

The Entrepreneur's Journey

Mentoring Makes All the Difference



MicroMentor
by Mercy Corps

Impact Report 2019

About MicroMentor

Entrepreneurs are the backbone of thriving communities.

In fact, micro, small, and medium-sized enterprises account for more than 90% of businesses and anywhere from half to two-thirds of jobs worldwide. These opportunity engines fuel innovation, create jobs, and form a foundation of sustainable prosperity that can transform communities for the better.



Yet, for all their importance and potential, the Entrepreneur’s Journey can be a lonely one.

Entrepreneurs often operate in isolation, with limited or no access to formal support systems and vital business-building resources. Traditional business development programs can provide pieces to this puzzle, but Entrepreneurs often continue to struggle. **Something is missing.**



1

Join

Create a profile on MicroMentor.org—Entrepreneurs share who they are and show Mentors what their business needs help with.

Entrepreneurs need a guide to show them the way.

At MicroMentor, we believe that mentoring is the missing key to entrepreneurial success. MicroMentor serves as a bridge, connecting Entrepreneurs to experienced Mentors through our easy-to-use online platform—available at no cost to our global community.



2

Explore

Next, they read profiles of Mentors who have the experience and knowledge they’re looking for.

This is the Entrepreneur’s journey with MicroMentor by their side.

Empowered by Mentors, Entrepreneurs grow their skill sets and their businesses, create jobs, and generate positive change in their communities.



3

Connect

Then they send messages, find the right Mentor, and set expectations.

4

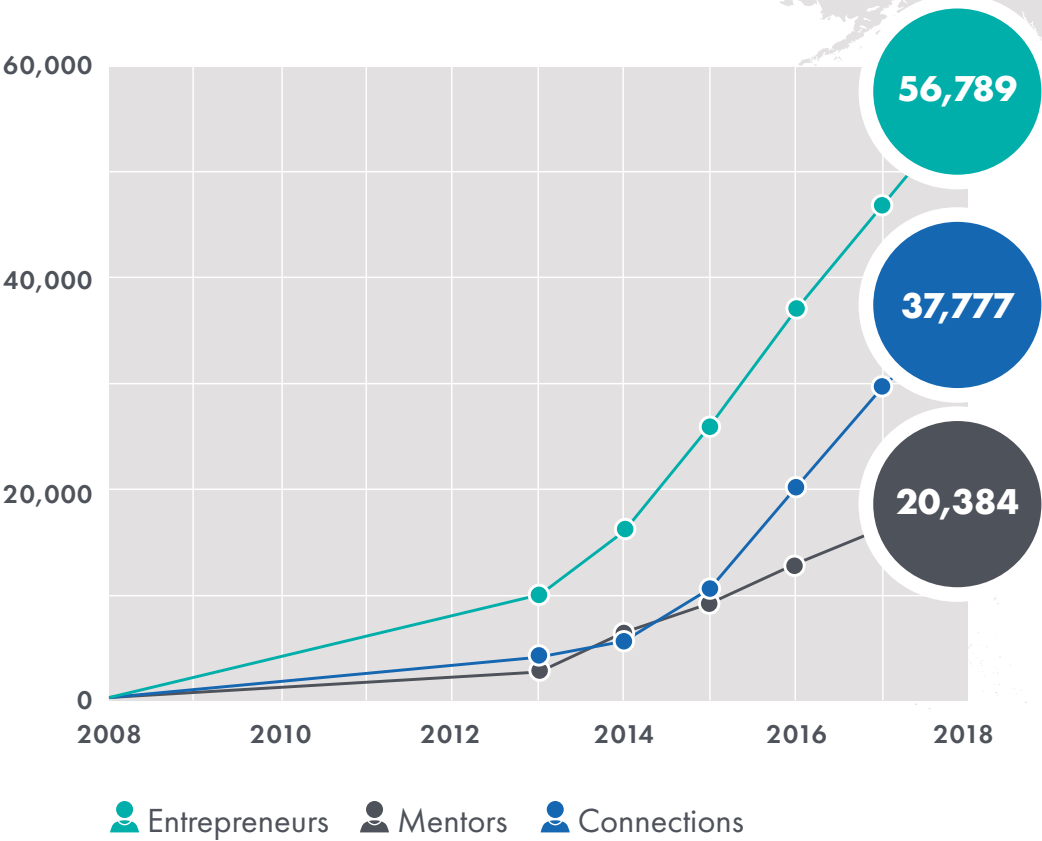
Grow

Entrepreneurs ask questions of their Mentors and start getting the help they need!

