

PERFORMANCE AUDIT REPORT OF THE ACTIVITIES AND RESULTS OF ENABLIS SENEGAL

YEAR 2016

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This document is a concise version of the 2017 external evaluation of Enablis Senegal activities and results. However, the main findings and conclusions have not been altered.

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Preamble

ENABLIS is now in the second year of its support program for promising entrepreneurs in Senegal. This is an audit of activities and results for the year 2016, based on a review of actual implementation and performances.

It is an independent external audit using best practices guidelines recommended by the Organization for Economic Cooperation and Development (OECD). Total responsibility for audit content is vested in the team of experts who drafted it.

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I. General Introduction

This first section presents the conceptual framework, methodology, and operational scope of the audit.

1. Conceptual Framework

i. Small and Medium Enterprises in the Senegalese Environment

It's an axiom: Small and medium enterprises constitute the bulk of Senegalese enterprises. They form a major economic force, a lever in the anti-poverty campaign. Yet so far, they have added little to the sum of new wealth. And their ability to generate decent jobs has remained relatively weak. Surveys of entrepreneurial development in African countries have noted this situation. Normally, they conclude on a note of encouragement: The challenges facing small and medium enterprises call for solutions, and the solutions must be multi-dimensional and convergent. Evaluative surveys of problems blocking entrepreneurial development in Senegal agree that the legislative and regulatory environment is discouraging. They observe that the economic infrastructure is inadequate, and the banking sector is rather dysfunctional. Personnel, they remark, lack hands-on technical skills. Few enterprises are professionally structured. And overall, the social value system is a heavy drag on the entrepreneurial spirit. As for the surrounding society, it sets little value on the entrepreneurial spirit, generally speaking. In such a situation, the business environment provides little support for fledgling entrepreneurs.

The following table defines small and medium enterprises:

Table 1: Distinguishing characteristics of small and medium enterprises in Senegal

Small Enterprises	Medium Enterprises
Staff numbers 1 to 20 employees	Between 20 and 250 employees
Use of a simplified accounting system, or cash management system certified by a CGA ¹ in Senegal.	Maintenance of an accounts register certified by a registered member of the ONECCA ² .
Annual turnover lower than: 50 million Francs CFA for small enterprises engaged in product delivery; 25 million Francs CFA for small enterprises in the service sector; 50 million Francs CFA for small enterprises combining product delivery and services.	Annual turnover between levels set for small enterprises and 15 billion F CFA; Net investment equal to or lower than 1 billion Francs CFA

Source: Articles 3 and 4, *Small and Medium Enterprises and Microfinance Charter (2003)*.

¹ Centre de Gestion Agréé : Accredited professional accounting center

² Ordre National des Experts Comptables et Comptables Agréés du Sénégal : Official Order of Certified Public Accountants

Over the past several years, the State of Senegal has adopted a set of measures calculated to improve the national business environment. An example was the promulgation of the *Memo on the Sectorial Policy for Small and Medium Enterprises*. Institutions and agencies were also set up to provide support for small and medium enterprises. In December 2012, the new government decided to implement a program (PREAC³) to reform the business environment and to boost competitiveness. The hope was that the reforms would lift Senegal to a higher rank in international competitive ratings.

Year 2016 surveys of the country's enterprises are yet to come in. But it seems likely they will reveal that the measures taken have not yet stimulated major changes in the development of small and medium enterprises in Senegal. For even though small and medium enterprises make up 90% of all enterprises, they provide only 30% to 35% of regular, wage-earning employment. Furthermore, they suffer from a high annual rate of failure, 65%;⁴ the proportion of their turnover is only 25% of the national total. And their contribution to annual value-added is even lower, at 20%.

The Small and Medium Enterprise Charter recommends reserving 10% of public contracts negotiated by the various government ministries, local governments, civil service branches, and parastatal organizations for small enterprises. 20% is supposed to go to medium enterprises. Further, the Charter recommends an incentive system, designed to nudge government and private agencies to relocate from the capital city to regional towns. The recommendations are positive. So far, though, they have produced no practical results. Another burden is the heavy cost of certified financial accounting services. These are necessary for the official submission of annual balance sheets. Banks, for their part, tend to be inflexible when dealing with small and medium enterprises. And payments for government contracts are subject to long delays. This poses a constant existential threat to the same small and medium enterprises that are expected to power economic growth and grease the gears of emergence into prosperity.

ii) Where ENABLIS Comes In

ENABLIS is one of several operators offering developmental support to small and medium enterprises in Senegal. An international non-profit organization, ENABLIS was founded in 2003 by Charles SIROIS, a Canadian businessman and philanthropist, along with *Accenture*, a world leader among entrepreneurial consultancies, with support from the Canadian Ministry of Foreign Affairs, International Commerce and Development.

iii) The ENABLIS Mission

ENABLIS aims to stimulate wealth and job creation by identifying entrepreneurs whose businesses promise to generate high growth. To them, ENABLIS proposes a set of customized consultation services designed to help them achieve sustainable growth, and to raise the competitive edge of their small and medium enterprises. On the international scene, ENABLIS has so far provided support for nearly 3000 entrepreneurs in South Africa, Kenya, Rwanda,

³ Programme de réformes de l'environnement des affaires et de la compétitivité : Business environment and competitiveness improvement Program

⁴ ⁴ Ibrahima Diouf, Director, Data Updating Bureau, in *Le journal de l'économie sénégalaise*, an online journal : www.lejecos.com, 21 May 2013. Date consulted: 23 January 2017.

Tanzania, Ghana, and Argentina. These entrepreneurs have in turn created more than 20 000 jobs. The impact on the development of their various small and medium enterprises has, in effect, been significant.

ENABLIS aims to support Senegal's socio-economic development by focusing its activities on the identification of promising entrepreneurs, integrating them into its network, upgrading their human resource qualifications, improving their managerial, technical and public relations capabilities, and helping them mount fundraising drives. These support activities take the specific forms of training courses, mentoring relationships, and networking programs. Every year, in keeping with the organization's monitoring strategy, ENABLIS invites an independent agency to audit its performance. The audit helps to identify lessons to be learned, and to pinpoint areas requiring improved performance.

iv) The ENABLIS Operational Model

The ENABLIS Operational Model is based on the establishment of a network of promising entrepreneurial leaders. To them the organization offers personalized support services designed to help their enterprises grow over the long term. The model is structured around the following processes:

- Accreditation of member entrepreneurs, with signature of a moral contract;
- Creation of a custom development program for each entrepreneur;
- Creation of joint development programs, involving peer support;
- Creation of a network of business centers;
- Upgrading managerial and technical skills;
- Developing synergies between higher education and the needs of small and medium business enterprises;
- Fundraising support.
-

v) Goals and Achievements

By 2020, the organization aims to build up a network of 400 entrepreneurs heading successful small and medium enterprises, which register annual growth rates much higher than the national average, generate at least 6.5 billion F CFA of added wealth, and create 2000 direct jobs.

After two years of activity in Senegal, ENABLIS has 99 male and female entrepreneur members in Senegal, based in Dakar and Thies. 56 of them were recruited in 2016.

2. Mission Goals and Operational Scope

To make sure that the organization attains its objectives by 2020, ENABLIS decided to commission an independent audit of its performance and achievements every year. The annual audit is expected to yield information about activities conducted, outcomes achieved, and changes made in the business that facilitate measurement of the organization's operational impact. Ultimately, where necessary, this would help to update the mission framework, by showing the extent to which goals set for 2016 were achieved. Beyond that, the audit would propose relevant, practicable activities designed to strengthen the

organization's operational coherence, efficiency, effectiveness, sustainability, and long-term generation of positive impacts.

Achievements registered after one year of activities were encouraging. Among the entrepreneurs supported, there was a substantial increase in wealth, along with the creation of new, full-time jobs. So the annual external audit of ENABLIS SENEGAL's performance during the year 2015 confirmed the relevance, efficiency and effectiveness of the organization's operations. Follow-up discussions between network members during feedback workshops reinforced this conclusion. They also provided opportunities for suggesting improvements likely to make operational outcomes more sustainable, and operational impacts more positive. At the end of its second operational year, ENABLIS contracted the services of independent experts for this important audit process, so as to ensure the neutrality, objectivity, and professional integrity of future findings.

Terms of reference for experts conducting the 2016 annual audit were as follows:

- To evaluate the annual impact of support activities offered to member entrepreneurs in the ENABLIS network, with special reference to innovations in their businesses directly linked to such support;
- To evaluate institutional performance with regard to key standards for this phase, bearing in mind perceptions of major stakeholders in the national small and medium enterprise support ecosystem;
- To analyze and upgrade the conceptual framework for the period 2017 – 2020;
- To strengthen the ENABLIS monitoring system, by taking existing components established by the organization's team into consideration, along with current data on the operational environment.

3. Methodology

The methodology of this audit was focused on the generation of data about the national environment. It also paid attention to the analysis of work completed and achievements registered by ENABLIS network members in the operational area, and at the institutional level. The end purpose was to evaluate the conceptual framework, and to assess achievements registered in 2016.

For the evaluation of the conceptual framework, and the conduct of the annual audit proper, the methodological approach was based on three main phases:

- Mobilization of the mission team; approval of the chosen methodological approach and data gathering tools by the ENABLIS team; review of documentation; and examination of the conceptual framework for the planned operation;
- Field surveys among entrepreneurs and institutional stakeholders active in the sector; collection, processing and analysis of primary and secondary data, both quantitative and qualitative.
- Formulation of conclusions and drafting of recommendations, followed by the delivery of commissioned reports, especially the *Report on the Development of a Monitoring System for the Period 2017-2010*. Also to be delivered: *The Interim Audit Report on Activities and Achievements*; the set of raw data collected from the survey; the Final Audit Report; and a PowerPoint presentation of the New Conceptual

Framework, and the *Findings, Conclusions and Recommendations of the 2016 Annual Audit*.

The methodological approach to the performance audit was based on feedback from the theory of operational change, the collection and analysis of available data about the environment, work completed, outcomes, and prospective impacts. This information was culled from a review of official government documents (legislation, plans, strategy papers, programs, projects, etc.), program documents and project proposals from civil society organizations and enterprises, consultancy surveys and audits, media articles, and features on enterprises and entrepreneurs.

Other sources of useful data included field surveys. These were based on two questionnaires. The first targeted all 99 current members of the ENABLIS network. The second was addressed to entrepreneurial support structures operating at the national level, from offices in the regions of Dakar, Thies, or both.

The Documentary Survey

▪ *Upgrading the Conceptual Framework*

The documentary survey was focused on an examination of the Conceptual Framework. Quantitative and qualitative data gathering was geared to i) The national environment and the institutional framework for monitoring small and medium enterprises; ii) The situation of small and medium enterprises and of entrepreneurs, male and female, as of 2016; iii) Support programs and policies for small and medium enterprises, and the institutions responsible for their implementation; iv) The conceptual framework, goals, the work schedule, the activities actually completed, expected outcomes, actual achievements, evaluation standards applied, and resources available for counter-checking findings; v) Operational activities by the ENABLIS team and the network of member entrepreneurs; vi) Financial, material, and human resources tapped by ENABLIS, plus the amount of time allocated for the operation.

▪ *Assessing Performance and Achievements*

The assessment of performance and achievements, strictly speaking, was based on an examination of periodic activity reports, minutes of meetings and conferences, memos documenting decisions taken, and goals attained in terms of turnover size, job numbers, etc. Secondary quantitative and qualitative data needed for this purpose dealt with i) Training, mentoring and networking service programs; ii) Operational outcomes like upgraded entrepreneurial skills, attitudes and aptitudes, better professional behavior, and higher entrepreneurial turnover; iii) The impact of operational programs on member entrepreneurs and on the institutional environment, positive or negative, welcome or unwelcome; iv) The convergence of conditions necessary for the achievement of positive impacts over the long term, and the expansion of the ENABLIS network to embrace larger numbers of promising entrepreneurs.

Generally speaking, the documentary review concentrated on the following documents:

- *Documents containing data on the operational program, its formal structuring, and monitoring of its implementation;*

- *Strategy papers, program documents, and audit reports on support institutions for small and medium enterprises and entrepreneurs;*
- *The government's Emergent Senegal Plan.*

Primary Data Gathering Tools

The primary data gathering tools used were two questionnaires. The first was addressed to entrepreneurs. The second was sent to institutional, technical and financial support structures. Questionnaires were filled in during individual interviews.

The questionnaire addressed to entrepreneurs was for collecting data on:

- The entrepreneur's profile and initial expectations;
- Past performance of the enterprise, and its operational handicaps;
- Access to ENABLIS services;
- Participation in the entrepreneurs' network;
- Attitudinal changes and good practices adopted;
- Perceptions of the small and medium enterprise environment;
- Perceptions of the quality of ENABLIS services, in particular:
 - Concerning the sustainability of ENABLIS services;
 - Concerning specific outcomes achieved by the enterprise;
 - Performance levels of the entrepreneurs' network.

The questionnaire addressed to entrepreneurial support structures, or directly to entrepreneurs, was for collecting data on:

- Their terms of reference, or areas where they needed support;
- Their understanding of the entrepreneurial environment in Senegal, and its developmental challenges;
- Their perception of contributions made by civil society organizations to entrepreneurial development in Senegal;
- Their views on the choice of advocacy themes for promoting entrepreneurial development and success.

The ideal would have been to set up a focus group of about ten entrepreneurs, able to make time for a meeting lasting approximately 2 hours. Data from such a focus group could then have been triangulated with data collected from individual interviews. However, business management problems, coupled with the specific difficulty of coordinating a 2-hour time niche suitable for all participants, made it impracticable to schedule the type of focus group meeting envisaged. This difficulty aside, it was feasible to conduct a documentary review, along with individual and group interviews. Also, survey staff were trained in the use of evaluative observation methods. They were thus able to register significant information on environmental aspects of the enterprises under study.

A Meeting to Conceptualize the Mission

Upon receipt of the Mission Memo, the Consultant set up the necessary conditions for a successful operation. First, he took part in a session devoted to the reconceptualization of the operation, with the ENABLIS team, in their Dakar office. During this meeting, the Consultant clarified the methodological approach proposed in the conceptual framework review, explained the method for the collection, processing and analysis of primary and secondary,

quantitative and qualitative data, presented the requisite data gathering instruments and applications, and introduced survey staff responsible for the data gathering exercise.

