

ENABLIS SENEGAL ACTIVITY AND RESULT EVALUATION REPORT

Year 2015

Prepared by SAFCO Consulting Firm

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PREAMBLE

This document assesses the 2015 activities and results of the Senegal-based non-profit organization called Enablis.

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This is an external and independent evaluation consistent with the best practices recommended by the Organization for Economic Cooperation and Development. Its content is the sole responsibility of the experts who prepared it.

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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. For further information on Enablis Senegal and its activities, visit www.enablis.sn or contact :

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1. INTRODUCTION

1.1 Background

Senegal's Small and Medium-sized Companies (SMEs) play an essential role in the economy and participate in social promotion. At the national level, they represent nearly 90% of business companies, 30% of GDP, 60% of the workforce, 42% of all new sector jobs, and 30% of value added to companies¹. However, SMEs face significant constraints that include administrative, legal and institutional malfunctions, shortcomings in the promoters' technical and management capacities, and an unsuitable advisory support system. Further, private sector development is held back due to poor access to appropriate funding, bank's low interest in funding SMEs (which represent only 16% of banks' portfolio)², difficulties in getting access to land for long-term investments, an unfavorable tax system, and the lack of infrastructure to support economic and commercial activities³.

Senegal's framework law n° 29-2008 on the promotion and development of SMEs provides a definition of SMEs and the measures for supporting their growth. The law also sets out the benefits SMEs are entitled to and the obligations with which they must comply. In line with these provisions, Senegal has been implementing the SME Sectoral Policy Blueprint which determines the national strategy for SME development. This national strategy focuses on four (4) areas, which are: to improve effectiveness in the SME support system, enhance the business environment, and promote sustainable SME access to financial services. Enablis initiatives in Senegal are part of this national strategy for SME development. They fall precisely under responses to the needs for fundraising and improved entrepreneurial, technical, personal, and managerial skills.

Enablis is an international non-profit organization founded in 2003 by Canadian entrepreneur and philanthropist Charles Sirois and Accenture, a global leader in business consulting, with the support of Canada's Ministry of Foreign Affairs, International Trade and Development. Enablis aims to stimulate wealth and job creation by identifying entrepreneurs with high growth potential and giving them customized technical support for the survival, growth, and competitiveness of their SMEs.

At the international level, Enablis has already supported over 2,500 entrepreneurs in South Africa, Kenya, Rwanda, Tanzania, Ghana, and Argentina to create more than 20,000 jobs with a significant impact on the development of their SMEs.

As of December 31, 2015, Enablis had 43 member entrepreneurs in Senegal. By 2020, the organization aims to build a national network of 400 entrepreneurs heading high-performing SMEs

¹ Plan Sénégal Emergent, February 2014, p.35

² Plan Sénégal Emergent, February 2014, p.43

³ Innovative financial instruments such as leasing, factoring, venture capital, Islamic finance and limited solidarity financing are increasingly experimented to give the private sector access to credit.

with annual growth rates well above the national average, and generate at least 6.5 billion FCFA in additional wealth and 2,000 direct jobs.

A year after officially launching its activities in Senegal, Enablis decided to measure and evaluate the activities carried out and the results achieved. To keep this evaluation unbiased, objective and professional, Enablis Senegal hired a consulting firm. Enablis intends to use the conclusions and recommendations to improve its work in Senegal and expansion in other countries.

1.2 Conceptual framework

The Mission and Values of Enablis

The mission of Enablis is to stimulate the creation of wealth and jobs by identifying and supporting promising entrepreneurs with tailor-made support within its international network. Enablis conducts this mission based on the values of respect, integrity, sustainability, and professionalism.

The Enablis intervention model

The Enablis intervention model aims to set up a network of promising entrepreneurs and provide them with the customized support services they need for the survival, growth, and competitiveness of their SMEs.

This model focuses on:

- the accreditation of member entrepreneurs with a moral obligation;
- the entrepreneur's personal development;
- peer co-development and support;
- the establishment of business networking spaces;
- the reinforcement of managerial and technical skills;
- the development of synergies between higher education institutions and the needs of SMEs;
- support for fundraising.

To ensure the success of this model, Enablis blends with the local ecosystem and works in partnership with the private sector, public institutions, and civil society.

1.3 Overview of mission objectives

Enablis seeks support to i) strengthen its monitoring system, and ii) evaluate its activities and results from October 1st, 2014 (official start date of its operations in Senegal) to December 31st, 2015.

This evaluation aims to capitalize on the ongoing changes, the results obtained and impact made, the lessons learned, and the best practices developed on the basis of concrete and usable recommendations.

It is within this context that Enablis called for applications to hire an Expert Consultant to independently assess:

- the logical framework;
- the relevance of the intervention;
- consistency in the logic for intervention;
- the effectiveness and efficiency of the intervention;
- the impact on members;
- the ways of sustaining such impact.

