

Effectiveness Of Training And Coaching Strengthening Entrepreneurship In Improving Youth Business Competence (Descriptive Study At The Bandung City Youth And Sports Office)

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Abstract.

The era of the industrial revolution 4.0 is an opportunity in building the Indonesian economy with various facilities and conveniences provided by technological advances, as well as being a threat when it cannot be utilized properly, namely when human labor in the process of producing goods has begun to switch to digital, but not matched by the growth of new business units. This study focuses on training management and fostering youth entrepreneurship strengthening which is an effort to reduce unemployment by increasing business management competencies. The purpose of the research is to describe planning, organizing, implementing, evaluating training, coaching through mentoring the implementation of training results, implementation effectiveness, problems, and future improvement solutions. This study uses descriptive qualitative research methods in order to intensively and in depth describe the symptoms and phenomena studied, while data collection is carried out by observation, interviews, documentary studies, and literature studies. The findings in this study are that Bandung City Youth and Sport Department has carried out management of entrepreneurship strengthening training Which gave an impact on increasing the competence of training graduates. Yet entrepreneurship coaching through mentoring in the application of training results has not been carried out optimally, that in general training management and entrepreneurship strengthening development have not been effective in improving business management competencies among young man. This study recommends that in training for strengthening youth entrepreneurship, character and team building materials are given so that training participants from the beginning of training to entrepreneurship development remain in the same group of the business world, the industrial world (DUDI) as well as with BUMD/BUMN and banking to participate in fostering strengthening the management of youth businesses in the city of Bandung

Keywords: Management Effectiveness, Training, Coaching, Entrepreneurship Strengthening, Business Competence.

I. INTRODUCTION

The era of the industrial revolution 4.0 is an opportunity for economic development in Indonesia with various facilities and conveniences provided in technological progress. The era of the industrial revolution 4.0 can also be a threat when it cannot be utilized properly. One of the fundamental problems that illustrates that the nation Until now, Indonesia has not been able to take advantage of the opportunities of the industrial revolution 4.0 that it becomes an obstacle in achieving economic growth, namely when human labor in the production process of goods has begun to switch to digital, but this is not matched by the growth of new business units, so that along with increasing human resources In fact, it causes more unemployment. Youth still dominates the number of unemployed, especially the phenomenon of unemployment among educated youth. Apart from the limited employment opportunities, it is also due to the unsynchronization of graduate qualifications with the needs of the labor market/business (link and match). This explains the low level of entrepreneurship that can be generated from the world of education. Astamoen (2005) states that there are several things that are strongly suspected to be the cause of why entrepreneurship is underdeveloped in Indonesia, including (1) the influence of traditional mindsets, namely parents want their children to finish school quickly, and after that they become civil servants or BUMN, then build a household, have children, pursue a career to the highest level, and finally enjoy retirement in old age; (2) Lack of motivation and enthusiasm, because there are not many motivators as drivers to become entrepreneurs, both

from parents, teachers, lecturers, government, religious scholars, community leaders and so on. Loso in Noormalita Primandaru (2017) states that "one of the conditions for a country to become a developed country is if the number of entrepreneurs reaches 2% of the total population and the average population in Indonesia chooses to become an employee rather than an entrepreneur.

"Research on the role of youth in entrepreneurship and regional economic improvement has been carried out by Manjusmita Dash & Kulveen Kaur (2012) in Orissa, India. They found that entrepreneurship by youth in recent years has succeeded in boosting economic competition and increasing development in the area. Based on survey methods and interviews conducted in two cities (Bhubaneswar and Cuttack) in the Orissa area, findings were obtained in the form of reasons (contributing factors) to the increase in entrepreneurship by young people, obstacles that hinder as well as challenges/prospects which motivates young people to start their businesses, as well as an assessment of the performance of these young entrepreneurs found that the emergence of entrepreneurship by young people is due to high unemployment among young people and social inequality among them.