The mission team also took useful operational notes, reviewed questionnaire filling techniques for trainee members, and went over contingency management scenarios. Problems of time management and scheduling constraints were discussed. So was the well-known unwillingness of entrepreneurs to reveal their turnover statistics. This opened the way to conversations on the best methods for establishing contacts, presenting information, and communicating with targeted entrepreneurs.

Data Gathering, Processing and Analysis

Primary data gathering was done principally in Dakar, and accessorially in Thies. This pattern of coverage was determined by the present geographical location of ENABLIS operations in Senegal. Work on questionnaires addressed to members was exhaustive. In effect, all 99 members registered on the ENABLIS network as of 31 December 2016, were invited for interviews. In the event, 9 members were unable to attend, leaving the final number of members interviewed at 90.

To handle the work, the mission hired four qualified data processing assistants, to supplement the two expert team members. Thus total coverage was ensured, with the efficient scheduling and professional quality of the interviews guaranteed by the mission experts.

Data thus collected was sifted, processed on an EXCEL spreadsheet, and then triangulated. Special attention was paid to primary and secondary data, and quantitative and qualitative information, all gathered during the documentary review, from individual interviews with members, from group interviews with staff from support organizations, and from evaluative observation.

For keying in data, the software program used was CPro. This option was logical. CPro enables users to input data in a controlled manner. Resulting data sets can easily be transferred to other applications such as STATA, SPSS, and Excel. For analysis, the data file was transferred to SPSS. This made it possible to vet frequencies so as to identify discrepancies invisible in CPro. All graphs were created in Excel, making analysis easier. Statistical analysis made it possible to detect trends in quantitative data concerning stakeholders' characteristics, performances, and perceptions.

In the case of graphs presenting members' appreciation of services received, the impact of said services, and questions concerning perceptions of sustainability of the services, it should be noted that the data sets did not include members present in the network for less than six months as of the end of 2016. The number was 34. Tables were provided by ENABLIS.

Data collected under these headings, taken together with primary data generated from individual interviews, enabled us to analyze each of the five (5) evaluation criteria, namely relevance, efficiency, effectiveness, strategic and operational sustainability likely to ensure enduring achievements, and impacts.

4. Challenges Encountered

Three major challenges cropped up in the course of this audit mission:

- 1) The number of members to be interviewed was high (99). And they were scattered throughout the regions of Dakar and Thies. We had to meet them to work on the questionnaires, all within a single week. To meet the challenge, team members forced themselves to conduct interviews at a rate of 3 per day, to adhere to a strict time schedule, and to deal with questionnaire items at great speed. This situation did not allow interviewees to give detailed answers to open questions. And it discouraged natural hesitations in answering questions related to operational scale. This problem will get worse in the years to come, because the number of targeted entrepreneurs is set to increase. The solution would be to loosen the scheduling bottleneck.
- 2) Before the audit, audit teams and targeted entrepreneurs were alerted to the importance of transparency in the treatment of turnover statistics, a central element in the ENABLIS Monitoring and Audit Plan. Nevertheless, certain member entrepreneurs could not bring themselves to reveal their annual turnover figures. Some were unwilling because they thought such statistics belonged to a special category of company secrets. To ferret out as much data on entrepreneurial turnover as possible, audit teams had to make multiple calls and issue lots of reminders. Expedients aside, this problem calls for a solution. In future, it will be necessary to find a more systematic, more reliable method for the complete collection of turnover information.
- 3) Questionnaires were sent to technical and financial agencies reputed to be supporting the entrepreneurial sector. Some did not respond. Some responded, but at a snail's pace, dawdling their way through the formal labyrinths of administrative correspondence. The end result: long delays; in many cases, just silence. ENABLIS reacted by sending messages to the institutions in question, reminding them that it was important that they sent in replies before the end of the audit period. Out of 7 institutions, only 2 responded to the questionnaire.

The three challenges described above raise the issue of the increasing complexity of the audit mission, given the number of entrepreneurs and targeted stakeholders to be interviewed, and the sizeable volume of significant data needing to be gathered during the period allocated for field surveys. Unless the time available for various audit processes is increased, it will become practically impossible to meet all entrepreneur members. In that case, it will be necessary to resort to a compromise method: sampling.

5. Audit Limitations

1. Nine (9) targeted entrepreneurs did not answer the questionnaire, or were unavailable during the survey period. Therefore, complete data coverage on performance levels of the enterprises involved proved impossible. This is a shortcoming, but it has no significant impact on the audit, as far as trends discernible from available data are concerned.
2. In the end, it was not possible to conduct meetings on the focus group format with groups of entrepreneurs, for lack of time. Focus group conversations would have made it possible to cross-check the accuracy of data collected, by triangulating them with data from individual

interviews. An additional drawback was that out of 7 official support institutions targeted, only 2 filled in the questionnaire. This unresponsiveness made it hard to measure perceptions of the relevance of other stakeholders' viewpoints in the small and medium enterprises sector.

3. The mission was unable to determine the percentage of key stakeholders able to confirm that they had received information on ENABLIS operations, on conclusions drawn from them, and on their impact. The mission was unable to get exact information about all participating stakeholders.

4. Lastly, in analyzing operational efficiency, accounting costs we listed were merely average unit costs generally applied in other entrepreneurial support structures outside our area. These figures were extrapolated from the experience of consultants in the course of their missions. It is therefore impossible to offer an accurate assessment of the optimal value of real costs incurred by the program, in order to achieve the results recorded.

II. Program Implementation Review, 2016

This section describes work done in 2016 in support of network members. Areas covered are 1) identification and recruitment of promising entrepreneurs; and 2) support provided for member entrepreneurs.

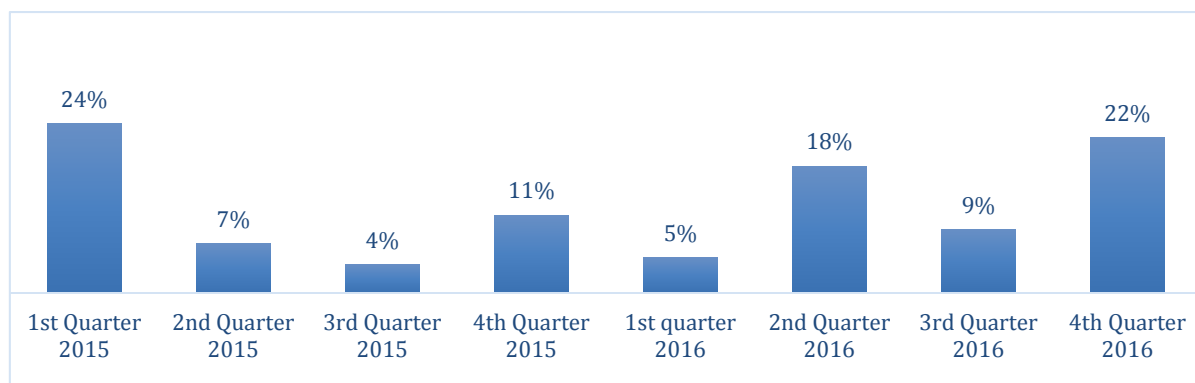
1. Identification and recruitment of promising entrepreneurs

With regard to the identification of promising entrepreneurs and the recruitment of network members, in 2016 ENABLIS SENEGAL received 135 membership applications. Of these,

- 59 applied after attending information and outreach seminars;
- 46 came from the CRM system;
- 15 were referred to the network by older members;
- 11 were referred to the network by an entrepreneurial coach; and
- 4 got to know of the network through the grapevine, or personal networks.

Interviews were held with applicant entrepreneurs. After that, 56 prospects were recruited in 2016 as members of ENABLIS SENEGAL. This brought the total membership to 99 at the end of the year 2016.

Graph 1: Time Line of Membership Admissions

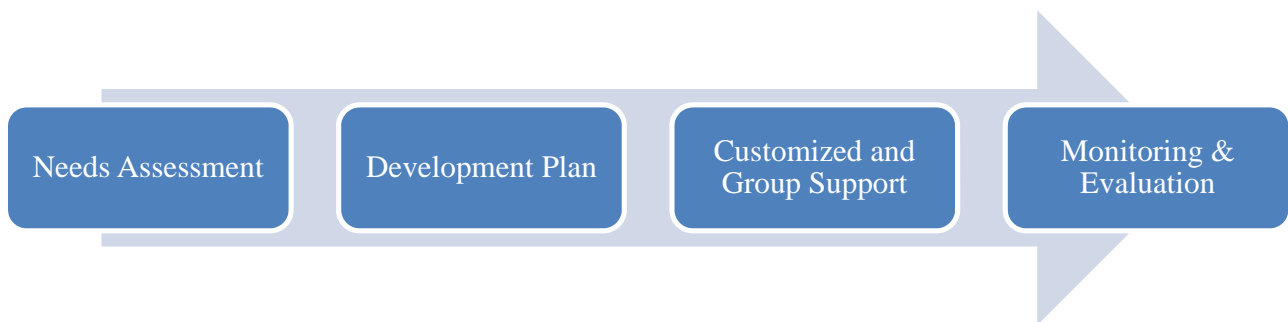


As the graph indicates, by the end of 2016, 99 members had been admitted, 37 women and 62 men. These members were based in two regions: 83 in Dakar, 16 in Thies. In the process of identifying prospective members, 7 information and outreach seminars were held, 5 in Dakar, 2 in Thies.

Those targeted for membership were expected to possess the following qualities, among others: i) They should have a thorough knowledge of their business sector, its practices, its contracts, and its markets; ii) They should be experienced operators, technically skilled, and well educated; iii) They should be highly motivated; iv) They should be active in a business sector characterized by diversity, with a high growth potential; v) Their entrepreneurial track record, as well as the number of jobs created, should match ENABLIS network standards; and finally, vi) They should be committed to the values projected by ENABLIS.

2. Support to Member-Entrepreneurs

Support for entrepreneur members of the ENABLIS network is offered according to the following procedures:



- **Needs Assessment:** For every member, ENABLIS support begins with a diagnosis. This helps to establish a status report on the level of the entrepreneur's leadership capabilities and management competence, at the time of admission. On that basis, priority support requirements likely to stimulate the future development and success of the enterprise can be evaluated. In 2016, a total of 52 diagnoses of this type were conducted for members.
- **Development Plan:** After the diagnosis comes the development plan. This comprises a sequential road map specifying, for each priority need identified, i) A matching remedial service provided by ENABLIS; ii) Related services available within the national small and medium business support environment; and iii) Hands-on work the individual member needs to do in order to acquire knowledge, skills, and mind-sets, and to access networks and resources necessary for the development of the enterprise. In 2016, a total of 52 development plans were drafted for members' use.
- **Support:** The ENABLIS support package includes a variety of customized services: coaching sessions, e-circle meetings, fundraising support, case studies, mentoring services, development plan implementation review exercises, as well as a range of group activities such as training workshops, networking events, and e-circle meeting training.

- **Coaching:** Coaching services are intended to upgrade managerial skills, technical competence, and specific personal and social skills identified in each entrepreneur's development plan. Coaches are professional consultants commissioned to guide and motivate members, and to challenge and dialogue with members. The aim is to stimulate them to discover independently the solutions they need for the survival, growth and competitiveness of their enterprises. In 2016, ENABLIS provided a total of 1678 hours of coaching to network members, mainly in the areas of marketing, finance, accounting, personnel and personal development, strategic planning, and human resource management.
- **E-Circle:** Another type of activity conducted in 2016 was the E-Circles focused on entrepreneurial support. This is a peer-to-peer support activity that enables members to share experiences. They do this by discussing successes, challenges, problems and solutions, all within a secure, private environment. In 2016, eight (8) meetings were organized.
- **Case Studies:** In 2016, 15 members worked with Masters and Doctorate degree students tutored by professors from such prestigious institutions as the Higher Institute of Management (ISM), the African Institute of Management (IAM), the Institute of Advanced Commerce (Sup de Co). Coaches from ENABLIS worked with them, to process specific case studies and to find solutions to practical problems facing members' enterprises. In 2016, the program provided 1473 hours of this type of service. Of 15 case studies presented, 10 were completed.
- **Review of Development Plans:** 33 individual reviews were conducted in 2016. 3 workshops were organized with the coaches, to provide follow-up supervision of development plan implementation.
- **Fundraising Support:** In 2016, 15 members were given fundraising support services. The support enabled them i) To get a better grasp of available fundraising mechanisms, tools and opportunities likely to meet their needs; ii) To draft and present professional business plans, grant applications and loan requests; and where necessary, iii) To learn how to contact funding agencies working with ENABLIS. In 2016, 10 members completed their business plans. One member obtained a loan of 19.5 million Francs CFA.
- **Training Programs:** In 2016, eight (8) training workshops were organized around the following topics:
 - Introduction to Personal Development (2 workshops)
 - How to Develop Your Leadership Capacities
 - Improving Time and Priority Management
 - How to Communicate Convincingly for Higher Sales
 - Generating Higher Sales Volume Through Digital Marketing
 - How to Improve Your Public Speaking Skills
 - Getting to Know Your Labor Laws Better
- **Networking:** In 2016, five (5) networking events were organized. One aim was to facilitate the development of business relationships between network members. A second aim was to stimulate business synergies with other potential customers, suppliers, investors, financiers and partners:

- 2 networking events involving entrepreneur members;
- 1 networking event with 4 financial institutions including 1 meso-finance institution, 1 credit and loan institution, 1 commercial bank, and 1 insurance company specializing in credit risk and security deposit coverage;
- 1 networking event showcasing profiles, enterprises, products and development prospects of 5 member entrepreneurs before potential customers and partners;
- 1 breakfast with CGF, a Stock market broker institution.
- **Other Events:**
 - 23 Co-Creation sessions⁵
 - 3 Coaches' Conferences⁶
 - 1 Workshop on Feedback and Approval of Findings of the 2015 Audit
 - 1 Diagnosis and Development Plan Tool Review Workshop

III. Performance Analysis

Results obtained by ENABLIS are here analyzed with reference to five criteria established by the Organization for Economic Cooperation and Development, namely: relevance, efficiency, effectiveness, sustainability, and impacts.