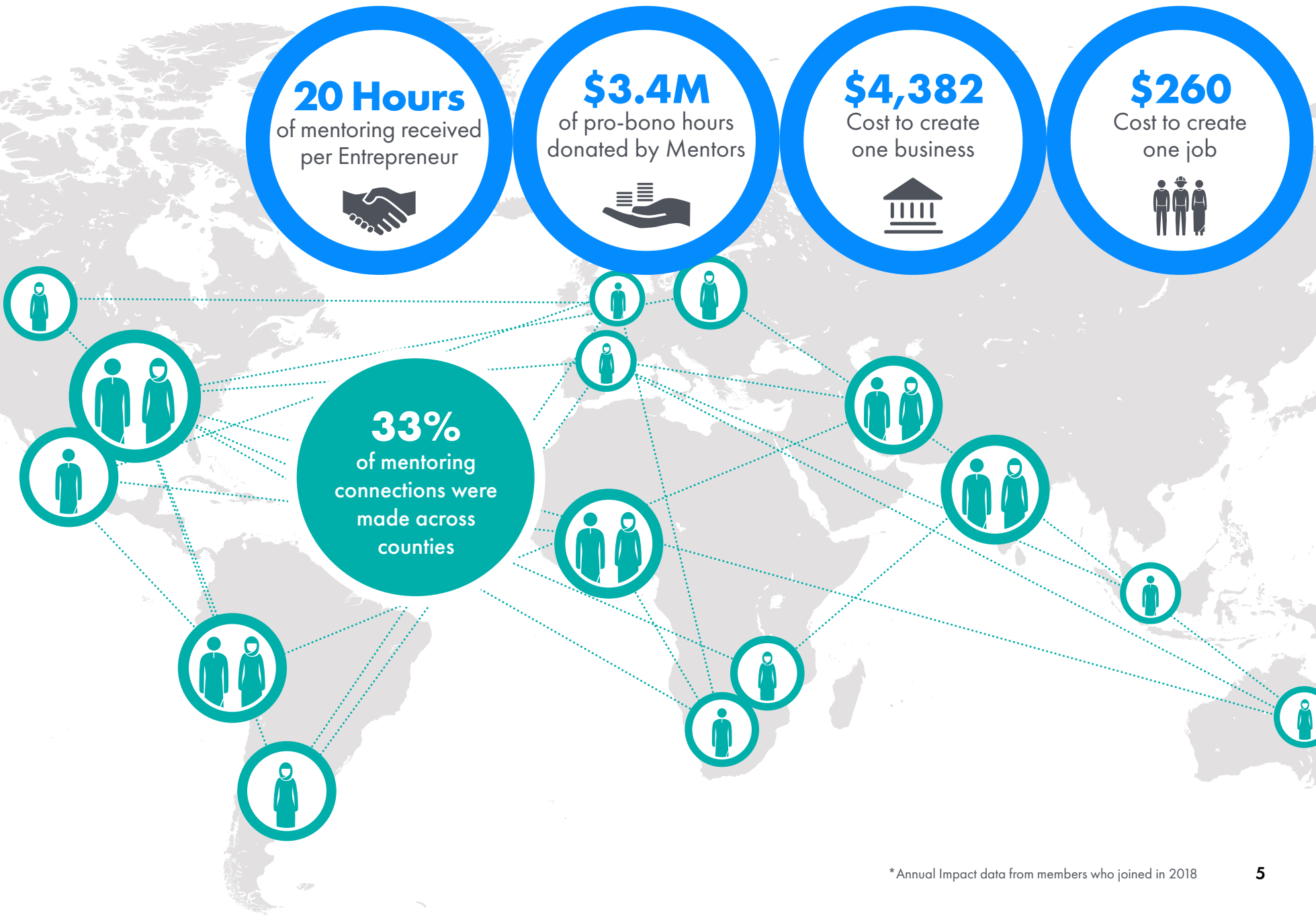
Global Impact

Since 2008, MicroMentor has bridged geographical and cultural barriers between Entrepreneurs and Mentors, **fostering more than 41,000 connections that span the globe.**

COMMUNITY GROWTH SINCE 2008



MicroMentor Delivers Value at Scale*



2019 Impact Study

Mentoring Empowers Entrepreneurs and Grows Businesses

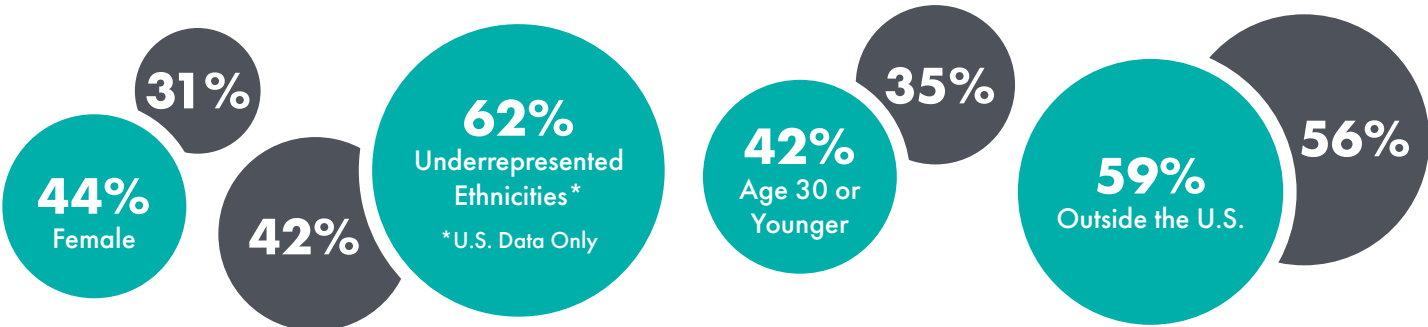
To better understand our community, personal and business outcomes, and MicroMentor’s overall impact, we survey the Entrepreneurs and Mentors who joined during the previous year. Our goal is to better understand our community, their personal and business outcomes, and MicroMentor’s overall efficacy and impact. Time and time again we find evidence that Entrepreneurs who receive Mentorship report better business outcomes, remarkable skill development, and increased access to business-boosting resources like professional networks, financial services, and export markets.

The following data was calculated based on responses from our **2018 cohort of 9,263 Entrepreneurs and 3,268 Mentors.**