In relation to youth entrepreneurship in Bandung, the report of the head of the section on increasing the entrepreneurial life capacity of the Bandung City Dispora in 2018, stated that he had carried out new entrepreneurship training to 3,463 youths, when compared to the target of creating new entrepreneurs targeted by the mayor of Bandung, new entrepreneurs have been created. = 99.00%, consisting of $\pm 90\%$ as a startup or have started a business both offline and online and $\pm 10\%$ already have a business idea and have a desire to start a business. (dispora report, 2018) Based on the data above, after 2018, Bandung City Youth and Sport Department is no longer focuses on the creation of new entrepreneurs (WUB) and enters the next stage by accelerating the improvement of the life capacity and growth and development of youth entrepreneurship in the City of Bandung which was developed jointly between the Bandung City Youth and Sports Office with Bandung City Chamber of Commerce and Industry (KADIN). Based on the Regulation of the Minister of Youth and Sports of the Republic of Indonesia Number 0944 of 2015 concerning Procedures for Providing Facilitation for Youth Entrepreneurship Development, the program to increase the life capacity and growth and development of youth entrepreneurship carried out by the Bandung City Dispora which is called youth entrepreneurship strengthening training. The main problem in this study is that the management of training and fostering the strengthening of youth entrepreneurship which is directly an effort to improve the ability of youth business management carried out by the Bandung City Youth and Sports Office has not been running effectively in producing highly competent and economically independent graduates

II. METHODS

This research uses a qualitative approach that does not seeks for cause and effect, but rather seeks to understand certain situations in the form of case study research, which is a research conducted intensively, in detail, and in depth on an organization, institution or particular phenomenon. The main instrument in qualitative research is the researcher himself (Bogdan and Biklen, 1982: 27), according to Nasution, (1988: 54) qualitative research prioritizes humans as research instruments because humans have high adaptability, which can always adapt to changing situations encountered in the research. Researchers can always refine and expand questions to obtain more detailed data according to their wishes.

This study uses a descriptive method because there is some information that can be obtained for problem solving, namely; first, information on the current state (present condition); second, the information we want (what we may want); and third, how to get there; how to achieve it (how to get there). The type of descriptive research selected is a case study, using data collection techniques such as observation, interviews, documentary studies, library studies. The data collection technique in this study refers to the views of Krathwohl (2001: 314) that: Qualitatif data may be gathered in as many ways as the researcher's creativity permits. Although the most widely used source is observation, analysis of records and documents is also common. In addition to observation in a sociological tradition, methods of eliciting responses from individuals using interviewing or stimulated response technique, as psychologist do, may be useful.

III. RESULTS AND DISCUSSION

Entrepreneurship strengthening training planning

Youth entrepreneurship training carried out by the Bandung City Youth and Sports Office has largely followed the flow of the Regulation of the Minister of Youth and Sports of the Republic of Indonesia Number 0944 of 2015, concerning the procedure for providing facilitation of youth entrepreneurship development Article 6 paragraph 1 to paragraph 4 states that entrepreneurship training consists of of 3 (three) types, namely:

- 1) Life Skills training/ basic business training;
- 2) Business strengthening training; and
- 3) Business development training.

The training carried out by the Bandung City Dispora with the Regulation of the Minister of Youth and Sports of the Republic of Indonesia Number 0944 of 2015 at first glance there is no difference, but there are fundamental differences in its implementation. In the basic entrepreneurship training carried out by the Bandung City Dispora, the training give directly the skills of certain types of business, where only a few material are given on the basic of entrepreneurship. Those basic are actually the basis for the formation of entrepreneurial character which can be a problem in the future if those things are not taught in the implementation of training for strengthening and developing entrepreneurship. That basic entrepreneurship training as well as entrepreneurial character, cannot be underestimated by the Youth and Sports Department as a basis foundation of mental formation. With regard to training planning, Kauffman (Fattah, 2001:49) states that "planning is the process of determining the goals or objectives to be achieved and the resources needed to achieve those goals as efficiently and effectively as possible". Based on Kauffman's opinion in planning training for strengthening entrepreneurship, the goal or target to be achieved in 2019 by Bandung City Youth and Sport Department is not focused on the quantity of training graduates but aims to strengthen the essence of entrepreneurship training, but to create economically independent youth which is not only having certain skills but how to create opportunities from the skills they have, the much more important thing.

