has 12 three-hour sessions → $4 \times 12 = 48$ sessions)
- **Number of facilitators:**
12 local lecturers (qualified in a TTT)
- Each facilitator conducted **4 STEP sessions** (over 12 weeks)

P1 Training

- **Target group / size:**
2,000 small-scale traders in 3 regions in Burkina Faso
- **Duration of the program:** 10 weeks
(each training group has 10 three-hour sessions)
- **Number of facilitators:** 13
- **Trainees trained per week per facilitator:** 140-160 (7-8 groups)

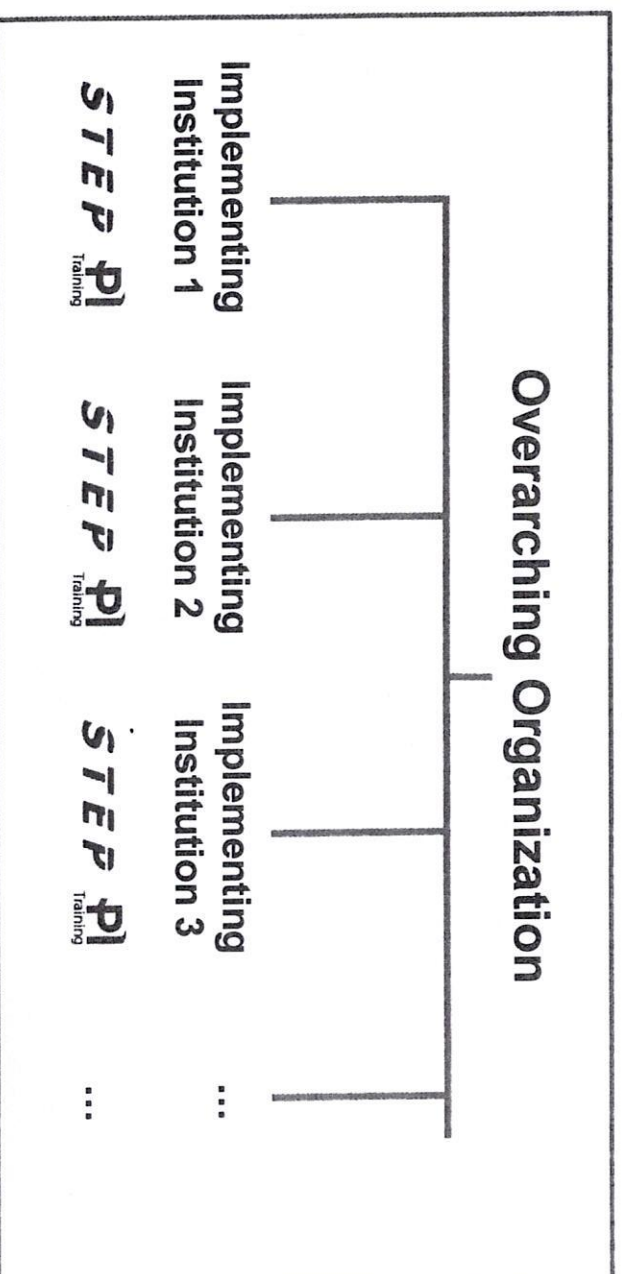


Implementation Structure

Implementation of the Training Programs

Ideally, our cooperation involves an overarching organization as well as several implementing institutions in the country.

- Long-term cooperation with an overarching organization on a national level.
- Support for the local implementations of the STEP and/or PI Training with each institution over an initial 3-year period.



Overarching Organization

Building capacity at an overarching organization ensures the long-term implementation and sustainability.

- Ideally, the training program is implemented in cooperation with an overarching organization.
- In the past, such overarching organizations were for example local implementation partners that are connected to local ministries.
- The goal is to engage in capacity building at this level in order to ensure the long-term implementation and sustainability of the project.
- Therefore, at least one master trainer should be qualified at the overarching organization, who can then train new facilitators at the respective institutions in the long run.
- Time frame of mutual engagement: long-term (> 3 years)



Implementing Institution

Our training programs can be implemented at several implementing institutions simultaneously.