NB: Graphs in this section refer to data gathered from and processed with the 90 members interviewed.

1. Analysis of Relevance

Analysis of the relevance of the ENABLIS operation was based on a review of the logical coherence of the project, beneficiaries' requirements, overall national priorities, and policies and programs of funding agencies and support organizations working with small and medium enterprises.

a. Logical Coherence of the Initial Operational Concept

The logical coherence of the initial operational concept was analyzed after feedback from discussions of transformational theory, based on documents prepared by ENABLIS at the time the operation was conceptualized. The operational purpose was to contribute to the creation of wealth and jobs in Senegal. The enabling method was to provide support services to promising leaders of small and medium enterprises. This was to be done, notably, by setting up a livewire network of 400 entrepreneurs, men and women, all endowed with personal aptitudes, managerial talents, financial and technical resources, and capable of achieving steady annual increases in their business turnover and the number of their employees.

⁵ These were made up of members brought together to work with ENABLIS in i) reinforcing services provided to members, ii) recruiting and integrating promising entrepreneurs, and iii) developing communications and establishing partnerships.

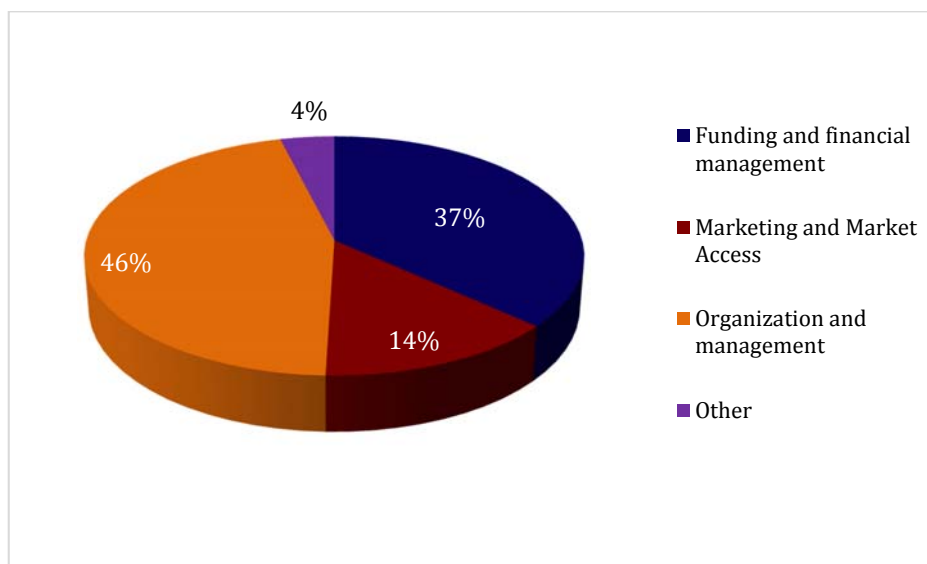
⁶ Periodic meetings between coaches and the ENABLIS team, aimed at reviewing and streamlining support activities for entrepreneur members.

Inspired by this conception, ENABLIS recruits entrepreneurs, and provides them with startup support in identifying obstacles hampering their development. After that comes training, coaching, the provision of venues for entrepreneurial exchanges and encounters, networking facilities, and fundraising support. The end result, assuming the program was followed logically, should be an increase in members' turnover, plus a rise in the number of their employees.

The objectives, results, activities, and projected performances all confirm the logical coherence of the ENABLIS approach, as measured against the initial operational concept, i.e.: to reduce challenges facing entrepreneurs in the development and long-term expansion of their business.

The following are some of the major challenges faced by member entrepreneurs interviewed:

Graph 1: Major Challenges Faced by Member Entrepreneurs



As the graph shows, the main challenges listed by members had to do with business management, access to funding, and access to markets.

- **Organization and Management:** Management problems highlighted by members interviewed had to do essentially with challenges associated with human resource management, administrative organization, and financial management of the enterprise.
- **Funding and Financial Management:** As described by members interviewed, challenges related to financial management and access to funding were in large part caused by the longstanding reluctance of mainstream banks to lend money to small and medium enterprises, on the one hand, and, on the other hand, by internal inadequacies in financial management and business accounting.
- **Marketing and Market Access:** For the most part, difficulties listed by members interviewed in connection with marketing and market access had to do with distribution problems traceable to lack of adequate logistical support, stiff competition, and difficult access to government contracts.

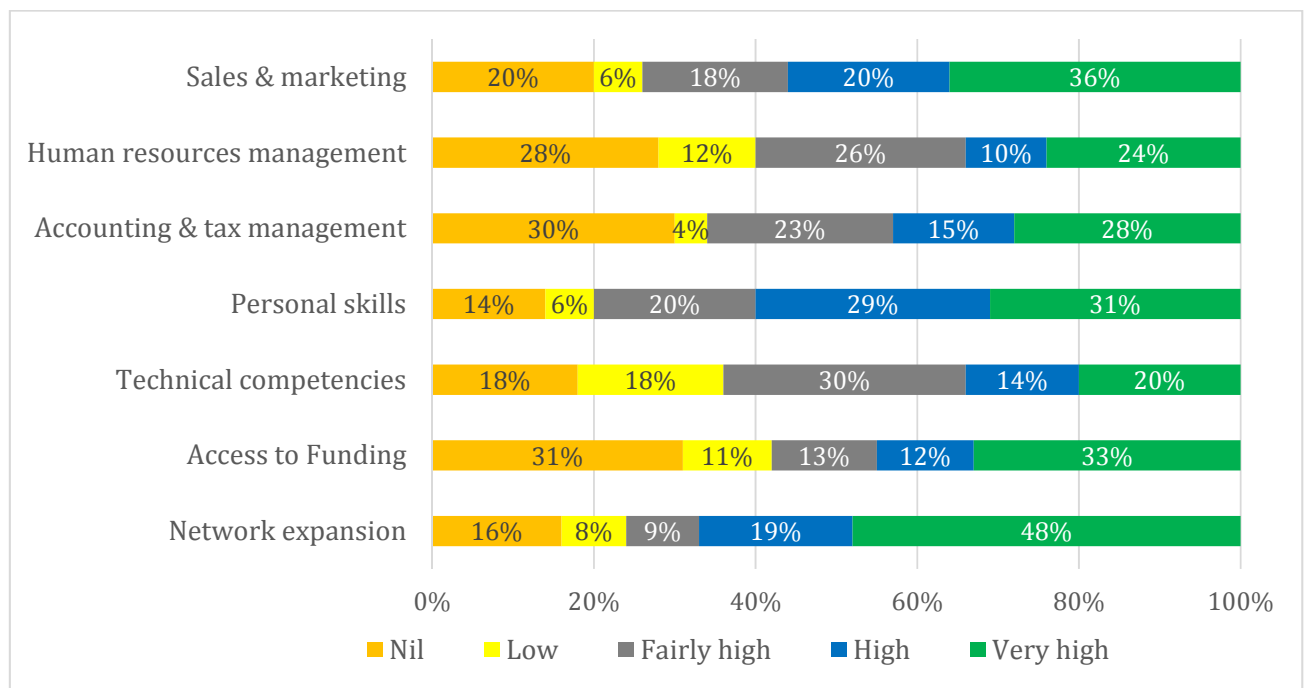
- **Other Factors:** Other difficulties pointed out by member interviewed were: the difficulty of establishing viable partnerships; the scarcity of sub-contracting options; and the rarity of efficient support services.

Thus, here again, proof of the relevance of the ENABLIS operational approach surfaces during the actual process of implementation.

b. Needs Expressed by Members

Members have been expressing their needs over several years. Sometimes they do this during interviews with entrepreneurs. At other times they do this in the course of diagnostic surveys of national and international institutions. These preoccupations have been addressed in the Orientations section of the Sectorial Policy Paper for Small and Medium Enterprises. The analysis of the ENABLIS operation, considered as a response to members' needs, was conducted on the basis of the expression of network members' needs, as articulated at the time of their admission into the network. Judging by their answers to the question of the way they identified their needs, and how intense they considered these needs to be, it is clear that all entrepreneurs thought their most crucial needs had to do with their relations with input suppliers, with the conception of a business plan, and with the growth of their business volume.

Graph 3: Entrepreneurs' Needs at the Time of Joining the Network



Source: Data gathered from members, and processed.

This graph shows that 48% of members encountered in the course of this mission indicated that the expansion of their business network remained a very serious expectation. Next came marketing and sales, at 36%; access to funding at 33%; and the upgrading of personal skills at 31%.

c. Senegal's Priorities in the Small and Medium Enterprise Sector

Judging from its recent clarification of the definition of small and medium enterprises, the measures it has taken to support their development, the advantages accorded them, as well as from duties assigned them in the Orientation Law on the Promotion and Development of Small and Medium Enterprises (Act Number 2008-29 of 28 July 2008), the Government of Senegal accords high priority to entrepreneurial development. To that end, the 2010 Sectorial Policy Paper sets out guidelines for upgrading small and medium enterprises, prior to implementation of the Economic Partnership Accords (EPA) with the European Union.

These laws and regulations are part of the Private Sector Development Strategy, at work since 2000. The strategy aims to streamline administrative procedures required for investment, access to funding, mergers between private sector organizations, the modernization of the judicial system, the rationalization of the institutional tissue, professional training, communication, and dialogue. Lastly, the focal points identified in the National Strategy Paper on the War on Poverty (DRSP) include wealth creation, partly through support for the entrepreneurial sector, led by private initiatives.

However, despite the attention given the entrepreneurial sector over the past two decades, the demand from numerous enterprises for a healthier national economic environment, to be achieved through anti-corruption campaigns, freer access to information, technical skills, funding, contracts and markets, has yet to get an adequate response. For the small and medium enterprise sector, this official apathy creates a bottleneck. The result is an extremely high startup failure rate during the first year of operation—65%.

d. Programs and Projects of Funding Agencies

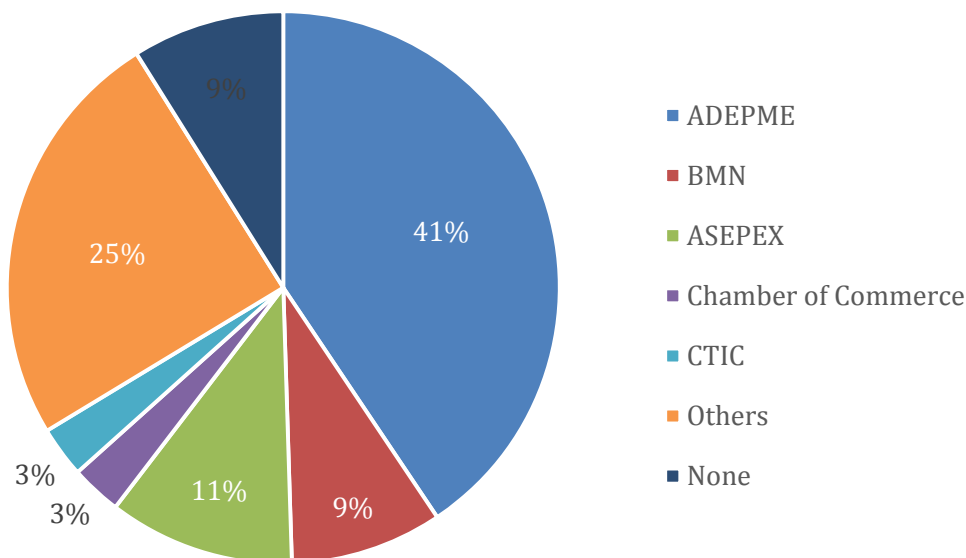
The relevance of the ENABLIS Operation will also be evaluated according to the level of complementarity with other programs or projects of the Government of Senegal and its development partners. These international institutions and financial agencies include UNIDO, the American foreign aid agency USAID, the Canadian International Development Agency CIDA, the European Union, the French Development Agency, the World Bank, the African Development Bank, and others. ENABLIS is one of a small number, so far, of philanthropic organizations offering support services to small and medium enterprises in Senegal. The international funding agencies described above provide financial backing for state policies geared to entrepreneurial promotion and development, the development of export capabilities, and advocacy for institutional changes in the business environment. Operating through several programs at national or local levels, they aim to stimulate private investment, so as to boost economic productivity.

e. Members' Awareness of and Perceptions of Other Support Institutions

Technical Support Structures

The following graph shows the extent to which member entrepreneurs interviewed interacted with support structures active in Senegal, and reachable in Dakar and Thies.

Graph 3: Members' Interaction with Technical Support Institutions.



Sources: Data gathered from members, and processed.

The graph shows that ADEPME remains the institution that offers most support to current members of the ENABLIS network, 41%. We also noted that members mentioned a large number of technical support institutions that work to project their knowledge of the small and medium enterprise environment. However, these members have so far not asked to work with them. And we noticed that a significant percentage of members, 11%, received support services exclusively from ENABLIS.

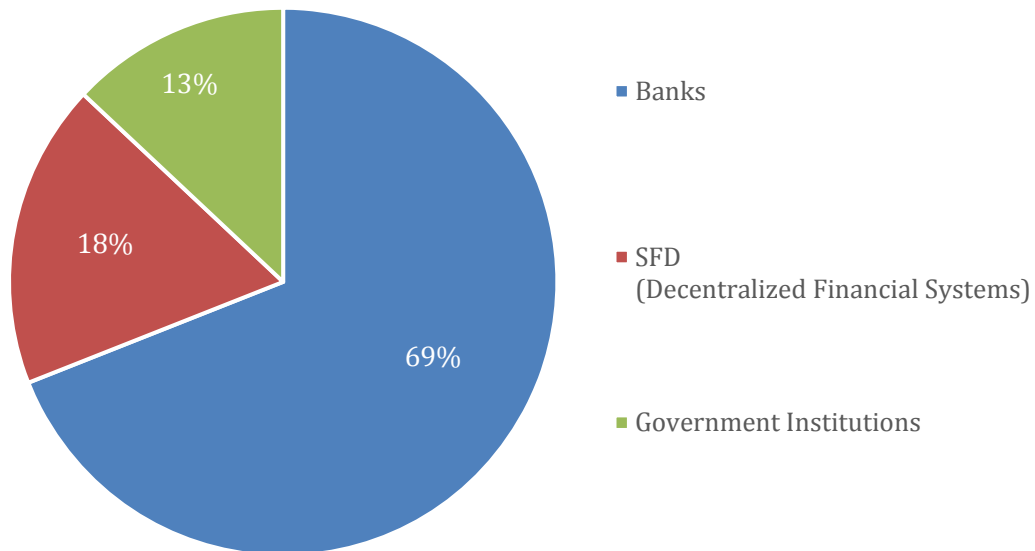
In general, technical support institutions came in for substantial criticism. Some were said to provide only abstruse, theoretical support; some worked too slowly; some suffered from inadequate technical equipment and insufficient financial resources, resulting in poor follow-up services for beneficiary enterprises.