The formulation of these goals and objectives has an impact on the training needs analysis carried out by the Bandung City Youth and Sports Department in making training programs. There are seven main stages of training needs according to Dedi Kurniadi (2007) namely; problem documentation, problem investigation, needs analysis plan, selection of analysis techniques, conducting analysis, data analysis, reporting findings. The stages of needs analysis are generally carried out by managers and deputy managers of the Bandung City Dispora TNA, for example in documentation and problem investigation activities. The managers and deputy managers ask for data from consultants in this case KADIN and the results of the FGD since they do not yet have valid data regarding the condition of youth entrepreneurship in the field. This is in accordance with what Irianto said "one of the best ways to carry out this first stage (problem documentation) is through interviews with several staff or certain parties involved with the emergence of a number of problem issues" (Irianto, 2001: 36). In terms of problem investigation, the manager did not conduct a detailed survey and investigation directly on the field regarding youth entrepreneurship problems because the data disclosed by KADIN, including the results of the FGD that had been carried out by Dispora was considered sufficient to carry out a needs analysis. It is in line with Irianto's statement that "Problem investigations were not carried out in depth but it is considered sufficient if it allows the manager to verify that a serious problem has indeed occurred and then decide whether or not training is needed to overcome it" (Irianto, 2001: 39). Based on data from KADIN and the result of FGD, the head of the field makes an analysis plan, selects data analysis techniques and conducts simple data analysis in a meeting attended by the head of the field section head and KADIN Bandung to determine the various programs that will be selected to be implemented in strengthening youth entrepreneurship. The needs analysis carried out by Dispora and KADIN includes 3 analyzes, namely:

- 1) Analysis based on organizational goals
- 2) Analysis based on job/performance needs
- 3) Analysis based on Person/personal trainee

Needs analysis based on organizational goals, namely analysis of Dispora training needs focused on analyzing organizational goals and targets. Needs analysis related to organizational analysis must be in line with regulations regarding youth entrepreneurship, including Law No. 40 of 2009 concerning youth, Permenpora regarding facilitating youth entrepreneurship, including the Bandung City Regulation on youth, namely Perda No. 1 of 2016. After analyzing the alignment with regulations, the analysis is continued in alignment with the objectives of the Bandung City Youth and Sports Office, namely "Improving the Quality and Competitiveness of Youth and Sports for the Bandung City Community", the next training needs analysis program must be in line with youth strategic issues related to youth entrepreneurship appointed by the City Dispora Bandung. Job requirements analysis/training performance is the process of analyzing data in identifying gaps between current performance and expected performance that hopefully the data on the needs of training participants can be obtained. Based on a literature study, the performance of youth entrepreneurship in the city of Bandung is currently related to the problems that occur in youth entrepreneurship in the city of Bandung.

The next training needs analysis is the analysis of the individual/personal needs of the training participants to strengthen youth entrepreneurship, as part of the last stage of a Training Needs Analysis process, where the Dispora is assisted by KADIN and youth entrepreneurship organizations to analyze and collect data and traits regarding participants and individual participant data, including data on age, gender, education level, training that has been followed, level and work position, background, and so on. All of this personal data analysis will help in deciding the form of training, the ideal method, the process and flow of material delivery, language style, engagement, or even deciding to choose a trainer for the training program, besides that the data will help trainers and facilitators in the classroom later in make ideal deliveries. The final stage in the training needs analysis sequence is reporting the results of the analysis. According to Irianto: "generally the reporting format contains: table of contents, introduction, recommendations, training plan, background, findings, and conclusions, methods of analysis and data collection, cost analysis and cost proposals for recommended solutions." (Irianto, 2001; 40). Based on the analysis of training needs analysis, the Bandung City Dispora was not made specific report.