The mission entrusted to the Consultant did include the following specific tasks:

- analyze the logical framework to improve it;
- strengthen the Enablis monitoring system, taking into account the items already in place;
- measure the year-by-year impact of activities to support Enablis network member entrepreneurs, particularly the changes induced in those who have received Enablis services;
- assess institutional performance on the key indicators in this component, including the perception of significant players in the national SME management ecosystem.

1.4 Summary of the methodological approach

Scoping and methodology validation meeting

After receiving notice, the consultancy firm fulfilled the prerequisites for success during the mission. First, the team of consultants attended the Enablis Team scoping meeting at the Dakar office. There, the consultants explained their methodological approach and presented the method for collecting and analyzing primary and secondary data, quantitative and qualitative data, and the tools for collecting such data. The team also gathered practical information about the work, network members, and key partners of Enablis.

Developing data collection tools

The consultants worked closely together with the Enablis team to develop a survey questionnaire for 1) the entrepreneur's profile and the performances of his company, 2) Enablis services and their impact, and 3) the sustainability of these services. After that, the mission designed **Output N°1, the baseline report**, which contains the methodological approach, the provisional implementation timeline, the temporary data collection tools, and the schedule for delivering outputs.

Designating the sample for survey and data collection

For the mission to assess the qualitative aspects of Enablis initiatives, it agreed with the commissioning party to meet all the members who received Enablis services in 2015. The six entrepreneurs who joined Enablis in December 2015 were not in the sample surveyed because they did not receive services in 2015. Hence, the mission met with 37 of the 43 member entrepreneurs that Enablis had enrolled by the end of 2015. Nevertheless, the turnover, number of permanent employees and amounts of funding received were for 40 members, or 93% of Enablis members as of December 31, 2015, since the remaining three members could not be interviewed either because they had failed to respond or were unavailable during the survey period.

Moreover, it is worth noting that the perception of the impact that Enablis initiatives have on the performance of member companies, on the development of the members' management capacities, and the expansion of the members' business networks was measured on the sample of "active" members. These are the 25 members who had received Enablis services for more than six months at the time of the survey.

This data collection initiative took place in Dakar, mainly, and in Thies.

Literature review and secondary data collection

The mission began a literature review as soon as Enablis approved the proposed plan and methodology. It covered the logical framework and the collection of quantitative and qualitative data in several areas. These include: (i) the national context and institutional framework for SMEs; (ii) policies and programs and stakeholders; (iii) problems facing entrepreneurs and entities supporting their development, including financial institutions; iv) the financial, material and human resources mobilized for Enablis initiatives; and v) the objectives, planned activities, expected results, indicators and means of verification.

Improving the logical framework

Based on this documentation, the mission reviewed the logical framework to understand the logic behind Enablis initiatives. To develop the logical framework, the documents reviewed were: (i) data on the baseline situation of SMEs, priority sectors and promising entrepreneurs; (ii) information on sectoral policies and institutional framework; (iii) the general objective and specific objectives; (iv) risks and assumptions; (v) data on the resources mobilized, activities planned and results expected of the intervention; and (vi) proposed indicators and means and sources of verification.

To conclude efforts for improving the logical framework, the consultants designed **Output N° 2: the "Monitoring System Development" Report**.

Processing and analyzing collected data

To process and validate the data collected, the mission team used Excel spreadsheets and triangulation methods. They conducted a statistical analysis to identify the main trends on member entrepreneurs in the Enablis network in Senegal, their performances, and their perceptions based

on the scores assigned to each situation considered. A grid for thematic analysis was used to process the qualitative data obtained during the interviews.

Preparing the draft report, feeding back and finalizing results

Based on the outcomes of the various reviews, the mission team designed **output N° 3: the draft evaluation report on Enablis activities and results in Senegal** and **output N° 4: the final report on Enablis activities and results in Senegal**.

1.5 Limitations of the evaluation

The main limitations of the assessment were the lack of documentation on the baseline situation and the gap between the number of member entrepreneurs and the number of entrepreneurs interviewed.

Regarding the documentation, an in-depth analysis of the baseline situation would have made it possible to build a more extensive database for evaluating the relevance of Enablis initiatives. The three entrepreneurs, who missed the interviews because they did not respond or were unavailable during the survey period, did affect the exhaustive nature of the data on the performance of the companies concerned, but had no significant consequence on the trends emerging from the analysis of available data.

2. ACTIVITY IMPLEMENTATION REVIEW

Enablis officially began its activities in Senegal in October 2014 after obtaining Order 11631 of July 21, 2014 from the Ministry of Homeland Security authorizing Enablis to set up an office in Senegal as a Foreign non-profit entity with activities across the nation.