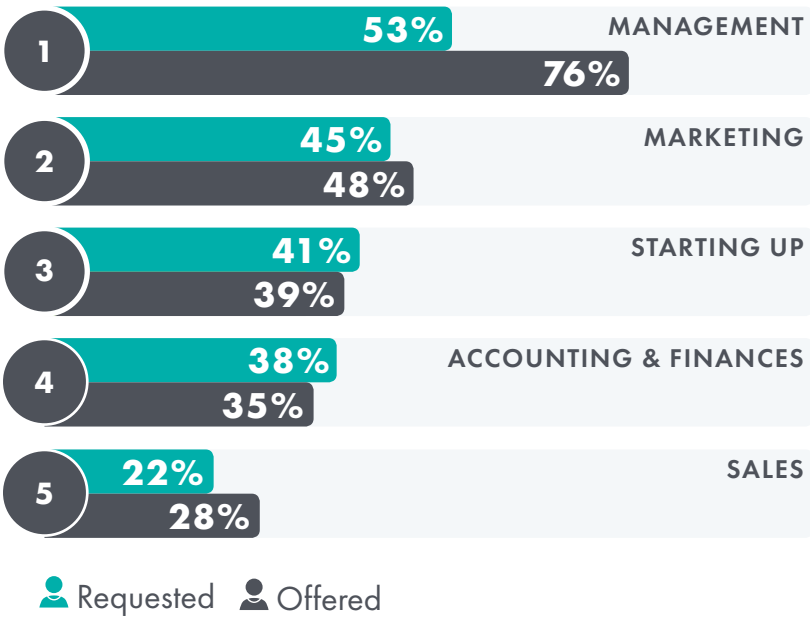
Serving Underrepresented Populations

Entrepreneurs Mentors

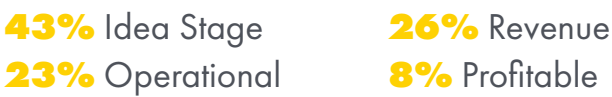


Matching Business Needs with Professional Expertise

TOP EXPERTISE REQUESTED AND OFFERED



ENTREPRENEUR BUSINESS STAGE AT SIGN UP ON MICROMENTOR



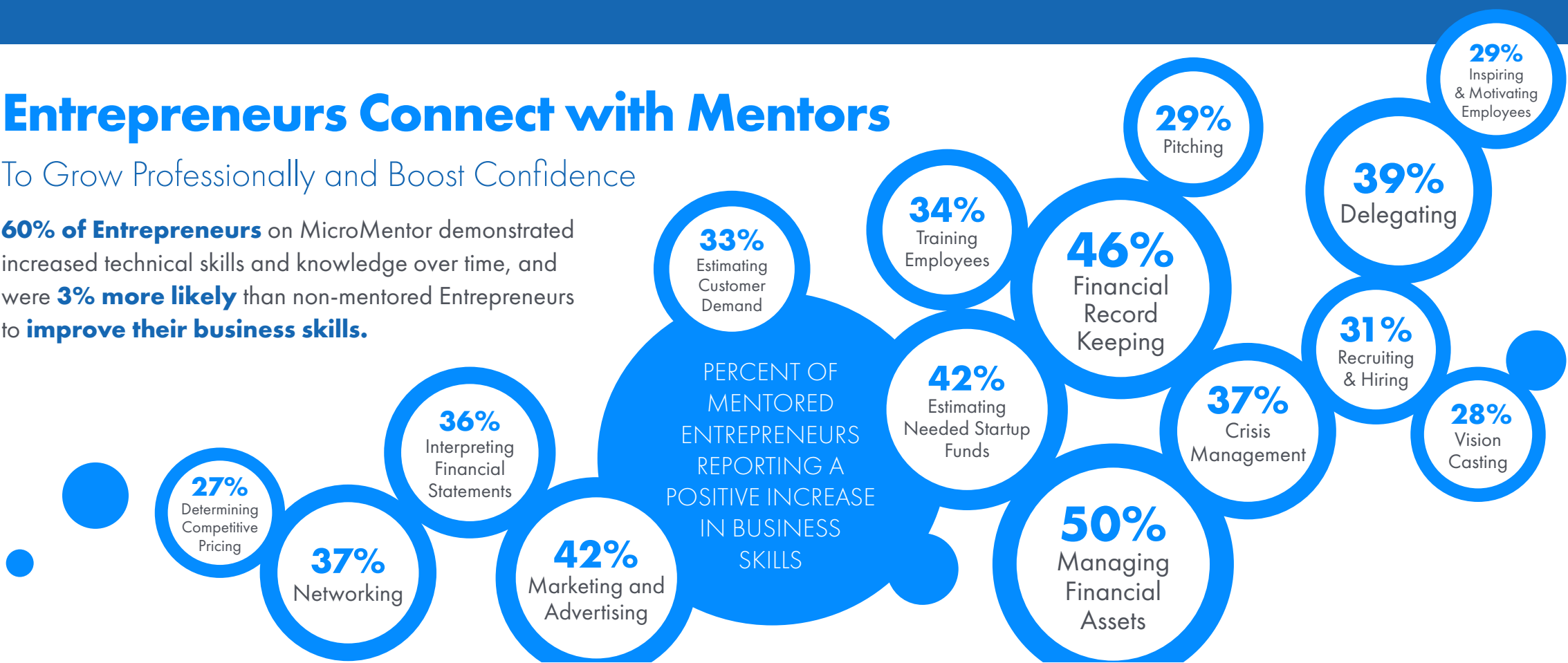
Starting a business on your own is hard. Despite [the startup hype], most new businesses are being run by individuals with nothing more than aspiration and a dream. It can be a lonely, frustrating and often overwhelming existence... My experience as a Mentor with MicroMentor has been very rewarding and has afforded me friendships with so many interesting people. You don't need start up experience either. If you know sales or marketing or have skills in people management or a host of other areas, you can offer valuable insight and support to someone in need.

—Mentor Stephen Rowley

Entrepreneurs Connect with Mentors

To Grow Professionally and Boost Confidence

60% of Entrepreneurs on MicroMentor demonstrated increased technical skills and knowledge over time, and were **3% more likely** than non-mentored Entrepreneurs to **improve their business skills**.



HOW DO ENTREPRENEURS FEEL ABOUT THE PROGRAM?

67% Believed mentoring was valuable in developing their business

77% Took action based on their Mentor's advice

73% Were satisfied with their mentoring experience



BECOMING HER OWN BOSS

Cheryl Ehrne was out of a job. The New Yorker had been a medical coder for 18 years when her employer went out of business, and the job search was not going well. She tried and tried to find opportunities, but nothing stuck.

She wanted to try something new, different, and fun. But what?

A long-time animal lover, Cheryl decided to start a business that reflected her passions—Kitty Whiskers Pet Sitting. There was just one problem: She had zero entrepreneurial experience, and no idea where to begin.

Then she signed up for Business Mentor New York, Empire State Development's custom mentoring platform powered by MicroMentor, and everything began to change.

Over the course of their meetings, Cheryl's Mentor showed her how to build her own website and talked through how much she should charge her customers. They used a financial planning worksheet to go over start-up costs and discussed loans and other business financing options. For every problem she encountered, her Mentor had a solution, a strategy, or a resource.

"He guided me through the entire process," Cheryl said. "I would have been so lost without him."

Now, Kitty Whiskers Pet Sitting has been up and running for over a year. Cheryl has almost 20 clients, makes her own schedule, and has loads of fun.



Starting your own business takes a lot of time, but it can be so rewarding to call it your own, to be your own boss... and be proud of yourself in the end.

—Entrepreneur Cheryl Ehrne

Entrepreneurs Connect with Mentors

To Expand Their Opportunities

When joining the MicroMentor community, **66% of Entrepreneurs** reported not having access to business development resources outside of MicroMentor.