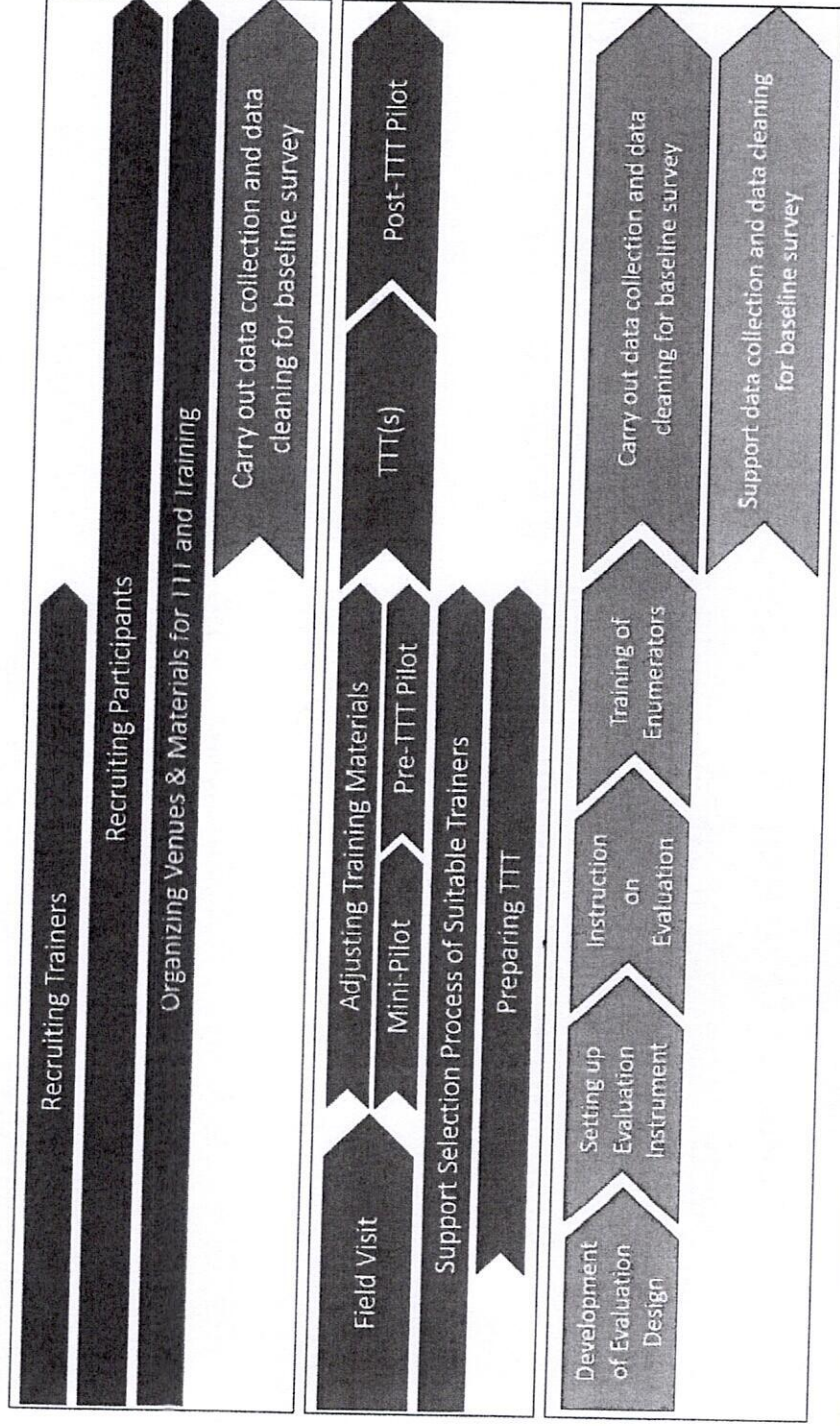
- In the past, implementing institutions were e.g., universities, vocational institutes, secondary schools, business support institutions, ministries, and NGOs.
- Time frame of support: ~ 3 years per institution (with increasing capacity within the overarching institution, the duration of the support for each institution may be reduced).
- Several rounds of training can be carried out over the course of ~3 years in order to qualify local facilitators, learn from previous implementations, and make necessary adaptations.
- After the ~3-year period, the implementing institution has all the resources, rights, and expertise to continue the training programs on their own (if wanted).
- The implementation approach is very cost-effective, as it focuses on the partner's empowerment and thus enables long-term use of the training.



Implementation Process (Single Implementation)

Our implementation process includes several steps. It depends on the project whether all steps are necessary for each implementation.

Pre-Training:



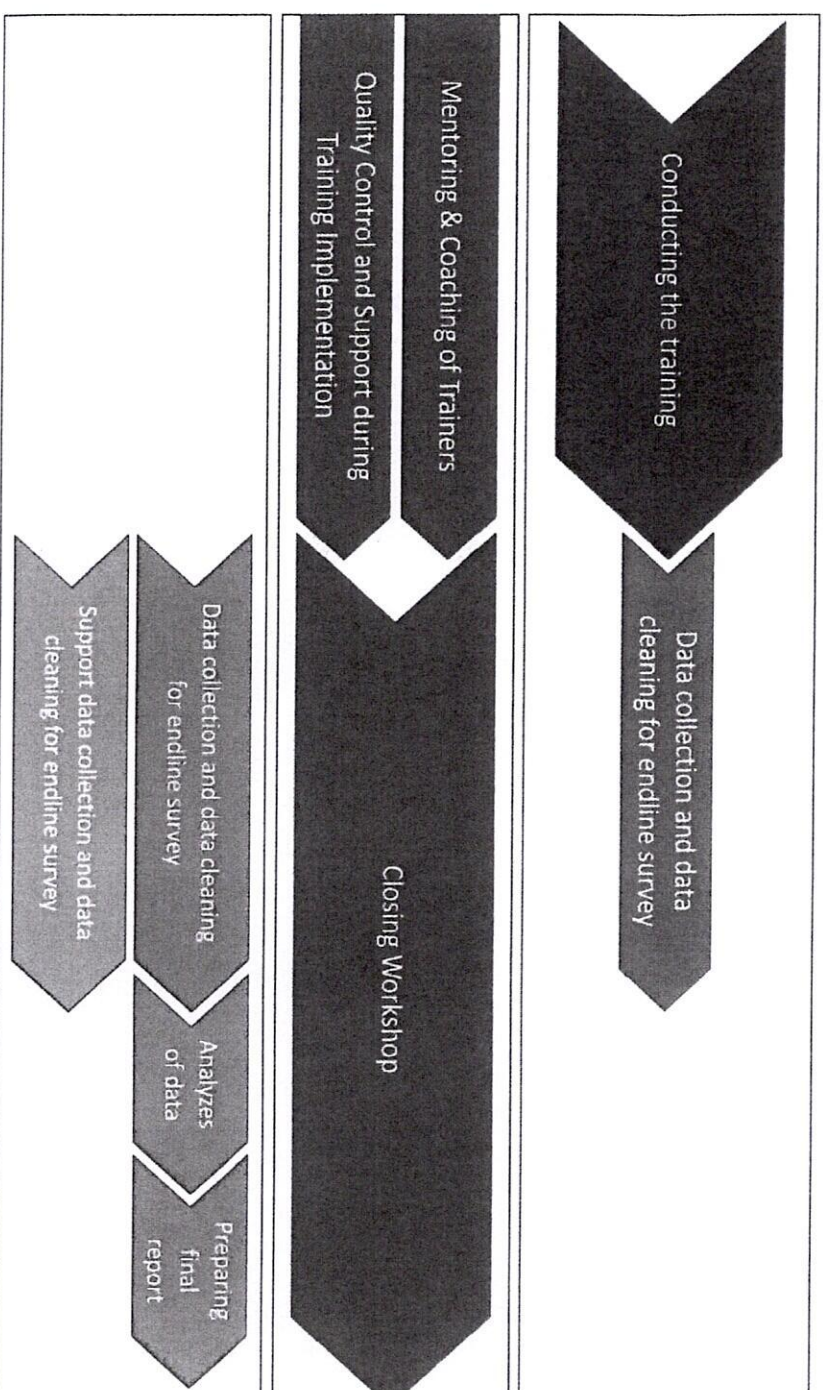
For a better overview of the implementation process, please take a look at the word document that was also sent to you and do not hesitate to ask questions.