So ENABLIS has plenty of work ahead. It is flexible. It offers members important services such as networking and coaching support. In short, conditions are favorable for it to become a key player in the ecosystem of support structures serving small and medium enterprises.

Financial Support Structures

The following graph shows the level of support demanded from various financial institutions by polled member entrepreneurs.

Graph Number 4: Types of Financial Institutions Most Frequently Asked for Help

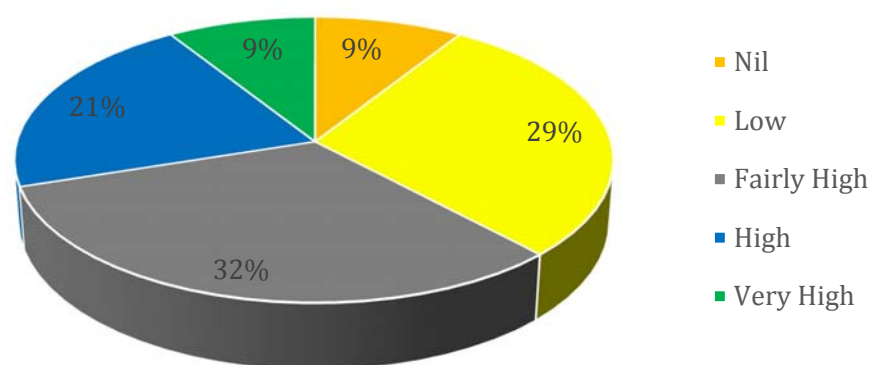


Sources: Data gathered from members, and processed.

Banks are still the leading financial partners working with members polled. Next come the decentralized financial systems (SFD), also known as microfinance institutions (CMS, ACEP, PAMECAS). Lastly, there are structures established by the State of Senegal (FONGIP, FONSI, and BNDE). It should be noted that most network members have substantial knowledge of financial institutions, generally speaking, as well as considerable experience working with them. The following graph presents approval ratings from network members polled about their interactions with various financial support services.

On the whole, as the graph below makes clear, the ratings are negative.

Graph 5: Network Members' Approval Ratings of Financial Support Structures



Sources: Data gathered from members, and processed.

Nearly one-third of members polled (29%) rated services offered by the financial institutions as poor. The main criticism was that the institutions were risk-averse when extending credit to small and medium enterprises. Their unwillingness to take risks was especially glaring when the enterprises needing credit were small. Banks very often demanded guarantees that small enterprises could not possibly afford. Furthermore, financial institutions put no money at all into sectors like agriculture. As for microfinance institutions, members polled said their credit granting procedures were cumbersome and time-consuming, and their interest rates high.

2. Analysis of Effectiveness

Roughly speaking, we may define effectiveness as the extent to which program goals are attained, with due consideration for their relative importance. To determine how efficient the ENABLIS operation was, results and achievements were measured against goals.

NB: Graphs presented in this section are based on data from the 90 members polled.

a. Level of Attainment of Standard Performance Goals in 2016

The table below matches work completed in the ENABLIS Operation against annual goals set for 2016.

Table 2: Hours of personalized support services offered in 2016

SUPPORT SERVICE	GOAL FOR 2016 ⁷	COMPLETED	%AGE COMPLETED
Needs Assessment	100	208	208%
Development Plan	100	208	208%
Development Plan Review	350	113	32%
Coaching	2100	1678	80%
Case Studies	500	1473	294%
Fundraising Support	500	531	106%
TOTAL	3 650	4 211	115%

Source: ENABLIS 2016

Needs assessments and the drafting of development plans were expected to require two hours' work per phased activity. However, inquiries among coaches and network members revealed that in practice, two hours were insufficient for the work in hand. In 2016, the number of hours was increased to 4.

The number of hours scheduled for coaching sessions was quite satisfactory. The rate of completion was 80%. This rate may be considered adequate, given that in 2016, ENABLIS registered 56 new network members, of whom 22 were only admitted in the last quarter of the year.

It should be noted that the exact number of coaching sessions is difficult to calculate, since coaches often list all their working hours on a single card. There are plans to install a digitized monitoring system. Once this happens, the problem should be solved.

The completion rate for the development plan review was rather low, 32% at the end of 2016. The reason was that instead of the plans being reviewed one by one, they were all reviewed together, during group sessions.

Table 2: Completion Rates for Group Activities Organized in 2016

SUPPORT SERVICE	GOAL FOR 2016	COMPLETED	%AGE COMPLETED
Introduction to E-circle	6	4	67%
E-circle meetings	63	8	13%
Networking events	4	5	125%
Training workshops	8	8	100%
Co-Creation group meetings	12	23	192%
TOTAL	93	48	52%

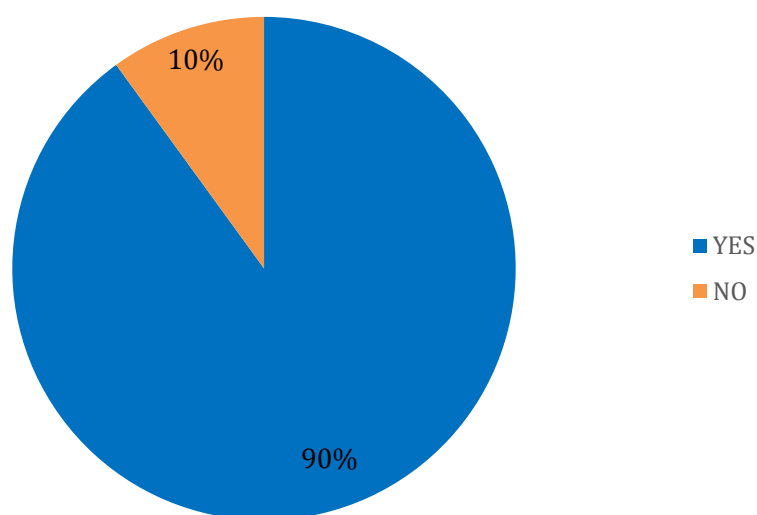
⁷ In 2016, goals set for the number of training workshops, network events, and Co-Creation groups were downsized. Instead of 13 training workshops there were 8; 4 instead of 10 networking events, and 12 instead of 24 Co-Creation groups. Adjustments were made according to changing numbers of members.

On the whole, completion rates of services provided for network members were satisfactory. Personalized services custom-made for members were duly completed, with completion rates largely exceeding initial targets.

On the other hand, in 2016, the completion rate for e-circle meetings was only 13%, a very low rate. In 2015, the rate was also low, at 17%. From a two-year perspective, this low rate of E-circle performance seems to be a recurrent problem. Priority attention must therefore be given to a solution: a workable strategy must be designed for mobilizing network members. The purpose would be to motivate them to pay greater attention and allocate more time to the e-circle meetings. We would further advise ENABLIS to reduce the number of planned e-circle meetings, since, on the evidence, only a few entrepreneurs are interested in this kind of activity.

Over the last six months of the year 2016, 90% of ENABLIS network members received at least one service. Now, every service listed above provides opportunities for network members to feel involved in the ENABLIS operation's implementation, over and above specific invitations to meetings and training sessions. If 80% of members could be involved each semester, members would be in a position to benefit fully from the network's services, through peer group emulation, familiarization and internalization of responsibility for the achievement of group goals.

Graph Number 7: Network members who received services in the last 6 months of 2016



Sources: Data gathered from members, and processed.

This graph shows that 90% of members received services in the last half of 2016. The services included the Diagnosis and the Development Plan, the first services offered to each new member.

b. Rate of Completion of the Logical Framework, 2016

In 2016, ENABLIS achieved practically all its goals as set in the Logical Framework Document. Out of 15 standards, 13 were achieved. The mission failed to receive information on only one indicator: the percentage of key stakeholders confirming their awareness of ENABLIS experiences, achievements and impacts. The reason for this failure was that the stakeholders in question were unreachable at the time.

As pointed out in the 2015 performance audit, the Logical Framework for the ENABLIS Operation is coherent and well structured. Furthermore, it was upgraded through the integration of suggestions put forward by the previous audit mission, in line with the reinforcement of the monitoring system.

c. Analysis of the 2017-2020 Logical Framework

Following recommendations made in the 2015 Performance Audit, against a background of changes in the institutional and socio-cultural environment, the ENABLIS team took an in-house decision to revise the Conceptual Framework designed in 2015, the better to fit it for purpose in the period 2017-2020. Thus revised, the Conceptual Framework for 2017-2020 aims at the creation of wealth and jobs inside an institutional scaffolding of a network of entrepreneurs set to grow from 100 to 400 members.

Committed stakeholders, ready to shoulder responsibilities

The standards and hypotheses indicate that various stakeholders, especially network members actually active in designing the work program, setting goals, and achieving them, were really committed to the program, and feel responsible for its success. Equally committed were the funding partner and potential contributors. Members showed a particularly high level of commitment and responsibility, especially in the Co-Creation group sessions.⁸

A clearly defined goal, but one still freighted with challenges

The principal aim of the ENABLIS program is: “To establish a long-term, self-sustaining network of 400 leading small and medium business entrepreneurs, and to provide them with technical support services calculated to generate 10 million Euros of added income while creating 2 000 new jobs.” The aim is clearly stated. It is also fraught with challenges. The aim of generating wealth, and of creating jobs, may seem realistic to us. But the goal of providing support to all of 400 small and medium business entrepreneurs will be hard to attain, over the long haul.

A logical link between the activities of the program and its expected outcomes

⁸ Co-Creation Groups were workgroups made up of ENABLIS members mandated to help identify highly promising entrepreneurs, and to bring them into the ENABLIS family of member support services; to contribute to the drafting, approval, implementation, monitoring and evaluation of members' support program activities; to help publicize the work and achievements of ENABLIS SENEGAL; and to support ENABLIS staff in identifying partners and formulating partnership proposals. These groups meet once every two months on the average. Twice a year they hold inter-group seminars.

The following program activities are expected to achieve the expected outcomes:

- Identification and accreditation of entrepreneurs with a high potential for wealth and job creation;
- Development and provision of support services for entrepreneur members of the network. Services include needs assessments, development plans, coaching, training courses, networking, peer support, case studies, and fundraising support;
- Development and implementation of support programs for aspiring and seasoned entrepreneurs;
- Reinforced involvement of member entrepreneurs and local community groups (from major enterprises, the public sector, non-governmental organizations) in the organization's activities.

The above listed activities are expected to achieve the following outcomes:

1. Increased turnover in enterprises run by member entrepreneurs;
2. Small and medium enterprises headed by member entrepreneurs create jobs;
3. Member entrepreneurs gain greater access to funding;
4. A member-driven network of promising entrepreneurs is set up;
5. Members find services provided by ENABLIS satisfactory;
6. An efficient, effective entrepreneurial support model is designed;
7. The entrepreneurial support model developed by ENABLIS is replicated;
8. ENABLIS SENEGAL is becoming increasingly sustainable.

Participation of Member Entrepreneurs

As with all networks, the active involvement of the target group is of vital importance, if expected outcomes are to be achieved over the long term. ENABLIS members participate actively on many levels:

- Helping to identify promising entrepreneurs;
- Initiating and grooming new members;
- Helping to define and assess support services;
- Offering support to peer members;
- Fundraising;
- Evaluating the relevance, efficiency, effectiveness, impacts and sustainability of the ENABLIS operation.

Institutional Viability within the New Logical Framework

The main goal is to set up, between now and 2020, a self-sustaining network of 400 entrepreneurs in charge of small and medium enterprises, and to give them technical support services to help them generate 10 million Euros of extra earnings, while creating 2000 new jobs.

The table below shows the extent to which certain basic pillars of institutional viability are accounted for in the determination of outcomes within the new logical framework.

Table 4: Analysis of Institutional Viability

Pillars of viability	Outcomes in the Logical Framework linked to each pillar	Observations
Guaranteed performance of member entrepreneurs (higher earnings, more jobs created)	Member entrepreneurs increase their business earnings; Small and medium enterprises run by network members create new jobs	The outcomes envisaged are completely synchronized with members' performance goals. So far, outcomes achieved are encouraging. The positive effect of the ENABLIS support program on the performance of member entrepreneurs is now obvious. Proof: Members who have benefited from more than 6 months of ENABLIS support have generated greater profits than those with less than 6 months of support.
Member entrepreneurs' access to funding	Member entrepreneurs gain greater access to funding	The ENABLIS fundraising support program ⁹ is completely geared to the funding needs of members' businesses. Extrapolating from the funding requirements of current members, it is safe to predict that fundraising goals from now to 2020 are practically certain to be achieved.
Relevance and efficiency of support services	Members are satisfied with services delivered by ENABLIS	The support services provided are completely synchronized with institutional viability goals.
Network members attain a good grasp of the organization's norms and practices	A member-driven network of promising entrepreneurs is set up.	The current level of member responsibility for the network is satisfactory. In the years to come, it is set to grow even better.

⁹ ENABLIS subsidizes 50% of a fundraising support service.

Pillars of viability	Outcomes in the Logical Framework linked to each pillar	Observations
Income sources are diversified. This makes the smooth continuation of ENABLIS activities surer.	ENABLIS becomes steadily more sustainable.	To maintain this positive institutional momentum, ENABLIS will need to do more to secure adequate funding for its activities.
Efficient, effective management of the ENABLIS program	<p>A practical and efficient model of entrepreneurial support services is designed and established;</p> <p>The model is repeatedly applied, with success.</p>	The current ENABLIS team is well equipped to ensure the efficient, effective management of the project.