PERCENT OF ENTREPRENEURS REPORTING INCREASED ACCESS TO RESOURCES



Mentored Non-Mentored

So They Can Build Resilient and Successful Businesses

EXISTING BUSINESSES GROW

NEW BUSINESSES START UP

Mentored Entrepreneurs were **6% more likely** to graduate from the idea stage to an operational business.



21% of mentored Entrepreneurs experienced a positive change in revenue



1 more job on average added to the economy per mentored Entrepreneur



32% more jobs retained by mentored Entrepreneurs

OVERCOMING DISASTER WITH A HELPING HAND

Mexican Entrepreneurs Yolanda and Jesus had dreamed of starting a business together since college. For years they chased their dream, hand-crafting bookmarks and jewelry in their spare time. Slowly, the business gained a following and grew. They called it “Colección Serpentina”.

Then, in 2017, a devastating earthquake hit Mexico City, causing extensive damage in the shop’s neighborhood. In the disaster’s wake, their customer base disappeared. Yolanda and Jesus didn’t know what to do. For all their dreams, a business

needs more than passion to succeed. Yolanda and Jesus lacked access to the resources to help their company bounce back.

Looking for help, Jesus found MicroMentor.org and signed up. Soon they accepted an invitation to one of MicroMentor’s local mentoring events, and a new world of resources was opened up to them. Yolanda and Jesus met Mentors who helped them improve their small business skills. Since customers now rarely came to their neighborhood, they got help with their website and began successfully selling their products online.

Now, pushed along by Yolanda and Jesus’ dreams, resilience, and with MicroMentor’s help, Colección Serpentina is

successful again. Today the company provides more than 25 jobs in Mexico City to mostly low-income women, the online store has boosted sales, and their products are treasured for their unique design and Mexican style.



MicroMentor helped us on many levels, and we are very excited for the future of Colección Serpentina. It definitely looks brighter.

—Entrepreneur Jesus Renteria Franco



Entrepreneurs Connect with Mentors

To Make a Positive Impact on Their Communities

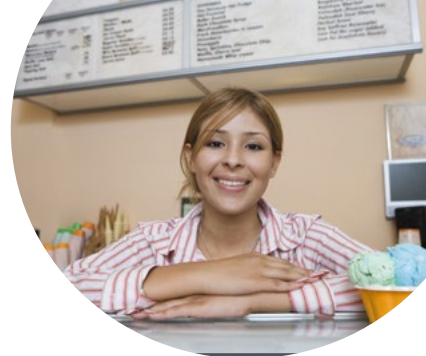
Mentored Entrepreneurs **started 172 new businesses** and added **2,997 new jobs** to local economies. Empowered by MicroMentor, these change-makers are **bringing opportunity, growth, and sustainable prosperity to their communities.**



BUSINESSES SURVIVE

Young businesses (0-1 years) are **10% more likely** to survive with a Mentor.

Established businesses (2+ years) are **4% more likely** to survive with a Mentor.



EMPOWERED FOR GROWTH AND DRIVING COMMUNITY CHANGE

When Kenyan Entrepreneur Atieno Uza founded Poultry & Allied in late 2016, the hatchery struggled to get on its feet. Then she uncovered an opportunity that changed everything.

Through careful market research, Uza found that small-scale, rural farmers make up 90% of Kenya's poultry industry. Yet most poultry breeders ignore them, preferring customers that can afford to make high volume orders—companies or large-scale farmers.

"We challenged ourselves to look for a model that would be able to reach those customers," Uza said. "I was looking for someone who could help us, and I found MicroMentor."

Using MicroMentor's online platform, Uza was able to search for a Mentor who had the exact experience she needed.

"I thought it would be really hard," Uza admitted. "I was looking for someone who had expertise in the rural sector, poultry, and marketing and distribution ... I thought that would be [like finding] a unicorn, [but] Ashok checked all those boxes."

Drawing from a 33-year agribusiness career in India and Africa, Mentor Ashok Zutshi helped Uza target key agriculture partners and develop marketing materials, and coached her on how to pitch her business to potential investors.

"We now have [partnerships with] 100% of the people we pitched," said Uza. "It was really, really good. ... Just in the few months we did it, our [sales increased tenfold]."

Today, Poultry & Allied is growing and thriving, and MicroMentor was key to Uza's success.



In 10 years, we want to be all across Africa. We want to give small-scale farmers the opportunity... to profit from their toil. That's what drives us.

—Entrepreneur Atieno Uza

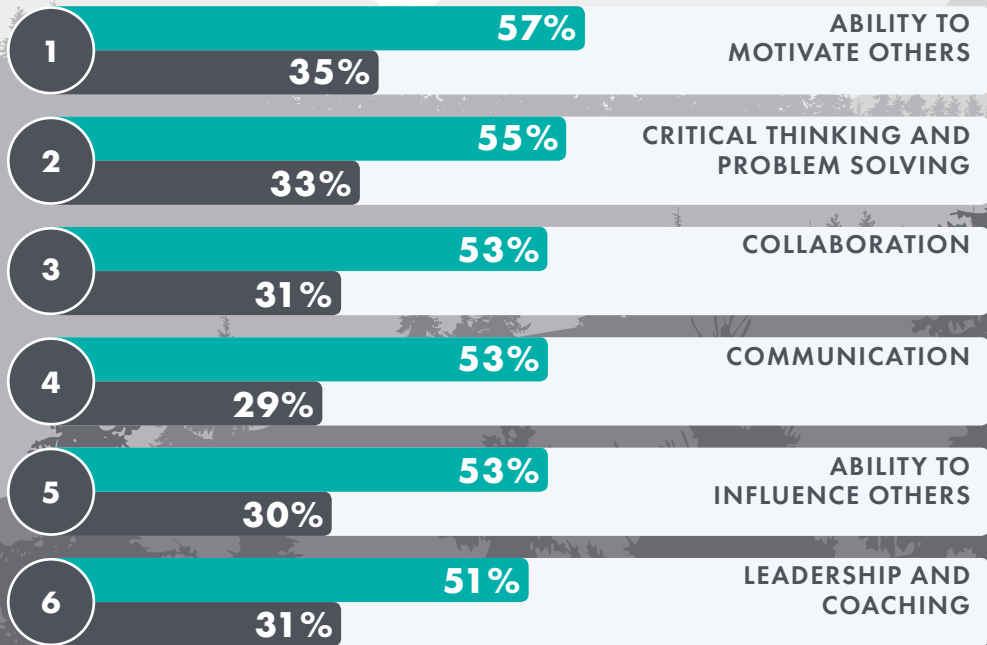


Our Mentors Make it All Possible

Since 2008, **more than 23,000 Mentors have donated their time, knowledge, and insight** on MicroMentor, guiding Entrepreneurs on their journeys and empowering the next generation of change-makers.