Implementation Process (Single Implementation)

Our implementation process includes several steps. It depends on the project whether all steps are necessary for each implementation.

During and After Training:



For a better overview of the implementation process, please take a look at the word document that was also sent to you and do not hesitate to ask questions.

Funding and Financing

The funding and budgetary requirements are dependent on the project specifics and will need to be discussed project-specific.

Budgetary needs

(example, not binding)

– Overarching organization

(per year ~ 50 TEU)

- Capacity building
- Access to newly developed training materials

– Implementing institution

(per institution per year ~ 50 TEU)

- One train the trainer workshop
- Implementation support for one implementation per year (project support, quality control, mentoring)

Project specifics

(that determine budget requirements)

- Number of implementations of the training program per year
- Target group size (this might change number of facilitators to be trained)
- Target group requirements (e.g., need to develop new training materials, different variants to be implemented)
- Extent of scientific evaluation
- ...



Deep Dives into Training Programs



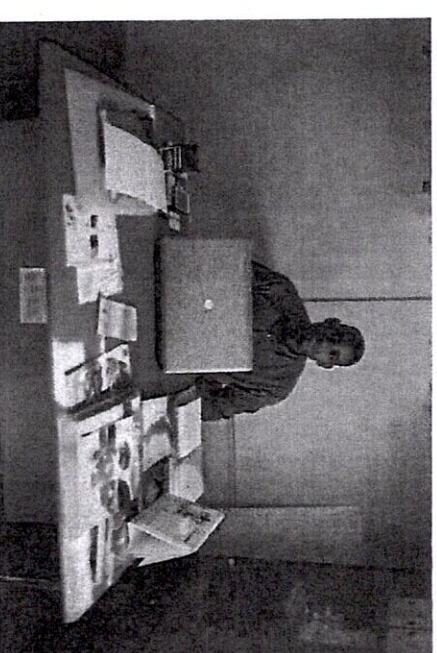
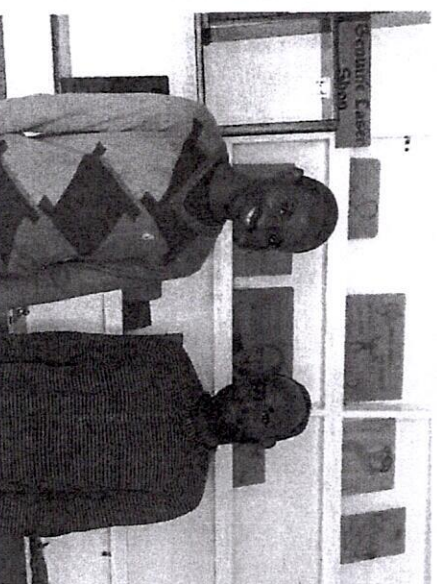
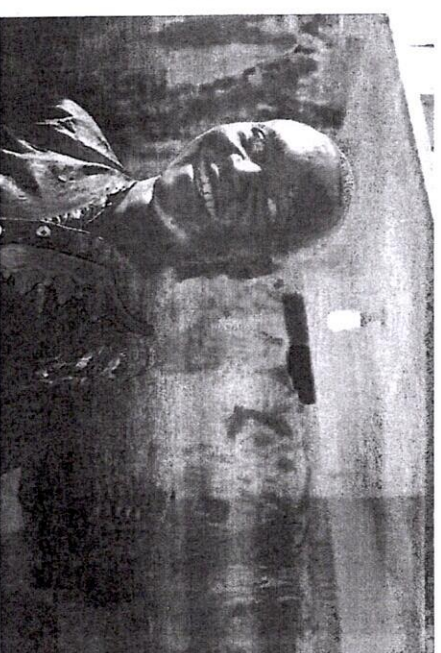
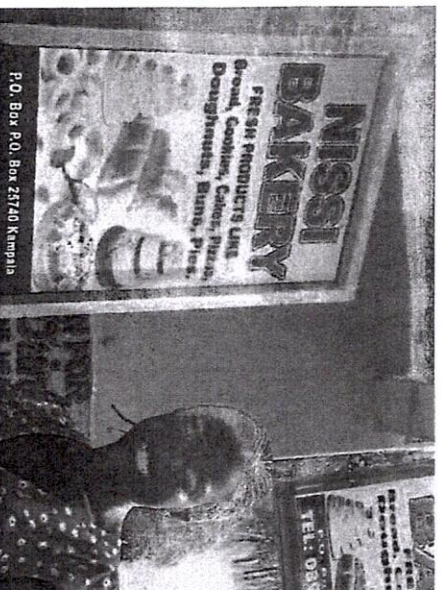
STEP

STUDENT TRAINING FOR ENTREPRENEURIAL PROMOTION

Student Training for Entrepreneurial Promotion (STEP)

What is STEP?

