



Building Locally  
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**INVEST NORTHERN IRELAND**

**EVALUATION OF ADVANTAGE NORTHERN  
IRELAND YOUNG ENTREPRENEURS  
PROGRAMME  
2007 - 2009**

**FINAL REPORT EXECUTIVE SUMMARY**

**NOVEMBER 2009**

**Deloitte MCS Limited  
19 Bedford Street  
Belfast  
BT2 7EJ  
Northern Ireland**

# 1. EXECUTIVE SUMMARY

## 1.1. Introduction

Invest Northern Ireland (Invest NI) commissioned Deloitte MCS Limited to undertake an Interim Evaluation of the Advantage Northern Ireland (Advantage NI or Advantage) Young Entrepreneurs Programme (YEP or the Programme) between 1<sup>st</sup> April 2007 and 31<sup>st</sup> March 2009.

### Background to the Evaluation

Advantage NI is an independent project management company that has been in operation in Northern Ireland (NI) since 1982. The company was previously known as Livewire NI Ltd (changed to Advantage NI in 2007) and is widely acknowledged within the enterprise and youth sector as being an example of excellence in its field. The company is a National Training Award winner and is recognised as an Investor in People.

YEP is one of a suite of programmes managed by Advantage NI aimed at raising awareness of enterprise and providing access to business information. The activities of the organisation include signposting, research, promotion of role models and general business support through a person-centred offering.

The Programme consists of four main strands as follows:

1. Enterprise awareness and marketing – targeting young people through tailored events and promotions.
2. Client Support Services – for young people who respond to the enterprise awareness and marketing campaign and want to explore business start-up opportunities.
3. Young Entrepreneur Awards – celebrating success and promoting young role models.
4. Neighbourhood Renewal - a specific element of the Programme focussing on young people from Neighbourhood Renewal Areas (NRA's).

Invest NI has committed £822,000 to Advantage NI over a three year period 2007 – 2010 inclusive in order to support the main strands and objectives of the Programme.

*[Note 1: We note here that a decision was made recently to re-brand YEP to Ignite. However, for the purposes of the evaluation we will continue to use YEP as the Programme title as it was at the start of the evaluation period.]*

*[Note 2: We also note here that the Renewing Communities Boot Camp Programme operated as a pilot funded by DSD in year one (2007 – 2008) and two (2008 – 2009). Year three (2009 – 2010) Boot Camp funds of £106, 870 are contained within the Invest NI funding commitment but were conditional on a positive evaluation of pilot phase completed in March 2009. This positive evaluation was received and the funding for year three of the Boot Camp went ahead. Year three of the Boot Camp has a wider remit than the pilot Renewing Communities Boot Camp provided in Years one and two.]*

## Methodology

The table below outlines the evaluation methodology describing the activities undertaken at each stage and the stakeholders consulted.

Stage	Summary of Approach
1. Project Initiation	<ul style="list-style-type: none"> <li>Project initiation meeting with the Steering Group; and</li> <li>Production of Project Initiation Document.</li> </ul>
2. Contextual Analysis and Fieldwork Preparation	<ul style="list-style-type: none"> <li>Agreed programme of consultation;</li> <li>Held scene setting meetings with Invest NI and ANI;</li> <li>Review of ANI management and financial information;</li> <li>Development of surveys and discussion guides to be used for consultations during stage three; and</li> <li>Produced and agreed Evaluation Framework.</li> </ul>
3. Programme of Consultation and Information Gathering	<ul style="list-style-type: none"> <li>Distributed electronic survey to 6,000 participants (summary of results provided in Appendix II);</li> <li>Completed Rigorous follow up procedures including; follow up telephone calls in order to reach minimum sample size of 100 (total of 108 responses);</li> <li>Completed 5 client case studies;</li> <li>Completed 10 outreach organisation consultations (consultees listed in Appendix I);</li> <li>Completed consultations with External Stakeholders including; Invest NI, Department of Employment and Learning (DEL), Youth Enterprise NI (YENI), Enterprise NI (ENI) and Belfast City Council (BCC); and</li> <li>Completed desk based research and telephone consultations with comparator organisations including; ERASMUS, Business Gateway Scotland and Shell Livewire UK.</li> </ul>
4. Analysis of Initial Findings	<ul style="list-style-type: none"> <li>Analysed Initial Findings – survey, case studies, stakeholders and outreach organisations and presented emerging findings to Steering Group.</li> </ul>
5. Reporting	<ul style="list-style-type: none"> <li>Production of a draft evaluation report.</li> <li>Production of final report following comments from the Steering Group.</li> </ul>