Many of our Mentors bring decades of business experience to the table. After years of success, giving back gives them a sense of purpose and meaning. Others report that MicroMentor helped them hone their own professional skills, making them better leaders and coaches, critical thinkers, and communicators. In either case, when experienced professionals tackle the challenge of mentoring, they gain as much as they give. **Without them, MicroMentor’s powerful impact would not be possible.**

Mentors Improve Their Professional Skills



On average, Mentors have **11.5 years management** experience and **6.4 years businesses ownership** experience.

“

It’s been such a learning experience for me to walk through the entrepreneurial journey with someone who is just starting out. I think mentoring helps me stay sharp in my own journey. I learn about new industries and I love to be reminded of the excitement, the anxiety, and the fear of starting out.

—Mentor Karen Jensen

How Do Mentors Feel About the Program?

69% Felt that they benefited from being a Mentor

78% Would volunteer with MicroMentor again

59% Felt that they made a positive social impact

62% Believe their mentoring was valuable in developing an Entrepreneur’s business

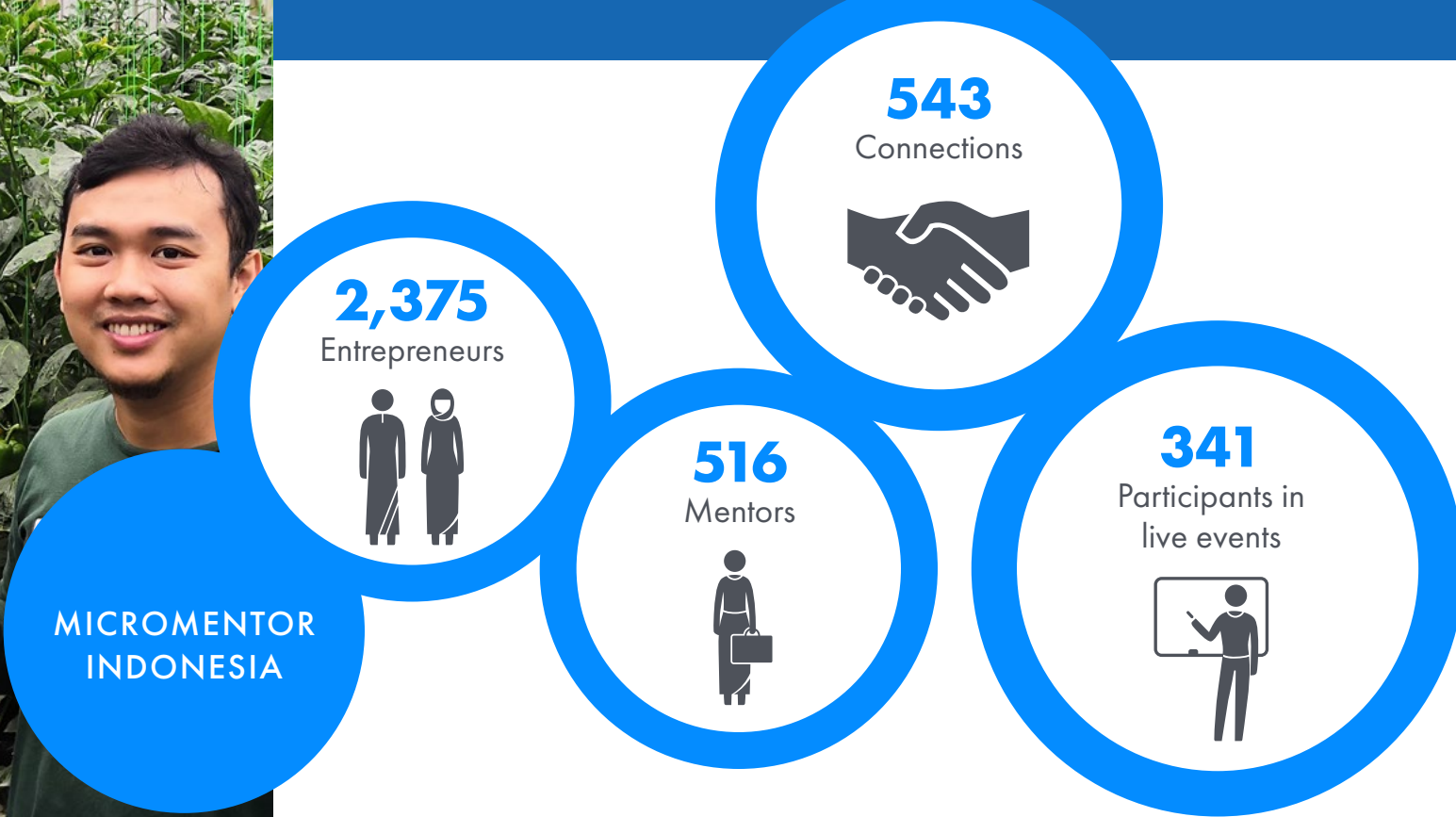
68% Felt satisfied with their mentoring experience

MicroMentor Partner Programs and Regional Focus

MicroMentor operates as a social enterprise, working with partner organizations, corporations, and governments to deliver employee engagement programs and regionally-curated mentoring programs that promote economic development and skills-based volunteering across the globe.

Our partners enrich the MicroMentor community, contribute to MicroMentor’s operational sustainability, and—year after year—help continually expand the transformative power of business mentoring at scale.

Since 2018 the MicroMentor partner community has grown to include **16,133 Entrepreneurs** and **6,269 Mentors**.



