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ENABLIS SENEGAL
EVALUATION OF ACTIVITIES AND RESULTS
IN 2015, 2016 AND 2017

Executive Summary

Prepared in collaboration with Mr. Mor Fall, Independent Evaluator

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Enablis Senegal is an independent, member-driven, peer support network of entrepreneurs of Small and Medium Enterprises (SME). Since the launch of its activities in Senegal in October 2014, the organization aims to stimulate wealth and job creation by identifying and empowering promising aspiring and emerging SME entrepreneurs mainly through business development services including coaching, mentoring, training and networking.

Enablis decided to commission independent annual evaluations of its activities and results in close collaboration with the Senegalese Association of Evaluation (SenEval) in order to assess and enhance the relevance, effectiveness, efficiency, sustainability and impact of its interventions.

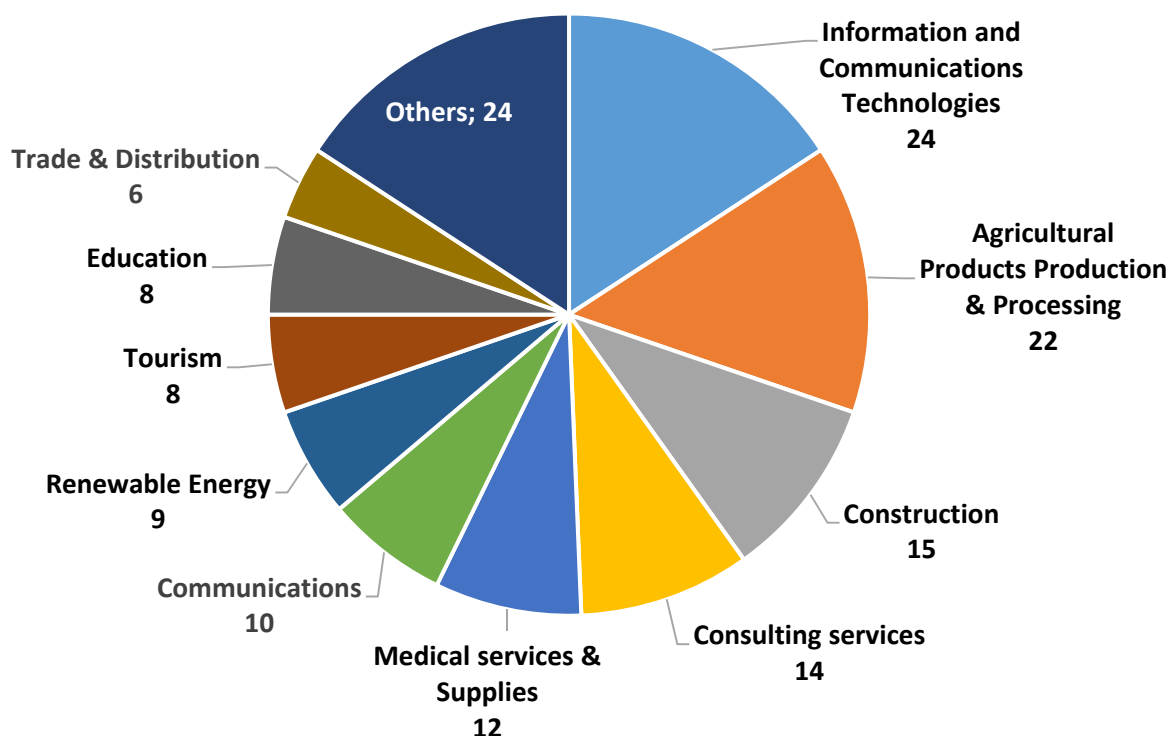
The 2015 and 2016 evaluations were conducted by SAFCO consultants, under the supervision of Mr. Samba Faye and in collaboration with Dr. Sidy Sissoko, a member of the Senegalese Association of Evaluation (SenEval), while the 2017 evaluation was prepared by MGP Afrique under the auspices of Mr. Mor Fall.

1) ACTIVITIES CONDUCTED BY ENABLIS

1.1) IDENTIFICATION OF PROMISING SME ENTREPRENEURS & OTHER BENEFICIARIES

YEAR	2015	2016	2017
Number of applications received from entrepreneurs	81	135	87
Number of entrepreneurs recruited	43	56	53
Number of entrepreneurs in the Network	43	99	152
Percentage of women entrepreneurs in the Network	44%	37%	38%
Percentage of active member-entrepreneurs	90%	86%	83%
Median annual revenue of member-entrepreneurs (Euros)	€ 95 281	€ 101 379 €	€ 81 504
Total annual revenue of member-entrepreneurs (Million Euros)	€ 5.8	€ 14.8	€ 25.6
Number of permanent employees	370	777	982

The breakdown of member-entrepreneurs in 2017 by economic sector is illustrated below:



In terms of the years of activity of member-entrepreneurs in 2017, 73% have more than 3 years, 24% between 1 and 3 years and 3% less than one year.