They made it in the form of an activity reference frame (KAK) which is also a training design. In preparing the training design which following the budget available in the Dispora budget program, various things are not accommodated in the budget cannot be implemented in the training because it will become a finding in the reporting and audit of the training program. This is very difficult problem to solved, especially in the preparation of the training curriculum, which result some things that are considered important are combined or even removed due to the limited budget. The training for strengthening youth entrepreneurship efforts is equivalent to the type of Start and Improve Your Business (SIYB) training developed by the ILO. It can be said that the entrepreneurship strengthening training aims to provide the basic knowledge and skills of business management needed for young entrepreneurs who are just starting a business and carry out the business plan. While the target of the business strengthening training is young entrepreneurs who are at the start-up stage and the early-growth stage. Based on the above statement and observations, it shows a relationship between the specific objectives and benefits of the training, namely knowledge, skills / abilities and attitudes that participants must have after the training process. The indicators to determine the success of the trainees are made by The Bandung Chamber of Commerce and Industry which adapted to the standards of the Start and Improve Your Business (SIYB) program developed by the ILO.

Organizing entrepreneurship strengthening training

Siagian (1983) states: "Organizing is the overall grouping of people, tools, tasks, authorities and responsibilities in such a way as to create an organization that can be used as a defined unitary activity". In Bandung City Youth and Sport Department entrepreneurship training, the division of personnel tasks in detail is contained in the training activity assignment letter signed by the Head of the Educational Service which was previously listed in the activity reference framework (KAK). In the assignment letter the head of the field as the person in charge of the activity, the section head as the chief executive with the assistance of Dispora staff and KADIN Bandung City as field implementers. Organizing in the Bandung City DISPORA entrepreneurship training is more emphasis on development which is an activity carried out by realizing the

concepts that have been made at the planning stage in the form of designs that have been done previously. Based on Lehman (2007: 3), regarding the various result that must be produced from development, as follows:

- 1) Communication (information) program package for stakeholders,
- 2) Training lesson plans,
- 3) Trainer guide,
- 4) Participant workbooks & handouts,
- 5) Trainer and participant resources,
- 6) job aids and training
- 7) monitoring guide,
- 8) Technology and software infrastructure (if required),
- 9) Assessment tools / attitudes / knowledge / skills of participants,
- 10) Program evaluation instrument to test whether the program meets the expectations/requirements of the organization,
- 11) cost and schedule evaluation tools.

Researchers see that the organization of the Bandung City Dispora training is a development of the KAK that has been prepared. The KAK is a source of information for all Stake holder entrepreneurship training, both for Heads of Service, Heads of Divisions, Heads of Sections and the Bandung City Dispora Program Section. The development of teaching materials is in the form of providing training modules/handouts, in one training usually only one or two handouts, the contents of which are all integrated into one module, while the training implementation guidelines are made separately from the handouts. The contents of the implementation guidelines are mostly about activity rundowns and activity rules.

Implementation of Entrepreneurship Strengthening Training

The training to strengthen youth entrepreneurship in the Bandung City Dispora was carried out for two days without staying overnight, The stages of implementing the training to strengthen youth entrepreneurship carried out the standard process required by the Minister of Youth and Sports regarding the facilitation of youth entrepreneurship. It is also in line with the design of the youth entrepreneurship strengthening training program, where each training wave included 50 people resulting the total number of participants in 2019 which was 250 people. The implementation of entrepreneurship strengthening training is related to mobilizing activities, George R. Terry (1986) suggests that "actuating is an effort to move group members in such a way that they are willing and trying to achieve company and members of the company's goals because the members also want to achieve these goals. In accordance with the design and development of the program plan, training to strengthen youth entrepreneurship is carried out using the CEFE or Creation Of Enterprises Formation Of Entrepreneurs method.