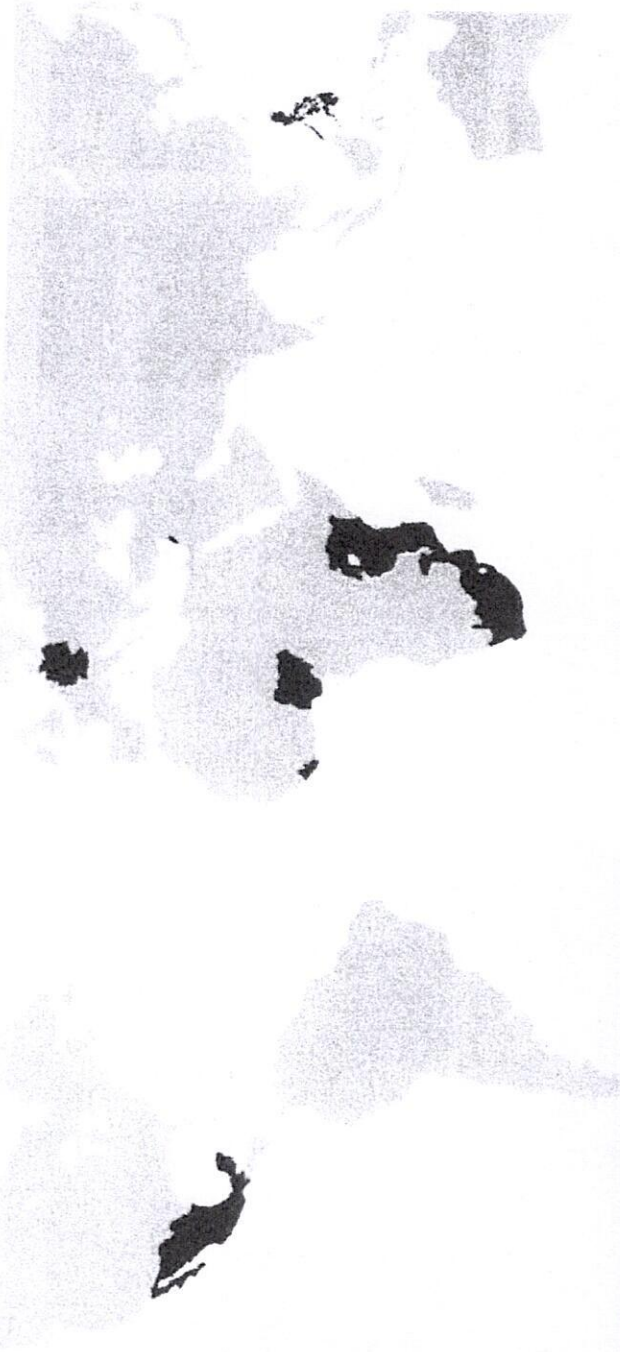
STEP is an entrepreneurship training that has been successfully implemented in several low- and middle-income countries.



Goals and Achievements

STEP develops young people's skills, knowledge and confidence to pursue entrepreneurship. So far + 10,000 students were trained.

- Germany
- Kenya
- Lebanon
- Lesotho
- Liberia
- Mexico
- Mozambique
- Nigeria
- Philippines
- Rwanda
- South Africa
- Tanzania
- Uganda



Changes the mind-set

Self-employment as attractive career option

Increases start-up rate

Boosts the number of new ventures founded

Produces job creators

Turns job seekers into creators (double impact)





1. STEP is Action-Oriented

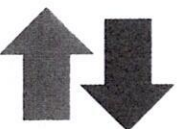
Action-orientation is the core of a successful STEP program. At the beginning of the program, STEP trainees start their own businesses.



In Class:

Students receive:

- Knowledge **what to do**
- Skills **how to do it**



Between Classes:

Students **start a business** and gain:

- Confidence
- Believing that “I can do it”

Learning **action principles**
that advise students what to
do and how to do it.

Receiving **real experience**
by starting and running a
business between the
sessions.

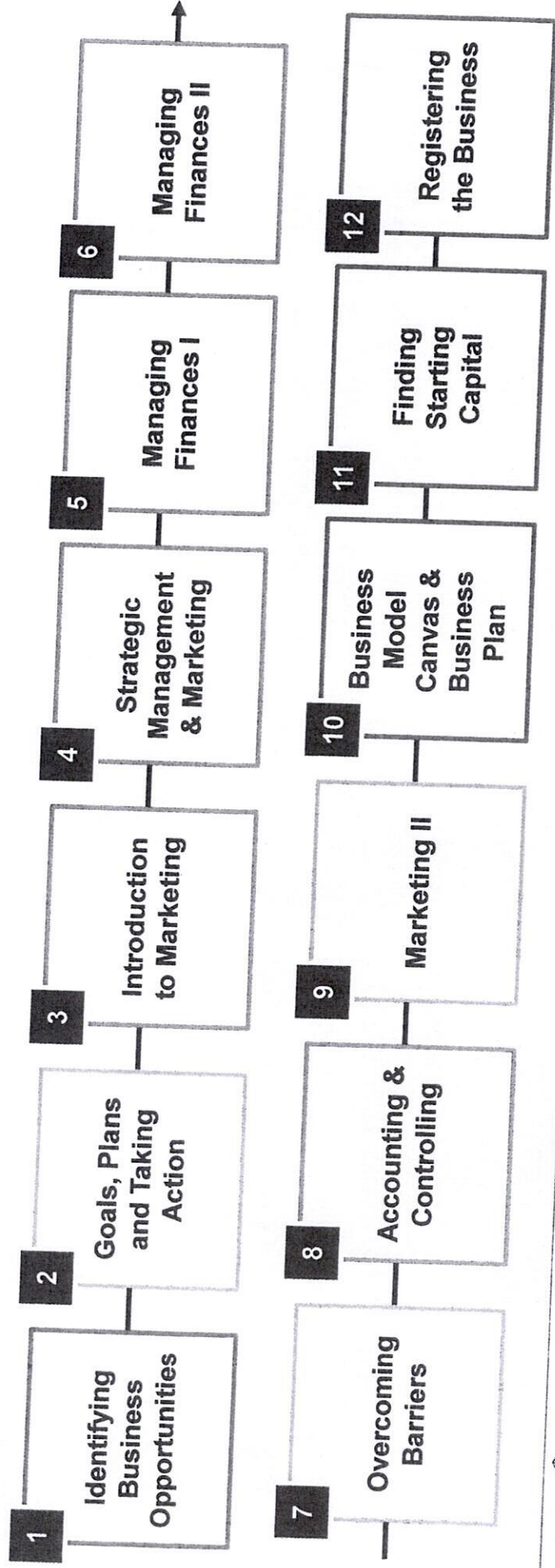


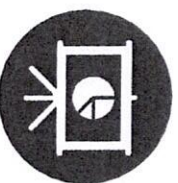


2. STEP is Evidence-Based

The content is based on research on entrepreneurial success factors.

- The course lasts **10-12 weeks** and includes 12 sessions à three hours.
- Sessions cover three relevant domains (interdisciplinary approach):
business administration, entrepreneurship, and psychology.