Overall, then, as far as the linkage of the activities and outputs of the program with the expected outcomes achieved is concerned, our assessment of the ENABLIS program is positive. That said, we would like to add the following observations:

- On the issue of the ENABLIS program's long-term prospects, it might be a good idea to think of securing state support. This would make ENABLIS entrepreneurial network members eligible for such government support facilities as access to public sector contracts, export-import incentives, and tax breaks.
- In applying the ENABLIS support model to new enterprises, care must be taken to ensure that all is done in conformity with entrepreneurial support guidelines issued by the State of Senegal. Particular priority must be given to geographical areas earmarked for entrepreneurial development, as well as to the type of activity to be supported.
- It is good to have a practical, efficient entrepreneurial support model established. It is even better to link it to an effective monitoring system, together with technological equipment that provides necessary information and data on member enterprises promptly.
- It would be a good idea to have a database for all members of the small and medium enterprise network, listing, for each member, sales and contracts secured through contacts within the network, and those secured from outside the network. This would make it transparently feasible to determine the extent to which members' performances are affected by the ENABLIS program.

Relevance of indicators used to measure outputs and outcomes

The outcomes chart is a useful tool for planning and orientation, valuable for the efficient implementation of the ENABLIS program. It is designed to indicate the starting point in the program's operational field of operation, for reference purposes. This makes it possible to fix reasonably attainable targets, assuming an enterprise has sufficient resources of good quality.

The mission noted a clear distinction between expected outcomes and the services supposed to help achieve them. In most cases, the services are well described.

However, even though most of the standards seem appropriate, some pose problems, as described in the table below.

Table 5: Analysis of Selected Standards in the Conceptual Framework

Goals	Standards	Expected result at end of project	Remarks
Member entrepreneurs boost their earnings	Average %age of increase in earnings of small and medium entrepreneur members who have benefited from support services	20%	Cumulative turnover of members from 2015 to 2016 rose by 18%. So it seems to us members' performance has matched this goal.
Members' small and medium enterprises create jobs	Annual %age of new jobs created by entrepreneurs who have benefited from support services	20%	The total work force employed by member entrepreneurs rose by 28% from 2015 to 2016. The goal set for 2020 may thus reasonably be raised.
Promising entrepreneurs are identified and admitted into the ENABLIS SENEGAL network	Number of member entrepreneurs in the network	400	The idea of raising the number of support network members to 400 by the year 2020 seems to us somewhat unrealistic. In any case, ENABLIS could not possibly sustain such a growth rate over the long run. It is therefore advisable to lower this goal when the Logical Framework is redesigned in 2018.
Members pay their membership dues	% of members who have benefited from services and paid their membership dues	75%	In our opinion, the number of members who fail to pay their membership dues ought to be small, less than 20%.

Goals	Standards	Expected result at end of project	Remarks
ENABLIS becomes increasingly sustainable	% of ENABLIS income derived from sources other than the funding partner	77%	Sources outside the funding partner contributed less than 10% of total resources received by ENABLIS. So the goal of deriving 77% of such resources from outside the funding partner by 2020 seems to us rather impractical.

d. Level of Budgetary Implementation, 2016

Overall, the rate of budgetary expenditure averaged 79% of the budget forecast. This rate is quite satisfactory. Services to Members, and Office Expenses, also registered satisfactory rates. However, expenditure on certain budget items fell far short of the budget forecast, for the following reasons:

- Personnel Education and Training (18%). In 2016, ENABLIS did not organize training courses for its personnel because their work schedules left no time. So cash in this category was spent only to pay leftover bills for a strategic planning and team capacity building retreat organized in December 2015.
- Travel Expenditure (32%). A planned trip to Canada was canceled, and a number of planned missions to Thies were aborted.
- Marketing and Communications (30%). Planned contests for entrepreneurial role models were canceled. The publicity campaign planned to help launch the competitions was therefore also canceled. Result: decreased expenditure.
- Equipment Maintenance and Renewal (28%): Not much equipment was written off, and little was renewed in 2016.

e. Effectiveness in Resource Mobilization

In line with plans for the implementation of Project ENABLIS SENEGAL, an agreement was signed with the funding partner,, to ensure that activities envisaged in the business plan would be duly completed. After an amendment to the agreement was signed on 5 May 2015, a plan for the disbursement of the grant was adopted. The grant was to be disbursed over a period of three years, from 2014 to 2017, in installments scheduled for delivery on fixed dates.

Grants from the principal funding partner, are subject to certain conditions. These include prior approval of activity reports and financial reports, plus the achievement of selected goals such as the number of network members registered, or the number of hours of service

delivered. In general, ENABLIS satisfied these demands. It was therefore able to receive all scheduled grants in 2016.

Besides Argidius, other resources used by ENABLIS come mainly from sponsoring agreements, membership dues, and donations in kind or cash.

Generally speaking, amounts received from these other sources, compared with amounts pledged or expected, were rather low in 2016. This low delivery rate was due mainly to weaknesses in sponsorship deals and agreements with other funding sources. Concerning sponsorship deals, for instance, ENABLIS approached several institutions such as banks, but never succeeded in getting a serious commitment from them.

Even so, compared to the previous year, these resources increased by 112%, due to a substantial increase in membership dues and contributions from sponsors. By the evidence, ENABLIS has grown increasing skilled at getting contributions from members.

ENABLIS, though, still needs to continue contacting potential contributors, so as to diversify its sources of revenue, in kind and in cash. This should be done on both the national and international levels, within the context of expanding operations. That way, the risk of exclusive dependence on a sole donor will be reduced, and the organization will have a larger slate of resources for meeting the needs of network members.

ENABLIS has, in fact, designed a resource diversification strategy for this purpose. The aim is to ensure institutional viability. For now, even though resources other than those coming from the principal donor are insufficiently mobilized, there is no present danger of ENABLIS compromising its institutional viability. ENABLIS faces challenges in resource mobilization, but it is steadily dealing with them. For example, on 24 February 2017, ENABLIS signed a partnership agreement with the non-governmental organization World Vision, for the implementation of a support program for some 1000 youths in Kolda region, Senegal. The program is scheduled to last from 2017 to 2020.

The relevance of the ENABLIS institutional plan remains a solid asset likely to draw in local and international partners to provide technical and financial support to the organization.

An Interim Status Report on Effectiveness

In 2016, ENABLIS achieved implementation targets that came reasonably close to its annual goals, as described below:

- Implementation rates of membership support activities were satisfactory. Major support services designed to meet members' needs were satisfactorily completed. Implementation rates exceeded initial expectations substantially. Also, the number of hours spent providing coaching support to members was, on the whole, adequate.
- ENABLIS attained practically all goals set in the Logical Framework for 2016. For example, in the Framework Plan, members' turnover volumes were expected to increase. In fact, substantial increases were observed. And some enterprises grew so significantly that they shifted to a higher category. They thus qualified for more

specialized support services related to taxation, new technologies, and access to international markets.

- With regard to the expenditure of budgeted resources, expenditure rates in 2016 were also satisfactory. The overall rate was 79%. Statistics for Services for Members, and Office Expenses, were equally satisfactory.
- So far, the level of resource mobilization, like that of diversification of sources for resources, is still low. But ENABLIS has set in motion procedures calculated to remedy these drawbacks. The steps taken have begun to yield positive results, as in the signature of a hands-on partnership agreement for a joint project with the non-governmental organization World Vision.

Pointers¹⁰ for Improved Effectiveness

- ENABLIS should intensify and increase its coaching services for members.
- Selected enterprises of large size should be offered more specialized services.
- Services for members should absorb an increasingly larger share of annual budgets. It should be noted, however, that a large part of the organization's salary package and its office expenses contribute directly to services offered to members.
- In the new Logical Framework for 2017-2020, the list of principal activities should be placed in the first column.
- Human and material resources required to attain goals set in the Logical Framework should be added to the revised Logical Framework for 2017-2020, in between Activities and Standards.
- Supplementary resources should be found to enable the organization to boost services for members, especially in the area of entrepreneurial coaching.

3. Analysis of Efficiency

Efficiency is defined as the extent to which resources are processed into achievements, without waste. The yardstick of efficiency is important because it ensures optimal resource use. Incidentally, it also helps to find other ways in which available resources can be used more efficiently.

We need to point out here that efficiency becomes a great deal harder to understand, if we include in its definition the best possible use of *all* resources. The fact is that in practice, our calculations are limited to average unit costs¹¹ of a general sort, in the wider external market. This means we are in no position to assess the optimal value of real costs the program has to compute, when trying to reach its set goals.

a. ENABLIS Expenditure in 2016

¹⁰ Pointers are suggestions for improvements, to be treated in detail later in Section V, Recommendations.

¹¹ Refers to costs recorded by other entrepreneurial support institutions. The figures are derived from the past practice of auditors working with external evaluation and audit missions.

ENABLIS is currently working to establish a coherent balance in its expenditure patterns. It is doing this by channeling more and more resources into services for members' needs. This would be in line with ENABLIS expectations regarding membership recruitment. It would also be consistent with planned fundraising efforts calculated to underwrite the projected rise.

b. An Efficient Management System

ENABLIS is steadily formalizing its own management system. A first step was the procurement of a handbook of administrative procedure, with technical help from an external expert. The organization also received advice from an experienced external audit consultant. Furthermore, the organization's bookkeeping has been externalized, and is now contracted to an outside accounting firm, the CGA.

Still, a number of operational procedures have yet to be formalized in a handbook of operational management.

As far as management is concerned, the ENABLIS program is properly administered. There is an annual work schedule, alongside a detailed annual budget. The annual work plan is synchronized with the business plan. And it is organized in linked monthly work schedules. Monthly schedules are in turn vetted during weekly meetings. The information interchange system is quite robust. It includes weekly meetings at which status reports are issued on tasks listed in the work plan. Information also circulates in the form of email messages.

The ENABLIS Project has already installed substantial equipment for carrying out evaluative monitoring. In addition to its annual program audit plan, it has substantial quantities of data already compiled and analyzed. Thus, production levels as well as the quality of the content of deliverable data produced by the project are both satisfactory, generally speaking.

Room for Improvement in Monitoring Procurement of Goods and Services

In the course of this mission, we noted that development plans were not always subjected to implementation monitoring and financial audits. In conversation, some members wished coaches could be selected more carefully, and that they could do their work more diligently. To deal with this problem, there should be a strict monitoring system for coaches, to ensure quality performance in the service of member entrepreneurs.

Close, regular monitoring makes it possible to generate and to keep on tap constantly updated information of the kind needed for knowledgeable, proactive management leadership. This in turn enables the organization to anticipate problems, to identify them when they arise, and to design appropriate remedies for them.

c. Resource Use Without Waste

In the course of this mission, we observed that in 2016, ENABLIS found a way of using resources with no waste, in its effort to achieve set performance goals.

In the interests of better resource management, ENABLIS has drafted a handbook of procedures for the procurement of goods and services, focused on helping the organization to have at its disposal a series of measures for facing certain risks related to procurement. The handbook is currently getting fine-tuned. Written operational procedures for the procurement of goods and services permit ENABLIS to bring a reasonable guarantee of

reliability to current management practices and acts, in relation to procedural standards, prevailing norms and costs, and secure disbursement procedures. Thus, for instance, purchases above 400 000 Francs CFA must be subjected to a bidding process involving at least three suppliers. And in the selection of the final supplier, technical and financial aspects of bids received have to be given due consideration.

The audit of a sampling of goods and services procured by the organization shows that ENABLIS bought said goods and services with no waste, with reference to prevailing prices on the national market.

Fit for purpose implementation means

We noted that resources deployed by ENABLIS for the achievement of set goals were, as a rule, fit for purpose. This was true of organizational resources, and of targeted resource allocations. ENABLIS compares favorably with other organizations in this respect. Its current organizational structure, and the technical and material resources it deploys, are currently well calculated to meet its goals.

d. Substantial annual improvements in the ratio of members' turnover increases to ENABLIS expenditure

Annual increases in members' annual turnover, as correlated with ENABLIS expenditure on membership support, are calculated on the ROTI scale. This is a special coefficient measured by computing total ENABLIS expenditure as a factor of members' turnover increases.

Table 10: ROTI Computation, 2016

Year	ROTI
2015	3.62
2016	8.34

From 2015 to 2016, the ROTI index has more than doubled, from the 2016 goal of 2.46. This indicates that network members' performances, as reflected in their turnover increases, have generally matched ENABLIS efforts in support of entrepreneur members.

The ROTI index is a valuable measure, because it makes it possible, year after year, to assess the efficiency of resource use, and thus to boost members' performance. The extent to which ENABLIS monitoring affects entrepreneurs' performance now seems obvious. Members supported over a period longer than 6 months have registered turnover increases higher (22% average) than those of members who received less than 6 months' support (13%). Members' observations confirm this fact. 44% of members supported over more than 6 months by the end of 2016 consider that ENABLIS contributed a great deal to the improved performance of their enterprises.

An Interim Conclusion on Efficiency

- Expected ENABLIS funding for 2016 was paid on time, because the organization fulfilled conditions set by the principal funding agency. Implementation of the annual

budget was generally satisfactory. But the allocation of funds for different items needs to be rebalanced, with more funding allocated to meet members' requirements.

- Tests run on selected items of expenditure proved that resource management was frugal.
- The 2016 ROTI index was much better than expected. This was because overall, members registered substantial turnover increases, and resources allocated for members' needs were efficiently used.
- Members' rising turnover is related to monitoring support provided by ENABLIS. This is proved by the fact that members who received more than 6 months of ENABLIS support registered higher turnover increase rates than those who received less than 6 months' support by the end of 2016.

4. Impact Analysis

Impact means the degree of change caused by a program, generally after it has operated over its lifetime. Impacts may be expected or unexpected, positive or negative. Impacts are measured in terms of an operation's effect on the persons and parties involved, especially the final beneficiaries.

a. Analysis of aspects related to economic impacts

Changes in the Number of Jobs between 2015 and 2016

The tables below summarize the progression of the number of permanent and temporary employees of ENABLIS network members between 2015 and 2016.