### 1.2. Strategic Context and Rationale

The importance of embedding an awareness and culture of entrepreneurship which exhibits a positive attitude towards, and perceptions of, enterprise is evident within the various economic, strategic and policy documents identified during the outset of the Programme. There is no doubt that these plans provided a clear rationale for the intervention at that time.

During the evaluation period a number of key developments within Government policy have taken place, particularly relating to the movement towards a growth agenda, identified within the PfG, DETI and Invest NI Corporate Plans. However, although YEP needs to 'future proof' in terms of aligning with these new strategies there would appear to be a continued rationale for the intervention with regard to current strategic and economic policy.

The original and current strategic fit of the YEP are considered below:

## Original Strategic Fit

The original rationale for intervention is summarised in the table below:

Policy	YEP Strategic Fit
Northern Ireland Executives Priorities and Budgets 2006-2008	Contributed to the Northern Ireland Executive's Priorities and Budgets 2006 - 2008 as it focused on economic growth through encouraging enterprise and start ups amongst young people, therefore addressing economic inactivity and lack of skill base.
The Economic Vision and Regional Economic Strategy 2005	Directly contributes to the Economic Vision by promoting and encouraging enterprise.
DETI Corporate Plan 2005-2008	Directly meets DETI goal of addressing Northern Ireland's low entrepreneurial rate by encouraging business start ups amongst young people.
Invest NI Corporate Plan 2005-2008	Contributed directly to increasing entrepreneurship and increasing the number of business start ups within Northern Ireland. The YEP could also directly contribute to supporting local businesses in new TSN areas
Invest NI Accelerating Entrepreneurship Strategy 2003	Contributes to increasing levels of entrepreneurial activity by encouraging young people to consider entrepreneurship and equipping them with the necessary business skills to start their own business.
Start a Business Programme	Complementary to the SABp, providing an additional route to market for young people who otherwise might not consider approaching SABp.
Global Entrepreneurship Monitor UK – NI Summary 2007	Has made a positive contribution to addressing the enterprise weaknesses identified by the GEM 2007 report by encouraging entrepreneurial activity amongst young people aged 18-30 and providing them with start-up advice and support.
Department for Social Development - A Strategy for Neighbourhood Renewal	Contributes to the economic renewal theme of the Strategy for Neighbourhood Renewal by concentrating on youth provision to deliver increased economic activity through self employment in disadvantaged areas of Northern Ireland.

## Current Strategic Fit

The current rationale for intervention is summarised in the table below.

Policy	YEP Strategic Fit
Northern Ireland Programme for Government 2008-2011	Continues to have strategic relevance to the current PfG, particularly its aims of promoting the growth of the private sector by encouraging young people who would not otherwise have had the opportunity to start a business, therefore reducing unemployment and contributing to creating a culture of enterprise.
DETI Corporate Plan 2008-2011	Can directly contribute to meeting the PSA targets relevant to employment and productivity growth, and this continues to fit within the DETI strategic objectives.

Policy	YEP Strategic Fit
Invest NI Corporate Plan 2008-2011	Continues to fit strategically within Invest NI's current plan. The focus on export and growth potential is reflected in the YEP operational plan. YEP also aims to increase the capability of new business starts through offering export growth advice and distributing 'grow a business' toolkits.

### 1.3. YEP Performance and Impact

The table overleaf summarises the performance of each strand of YEP against associated targets.

**Thinkers** - young people aged 16-30 that Advantage NI engage with at the very first stage in the course of its enterprise promotion activities. For example Advantage NI may host exhibition stands at events such as careers fairs where they distribute leaflets and provide general advice to young people who may be thinking of a business idea or eventually starting up their own business; and

**'Doers'** - young people aged 16 - 30 who take the next step and register with Advantage NI's services for support in order to pursue their business idea further.