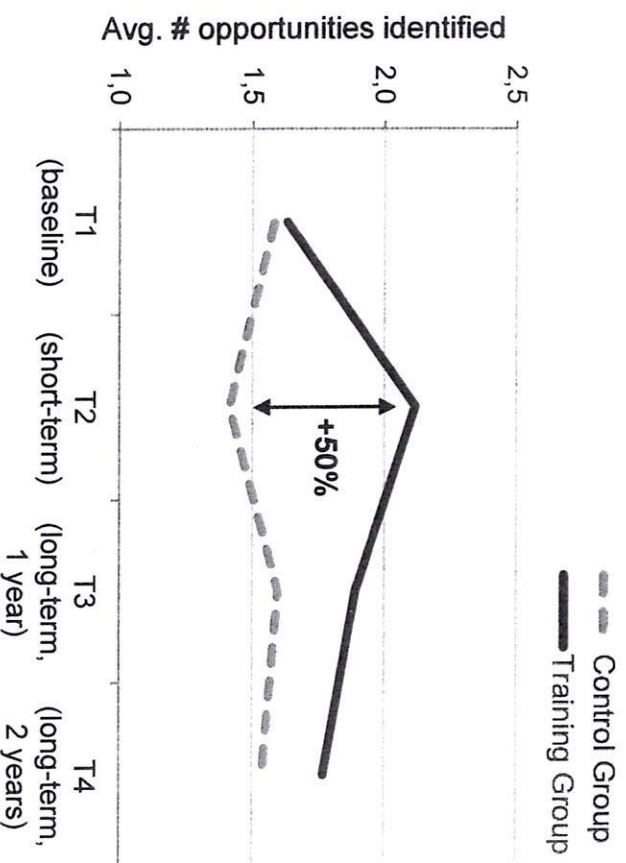




3. STEP is Scientifically Evaluated

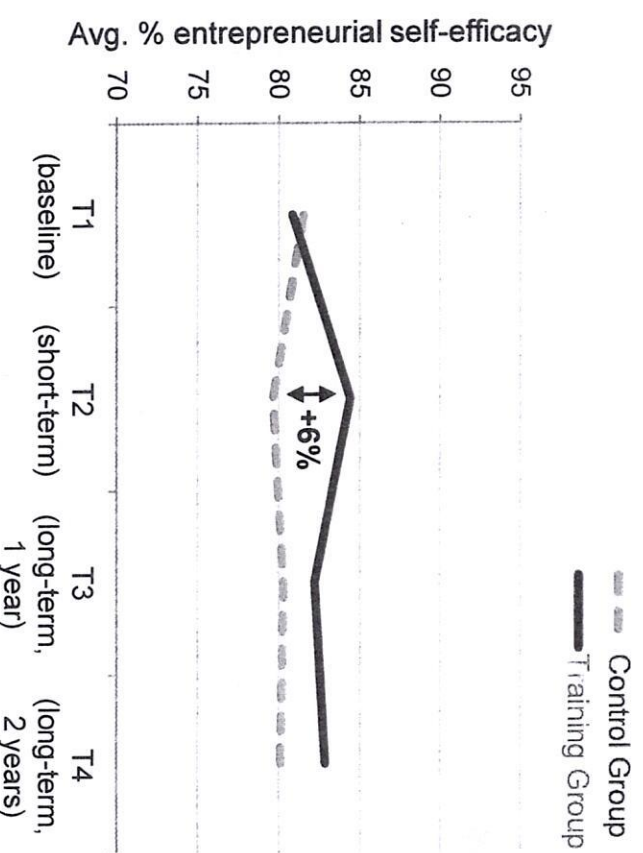
STEP participants exhibit a significantly increased entrepreneurial mindset directly after the training.

Opportunity Identification

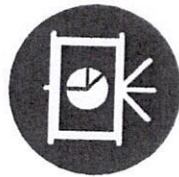


No. of participants: 6,246, no. of observations: 15,345, $p < .001$

Entrepreneurial Self-Efficacy



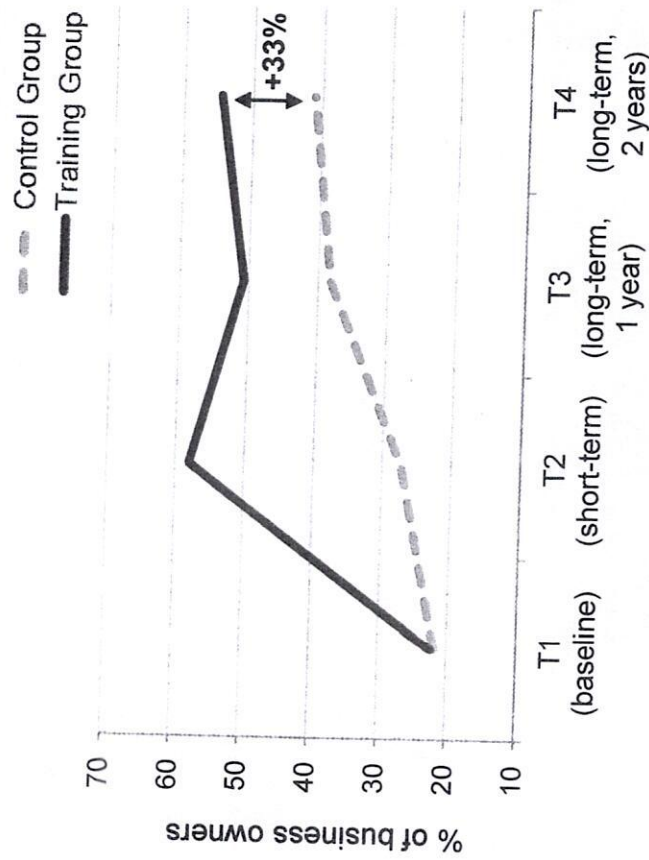
No. of participants: 6,252, no. of observations: 15,511, $p < .001$