Table 11: Progression of total permanent employees between 2015 and 2016

Item	2015	2016
Total number of permanent employees	684	777
Number of new jobs created		93
Percentage increase in permanent jobs		14%

Source: Data collected and processed from 90 members polled.

Table 12: Progression of total temporary employees between 2015 and 2016

Item	2015	2016
Total number of temporary employees	875	1 223
Number of new jobs created		348
Percentage increase in temporary jobs		40%

Source: Data collected and processed from 90 members polled.

Table 13: Progression of combined total permanent and temporary employees between 2015 and 2016

Item	2015	2016
Total permanent and temporary employees	1559	2 000
Number of new jobs created		441
Percentage increase in new jobs created		28%

Source: Data collected and processed from 90 members polled.

Between 2015 and 2016, overall job numbers in members' enterprises increased significantly, by 28%. The number of permanent employees increased by 14% in 2016, when 93 new permanent jobs were created, as compared to 73 in 2015. It is worth pointing out that only 7% of members reported a drop in the number of their permanent employees. The remaining 93% either consolidated existing jobs, or actually added new ones.

Progression of Turnover between 2015 and 2016

Progression of Turnover between 2015 and 2016 Itemized by Turnover Slice and by Percentage of Total Members

Slice of 2016 Turnover	% Progression		Turnover Progression in CFA Francs		%age of Total Members
	Median	Average	Median	Average	
0 to 50 000 000	51%	64%	3 000 000	3 535 774	47%
50 000 001 to 100 000 000	18%	26%	11 000 000	(10 115 779)	18%
100 000 001 to 150 000 000	25%	47%	25 000 000	31 082 895	13%
150 000 001 to 200 000 000	33%	43%	45 000 000	47 200 000	6%
200 000 001 to 500 000 000	19%	45%	56 000 000	28 101 667	13%
Over 500 000 000	38%	72%	150 000 000	191 772 308	3%

Source: Data collected and processed from 90 members polled.

The tables below summarize the progression of members' total turnover between 2015 and 2016:

Table 15: Progression of Members' Total Turnover between 2015 and 2016

Item	2015	2016
Members' total turnover (FCFA)	8 220 432 933	9 728 614 635
Increase in Members' Total Turnover = New Wealth Generated by Members		1 508 181 702
% Increase in Members' Total Turnover		18.3%
Targeted % Increase in Members' Total Turnover		9%

Source: Data collected and processed from 90 members polled.

Table 16: Progression of Total Turnover of 54 Members Supported for Over 6 Months

Item	2015	2016
Total Turnover	4 699 157 673	5 741 678 135
Percentage Increase		22%

Table 17: Progression of Total Turnover of 36 members Supported for Less Than 6 Months

Item	2015	2016
Total Turnover	3 521 275 260	3 986 936 500
Percentage Increase		13%

In 2016, the overwhelming majority of enterprises directed by members of the ENABLIS network registered substantial turnover increases, as compared to 2015. Total turnover for all members polled increased by 18.3%. This rise largely exceeded the 9% target increase forecast for 2016.

Some member enterprises in the ENABLIS network started generating large annual turnovers, as high as several hundred million Francs CFA. So ENABLIS should provide them with extra support in the form of accounting management, stock control, loan raising and management, and internal auditing procedures, in keeping with high level business practice.

Nearly half of the members, 47%, achieved relatively small increases in their turnover, averaging 3 500 000 Francs CFA. But the average increase was encouraging, since it represented 64% of their average turnover in 2016.

Furthermore, only 14% registered a drop in turnover for 2016. Enterprises in this category face challenges of various sorts. Chief among the challenges are: poor access to markets and contracts, and inadequate access to funding. ENABLIS should help them by providing more intensive coaching, training, and fundraising support services.

The preceding tables also show that the progression of turnover increases registered by members supported for more than 6 months was higher, generally (22%), than that of members supported for less than 6 months (13%). This proves that ENABLIS monitoring support has a positive effect on entrepreneurs' performance. Over time, it becomes easier to confirm this correlation between ENABLIS support services and network members' rising turnover.

b. Impact on capacity building and skill transfer

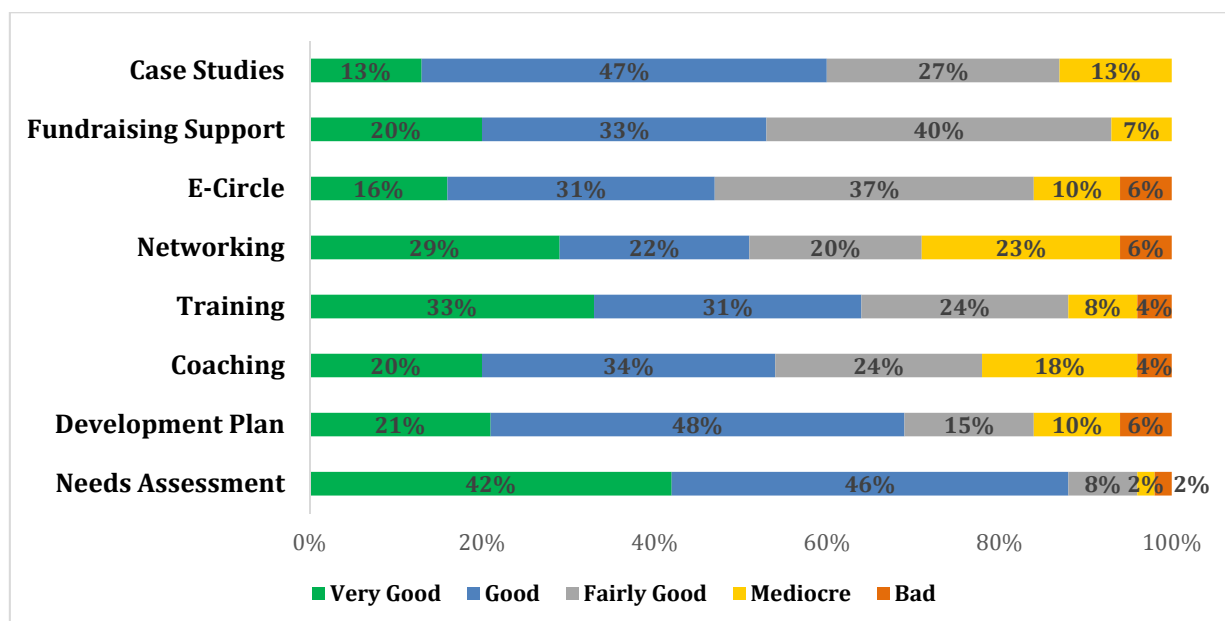
In this section, we shall be evaluating members' assessments of ENABLIS support services and their effects. Below, we present, for each area of activity, the level of members' appreciation of the effectiveness of ENABLIS services.

NB: *In this section, only data collected from the 54 network members who received ENABLIS support for more than 6 months have been processed and presented. Member entrepreneurs who received less than 6 months of support services are not included. Those who received more than 6 months of support are included, even if they did not all receive the entire slate of services listed. A negative rating means performance was Nil or Low. A positive rating means performance was Very Good/Very High or Good/High. Since a rating of Fairly Good/Fairly High is ambiguous, and therefore hard to analyze, the mission did not use it.*

Members' Ratings of Services

The graph below shows the extent to which services offered impacted capacity building and skill transfer levels among members. Data gathered and processed for this graph relate to members' evaluation of services offered them. It should be pointed out that some respondents did not directly receive the services on which they commented.

Graph Number 9: Members' Ratings of Services Received in 2016



Source: Data gathered from members, and processed.

An analysis of the above graph indicates that members' evaluations of services varied from service to service. Below, we present members' ratings for each service;

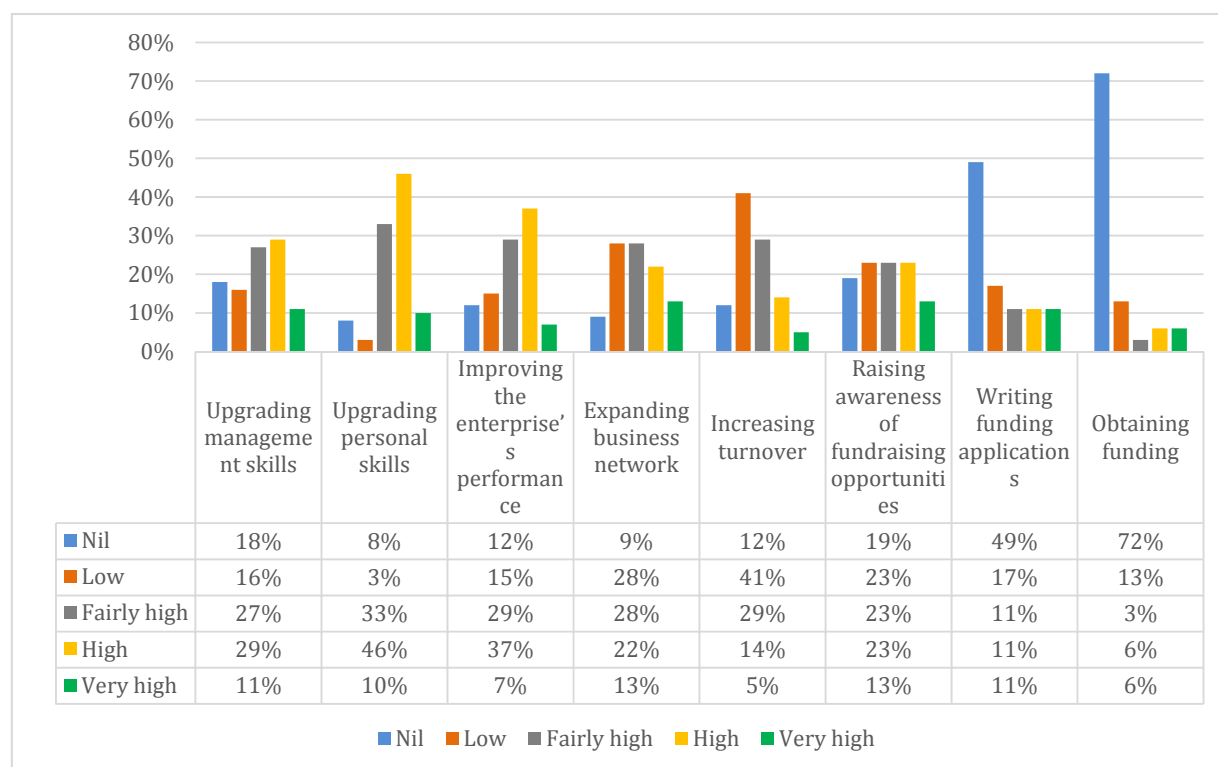
- **Ratings of Needs Assessments Support Service:** 88% of members polled rated this service positively. According to a majority of entrepreneurs interviewed, the needs assessment service was really effective, because it gave them greater knowledge of the workings of their enterprise. In addition, it gave them insights about aspects they needed to improve in order to achieve sustainable, long-term and harmonious development.
- **Ratings of the Development Plan Support Service:** 69% of members interviewed gave this service a positive approval rating. Entrepreneurs rated the development plans drafted by coaches assigned to them quite highly. However, the development plan support service is not yet entirely systematic; some members have yet to benefit from it. Furthermore, the model development plan offered to members ought to be more flexibly adapted to the particular requirements of specific enterprises. It is worth recalling that development plan implementation is not always followed by monitoring and auditing services. And funding for the practical implementation of development plans invariably raises challenges, because sometimes the cash resources needed are large.
- **Ratings of the Coaching Service:** 54% of members interviewed evaluated this service positively. During interviews with members, some complained that the coaches assigned to them were often absent when needed, and some lacked competence. Nevertheless, ENABLIS has put considerable effort into providing network members with coaches. For instance, almost all members who put in a request for coaches got a positive response from ENABLIS. Some members requested supplementary coaching support in specific areas, especially in NTIC, produce processing, etc. This need can be met by opening up ENABLIS networks to more outside partners and outside technical support institutions like the ITA¹² and the ONFP¹³.
- **Ratings of the Training Service:** 65% of members interviewed gave this service a positive approval rating. Generally, they thought the training modules were fit for purpose, and that the training courses were well run.
- **Ratings of the Networking Service:** 54% of members interviewed rated this service positively. And members were highly pleased with the idea of getting connected with each other through a network. Still, many members interviewed during this mission complained that the way the network actually functioned fell short of their initial expectations. They were keenly disappointed that their belonging to the network did not result in effective partnerships and practical collaboration between members, with special reference to access to contracts and markets for goods and services. Some members thought it would be a good idea to get more involved in the use of new technologies. This could be done by setting up an online platform where members could interact with each other.

¹² Institut de Technologie Alimentaire : Public Institute dedicated to agro-industry research and training

¹³ Office National de la Formation Professionnelle : Public institution financing professional training for organizations and individuals

- **Ratings of the E-circle Service:** 47% of members interviewed gave this service a positive approval rating. Members interviewed thought as positively of the E-circles as they did of other ENABLIS services. In their opinion, this service provided a valuable opportunity for exchanges and bonding. However, over half the members seem still unaware of the usefulness of E-circles. The reason, it seems, is the low level of actual involvement and knowledge. Both shortcomings can be remedied.
- **Ratings of the Case Study Support Service:** 60% of members interviewed gave this service a positive approval rating. Goals set with regard to the conduct of case studies were substantially achieved. But some members have yet to benefit from this service. Note: To obtain this service, members have to apply for it.
- **Ratings of the Fundraising Support Service:** 53% of members interviewed gave this service a positive approval rating. Note that this service is less in demand than others. The reason seems to be that so far, many members have not articulated a clear need for help with their fundraising requirements.
- **ii) Changes Due To ENABLIS Monitoring:** The graph below shows the extent to which ENABLIS monitoring services have affected capacity building and skill transfer among members. Note that this evaluation is restricted to members who benefited from services designed to impact their capacity building and skill transfer levels for at least six months.

Graph Number 10: Members' Evaluation of Changes Brought About in 2016
Relative Impacts of Services Offered



Source: Processed data collected from members

We present below a summary of members' evaluations of the impact of ENABLIS services on improvements in each area of entrepreneurial activity.