Strand	Performance Indicator	Target	07-08	Variance	08-09	Variance
Marketing	Marketing pack sites	300	300+	0	343	+43
	Events in third level education	5	10	+5	11	+6
	Regional events	10	18	+8	11	+1
	National events	10	20	+10	11	+1
	Number of 'Thinkers'	10,000	12,808	+2,808	10,782	+782
Client Services	Number of people engaged 'Doers'	5,000	5,257	+257	7,275	+2,275
	Number of referrals to SABp	1,500	2,475	+975	1,530	+30
	Unique Web User Session	20,000	21,248	+1,248	18,584	-1,416
Awards	Number of events	3	5	+2	3	0
	Number of new roles identified and promoted	30	30	0	32	+2
	Media articles generated	50	200	+150	213	+163
NRA services	Number of NR geographical areas	32	-	-	36	+4
	Number of people engaged	200	-	-	902	+702
Invest NI Clients	Potential pull through to Invest NI clients*	5	-	-	23	+18

The findings presented demonstrate that the Programme has performed positively across each of the strands and overall against the output targets identified within the contract. A number of key points are noted as follows:

- All targets have been exceeded with the exception of Unique Web Users in 2008/09. This was largely in relation to a change in website and key personnel over the time period;
- There has continued to be an ongoing difficulty in validating figures in relation to referrals from ANI to the SABp. However, the new EDP MIS system is expected to support this looking forward;
- Despite proactive engagement by ANI with NR partnerships and Development Offices response from the Partnerships has been disappointing. However, figures in relation to 'Doers' from NRAs is extremely positive exceeding the target in 2008/09 almost five-fold;
- Feedback from participants, external stakeholders and outreach organisations has been positive with high levels of satisfaction with regard to service delivery by ANI. However, significant challenges and opportunities for the organisation have been highlighted in relation to RPA, EDP and the economic downturn in looking forward;
- Stakeholders identified a range of economic development benefits through consultation including increased awareness / knowledge of enterprise, networks and engagement;
- The numbers of YEP participants surveyed who classified themselves as self-employed had increased from when they had sought support from YEP;
- Individuals surveyed were positive in relation to their skills improvement as a result of the ANI intervention. More than half of respondents indicated that their marketing, management, finance and business planning skills had improved as a result of ANI intervention. These are clear economic impacts for the Programme; and
- Overall, the survey demonstrated that the Programme is highly regarded among participants and the majority are satisfied with the support provided.

#### **1.4. YEP Economic Impacts**

A summary of the economic impacts of the YEP are highlighted below:

- Approximately 0.81 jobs are associated with each trading business according to information presented within the evaluation survey. That is for every five businesses started approximately four jobs (including the business owner's) are created. This is reflective of the proportion of business owners who operate on a part-time basis;
- Median turnover is estimated at £40,000 turnover per business start. The survey results indicate that 66 per cent of respondents (21 clients) have turnover less than the current VAT threshold of £68,000;
- Mean profit, whilst difficult to measure accurately, is estimated at approximately £15,000 per business. Given that for many SME's profits equate to the business owners salary and drawings, the results indicate that the average salary /drawings for a YEP business owner are approximately 14 per cent lower than the

average NI salary of £17,366<sup>1</sup>. However, the sample size for this calculation was relatively low and therefore the figure should not be used for definitive conclusion;

- Deadweight is estimated to be 56 per cent based on participant survey response. Although no comparisons with the Programme's previous performance are available this figure is deemed to be relatively high. There is therefore scope to increase the impact of the Programme by trying to increase the level of additionality. Possible improvements could include:
  - Attracting a higher proportion of young people who would not start a business without ANI intervention – possibly through more rigorous targeting of NI Graduates and young people in a rural setting who are still under-represented within recent GEM figures.

This activity could support an increase in the probability that YEP assisted support is additional.