3. STEP is Scientifically Evaluated

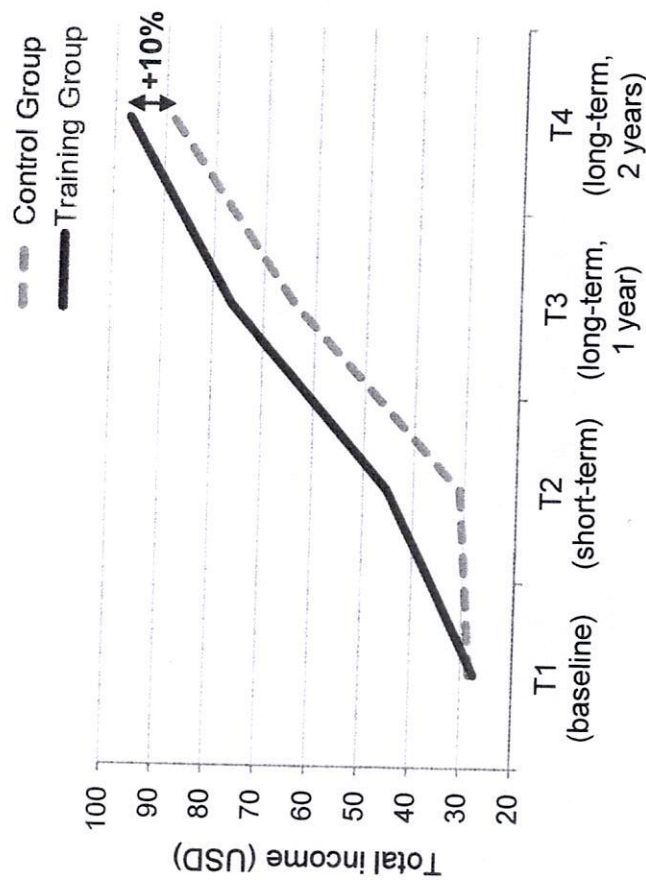
STEP has a significant impact on self-employment and income in the short-term and the long-term.

Business Ownership



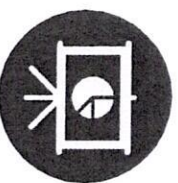
No. of participants: 6.247, no. of observations: 15.630, $p < .001$

Total Income



No. of participants: 6.257, no. of observations: 15.660, $p < .001$

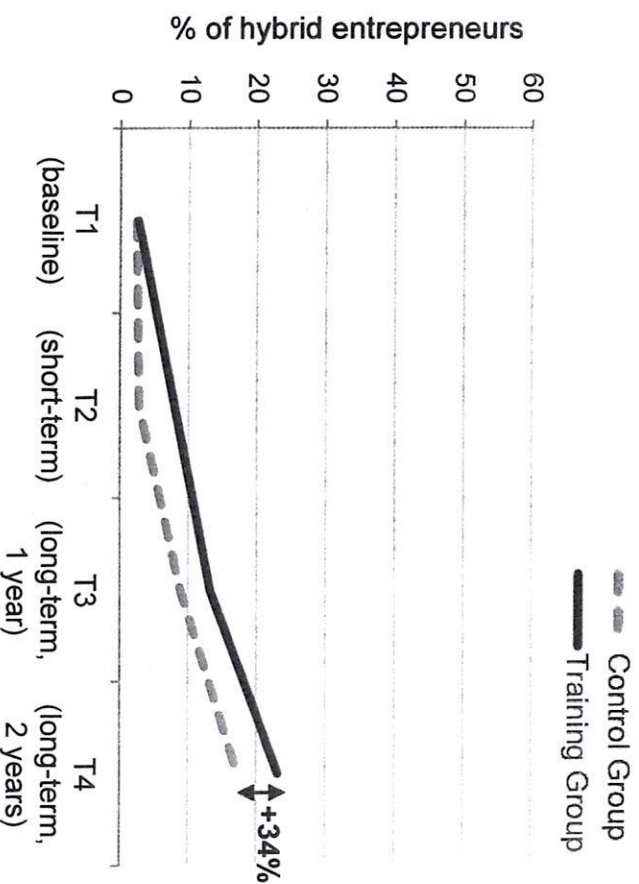




3. STEP is Scientifically Evaluated

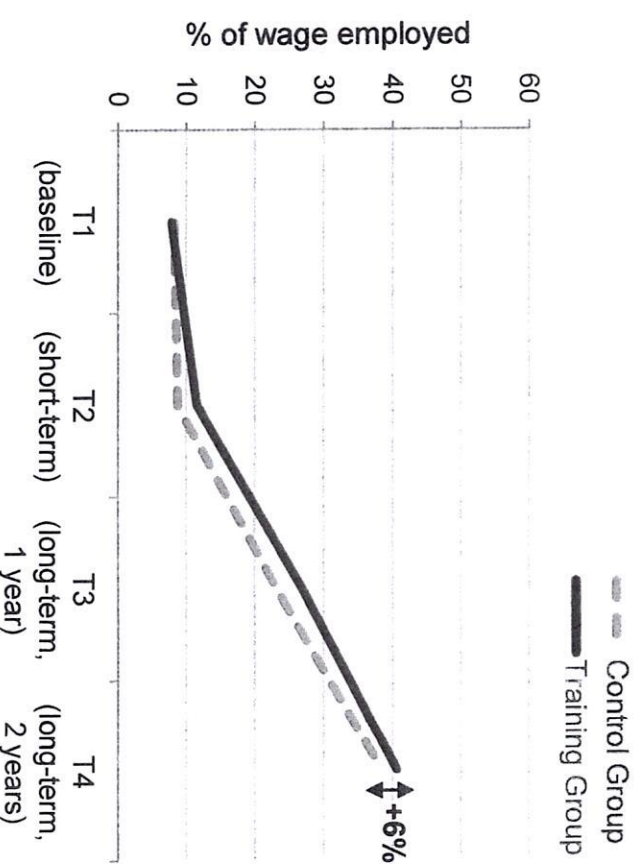
STEP participants pursue an entrepreneurial career in addition to wage employment.