In 2017, it was noted that Enblis supported, as followed, an additional 110 beneficiaries through projects financed by World Vision:

- 71 youth from the STEP project in Kolda that were initiated to entrepreneurship of which 59 were supported to develop business plans;
- 39 operators and managers of community based food processing units established by the SATISFY project in Kolda.

1.2) SUPPORT SERVICES TO MEMBER-ENTREPRENEURS & OTHER BENEFICIARIES

The support to member-entrepreneurs includes a customized service package adapted to the specific needs of the entrepreneur, and group services structured around the members' common needs.

The customized services include the needs assessment, entrepreneur development plan, coaching, mentoring, case studies and fundraising support while the Group activities or services are comprised of training workshops, Peer-support (E-circle) trainings and meetings, networking events and co-creation meetings.

PERSONNALIZED SERVICES (Hours)				
SUPPORT SERVICE	2015	2016	2017	TOTAL
Needs Assessment	68	208	172	448
Development Plan	68	208	86	362
Development Plan Review	16	113	90	219
Coaching	876	1678	842	3396
Case Studies	673	1473	320	2466
Fundraising Support	263	531	63	857
TOTAL HOURS	1964	4211	1573	7748

GROUPED SERVICES (Number)				
SUPPORT SERVICE	2015	2016	2017	TOTAL
Training Workshops	3	8	11	22
Networking Events	3	5	7	15
Peer Support (E-Circle) Trainings	4	4	2	10
Peer Support (Ecicle) Meetings	3	8	8	19
Co-Creation Meetings	6	23	22	51
TOTAL	19	48	50	117

In 2017, Enablis started developing and implementing new projects (STEP and STAISFY Projects) in order to begin to scale up its model of intervention and diversify its revenue stream.

The Skills Training for Employment Program (STEP), launched in February 2017 and planned for a total period of about 3.5 years through July 2020), was initiated by World Vision (WV), in partnership with Développement International Desjardins (DID) and Enablis Senegal to improve the economic prosperity of people in the region of Kolda. Enablis interventions focus mainly on supporting the professional integration of about 1,084 young people, 62% of them women, through entrepreneurial support programs and a collaborative program with the public sector and the private sector.

In the period from February 1 to December 31, 2017, Enablis achieved the following for the STEP project:

- Setting up of the Kolda office and recruitment and training of the local staff;
- Support to the review and finalization of the mentoring and entrepreneurship modules and materials for the Youth Ready Model (YRM), designed by World Vision;

- Preparation of the concept notes, facilitators' guides and training material of the Entrepreneurship Support Program and the Collaborative Program between Technical and Vocational Education and Training (TVET) schools and the private and public sectors;
- Support to the selection of the training institutions and youth beneficiaries;
- Organization of 3 "introduction to entrepreneurship" workshops and 3 "business plan development" workshops with respectively 71 and 59 youth.

The SATISFY project was developed by World Vision in 2012 to contribute to the country's efforts to combat food insecurity and child malnutrition, through a holistic approach and an inclusive system based on community-based processing units of local agricultural products. During the close out phase of the Project in mid-2017, Enablis conducted a pilot project with the following activities to contribute to the sustainability of those units:

- Organization of 2 hands-on workshops during 8 days on the entrepreneurial spirit, business management, costing and key success factors at the processing units;
- Coaching of staff and leaders of the processing units;
- Support for the preparation and adoption of a handbook on administrative and financial procedures.

2) MAJOR FINDINGS OF THE EVALUATIONS

The assessment of the relevance, effectiveness, efficiency, impact and sustainability of Enablis' interventions in 2015, 2016 and 2017 revealed the following:

- Enablis' intervention model is aligned with i) national priorities regarding SME development, entrepreneurship promotion, job creation and food security and ii) needs of SME entrepreneurs while being complementary with other programs and projects run by the Government of Senegal and its development partners
- Enablis achieved the overwhelming majority of its objectives and targeted indicators in its logical framework of 2015, 2016 and 2017. Of the 36 indicators in the logical framework of the Entrepreneurs Network Project in 2017, Enablis completed 25 by 100% or more, seven (7) by more than 75% and only three (3) by less than 75%.
- Enablis' support has had a positive impact on member-entrepreneurs as indicated in the table below with the results of the annual surveys of how member entrepreneurs perceived the effect of Enablis' support:

	Year	2015	2016	2017	Average
Improved management capacities		44%	40%	69%	51%
Expanded business network		36%	35%	59%	43%

	<i>Year</i>	2015	2016	2017	Average
Improved knowledge of funding opportunities		21%	36%	67%	41%
Enhanced business performance		28%	44%	66%	46%
Improved personal skills		<u>NA</u>	56%	67%	62%

- The level of efficiency in resources used to boost the growth in the turnover of member-entrepreneurs as measured by the Return on Total Investment (ROTI) has been rapidly growing since 2015 reaching levels well above expectations, due to a substantial increase in overall business revenue and the effective management of resource allocations for services to members:

	<i>Year</i>	2015	2016	2017
Number of Member-Entrepreneurs		43	99	152
Growth in turnover (%) of SMEs of Member-Entrepreneurs		16%	18%	42%
ROTI		3.62	8.34	29.53

- The connection between positive changes in Members' turnover and Enablis's support is evident. The members supported for over six months performed better in increasing their turnover than those supported for less than six months at the end of 2016.
- The entrepreneurs supported by Enablis created a total of 556 additional permanent and part-time jobs between 2015 and 2017:

	<i>Year</i>	2015	2016	2017	Total
Number of Member-Entrepreneurs		43	99	152	152
Number of permanent jobs created		73	93	156	322
Number of part-time jobs created		<u>NA</u>	348	-114	234
Total number of jobs created		73	441	42	556

- About 87% of the Enablis members surveyed in 2017 were satisfied with the support they had received. Responses to the question on overall satisfaction suggest that 23% were very satisfied, 48% were satisfied, 20% were quite satisfied, and less than 14% were dissatisfied (10% hardly satisfied and about 3% not satisfied) .
- Support to access financing appears to be the only area where the majority of members were not satisfied as financial institutions they approached often poorly treated their requests. In 2017, 34 of the 60 entrepreneurs who gave their opinion on fundraising

support were not satisfied. However, that same year 16 member-entrepreneurs obtained cumulative funding of € 1.18 million Euros.

- The annual budget was reasonably well executed and tests conducted on some expenses in 2016 proved to be cost-effective for resource management.
- Despite delays recorded in the launch of the STEP project, 14 business plans have been developed by 59 youth including 88% of women during the 6 months of operation of the project in 2017.
- The sustainability of the SATISFY project's food processing plants in the villages of Salikegne and Saré Coly Sallè were strengthened by Enablis' interventions as i) the major stakeholders were sensitized on the key factors of success and sustainability of the plants, ii) a governance body and a management body were established along with the adoption of a manual of administrative and financial procedures in each plant, iii) the managerial and entrepreneurial skills of the Steering Committees and Management Committees were reinforced, and iv) support was provided for prospecting and supplying new customers with the establishment of contacts with 3 potential buyers, the management of an order of 2.2 tons and the facilitation of linkages with more established entrepreneurs from the Enablis network in Dakar.
- The institutional sustainability of Enablis requires greater scaling up of its activities and diversification of its revenue stream

3) RECOMMENDATIONS

To enhance the relevance, effectiveness, efficiency, impact, and sustainability of Enablis interventions, the evaluators recommended:

→ Improvements in the recruitment and integration of member-entrepreneurs by:

- Reducing the target number of members in the network by the year 2020 to be more selective and ensure that only entrepreneurs who fully meet all the selection criteria are recruited;
- Communicating with new beneficiaries to manage expectations, particularly about obtaining financing through Enablis, which can generate frustrations that are harmful to the image of Enablis;
- Regularly updating the membership database with particular attention to active member entrepreneurs to increase the subscription recovery rate that dropped slightly between 2016 and 2017.

→ Reinforcement of the beneficiary support services with an emphasis on:

- Using new technologies to facilitate interactions and information sharing amongst members and between members and Enablis' staff, coaches and partners;
- Strengthening support mechanisms to provide more customized services;
- Developing funding services and mechanisms for member-entrepreneurs;
- Monitoring the implementation of Entrepreneur Development Plans.

→ Enhancement of the sustainability of Enablis and its interventions by:

- Improving communications on Enablis' activities and results;
- Developing more technical and financial partnerships;
- Increasing the financial contributions of Enablis support services beneficiaries.

→ Improvement of the monitoring and evaluation system with a focus on:

- Establishing an interactive electronic platform to facilitate monitoring and evaluation of activities and results;
- Highlighting the factors that explain good performance in terms of relevance, efficiency, effectiveness, impact and sustainability of interventions;
- Assessing members' opinions and performance with a disaggregation by member seniority.