- Use of grossing up methods to provide net economic impact attributable (or partially attributable) to the YEP within its current contract (i.e. between 2007 and 2009) has not been possible in the absence of a consistent tracking mechanism across the Programme from engagement to business start. This is paramount within any future Programme to ensure that effective monitoring and measurement of Programme impact can take place.
- despite the existence of a range of providers, the potential for displacement is considered low. This is largely due to the unique features of the YEP along a number of dimensions within the sector. Information contained within the participant survey would indicate that they are making a net additional impact in terms of new business starts and the aggregate NI picture with ANI and YEP intervention is positive.
- In relation to VFM the following key areas are worth noting:
  - This evaluation has suggested that over the two year funding period to date, ANI has been successful in meeting and exceeding all but one of the targets identified within the contract. In addition, in relation to the indicative targets of pull through to Invest NI Client status (five) per annum, performance of the Programme has been successful.
  - However, consideration of this single factor alone would not provide an accurate picture of value for money. For instance, it would not take into consideration the human capital and broader socio-economic impacts of the Programme identified in Section 5 including increased confidence, skills and the movement of individuals from positions of economic inactivity to positions of employment and self-employment. In our opinion, based on these measures, YEP has provided VFM.
  - Value for money assessment must also consider the additionality and displacement associated with the Programme. As is discussed in Section 6.8 YEP interfaces with a range of other enterprise providers including PTNI, YENI and the two Universities with the potential for displacement effects. Overall, it is concluded that the potential for displacement is limited and the aggregate NI picture is one where there are more business start-ups and the net effect on stocks of businesses in NI is a positive one.
  - A key question and factor that impacts substantially on the potential value for money that the YEP could offer, is whether it is targeted and engages

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<sup>1</sup> Payfinder UK

with young people who would not start up in business. The following information has been identified from the participant survey:

- 30 per cent of respondents suggested that they would not have continued to look into setting up a business if support from ANI had not been available;
- 37 per cent of business start-ups suggested that they only became self-employed as a result of ANI assistance; and
- 13 per cent of self employed individuals would not have progressed their business (fully additional) and 63 per cent would have progressed but not to the same scale or as quickly (partially additional) without involvement in ANI.

Overall therefore, the evidence suggests that the YEP, as it is currently configured has provided value for money for Invest NI in the period 2007 – 2009. This is compounded by overall high satisfaction amongst participants, outreach organisations and stakeholders with regard Programme performance and impacts.

### 1.5. Future Considerations

Analysis suggests that there is a continued rationale and demand for a specific intervention for youth enterprise. While the changing economic and strategic context presents challenges for the YEP, it also offers opportunities to enhance the offering to better support the growth agenda and to develop strategic relationships with other providers that will result in a co-ordinated approach across mainstream and targeted programmes.

### 1.6. Conclusions

The conclusions drawn from the evidence presented in the evaluation are as follows:

**Rationale for the Programme** - Support for enterprise continues to be enshrined in Government policy. However, during the evaluation period a number of key developments within Government policy have taken place, particularly relating to the movement towards a growth agenda, identified within the PfG, DETI and Invest NI Corporate Plans. Despite this change the original rationale for providing assistance to young people to encourage enterprise and entrepreneurship remains valid and there is evidence of continued demand for this specific support and potential growth due to the impact of the economic downturn on young people;

- Market failure is still present in Northern Ireland relating to enterprise provision. According to GEM data the level of early stage entrepreneurial activity in NI was 4.8 per cent compared to 5.5 per cent in the UK. Graduates in Northern Ireland are less likely than all but two other regions in the UK to be involved in early stage entrepreneurial activity. Whilst rates of entrepreneurial activity amongst young adults (aged 25 – 34 years) in NI have improved, the overall picture indicates that Northern Ireland is still well behind the rest of the UK in terms of entrepreneurial activity;
- Young people in Northern Ireland face a number of unique challenges when considering starting a business including:
  - Rising levels of debt and the pressure to get into the property market acting as a financial disincentive to young people with entrepreneurship perceived to be risky;
  - Lack of confidence and self esteem which discourages involvement in mainstream training / support programmes;
  - The benefits trap and the perceived loss in finance in moving to employment or self-employment;

- Access to few positive role models who have successfully started a business; and
- An absence of the basic human capital skills required to develop a new enterprise idea.

**Programme Management and Operation** - ANI has clearly defined governance and staffing structures. In relation to YEP this is supported by a comprehensive range of financial and monitoring procedures as agreed with Invest NI within the Programme contract. Formal monitoring reports and meetings provide positive lines of communication between Invest NI and ANI in regards to the Programme operation;

- Invest NI funding represents a sizeable proportion of total income relating to the YEP representing more than three-fifths (71 per cent) of the total income for the Programme. ANI would not be able to deliver its current range of projects and activities in the absence of support from Invest NI.