The model carries out more simulations in learning to make it effective and interesting and to ground complicated concepts into simple and easy to understand. Researchers found that the CEFE method is a comprehensive training instrument using an action-oriented approach and experiential/experience-based learning in developing and improving business management and personal competencies with a broad target group, especially in the context of increasing income and employment/ work opportunities. Its also contribution to regional economic development. CEFE has become a training concept based on the assumption that community empowerment can be carried out essentially on the development of human resources through productive and accountable people who will become the nation's greater wealth. Based on the literature study, it was found that the CEFE method has evolved over the years from an individual training approach who wants to start an independent business to a more advanced training methodology, designed to create entrepreneurial behavior and competencies in a wide variety of situations. The source persons and instructors of the entrepreneurship strengthening training carried out by the Bandung City Youth and Sport Department tried to guide the participants directly.

The participants were also given enough time to ask the source persons. In participating the activity, the youth entrepreneurship training participants were very serious and enthusiastic in order to be able to successfully develop their skills and business management. If there are problems in the implementation of the training, for example, there are participants who do not understand the material presented or cannot

perform a skill, the presenters and instructors will directly provide solutions. Hence, there are small groups used in the entrepreneurship training so they can give solution in more detail on shortcomings and incompetence they faced. When participants are divided into small groups, the role of the instructor is very helpful in monitoring and evaluating the performance of the small group. The CEFE method successfully trains participants in stages to have entrepreneurial competence and is able to act in establishing a proper business by taking advantage of existing opportunities and developing human resources who are able to create job opportunities for themselves and others according to the demands of development. The CEFE method aims to motivate participants to improve their performance in conducting studies, prepare business plan proposals, make presentations before officials of financial or banking institutions and ensure that at the end of the training program participants have the necessary knowledge, skills, and attitudes to manage their businesses. The success of the CEFE method in improving training competencies needs to be supported by further coaching program, especially in relation to the implementation of training results. This is because to become an entrepreneur in managing their business and facing various kinds of different problems in each field of business is not as easy as turning the palm of the hand. At the end of each training program, participants really hope that the entrepreneurship strengthening training can continue to be carried out in a sustainable manner, and receive post-training guidance.

The training program evaluation

Evaluation in youth entrepreneurship training can be interpreted as an activity that is carried out in a planned and systematic manner in collecting and processing data and presenting information that will be used as decision-making material to determine the value of all aspects related to the implementation of training to strengthen youth entrepreneurship in the Bandung city Youth and Sport Department. Ikka Kartika A.F stated that the aspects evaluated consisted of:

- a. Process evaluation includes: participant evaluation, facilitator evaluation, organizer evaluation.
- b. The final evaluation includes: evaluation of the absorption of the material, evaluation of the implementation of the results of the training by the trainees, evaluation of the impact of the training on the institution/organization where the participants come from. (Ikka Kartika A.F, 2011:141)

Based on the above opinion, in accordance with the evaluation targets in youth entrepreneurship strengthening training carried out by the Bandung City Youth and Sports Department, it includes:

- a. Participants: changes in the mastery of knowledge, skills and attitudes/behavior of participants both during and after training.
- b. Facilitator/Resource: the ability of the facilitator in mastering the presentation material, methods and media used.
- c. Organizer: training provider services including secretarial, consumption, accommodation and others.
- d. Results: the effect of participants' achievements in participating in the training on the development of their businesses.

The evaluation of the training participants is carried out through small group activities and is carried out by the instructor accompanying the group to make it more objective. While the cognitive and skill assessments are seen from the final post-test scores, assessments during practice, working on working papers, and presentations. Evaluation of resource persons, in general, participants judged that they were good and competent, so that the impact on participants' reactions to learning in general got a very good appreciation. This activity gave an impact on the attitudes and behavior of participants during the training which was very good in responding to any material presented by speaker on dispora entrepreneurship training. The training participants have very high enthusiasm which can be seen from the level of consistency in the attendance of the participants beyond the time allotted and the high activity of asking participants for the resource persons.