- **Evaluation of the impact on upgrading management skills:** 40% of members interviewed said ENABLIS had enabled them to improve their management skills significantly. 34% gave a negative approval rating.
- **Evaluation of impact on upgrading personal skills:** 56% of members interviewed said ENABLIS had given them considerable help in upgrading their personal skills. 11% gave a negative approval rating.
- **Evaluation of impact on the expansion of the business network:** 35% of the ENABLIS network's entrepreneur members said ENABLIS helped them greatly in expanding their business network. But 37% said their participation in the network had not yet had a real impact on the expansion of their business network. They said their initial expectation was that network membership would help them to establish business relationships, enlarge their markets, connect with new partners, etc. On the whole, this had not yet happened.
- **Evaluation of impact on the upgrading of performance:** 44% of members said ENABLIS had helped greatly to the upgrading of their entrepreneurial performance. 27% of members thought ENABLIS did little to improve their performance. In 2015, the percentage that gave a negative evaluation on this topic was 52%. So there has been a clear increase in positive assessments in 2016. It should be remembered that the performance index covers not only turnover, but also improvements in members' awareness of, and mastery of, market processes.
- **Evaluation of impact on the increase of turnover:** 19% of members thought that ENABLIS helped greatly to increase their turnover. 53% thought ENABLIS had provided little help in raising their turnover in 2016. So far, it has not been possible to evaluate the extent to which ENABLIS services have impacted turnover with any great degree of accuracy. This kind of impact can only be perceived and measured over the long term, after the gradual, sustained absorption of improved skills, coupled with the smoother operation of the network in terms of exchanges and partnerships.
- **Evaluation of impact on fundraising capabilities:** 12% of members said that funding received within the context of the ENABLIS network had had a positive effect on their activities. It should be pointed out that fundraising support services were little used in 2016, since most members did not submit grant applications. Nevertheless, it is a fact that members constantly need funding. It will therefore be necessary to find better ways of collecting all fundraising requests, and processing them.

Interim Conclusion on Impacts

- Between 2015 and 2016, the number of permanent jobs in enterprises run by network members rose considerably, generally speaking. Only 7% registered a drop in the number of permanent jobs. The remaining 93% either created new permanent jobs, or consolidated existing jobs. As for turnover, in 2016, the majority of enterprises registered substantial increases over their 2015 figures. The salient fact in 2016 was the appearance among members of enterprises capable of generating high turnovers, some in the region of hundreds of millions of Francs CFA. However, it should be noted that nearly half of membership (47%) registered turnover figures lower than 50 million Francs CFA.
- In 2016, services offered by ENABLIS were variously rated by members:

- The services that got the highest approval ratings were Diagnosis and Training services. That was logical, since these services increase awareness of the way enterprises operate. There is one drawback, though: implementation of some development plans that members were helped to draft is not yet completely systematized.
 - Approval ratings of coaching services were only moderate. The quality of coaching services needs improvement, and their number should be increased, since coaching services are the key to enthusiastic participation by members. Networking is similarly useful. For now, the idea of bringing members into a network is highly appreciated, but only in principle. In practice, almost 50% of members remain skeptical, because so far, their initial expectations have not been met.
 - Networking services were among the most poorly rated, at 29% approval, the lowest. One reason was that members initially expected a higher intensity of exchanges; that optimal level has not yet been reached. It will take a few years before a real synergy develops between network members, resulting in an interchange of experiences and services. As for the E-circle meetings, the fact that members are frequently absent seems to hamper its efficient functioning. Case study services also got low approval ratings this year. It seems that sometimes they take too long to prepare, and many members are yet to benefit from the service.
- Members evaluated the impact of the ENABLIS operation quite positively, on the whole. Generally, professional skills and management capacities were upgraded, and entrepreneurial performance improved. Still, many members thought their business networks did not expand sufficiently. On entering the network, they had hoped to benefit from enlarged markets, greater contract opportunities, and new business partnerships. To date, these improvements had not materialized, on the whole.
 - Lastly, we noticed that as a rule, members rated ENABLIS services more positively than they rated the effects produced. For instance, 54% of members interviewed rated the networking service positively; but when asked if the networking service had helped them to expand their business networks significantly, only 35% said yes. Some members thought highly of the opportunity to participate in networking activities, in principle. In practice, however, they admitted they did not participate very actively in networking activities themselves, due to lack of time, or for some such reason. They agreed that had they participated fully, their initial expectations might have been met.

Pointers for Improving Impacts

- Entrepreneurs who have achieved high turnovers must be given extra support services in specific areas. At the same time, greater attention should be paid to smaller enterprises, which are more numerous, and more vulnerable to risk factors.
- Development plan funding and implementation must be given better monitoring services.
- ENABLIS should improve the coaching system by tightening its efficiency, to make it more effective.
- ENABLIS should shift more definitely into new technology use, so as to bring members closer together.

- ENABLIS should work out improved methods for collecting all members' requests for fundraising support, and processing them.

5. Analysis of Sustainability

Sustainability is defined as the continuation of beneficial results of a development operation, well after the end of the operation itself. This normally means the maintenance of advantages and improvements brought about by the operation, over the long haul. Sustainability can be evaluated on several levels: technical, economic, financial, organizational, and institutional.

In the context of this mission, we intend to evaluate the sustainability of the ENABLIS operation by answering questions on the following aspects:

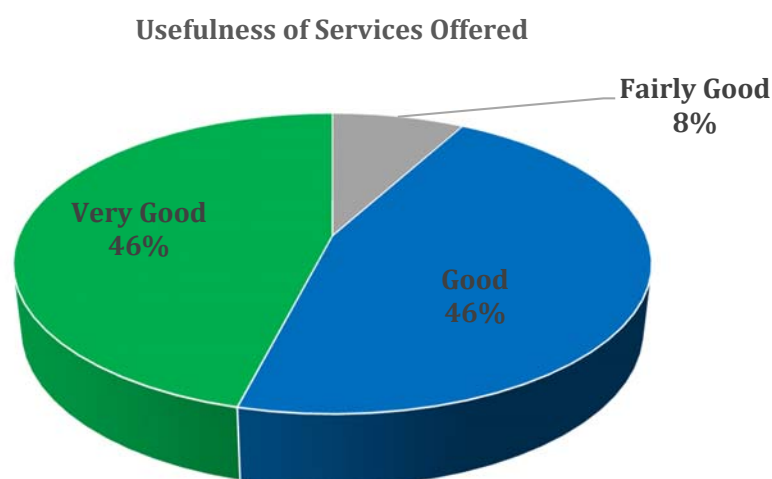
- The usefulness of services offered by ENABLIS;
- Members' evaluation of the ENABLIS network;
- Availability of resources for prolonging the operation;
- The influence of ENABLIS on the national support apparatus for small and medium enterprises;
- Current challenges facing network members;
- Improvements in the operation that could benefit entrepreneurs;
- Proposed upgrades to facilitate the network's long-term sustainability.

NB: Graphs used in this section present processed data gathered from the 54 members who, at the end of 2016, had received more than 6 months of support services.

a. Usefulness of ENABLIS Services

The graph below shows members' approval ratings of ENABLIS services.

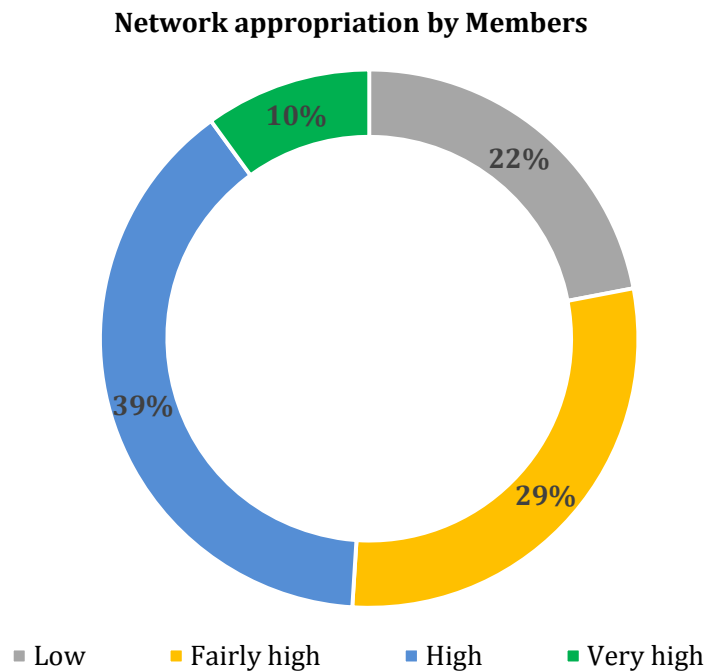
Graph Number 11: Members' Approval Ratings of the Usefulness of ENABLIS Services



On the whole, members' evaluations of the usefulness of ENABLIS services were highly positive. Practically all those interviewed thought ENABLIS services were helpful for their activities.

b. Members' Ownership of the Network

The graph below shows members' ratings of the extent to which they themselves took ownership of the network.



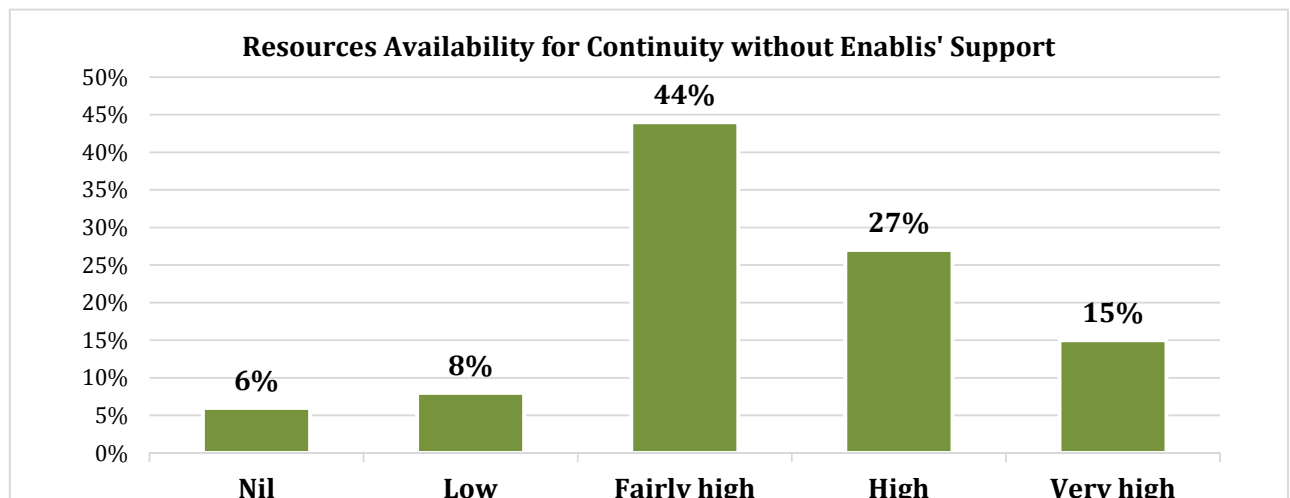
Source: Processed data gathered from members

As this graph shows, 49% of members interviewed thought they took ownership of the network. The remaining 51% thought they had not taken sufficient ownership of the network. As reasons for this failure, they pointed to repeated absences among members, the fact that some members lived in remote areas, and that some members saw each other very infrequently.

c. Availability of Resources

The graph below presents members' evaluations of the degree to which resources necessary to ensure the continuity of their businesses were available, even without ENABLIS support.

Graph 13: Members' Evaluation of Resource Availability



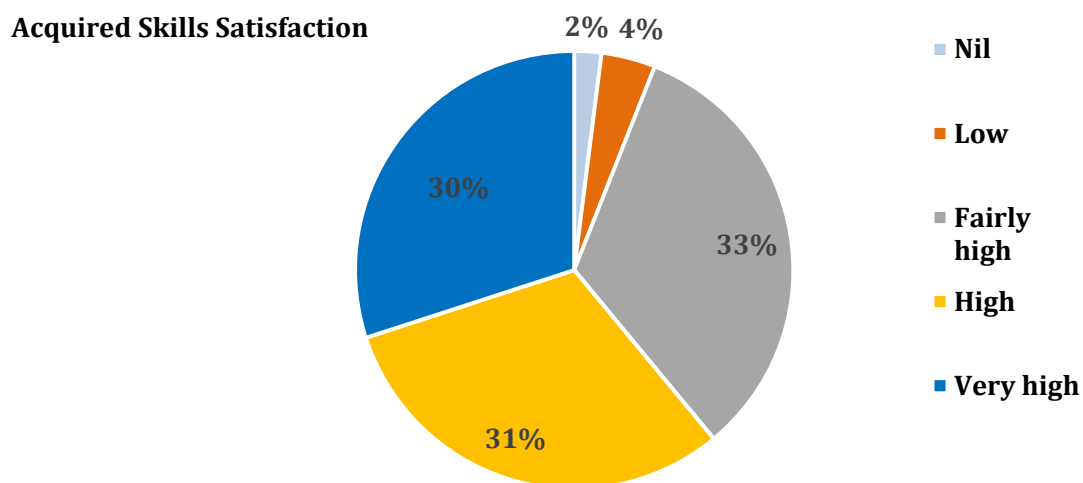
Source: Processed data gathered from members

This graph shows that 42% of members interviewed thought that they had enough resources available to ensure the survival of their enterprises, even without outside support. In effect, the majority had built up enough resources to underwrite the continued development of their businesses.

d. Evaluation of Skills Acquired by Members

Members were asked if the skills they had acquired thanks to the ENABLIS operation were enough to enable them to continue their business activities on their own. The graph below presents the pattern of responses obtained.