**Programme performance** - performance against targets has been positive across each of the strands and overall against the output targets identified with the contract. All targets have been exceeded with the exception of Unique Web Users in 2008/09. This was largely in relation to a change in website and key personnel over the time period rather than underperformance by ANI in relation to delivery. Key findings include:

- Marketing – The key target for Invest NI in this category is engagement with 10,000 ‘Thinkers’. The structured PR and marketing plan developed by ANI involving dissemination of marketing packs and proactive engagement with individuals at local, regional and national events has led to the target being exceeded in both years of the contract.
- Client Services – the key targets for Invest NI in this strand relate to the registration of 5,000 ‘Doers’ on the ANI website and 1,500 referrals to the SABp. Both targets have been exceeded.
- Awards – The awards strand of the Programme continues to provide increased awareness and exposure of young people to enterprising role models and generates significant media across local and regional outlets;
- NRA services – the Programme has targeted all of the NRA’s in Northern Ireland with additional marketing materials and proactive engagement with the NR Partnerships. The number of young people engaged in these areas has significantly exceeded targets identified by Invest NI within the contract.
- Indicative targets – two further indicative targets relating to business starts and pull through to Invest NI Clients have been set by Invest NI following the first year of the contract. These targets have both been exceeded by ANI.

**Participant and Stakeholder Feedback** - Satisfaction with regard to YEP activity is very positive amongst participants. High levels of satisfaction were noted across the full range of activities provided by ANI to clients. ANI is also well regarded by stakeholders as providing a professional, accessible and valuable service to young people. ANI’s passion for young enterprise and ability to create and deliver ‘fun’ enterprise Programmes that gain young people’s buy-in was highlighted as being the key differentiator between ANI and other deliverers.

**Programme Impact** – there is evidence that the Programme has had a significant impact in terms of the original rationale for intervention through:

- promoting entrepreneurship and enterprise to a significant volume of young people across Northern Ireland; and

- development of human capital skills through improvements in confidence, self esteem, business skills and ambition to succeed in self-employment.

Compared against the baseline assumption figures (i.e. 1.3 jobs created per business, £25,500 turnover created and £15,500 profit as contained within the Economic Appraisal) the survey sample results would indicate that less jobs (0.81) and profit (£15,000) is created per enterprise compared to the assumptions outlined in the Economic Appraisal. In contrast, the turnover created (£40,000 per business) is in excess of the assumption in the economic appraisal (£25,500 per business).

As is discussed in Section 6.3 we do not have final figures for the numbers of business starts that can be attributed to the Programme and therefore cannot fully evaluate the economic impacts of the Programme in its entirety. It should be noted that the direct impact of the Programme may never be fully quantified, until a longitudinal tracking methodology is introduced that consistently and accurately tracks participants through the Programme to business start.

**Additionality** - Deadweight is estimated to be 56 per cent based on participant survey response. Although no comparisons with the Programme's previous performance are available this figure is deemed to be relatively high and higher than other programmes within the enterprise sector. There is therefore scope to increase the impact of the Programme by trying to increase the level of additionality. Possible improvements could include:

- Attracting a higher proportion of young people who would not start a business without ANI intervention – possibly through more rigorous targeting of NI Graduates and young people in a rural setting who are still under-represented within recent GEM figures.

This activity could support an increase in the probability that YEP assisted support is additional.

**Displacement** – despite the existence of a range of providers, the potential for displacement is considered low. This is largely due to the unique features of the YEP along a number of dimensions:

- providing a clear focus on promoting the enterprise message to young people aged 16 – 30 years old outside of the education arena (i.e. therefore indicating limited displacement against YENI and NICENT and focussed on different client groups to PTNI);
- provision of a young entrepreneur awards element (e.g. ANI is the only provider of localised entrepreneurial awards focussed on young people);
- focus on the promotion of enterprise and positive young role models at 'grass-roots' community level with particular focus on NRAs (i.e. despite working in disadvantaged communities through NRA strand the ANI programme offers a different and complementary set of activities / services than PTNI);
- online resources complementing the NI business info website with particular focus on young enterprise resources not provided by NI business info; and
- peer mentoring forum online for young people to network, support and advise each other relating to enterprise and business start-up.