Building Bridges to Opportunity in Jordan

MicroMentor’s partnership with Mastercard is catalyzing growth for our country replication model in places where entrepreneurs have the greatest need for business support.

Jordan’s economy is struggling and unemployment is high—over 30% among youth 20–24 years old. In Jordan, micro, small, and medium size enterprises comprise 98.5% of all registered companies, and 60% of formal jobs. Their health and growth is vital to solving

the country’s unemployment crisis, and mentoring is a key component to these businesses’ success.

MicroMentor, supported by Mastercard, is bridging the gap between budding entrepreneurs and high quality business mentors by leveraging our free online mentoring platform, creating mentoring awareness, and growing a network of business Mentors and Entrepreneurs.

In early 2020, the MicroMentor platform will be available in Arabic, setting the stage for expansion not only in Jordan, but throughout the Middle East.

MicroMentor Indonesia Soars with Support from Mastercard

In Indonesia, 89% of the private sector workforce is employed by microenterprises, and while the economy has boomed in urban centers in recent years, the opportunity to promote equitable growth throughout the archipelago has never been greater.

With Mastercard’s support, MicroMentor established a country program in Indonesia, training a local team in MicroMentor’s methodology and encouraging them to adapt the program to be culturally relevant. The

MicroMentor platform was translated into the Bahasa Indonesia language and our team tailored trainings to the local context, equipping Mentors and Entrepreneurs through webinars and live events, who then put their learnings into practice online.

By leveraging diverse partnerships and employing an innovative approach, MicroMentor Indonesia achieved remarkable results in 2019, quickly surpassing our goal to reach 1,000 entrepreneurs. Collectively, we have been able to achieve impact at scale, expanding employment opportunities and leveling the playing field for entrepreneurs in Indonesia.

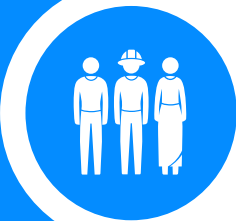
MicroMentor Partner Programs and Regional Focus

MicroMentor Latin America and the Caribbean

Since 2013, MicroMentor’s Mexico City-based regional office has built and expanded the MicroMentor community throughout Latin America, forging partnerships and positioning the platform as a key resource for local entrepreneurial ecosystems.

ANNUAL IMPACT

810 more jobs added to the economy by mentored Entrepreneurs than non-mentored Entrepreneurs



8% more likely for mentored Entrepreneurs to take their businesses from idea stage to operational



51% of Entrepreneurs demonstrated increased technical skills and knowledge



OUR COMMUNITY

- 2,520** Entrepreneurs
- 38%** Female Entrepreneurs
- 32%** Entrepreneurs age 30 or younger
- 1,335** Mentors
- 29%** Female Mentors

TOP COUNTRIES BY NUMBER OF MICROMENTOR PARTICIPANTS



Sint Maarten Prime Minister (left) pictured here at the Caribbean Innovation Challenge Awards Ceremony.

MicroMentor’s Caribbean Innovation Challenge Sparks Recovery

In 2017, the Caribbean experienced one of the worst hurricane seasons on record. Millions were impacted by the storms’ devastation, and hundreds of thousands saw their homes and businesses damaged or destroyed. Today, small businesses in the Caribbean are still struggling to recover.

For communities recovering from natural disaster or struggling with the damage wrought by climate change, the health and growth of micro, small, and medium sized enterprises is vitally important. That’s why, in 2019, MicroMentor partnered with Bacardi and the Clinton Global Initiative to provide free mentoring support to 500 small businesses in the U.S. Virgin Islands and Sint Maarten with the goal of strengthening the Caribbean entrepreneurial ecosystem.

As part of this program, MicroMentor launched the Caribbean Innovation Challenge, an initiative that promotes business innovation by awarding funding to local businesses that contribute to the region’s economic development. Since inception, 114 Entrepreneurs have applied to the Challenge and 40 have received seed funding to support their innovative ideas. Thanks to the collaboration of local actors, Bacardi and MicroMentor, Caribbean Entrepreneurs have a chance to connect, strengthen their resiliency, and rebuild from disaster.

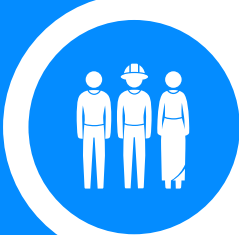
MicroMentor Partner Programs and Regional Focus

MicroMentor Africa

Growing rapidly through partnerships and digital marketing efforts, MicroMentor Africa is showing the highest rates of job creation and skill increase for mentored entrepreneurs among all of our global communities.

ANNUAL IMPACT

1,176 new jobs added to the economy by mentored Entrepreneurs



4.7 more jobs on average added to the economy per mentored Entrepreneurs



82% of Entrepreneurs demonstrated increased technical skills and knowledge



OUR COMMUNITY

807 Entrepreneurs
33% Female Entrepreneurs
53% Entrepreneurs age 30 or younger
46 Mentors
19% Female Mentors

TOP COUNTRIES BY NUMBER OF MICROMENTOR PARTICIPANTS



The Kenya Climate Innovation Center Overcomes Geographical Barriers with MicroMentor

Over the last two years, the World Bank and MicroMentor have partnered to provide the Climate Business Innovation Network (CBIN) with access to MicroMentor’s platform. This year, the Kenya Climate Change Innovation Center, a CBIN member, adopted MicroMentor as part of their incubator and accelerator services, aimed at connecting clean-tech startups and sustainably-focused businesses with their peers and our community of global Mentors.

Since many clean-tech entrepreneurs in Kenya live and work in rural areas, traveling to the Center in Nairobi to access business-building resources or training is often inconvenient or impossible. MicroMentor, accessible online anytime, anywhere, served as an innovative solution for mentorship and remote support.

Program Coordinators came to the MicroMentor headquarters in Portland, Oregon from Nairobi, Kenya, for a Training of Trainers Workshop, led by MicroMentor staff. They returned home equipped to integrate MicroMentor into their entrepreneur support services and grow their online mentoring community.

In 2019, 20 clean-tech Entrepreneurs joined MicroMentor through the KCIC. These innovators are building for their country’s future, manufacturing biodegradable plastic out of cassava starch, selling clean cooking fuel, building sustainable irrigation systems, and more. Businesses like these have the potential to impact not just Kenya, but the world. Mentoring can help them become successful change-makers.