Based on the data of interview regarding the evaluation of the training providers, including the services of the training providers regarding secretarial, consumption, accommodation and others, almost all participants stated that they were satisfied with the services provided by Dispora in this case which was facilitated by the procurement by a 3rd party, although the evaluation of the organizers of these activities was

not carried out in depth by the Dispora. The evaluation of the resource persons and the training organizers relies on the final testimony of the participants regarding the activities in general. Another evaluation that has not been carried out formally by the Dispora is an evaluation on the result of training related to the effect of the participants' achievements after attending the training on the development of the business they are undergoing. This should be carried out through monitoring and evaluating the implementation of the training results or carried out through fostering the strengthening of youth entrepreneurship. However, this is still constrained by the limited budget available, so that Dispora or KADIN does not yet have valid data regarding the effect of entrepreneurship training on youth business development.

Coaching in the context of assisting the implementation of the results of training to strengthen youth entrepreneurship.

Baldwin and Ford reveal that effective and successful training is said to be successful if the trained employees can do *transfer of training* when carrying out their daily work (Baldwin and Ford, 1988), *transfer of training* is defined as a process of applying knowledge, skills, behaviors, and attitudes into the world of work by employees, which requires generalization of training results to the work context and persistence over time in order to improve employee performance (Velada et al., 2007). It reveals that continuing development of training participants through the application of training is very important to be carried out, especially in entrepreneurship training, where the problems of each training participant in their place of business will be different. The development of the implementation of the results of the training to strengthen entrepreneurship by the Bandung City Dispora still largely relies on the Bandung City Chamber of Commerce and Industry (KADIN) and the youth entrepreneurship forum (FKP). Entrepreneurship development through the application of training results to graduates of the Dispora entrepreneurship program in collaboration with KADIN is divided into two parts, namely:

- a. Formal youth entrepreneurship development
- b. Development of non-formal youth entrepreneurship.

Formal coaching is only held at a certain time according to the programmed or adapted to the KADIN program in fostering entrepreneurship in the city of Bandung, such as carrying out a Coaching Clinic / Scheduled Guidance and that is also carried out with limited time and participants. Coaching Clinics in accordance with Article 9 of the Minister of Youth and Sports No. 0944 of 2015 which aims to help youth maximize their potential by exploring needs, increasing motivation, generating enthusiasm to change mindsets and behaviors that are real and sustainable in their business. In addition to the coaching program to maximize the implementation of the training results, the Bandung City Youth and Sport Department in collaboration with KADIN held a business meeting that brought together New Young Entrepreneurs (WUB) and entrepreneur associations to discuss appropriate technology, licensing, access to raw materials and marketing. The main objective of the business meeting is to connect the partnerships of young entrepreneurs in Bandung with success entrepreneurs so that they can complement each other's needs. For example, when young entrepreneurs meet with the Indonesian Retail Entrepreneurs Association or APRINDO with many modern market entrepreneurs, young entrepreneurs are hopefully can gain access to their products into modern markets who are members of APRINDO. Dispora and Bandung City Chamber of Commerce and Industry are trying to help meet the need of capital by carrying out banking intermediation activities with young entrepreneurs in Bandung City to facilitate meetings between young entrepreneurs and banks to gain access to capital.

The intermediation activity was attended by several banking representatives including: Representatives of Bank Indonesia (BI) West Java; Regional II Financial Services Authority (OJK) representatives; Representative of Bank Jabar-Banten Head Office (bjb); Representatives of the Rural Bank (BPR) Bandung City. In addition to the banking sector, Dispora and Bandung City Chamber of Commerce and Industry facilitate the young entrepreneurs of Bandung City to be met with other SOEs that are not engaged in financial services. BUMN as a capital-intensive company has its own special task given by the government, the program is called the Partnership and Community Development program (PKBL), which is an activity program that must be carried out by BUMN as a form of responsibility carried out by the company to provide benefits for all impacts received by the community. Dispora in implementing youth