In addition, from our evaluation survey we have qualitative evidence from Programme participants that YEP has made a net additional impact on the number of young people starting business in NI. In other words without the existence of the Programme the number of start-ups would have been lower. This is evidenced in part by the 12.5 per cent of respondents who stated that their business idea would not have progressed without support from ANI.

Operational linkages with PTNI, ENI etc ensure that the potential for displacement is minimised. Looking forward, with the introduction of EDP and the potential impact of RPA, further strategic linkage of these organisations and co-ordination will be important to ensure that displacement continues to be minimised.

In conclusion, the unique features of the YEP identified and the positive additionality associated with the Programme suggest that the potential for displacement is limited. The overall picture is one where there are more business start-ups and the net effect on stocks of businesses in NI is a positive one as a result of the Programme.

**Value for Money** – taking account of the funding allocated to the YEP, and the range of positive economic and social benefits realised, it is concluded that the Programme does provide positive value for money for Invest NI. The rationale for this assessment is that the Programme has performed well against agreed targets and made a positive contribution to wider economic benefits as follows:

- entrepreneurship – generating business starts at reasonable cost and providing young people with the opportunity to set up their own business that otherwise may not have done so (deadweight of 56 per cent);
- employment – supporting people to move from positions of economic inactivity into self-employment with 76.7 per cent of self employed individuals surveyed indicating that their business / business idea had been influenced to a greater or lesser extent by support from ANI; and
- skills development – realising skills development benefits amongst clients in relation to finance, marketing, business skills / knowledge etc improving their ability to contribute to the economy in the future.

When compared to assumptions outlined in the economic appraisal the actual jobs created and profit expected per business is lower than anticipated. Therefore, there may be scope for further improvements in value for money for the Programme through creation of start up businesses with potential for higher value employment in the future.

## **1.7. Recommendations**

It is evident that the YEP continues to engage with young people who would not otherwise have been supported and provides a route to market for these people. The rationale for providing assistance to young people to encourage enterprise and entrepreneurship remains valid. Therefore it is recommended that Invest NI should continue to provide specific intervention to meet this need until the handover of local economic development responsibilities under RPA to councils in 2011.

A series of strategic and operational recommendations are made for the development and enhancement of the Programme. These are summarised in the table presented below.

## Recommendations

Strategic Recommendations		
Continued Need for Youth Enterprise Programme	1	The rationale for providing assistance to young people to encourage enterprise and entrepreneurship remains and it is recommended that Invest NI should continue to provide specific intervention to meet this need until the handover of local economic development responsibilities under RPA to councils in 2011.
	2	It is recommended that the provision of the new contract should involve an open tender competition and involve an independent and full Economic Appraisal including NPV analysis.
	3	It is recommended that provision of the new contract is for a three-year period to ensure that momentum is not lost during the handover of responsibility to Councils and to provide the successful contractor with enough time to progress. The successful service provider should continue to build relationships with councils in preparation for this handover.
Longer- term Strategic Fit with Enterprise Development Programme (EDP) and Disadvantaged Youth Enterprise Programme	4	<p>The evaluation found limited potential for displacement between the current Youth Enterprise Programme, the Disadvantaged Youth Programme and EDP. Although the evaluation does not suggest a need to combine these offerings, there are other potential benefits of combining the two youth programmes or of combining all three interventions including streamlining financial and contract monitoring, and single market branding. Invest NI will need to consider the potential business benefits of integration and the timing of any change in relation to planned contract end dates and Council reorganisation under RPA.</p> <p>In the short term, we would suggest implementing the recommendations made in this evaluation regarding collaborative working and relationship development between current providers (ENI, PTNI and ANI), then formalising these in the new contracts from 2010 (however configured).</p>
Coordinated Relationship between Enterprise Support Providers	5	A formal agreement should be developed between service providers. This agreement should be brokered by Invest NI. The key outcome of the formal agreement should be an agreed model setting out the respective roles of the EDP, Youth Enterprise Programme and Disadvantaged Youth Enterprise Programme, and procedures for their co-ordinated delivery. Young people approaching EDP, who are eligible for the additional online / networking support provided by Youth Enterprise Programme, should be