Graph 14: Members' Evaluation of Skills Acquired



Source: Processed data gathered from members

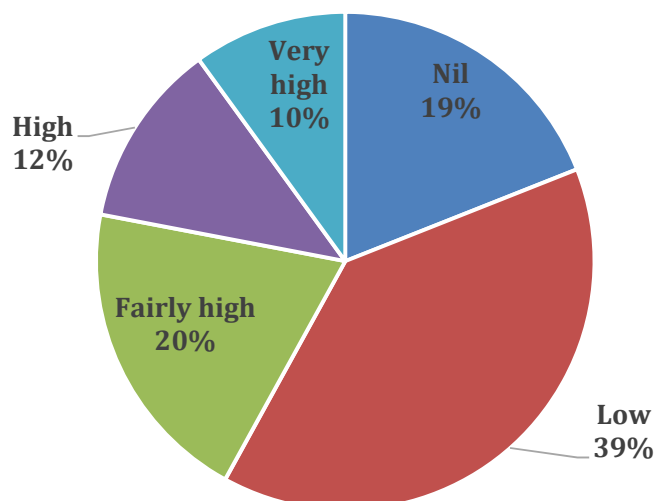
Judging by this graph, we can assert that ENABLIS services for members have begun to yield definite dividends for them, with regard to business management. Nearly 61% of individuals interviewed in the context of this audit mission agreed that they had gained specific skills likely to enable them to continue running their enterprises with no outside help.

e. The Influence of ENABLIS on the National Support System for Small and Medium Enterprises

The graph below shows evaluations of ENABLIS influence on the national system of support for small and medium enterprises.

Graph 15: Evaluation of ENABLIS Influence on the National Support System

Enablis' Impact on the National Support System of SMEs



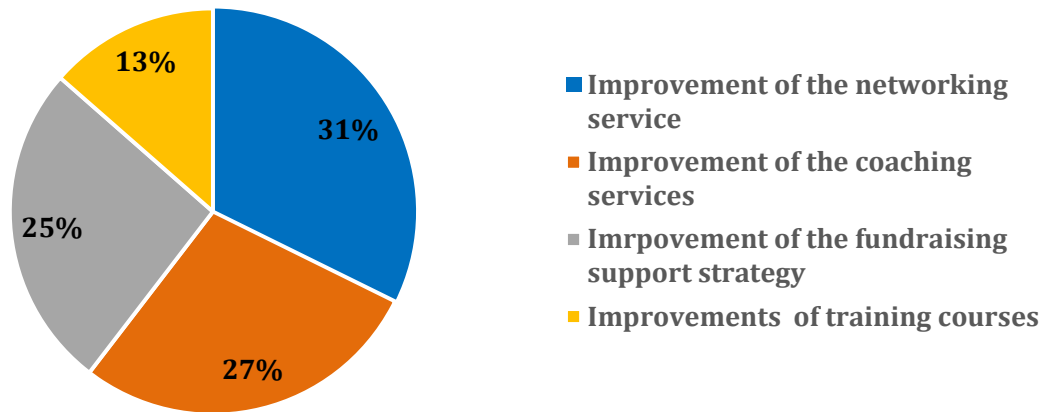
Source: Processed data gathered from members

A substantial number of members interviewed, 58%, thought that in 2016, ENABLIS influence on the national small and medium enterprise support system was still weak. This is understandable. After all, ENABLIS was established only recently. In the years ahead, this now fledgling influence is likely to grow.

f. Suggested Improvements for the Benefit of Entrepreneurs

The graph below presents members' propositions as to desirable improvements in ENABLIS services. Areas covered are: improvements in the networking system; upgrading the coaching module; improving support strategy for fundraising access; and improving training courses.

Graph 16: Evaluation of Suggested Improvements for the Benefit of Entrepreneurs



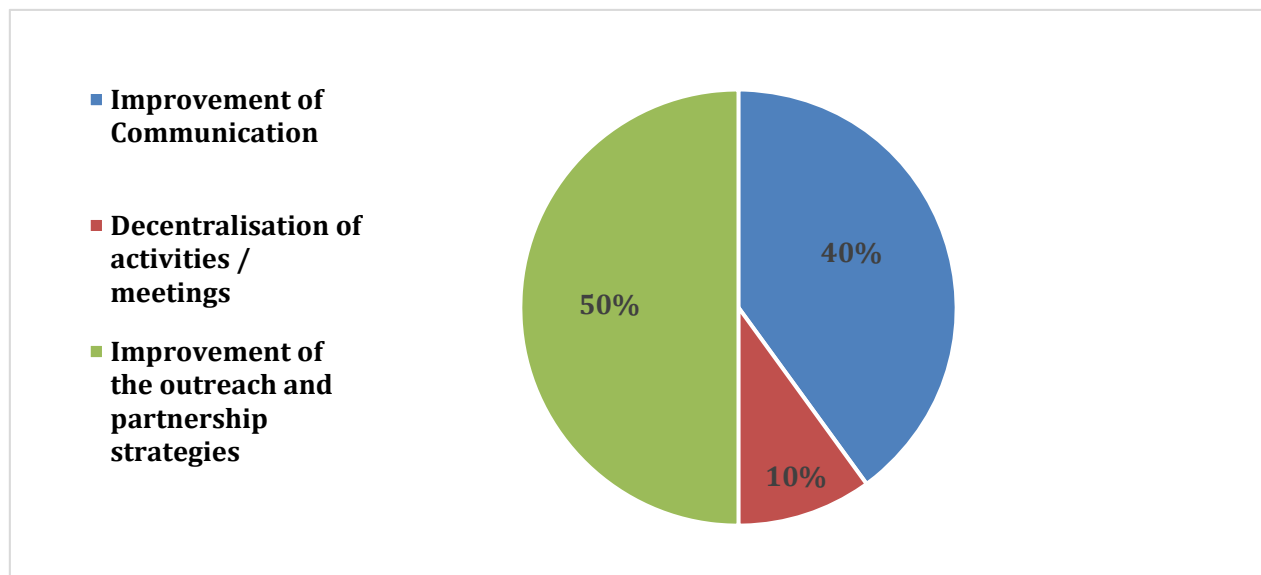
Source: Processed data gathered from members

- **Improving the Networking Service:** 31% of members interviewed thought the networking service relevant and useful. But they wanted it improved. In their opinion, the necessary upgrading would come about if stronger bonds were established between individual members, on the basis of their business sectors. Also, complementary synergies among them should be strengthened. Members also wished the network could keep them updated on business opportunities. On the whole, members interviewed wanted to be brought closer together, and to have greater opportunities for exchanging their experiences, within the network.
- **Improving the Coaching Services:** 27% of members wished to have the coaching services better customized according to the type of business engaged in by particular entrepreneurs. They also wanted more technical content. For example, where necessary, there could be technical coaching in agriculture, or in animal husbandry. Some members thought greater care should be exercised in the selection of coaches, and that those selected should be more diligent in the performance of their duties. This could be achieved if a proper monitoring system were set up for the coaching service, so as to guarantee high quality coaching service delivery for members.
- **Improving Support Strategy for Fundraising Access:** 25% of members interviewed advocated a reinforcement of partnerships with national technical and financial support institutions. They also wished to have a well-designed communications strategy developed, to enable entrepreneurs to present their case before decision-making authorities.
- **Improving Training Courses:** 13% of members interviewed wanted to be provided with more training courses, especially those with a strong practical content. Some also wished to be provided with management and decision-making tools.

g. Suggested Improvements for Making the Enablis Network Sustainable

The graph below presents members' evaluations of the need for improvements aimed at making ENABLIS sustainable over the long term.

Graph 17: Members' Ratings of Suggestions for a Sustainable ENABLIS



The above graph shows the main types of improvements expected by members. Areas covered are: networking, coaching, fundraising access strategy support, and training courses.

- **Improving Outreach and Partnership Strategies:** 50% of members interviewed thought the network should be opened up to more participants. One way of doing this would be to integrate it into larger national- and sub-regional entrepreneurial support networks. Then members could participate in specific conferences related to their particular business sectors. Many members also wished the network could have an interface, such as a web site or an online chat group that could facilitate interconnections among members.
- **Improving Communications:** 40% of members interviewed thought that ENABLIS should improve its communications with members. This would strengthen the sense of belonging inside the network. In addition, it would facilitate relations with outside institutions, by making the network's own activities more visible, and providing greater publicity for its services.
- **Decentralizing Activities:** 10% of members interviewed thought that ENABLIS should shift more of its activities out of the capital city into the regions, especially to Thies. This would help to generate greater local energy from the hinterland.

Provisional Conclusion on Sustainability

- Members' evaluations of different mechanisms available for achieving sustained growth were generally positive. Among members interviewed, none had any doubts about the

usefulness of ENABLIS services. Most were sure they had enough resources to underwrite continued development of their enterprises, even without outside help. They acknowledged that participation in the ENABLIS program had given them specific skills likely to help them continue their work without external help.

- Nevertheless, a significant number of members interviewed pointed out a weakness: Participating members were not proactive enough to take greater ownership of network operations. This situation would have to be remedied. One solution would be to bring members into closer interaction with each other, and to stimulate synergies within their areas of activity, while facilitating complementary relationships between various entrepreneurial niches.
- Quite a few members also wished coaching services could be strengthened. This could be done by monitoring coaching services more closely, while opening up the network to outside individuals and institutions. There was also a wish for improved communications, first, to affirm the sense of belonging, and secondly, to establish stronger connections with outside institutions, as a way of making the network's activities more visible, and generating better publicity for its services.

Pointers Regarding Sustainability

- Among network members, the desire for improved coaching was expressed with particular force.
- The level of members' involvement in, and of their commitment to, the network's activities, is of fundamental importance. More needs to be done to get members to engage more decisively with the network, and to really make it theirs.
- The network needs to reach out more to outside individuals and institutions. This can be achieved through conferences and future partnerships.
- ENABLIS should improve its internal and external communications, so as to improve its information flow and ensure higher visibility for its activities.

IV. General Conclusion

In 2016, ENABLIS achieved performance levels that matched its annual goals quite satisfactorily. This was true with regard to the forecast program of activities, to performance standards set in the Logical Framework, and to budgetary fulfillment. These positive achievements were underlined by the strong upward spurt in numbers of permanent jobs created by members, and by the overall increase in entrepreneurial turnovers in 2016.

Still, ENABLIS must redouble its efforts to diversify its sources of income, both national and international. At the moment, income from sources other than the primary donor make up a tiny percentage of the project's total resources. An income diversification strategy would make it possible for ENABLIS to reduce risks inherent in dependence on a single partner. At the same time, it would enable the project to devote greater resources to such important services as coaching. Indeed, a significant number of entrepreneur members wanted coaching services reinforced. This could be done by upgrading the monitoring of coaches' performance, and by opening up the network more decisively to outside institutions and individuals.

When polled in 2016 about services offered by ENABLIS, members gave a varied range of evaluations. One recurring opinion was that among the services offered by ENABLIS, the quality of coaching services should be improved, and the number of coaches increased. It was felt that coaching services could stimulate members to bring greater involvement and commitment to networking activities. As for the need for fundraising support, it is a permanent preoccupation among members. So fundraising support ought to be more intense, and the service should be tailored to individual needs of specific entrepreneurs.

In general, members evaluated the impact of ENABLIS services on their businesses positively. Overall, members acknowledged improvements in their professional skills and management acumen, as well as in their turnovers and general entrepreneurial performance. However, many members thought that their business network had not expanded as fast as expected. On joining the network, they had hoped to see a noticeable expansion in their markets and contract opportunities. They had also hoped to connect with new partners. On the whole, this had not yet happened.

Among members polled, evaluations of the network's different mechanisms for achieving sustained growth were generally positive. Among members interviewed, none had any doubts about the usefulness of services offered by ENABLIS. Most of them were sure they had enough resources to underwrite continued development of their enterprises, even without outside help. They acknowledged that participation in the ENABLIS program had given them specific skills likely to help them continue their work without external help.

V. Recommendations

1. ENABLIS should increase the number of hours of coaching services for members, and to upgrade the quality of the services. Extra resources will be needed for this, to pay for the additional hours required. In the annual budget, budget allocations for services provided for network members should be increased.
2. Selected large enterprises with annual turnover higher than 300 million Francs CFA should be offered specialized services in such areas as tax management, bookkeeping, stock management, and internal auditing.
3. Monitoring systems should be established to follow through the implementation and financing of development plans. Once development plans are properly monitored, it should be easier to schedule services for members.
4. It is crucially important to shift more resolutely toward the use of new technologies. Such a move would facilitate closer interactions among members, as well as more systematic collection of routine data. Plans could be made for the installation of an interactive platform open to members. It would facilitate the pooling and sharing of information, the installation of a discussion forum, and procurement of a modular software program for recording business data or entrepreneurial support needs. Such a tool would make it possible to interact regularly with members about short and medium term program planning, goals attained, and impacts registered.
5. ENABLIS should pay greater attention to small enterprises. These are more numerous than larger ones, and they are more vulnerable to risk factors. They constitute the majority of

network membership, and they face a wide range of challenges. It would therefore be a good idea for ENABLIS to classify this category of members carefully, to identify their specific needs, and to offer them a slate of custom services.

6. ENABLIS should design and implement a new system for collecting and processing all members' requests for support in mounting fundraising campaigns. Partnerships will have to be established with financial guarantee institutions such as FONGIP¹⁴. In addition, new partnerships should enable small and medium enterprises to gain easier access to loans and innovative forms of funding, considering the reluctance of banks.

7. Members should be motivated to get more involved and more committed. Each participant should feel engaged. Such a state of commitment could be achieved if members were offered a regular slate of useful services, of high quality.

8. To help members gain market access, the network must open itself up more decisively to outside institutions and individuals. The ENABLIS network can do this by subscribing to other national and sub-regional entrepreneurial support networks. In addition, ENABLIS network members could be prompted to attend specific conferences and seminars focused on their particular business sectors.

9. Internal and external communications must be improved, so that each member can freely access network information, get to know what other members are doing, and keep informed about the business environment in Senegal and abroad. As far as external relations are concerned, it would be advisable for ENABLIS to make itself more visible on the national stage, by participating actively in conferences and events. Members should also be helped to maintain constant contacts with various support institutions and stakeholders in the economic environment. And they should be able to participate in specific conferences related to their fields of business.

10. Dialogue between different programs should be intensified by exploring partnerships with other national programs likely to help the ENABLIS project to reach a wider public. This is a key programmatic strategy. So the intensity of the dialogue with the type of implementation partners desired by ENABLIS should be amplified. This means ENABLIS should engage in more intensive advocacy with State institutions.

¹⁴ Public guarantee fund dedicated to SMEs