entrepreneurship development programs is too dependent on KADIN as a partner, while support from Dispora in fostering the implementation of training results is very lacking. The main reason is the problem of unavailability of budget, this results in various competency improvements which needs to be achieve by participants in implementing the results of the training has not yet had an impact on the development of youth businesses in Bandung city. It can be seen from the reduced activity of training graduates to communicate and consult with Dispora or with KADIN to develop their businesses. The success of the mentoring program for implementing the results of the training program for graduates of the entrepreneurship strengthening training program can be seen from the business development of the training graduates and how often the training graduates consult with resource persons regarding various problems that occur in the implementation of the training. participants implemented the training well, but less than 50% of the training graduates were active in consulting and communicating about the implementation of the training results.

The effectiveness of training management and entrepreneurship strengthening development carried out by the Bandung City Dispora.

Effectiveness approach used to measure the extent to which the activity is effective in the opinion of Martani and Lubis (55:1987), namely:

- a. Source approach (resource approach) which measures the effectiveness of the input, the approach prioritizes the success of the organization to obtain resources, both physical and non-physical in accordance with the needs of the organization.
- b. The process approach is to see how far the effectiveness of program implementation from all internal process activities or organizational mechanisms.
- c. The goal approach, where the focus is on the output, measuring the success of the organization to achieve the results (outputs) in accordance with the plan.

The effectiveness of training management and coaching strengthening entrepreneurship based on the success of the organization in obtaining resources, both physical and non-physical in accordance with the needs of training and fostering youth entrepreneurship strengthening point of view shows that Dispora gets a budget to carry out training activities so that training needs, although the budget is still not maximized which result the standardization for strengthening entrepreneurship can be met. While the Bandung City Dispora entrepreneurship strengthening program has not facilitated maximally, this shows that Bandung City Dispora budgeting and facilitation is still focused on training programs, while the coaching program has not been fully considered by the Bandung city government.

This then has an impact on the training management process and entrepreneurship strengthening development, where the training management process can run optimally, while the entrepreneurship development management process is faced with various obstacles, especially budgeting and other resource problems. The effectiveness of training management and coaching strengthening entrepreneurship can be seen by the extent to which the program can achieve the planned goals and objectives. The assessment of capabilities in entrepreneurship strengthening training is in accordance with what was conveyed by Suryana (2011), which states that an entrepreneur still has to have balanced experience. Here's how to achieve a balanced experience:

- a. Technical competence, is that having competence in the field of design in accordance with the chosen form of business.
- b. Marketing competence, is that having competence in finding a suitable market, identifying customers and maintaining the company's survival.
- c. Financial competence, is that having competence in finance (knowing how to get funds and use them)
- d. Human relations competence, is that competence in developing personal relationships.

Based on the tabulation of the final results of the training regarding the knowledge and skills of the trainees, the competence of the participants increased significantly after participating in the training activities. It is based on the participants' score which are dominantly very well. In assessing the behavioral attitudes of training graduates in participating in training activities, it can be seen based on the spirit of

participating in the training, discipline, leadership, cooperation, initiative in training, participants have been very good with the dominance of participants getting very good predicates on the tabulation of the results of the attitude assessment of participants. The improvement of business management competence in the entrepreneurship strengthening program through mentoring in the implementation of the results of training carried out both formally and non-formally by the Bandung City Youth and Sport Department in collaboration with the Bandung City Chamber of Commerce and Industry is still not reach the optimal effort. The business management competence of the trainees who actively participate in the entrepreneurship development program has increased.