		referred on. Service providers should also agree a protocol for referring young people to each other depending on their needs (i.e. whether assessed as meeting disadvantage criteria or not).
Proposed Model for a Co-ordinated Approach (based on suggested model in Figure 7.1)	6	Within the context of RPA moving forward, coordinated strategies for targeting young people and other under-represented target groups should be developed between the EDP, Youth Enterprise Programme and Disadvantaged Youth Enterprise Programme, and approved by Invest NI.
	7	Young people approaching Youth Enterprise Programme should undergo an initial assessment to see if they are ready to take forward their business idea and on the basis of this assessment they should be supported by the service provider to develop it appropriately before being referred onto the EDP.
	8	Youth Enterprise Programme should continue to provide business start-up support to young people including networking opportunities and access to online expert help.
	9	Youth Enterprise Programme should continue to develop their support offering for clients who have been identified as having growth potential that will prepare them for pull through onto the Growth phase of the EDP and Invest NI pipeline of support.
<b>Programme Recommendations</b>		
These recommendations refer to the improvements the evaluation finds could be made to the current youth enterprise programme. Invest NI may conclude that given the short period left in the current contract with ANI, some recommendations may be deferred for introduction in the 2010 contract. However it is recommended that they be considered now and that preparatory work begins on those Invest NI chooses to defer.		
Programme Strands	10	The Programme strands relating to Marketing, Client Services and Awards should continue. Whilst maintaining operational activity in NRAs, the specific NRA targets should be removed from the Programme with the Disadvantaged Youth Enterprise Programme and EDP focusing on these areas. However, in line with equality of opportunity objectives the Youth Enterprise Programme should continue to monitor engagements within NRA areas.
Monitoring and Measuring	11	In addition to the current range of output measures, consideration should be given to adopting further economic impact and participant outcome targets including for example annual turnover, jobs created per

Impact		<p>business start.</p> <p>It is also imperative that a longitudinal tracking system is introduced that consistently and accurately tracks participants through the Programme to business start. This will support the effective monitoring and measuring of economic outcomes associated with the Service in the longer term and subsequently provide Invest NI with clearer measurements of value for money.</p>
	12	Invest NI and the service provider should work together in the establishment of a performance monitoring and evaluation framework to support the measurement of outcomes and impacts
Growth Award	13	The Awards strand should be enhanced by incorporating a 'Growth' award with individuals identified from across the region who have successfully met specific growth metrics (in line with identified Invest NI growth metrics)
Local Role Models	14	The Youth Enterprise Programme should further enhance the role models element of the Awards strand through the adoption of a 'Hall of Fame' section within the website. In addition, specific local role models should be identified and showcased in relation to 'Growth' within the 'Hall of Fame' and case studies.
	15	The service provider should develop a database of testimonials and detailed case studies from role models which should be accessible through the website and provided to new participants at the outset of their support offering.
Graduates	16	Service provider should work closely with the two Universities in NI and provide further targeted events within third sector education to support the pull through of Graduates onto mainstream programmes
Target Definitions	17	Invest NI and service providers to work together to simplify definitions of 'Thinker' and 'Doer' targets to ensure all stakeholders are clear with regard to these targets for the Programme
Knowledge sharing	18	Consideration should be given to requiring future strands of the Youth Enterprise Programme to explain contingency plans and knowledge sharing mechanisms to ensure service delivery can continue
Equality Monitoring	19	Equality monitoring data should continue to be captured and collated by service providers. Outreach and promotional engagements should continue to take place with ethnic minority groups such as An Munia

		Tober, Northern Ireland Council for Ethnic Minorities, Multicultural Resource Centre, Chinese Welfare Association, the Islamic Centre in Belfast etc should be enhanced to further encourage greater uptake of services from a wide range of ethnic backgrounds
Client Feedback	20	Youth Enterprise Programme should consider implementing a systematic approach to client feedback with the findings addressed on an ongoing basis by service providers and Invest NI during monitoring meetings
	21	Youth Enterprise Programme service providers should consider developing case studies with clients with a focus on the level of ANI intervention and their role in the support of business start up
	22	There should be an enhanced client feedback portal within the service providers website to provide a further mechanism for client feedback on activities and performance