“Being a part of and having access to a global network means that one of our Entrepreneurs can get in touch with someone located in the Caribbean [for example], in a similar sector,” said Kennedy Mugo, Project Coordinator for KCIC. “This gets people more excited to join the platform and improve their business.”

MicroMentor Partner Programs and Regional Focus

MicroMentor South Florida Unites Entrepreneurs & Mentors at Capital One Cafes

In March 2019, MicroMentor and Capital One collaborated with local community partners, Accion, Branches, and Prospera, to build a network of Entrepreneurs and Mentors in South Florida. Capital One Cafes hosted MicroMentor live events, providing a space for local Mentors and Entrepreneurs to connect in person and the training needed to continue their mentoring relationships online.

The results for building South Florida’s mentoring ecosystem have been encouraging, and in 2020 Capital One plans to replicate MicroMentor programming nationwide at select Capital One Cafe locations.

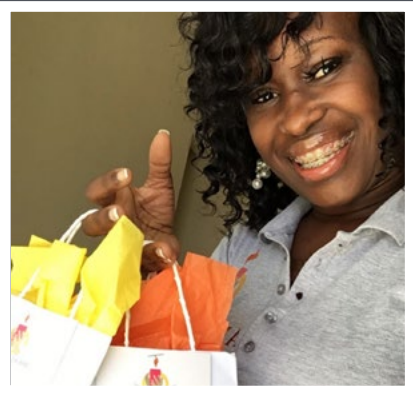


MICROMENTOR
SOUTH FLORIDA AND
CAPITAL ONE



MicroMentor has received a lot of interest and positive feedback from our customers. It ties in perfectly to the ways of our digital world for networking and mentoring.

—Capital One Cafe Project Coordinator



MIAMI BUSINESS EQUIPPED FOR SUCCESS

When Carla first started Angelic Hand Creations, she ran the small business from her home, making organic soap and skin products in her kitchen and selling them online. Before long, she had expanded her inventory, adding a line of products for children. As the business grew, she realized that she needed advice regarding wholesale supply sourcing for her manufacturing needs.

That’s when a classmate from business bootcamp forwarded Carla an email about the MicroMentor South Florida program. Carla had tried paying for business coaching before, but experienced mixed results. Because MicroMentor was free and self-directed, she signed up right away.

Through MicroMentor South Florida, Carla connected with a Mentor named Gary, a business management consultant specializing in supply chain logistics. Gary not only shared tips on wholesale purchasing, but also offered insight on how to save money shipping her product. Armed with her Mentor’s advice, Angelic Hand Creations is now poised to grow sales, improve revenue, and thrive.

Mentoring changes lives, one connection at a time.

This core belief underscores everything that we do at MicroMentor. It's what drives us to grow, innovate, and keep pushing to reach more and more entrepreneurs across the globe.

Micro, small, and medium enterprises are the most significant engines of global economic development and community-centric change. From Kenya to Manhattan, Mexico City to the Middle East, we aim to democratize access to mentoring—empowering any Entrepreneur in the world with this oft-missing key to success.

This past year, MicroMentor made some huge strides on our quest.

Two years ago, we set a goal to reach 60,000 Entrepreneurs, 30,000 Mentors, and help create 30,000 new jobs within three years. On our current trajectory, MicroMentor will surpass that goal in just two. We aimed to raise a budget of \$800,000, but ended the year with \$1.3 million. We set a goal to have 8,000 new Entrepreneurs join the platform in 2018. Instead, we brought in 11,000. We hoped to end the year at 18% earned income revenue. We reached 28%.

Thanks in part to support from the Argidius Foundation and the Mastercard Center for Inclusive Growth, we are surpassing our stretch goals and moving towards breakthrough.

As I write this, MicroMentor is the largest business mentoring platform in the world that's free and open for anyone to access. This year we launched our new website, and in January 2020 we will release the platform in Arabic. Next, MicroMentor is looking to expand into key geographies, such as the Middle East and South Asia, where need and opportunity intersect.

To support Entrepreneurs, we have to be Entrepreneurs ourselves. We're not like a business, we are a business—one driven by results, with impact central to everything we do.

I'm looking forward to the day when we reach one million Entrepreneurs. Just think of it: one million mentoring connections fueling innovation, creativity, and resilience; one million small businesses helping their communities prosper and thrive; one million change-makers confidently chasing their dreams.

The time is right for business mentoring, and MicroMentor is leading the way.

Join us,



Anita Ramachandran
Executive Director

PARTNERS



FUNDERS



THOUGHT LEADERS



Indicator Appendix

VALUE OF PRO-BONO CONSULTING

The estimated USD value of the time and advice donated by Mentors, valued at the CECF rate for pro-bono business consulting (\$150/hr). Calculated as the product of the Average Hours of Mentoring Given, the Projected Number of Volunteer Mentors, and the pro-bono business consulting rate.

PROJECTED NUMBER OF MENTORED ENTREPRENEURS

The projected number of MicroMentor Entrepreneurs who received some degree of mentoring. Calculated by multiplying the percent of surveyed Entrepreneurs who reported receiving mentoring by the total MicroMentor Entrepreneur population in a given year.

PROJECTED NUMBER OF VOLUNTEER MENTORS

The projected number of MicroMentor Mentors who gave some degree of mentoring. Calculated by multiplying the percentage of surveyed Mentors who reported participating in mentoring by the total MicroMentor Mentor population in a given year.

AVERAGE HOURS MENTORING RECEIVED

The projected number of hours of business mentoring received by each mentored Entrepreneur. Self-reported, corroborated by the average number of mentoring hours given by Mentors.

AVERAGE HOURS OF MENTORING GIVEN

The projected number of hours of business mentoring given by each volunteer Mentor. Self-reported, corroborated by the average number of mentoring hours received by Entrepreneurs.

MENTORING SUCCESS

The percentage of mentored entrepreneurs who reported agreeing with the following statements. Calculated by comparing self-reported scores on a 1-5 Likert scale before and after mentoring.