Hybrid Entrepreneurship



No. of participants: 6,247, no. of observations: 15,606, $p < .001$

Wage Employment



No. of participants: 6,218, no. of observations: 15,324, $p < .01$

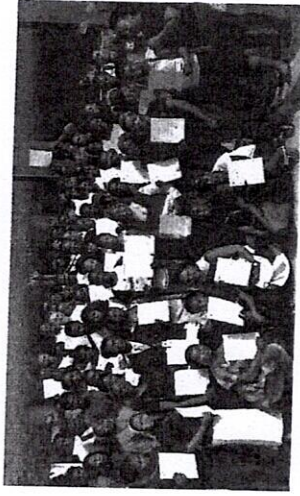


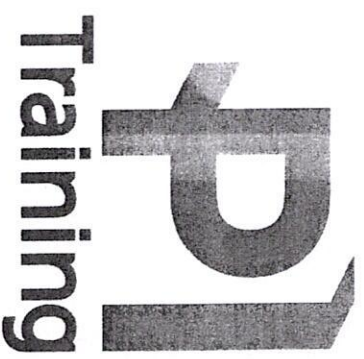


4. STEP is Context-Specific

STEP is impact-driven and its content can be flexibly adapted to the local context and needs.

- The training is conducted by **local facilitators** (qualified in a train-the-trainer workshop). This enables our partners to manage STEP autonomously in the long run.
- STEP has been implemented in **various contexts and in different variants**:
 - Universities and colleges
 - Vocational training institutes
 - Secondary schools
 - Youth education
 - Education on Sustainable Entrepreneurship



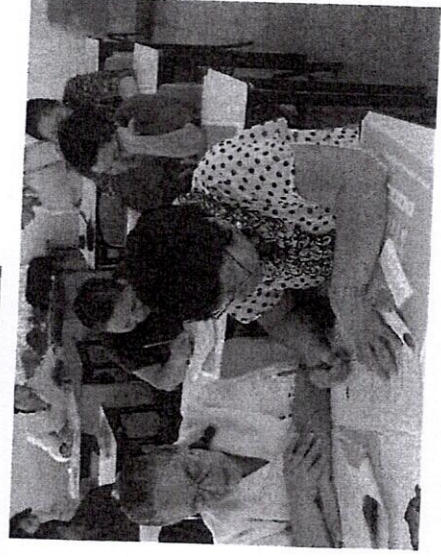
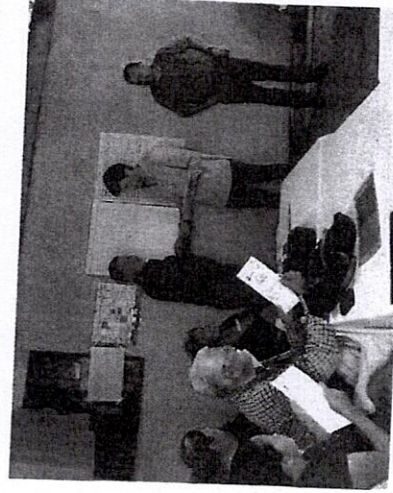
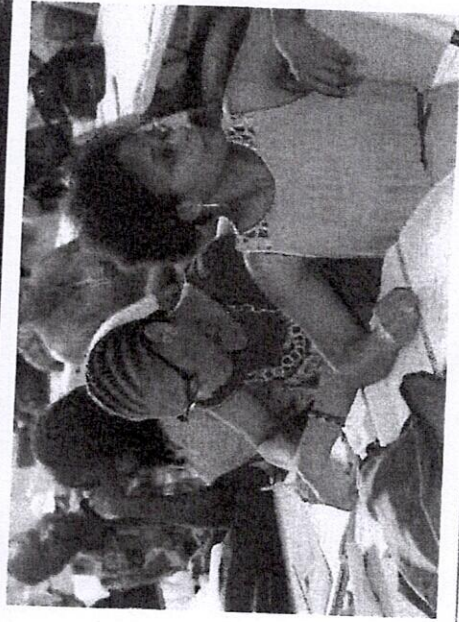
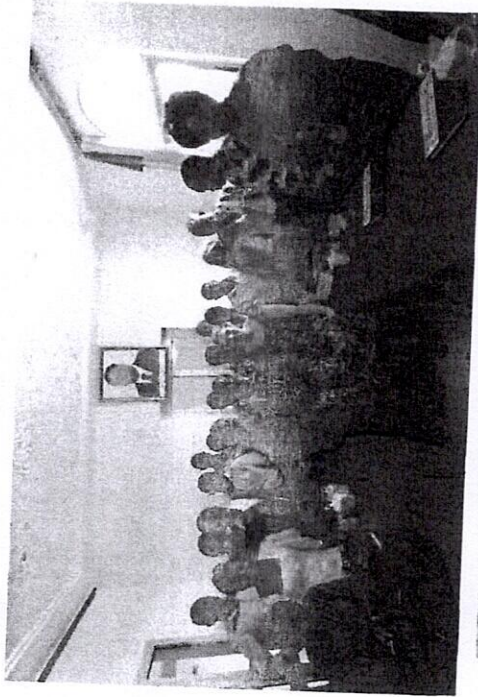


Personal Initiative Training

... or the training for
success!

What is Personal Initiative Training?

PI Training is an entrepreneurship training that has been successfully implemented in several low- and middle-income countries.



Goals and Achievements

PI Training fosters a pro-active behavior and an entrepreneurial mindset. PI Trainings have been implemented in many countries.

- Burkina Faso
- Ethiopia
- Jamaica
- Madagascar
- Mexico
- Mozambique
- Nicaragua
- Niger
- South Africa
- Togo
- Uganda

Changes the mind-set

More than just business skills and knowledge.

Increases profits

Increase of firm profits by 30% in 2 years.

Best-farming practices

Increase the adoption of best-farming practices.





1. PI Training is Action-Oriented

Action-orientation is the core of a successful PI Training.