Yet, the support and seriousness by Bandung City Youth and Sport Department in fostering entrepreneurship strengthening is not enough. It's affect the Career Commitment, social support, Motivation to Transfer on youth entrepreneurship strengthening participants which are not optimal. Bandung City Youth and Sport Department prefer formal coaching programs and relies on KADIN to carry out such coaching, resulting in the low activity of training graduates to communicate and consult either with Dispora or with KADIN to develop their businesses. This shows that the increase in the competence of knowledge and skills of the participants as well as the attitudes of the participants during the training if not followed up with guidance on the application of the results of the training have an impact on the low entrepreneurial characteristics of youth, where in developing a business, especially a new business, every entrepreneur to survive must have entrepreneurial characteristics. The lack of characteristic on Youth entrepreneurship is caused by the training and coaching of youth entrepreneurship at the Bandung City Youth and Sports Department which is not sustainable and not comprehensive. The result can be seen in many trainees that businesses carried out in the training did not develop well or even failed.

Problems faced by the management of training and fostering the strengthening of entrepreneurship in the Bandung City Youth and Sport Department.

The problems faced by the management of training and entrepreneurship development of the Bandung City Youth and Sport Department are; the low budget for the program to strengthen youth entrepreneurship in Bandung city; Bandung City Youth and Sport Department does not yet have a valid and digital data base regarding the conditions of youth entrepreneurship; the lack of commitment on new entrepreneurs to business development; evaluation only focuses on participants at the time of training; limited facilities and infrastructures (both physically and non-physically/online) for youth.

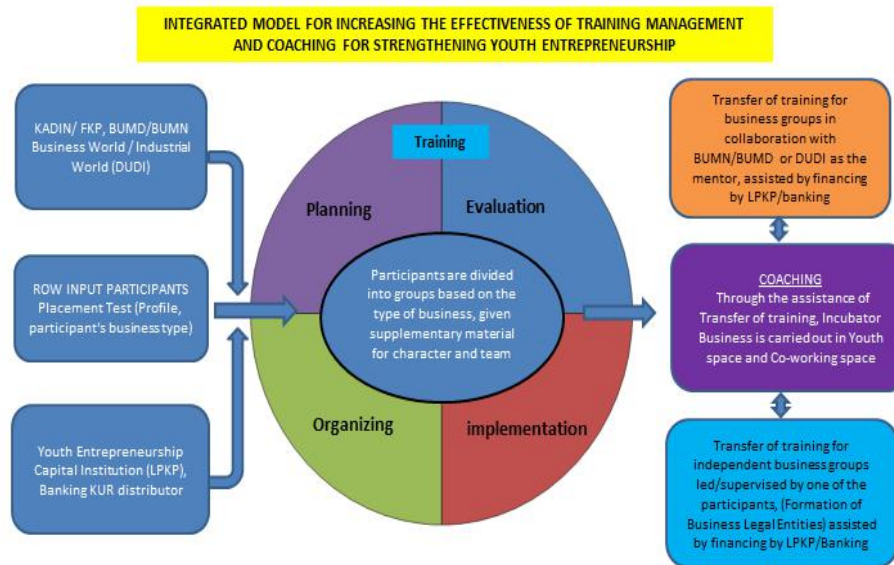
Solutions to various problems in the management of Bandung City Youth Entrepreneurship Training and Development

Future improvement solutions for the development of training management and fostering entrepreneurship strengthening carried out by the Bandung City Youth and Sports Department are : the proposed budget support is adjusted to the needs analysis, not the other way around; developing facilities of Co-working Space as an infrastructure to strengthen youth entrepreneurship in Bandung City; developing on accessing websites and applications for Young Entrepreneurs in Bandung.

IV. CONCLUSION

The general conclusion of the study is that the Bandung City Youth and Sports Department (Dispora) has carried out management of entrepreneurship strengthening training so that it has an impact on increasing the competence of training graduates, but entrepreneurship coaching through mentoring in the application of training results has not been carried out optimally. In general, the training management and entrepreneurship strengthening development have not been effective in increasing the competence of youth business management. It's due to the training and coaching of entrepreneurship strengthening has not been carried out in a sustainable manner. The lack of understanding the importance of entrepreneurship development by Bandung City Youth and Sport Department, the limited budget and infrastructure of the Bandung City Government in implementing youth entrepreneurship coaching is another reason why.

V. HYPOTHETICAL MODEL



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