## Supplementary Material S1 – Data Collection Instruments

### 1. Semi-Structured Interview Guide

Interview Duration: 30–45 minutes. Format: Individual, semi-structured (face-to-face).

Questions

1. How did you learn about the ISM–UTESA program?
2. What motivated you to participate?
3. What were your expectations, and were they met?
4. How would you describe the main strengths of the program?
5. What challenges did you face during training or project validation?
6. How did the collaboration between UTESA, ISM, and BANELINO work in your view?
7. What competencies or skills do you feel you developed?







**2. PARTICIPANT OBSERVATION SHEET**

| Observation Category | Indicators | Rating (1–5) | Comments |
|---|---|---|---|
| Engagement with training | Attendance, active participation, punctuality | | |
| Collaboration | Teamwork, peer support, respect for others | | |
| Application of WWP Model | Integration of ethical, technical, and political dimensions | | |
| Initiative | Proactiveness, leadership, problem-solving | | |
| Communication | Clarity, listening, and presentation skills | | |
| Application CFS-RIA Principles and | Integration economical social and environment dimension | | |
| Issues during project mentoring | Balancing work and family | | |

3.- EVALUATION FORM FOR THE DEFENSE OF PROJECTS

Name of the Entrepreneur:
Project Name:

Rate the following aspects of each project from 1 to 5

| **Perspective Competency** | |
|---|---|
| Strategy and governance | |
| Compliance with standards and regulations | |
| Power relations an stakeholder interest | |
| Organizational culture and values | |
| **GLOBAL SCORE** | |
| **Personal Competencies** | |
| Self-reflection and self-management | |
| Personal integrity and reliability | |
| Oral Communications skills | |
| Relationships, participation and teamworking | |
| Leadership capacity | |
| Inventiveness, innovation, and creativity | |
| Negotiation skills | |
| Results-oriented approach | |
| **GLOBAL SCORE** | |
| **Technical Competencies (Project)** | |
| Project design / organizational | |
| Objectives, benefits, and scope | |
| Time planning | |
| Quality (of products and service) | |
| Financial management, resource, economic analysis, and profitability | |
| Supply management | |
| Risk and opportunity analysis/ contextual and market assessment | |
| Stakeholder and client | |
| **GLOBAL SCORE** | |

**4.- SCORING RUBRIC FOCUSED ON COMPETENCY ELEMENTS ACCORDING TO IPMA INTERNATIONAL COMPETENCIES IN PROJECT MANAGEMENT - FOUNDATIONS FOR ENTREPRENEURSHIP**

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DAR TODO NUESTRO ESPÍRITU EMPRENDEDOR PARA ALIMENTAR UN FUTURO PRÓSPERO

## Anexo III: Criteria for the evaluation of entrepreneurship projects

The evaluation of a project considering two aspects, the person and the project, as a comprehensive approach that allows assessing both personal capabilities and the technical and strategic viability of the venture.

- 50% the entrepreneur's skills
- 50% the formulated entrepreneurship project

| CRITERIA AND WEIGHTS | ISSUES CONSIDERED IN THE VALUATIONS |
|---|---|
| **C1 Innovation 20%** | • Novelty of the product or service offered by the project: Is there anything similar on the market?<br>• Differentiation: What makes this project different from similar ones? What added value does it offer?<br>• Technology: Does the project offer innovative technology to improve its processes or products?<br>• Focus on sustainability: Does the project use sustainable practices in its development and implementation? |
| **C2 Territorial development: contribution to sustainable economic development 30%** | • Job creation: Jobs were created thanks to the project: Will priority be given to hiring people from the community?<br>• Local economic development: Will the project contribute to the economic development of the area: Will local suppliers be hired?<br>• Improvement or creation of new regional services or infrastructure.<br>• Promotion of local culture: Will the project help promote local culture? |
| **C3 Social Impact 30%** | • Training and education: Will the project contribute to training and education in the community?<br>• Empowerment of vulnerable groups: Will the project benefit vulnerable groups such as women, youth, or people with disabilities?<br>• Strengthening the social fabric: Will the project contribute to strengthening community relations and social cohesion?<br>• Improving quality of life: How will the project impact the quality of life in the community? |

| | |
|---|---|
| **C4 Profitability/Governance 20%** | • Internal Rate of Return (IRR) justifying the profitability and sustainability of the investment.<br>• Investment payback period<br>• Financial sustainability: The project is considered financially sustainable in the long term.<br>• Risk analysis: What risks could affect the project's profitability? How will these risks be mitigated? |