In Class:

Trainees learn action principles that provide:

- Knowledge **what to do**
- Skills **how to do it**



Between Classes:



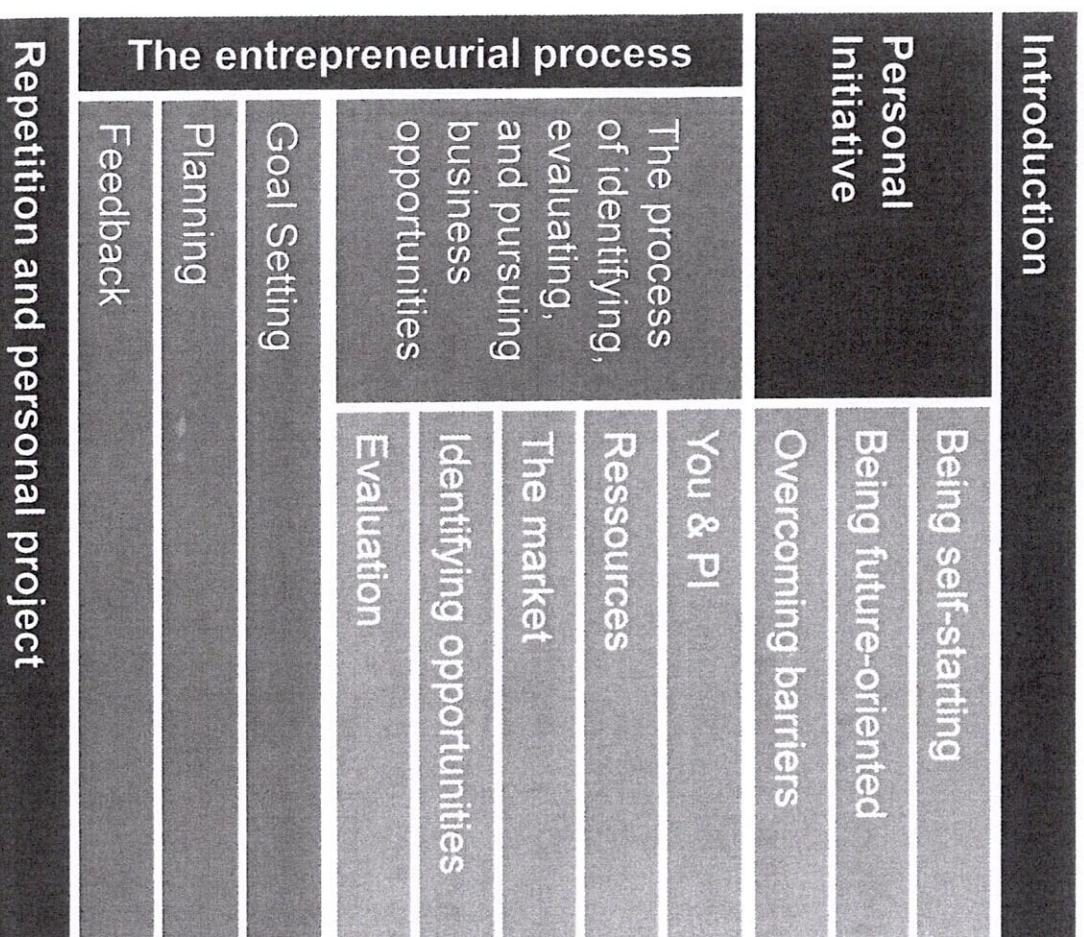
Trainees immediately apply what they learn and gain:

- Confidence
- Believing that **"I can do it"**





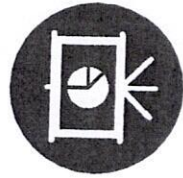
2. PI Training is Evidence-Based



The content is based on research of entrepreneurial success factors.

- The course includes 10-12 sessions à 3 hours that are spaced out in time.
- The core elements of the PI Training are Personal Initiative and the Entrepreneurial Process.





3. PI Training is Scientifically Evaluated

PI Training participants significantly increased firm profits over the long-run.

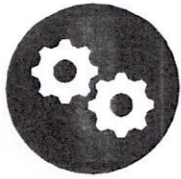
Teaching personal initiative beats traditional training in boosting small business in West Africa

entrepreneurial behaviors, could have more success. A randomized controlled trial in Togo assigned microenterprise owners to a control group ($n = 500$), a leading business training program ($n = 500$), or a personal initiative training program ($n = 500$). Four follow-up surveys tracked outcomes for firms over 2 years and showed that personal initiative training increased firm profits by 30%, compared with a statistically insignificant 11% for traditional training. The training is cost-effective, paying for itself within 1 year.

Source: Campos et al. (2017), Science

In another training design, PI Training significantly increased the adoption of best farming practices of “poor female farmers” in Mozambique (results not published yet).



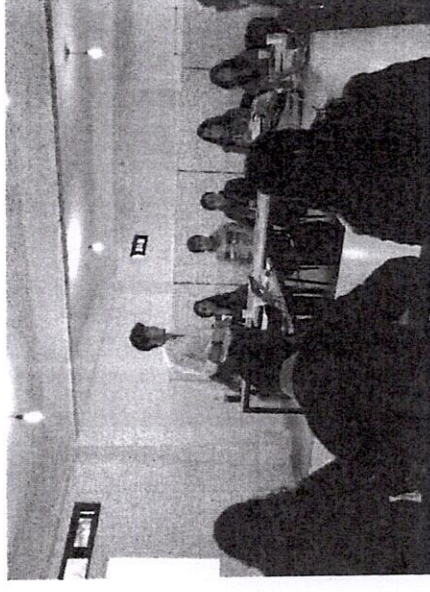
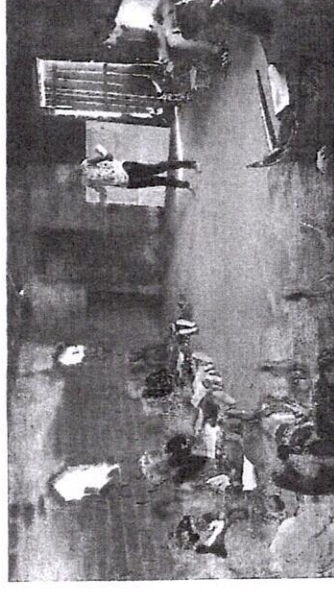


4. PI Training is Context-Specific

PI Training is impact-driven and its content can be flexibly adapted to the local context and needs.

- The training is conducted by **local facilitators** (qualified in a train-the-trainer workshop).
- PI Training has been implemented in **various contexts and in different variants:**

- Male and female entrepreneurs
- Adolescent girls and young women
- Farmers
- Factory Workers





Center of evidence-based entrepreneurship development

STEP

STUDENT TRAINING FOR ENTREPRENEURIAL PROMOTION

P1

Training

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