- Accomplished Goals** - “I feel that I accomplished the mentoring goals I set with my mentor(s)”
- Value to Business** - “Mentoring has been valuable in developing my venture”
- Took Action** - “I took action based on my Mentor’s advice
- Overall Satisfaction** - “I am satisfied with my mentoring experience on MicroMentor”

ENTREPRENEUR SKILLS AND SELF-EFFICACY: OVERALL

The percentage of mentored Entrepreneurs who reported an aggregate increase in skills. Calculated by comparing the sum of Likert responses before and after mentoring.

ENTREPRENEUR SKILLS AND SELF-EFFICACY

The percentage of mentored Entrepreneurs who reported improved skills in one of the following areas. Calculated by comparing self-reported scores on a 1-5 Likert scale before and after mentoring.

- Customer Demand** - “Estimate customer demand for a product or service”
- Determine Price** - “Determine a competitive price for a new product or service”
- Estimate Capital** - “Estimate the amount of start-up funds and working capital necessary to start or maintain your business”
- Design Marketing** - “Design an effective marketing/advertising campaign for a new product or service”
- Pitch Vision** - “Get others to identify with and believe in your vision and plans for a new business”
- Networking** - “Network (i.e. make contact with and exchange information with others)”
- Pitch Business Idea** - “Clearly and concisely explain your business idea in everyday terms”
- Supervise** - “Supervise employees”
- Hire** - “Recruit and hire employees”
- Delegate** - “Delegate tasks and responsibilities to employees in your business”
- Daily Operations** - “Deal with day-to-day problems and crises”
- Motivate Employees** - “Inspire, encourage, and motivate your employees”
- Train** - “Train employees”
- Maintain Financials** - “Organize and maintain the financial records of your business”
- Manage Assets** - “Manage the financial assets of your business”
- Financial Literacy** - “Read and interpret financial statements”

ENTREPRENEUR IMPROVED ACCESS TO RESOURCES

The percentage of mentored Entrepreneurs who reported having improved access to the following business resources. Calculated by comparing self-reported scores on a 1-5 Likert scale before and after mentoring.

- Financial resources
- Professional networks
- New export markets

OUTSIDE BUSINESS DEVELOPMENT SUPPORT

The percent of mentored Entrepreneurs who reported having access to business development resources other than MicroMentor. Self-reported by selecting from a list of potential business development resources.

BUSINESS STAGE ADVANCEMENT

The percent of mentored Entrepreneurs who reported advancing their business stage. Calculated by comparing self-reported business stage

(“idea”, “operational”, “revenue-generating”, or “profitable”) before and after mentoring.

NEW BUSINESSES STARTED

The rate of mentored Entrepreneurs who reported advancing their business from “idea” stage to any operational business stage (“operational”, “revenue-generating,” or “profitable”) multiplied by the Projected Number of Mentored Entrepreneurs in a given year.

- Only entrepreneurs with three or more months on the MicroMentor platform at the time of receiving the endline survey are considered for this long-term impact indicator.
- Cost per business started** - The total MicroMentor operating budget divided by the projected number of New Businesses Started.

BUSINESS SURVIVAL RATE

The rate of business survival for mentored Entrepreneurs. Calculated using the number of businesses with an operational business stage (operational, revenue-generating, or profitable) both before and after mentoring. Businesses that reported regressing to the idea stage were considered to not have survived.

- Only entrepreneurs with three or more months on the MicroMentor platform at the time of receiving the endline survey are considered for this long-term impact indicator.

AVERAGE JOBS CREATED

The average number of jobs created by operational MicroMentor entrepreneurs. Calculated by comparing the self-reported number of employees (weighted for full time - 1, part-time - 0.5 and temporary - 0.25) at baseline and endline.

- Only entrepreneurs with three or more months on the MicroMentor platform at the time of receiving the endline survey are considered for this long-term impact indicator.
- Only entrepreneurs with an operational business stage (operational, revenue-generating, or profitable) both before and after mentoring are considered.

Average Jobs Created as a Result of Mentoring - The net Average of Jobs Created as a Result of Mentoring. Calculated by subtracting the average number of jobs created by non-mentored Entrepreneurs from the average number of jobs created by mentored Entrepreneurs.

Estimated Number of Jobs Created as a Result of Mentoring - The Estimated total Number of Jobs Created as a Result of Mentoring. Calculated by multiplying the average number of jobs created as a result of mentoring by the Projected Number of Mentored Entrepreneurs in a given year.

Cost per Job Created - The total MicroMentor operating budget divided by the Estimated Number of Jobs Created as a Result of Mentoring.

Jobs Retained as a Result of Mentoring - The net Average of Jobs Retained as a Result of Mentoring. Calculated by subtracting the

average number of jobs retained by non-mentored Entrepreneurs from the average number of jobs retained by mentored Entrepreneurs.

REVENUE INCREASE

The percent of mentored Entrepreneurs who reported increasing their revenue. Calculated by comparing self-reported revenue before and after mentoring.

Degree of Revenue Increase - The average percent of revenue increase for mentored Entrepreneurs who reported increased revenue.

MENTOR SENTIMENT

The percentage of mentors who reported agreeing with the following statements. Calculated by comparing self-reported scores on a 1-5 Likert scale before and after mentoring.

- Benefit from Mentoring** - “I feel that I benefited from my mentoring experience”
- Relevance to growth** - “I feel that the mentoring experience was relevant to my professional and personal growth”
- Improved understanding** - “I feel that I have developed a better understanding of the challenges and issues faced by Entrepreneurs”
- Social impact** - “I feel that I have made a positive social impact through mentoring”
- Sense of purpose** - “I feel that I have a greater sense of purpose as a result of my participation on MicroMentor”

MENTOR SKILLS AND SELF-EFFICACY

The percentage of mentors who reported improved skills in one of the following areas. Calculated by comparing self-reported scores on a 1-5 likert scale before and after mentoring.

- Collaboration** - “Collaboration skills”
- Critical Thinking** - “Critical thinking and problem solving skills”
- Innovative Solutions** - “Ability to develop innovative solutions”
- Communication** - “Communication skills”
- Leadership** - “Leadership and coaching skills”
- Project Management** - “Project management skills”
- Influence Others** - “Ability to influence views and behaviors of others”
- Motivate Others** - “Ability to motivate others”

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