This section describes Enablis activities in 2015 for i) identifying and recruiting promising entrepreneurs, ii) supporting member entrepreneurs, iii) administrative management of Enablis in Senegal, and iv) the organization's marketing and communication activities.

2.1 Identifying and recruiting promising entrepreneurs

To identify promising entrepreneurs and recruit its members in 2015, Enablis Senegal:

- Held 7 information sharing session, including 6 in Dakar and 1 in Thies;
- Solicited its members, coaches, trainers and partners to provide references on promising entrepreneurs;
- Provided a membership application form on its website in July 2015;
- Communicated on its activities and services during media events.

At the end of these activities, Enablis received 81 applications for membership. Of these, 66 were during information sessions, 6 through the website, and 9 through references from members⁴.

After interviewing entrepreneurs with the right profiles, Enablis Senegal recruited 43 promising entrepreneurs to become members.

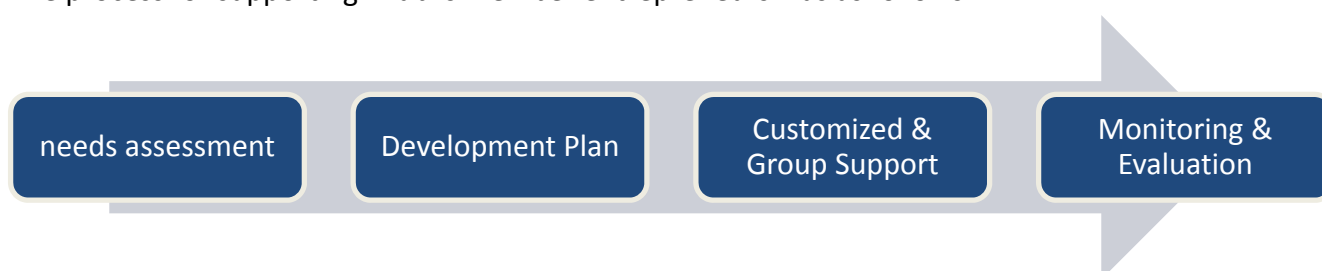
The characteristics of the 2015 membership cohort were as follows⁵:

- 19 women members (44%) and 24 men members (56%) aged between 24 and 65 years;
- 39 Dakar-based members and 4 Thies-based members;
- their SMEs boasted between 0 and 25 years of activity;
- their SMEs had annual turnover between 0 and 430 million CFA Francs (or about 0 to 655 000 euros⁶);
- their SMEs had annual turnover of about 100 million CFA Francs (or about 150 000 euros)
- their SMEs had an estimated total turnover of about 3.8 billion CFA Francs (or 5.8 million euros);
- their SMEs had 9 permanent employees on average;
- their SMEs had a total of 370 permanent employees.

It is also important to note that “membership” status, for promising entrepreneurs, comprised i) good knowledge of their sectors of activity and markets, ii) their levels of experience, expertise and education, iii) their level of motivation, iv) the diversity and potential for growth in the sectors which they operate, and v) the performances of their businesses and the number of jobs created between 2014 and 2015.

2.2 Supporting members

The process for supporting Enablis member entrepreneurs was as follows:



Support for each member began with a diagnosis to take stock of their leadership and management capabilities so as to identify the priority needs for support that would enable them

⁴ Sources: Enablis, Membership Application Forms and Entrepreneur Pipeline as of December 31, 2015

⁵ Sources: Enablis, Member Contracts and Evaluator survey. Turnover and permanent employment data were from 2015 and referred only to the 40 members for whom data was available at the time of the data collection phase.

⁶ The official exchange rate was used throughout this document. This rate is 1 Euro = 655,957 CFA Francs.

to develop and successfully operate their entrepreneurial activities. The needs assessment phase in 2015 covered 34 members in total.

In the post-needs assessment phase, Enablis prepared a roadmap (development plan) delineating i) the services it provides, ii) other relevant services available within the national ecosystem of entrepreneurial support, and iii) the activities the member should conduct directly to acquire the key knowledge, skills and attitudes identified during the needs assessment. In 2015, a total of 34 members had development plans.

The roadmap helped to deploy a package of customized support services that include:

- coaching from professional and volunteer consultants with proven thematic and sectoral expertise and experience;
- hands-on training focused on personal development and management;
- networking events to facilitate the development of business relationships between Network members and other potential customers or technical and financial partners;
- mutual development and peer support activities that promote experience sharing and solidarity.

In 2015, Enablis provided a total of 878 hours of coaching to members primarily in marketing, finance, accounting, personal development, strategic planning and human resources management.

There were three training workshops in 2015 on personal development. Their goal was to improve the members' entrepreneurial skills and enhance their personal and interpersonal skills, so they would more effectively manage their strengths, emotions, weaknesses and relationships with their colleagues, partners and families. These workshops dwelled on building leadership skills, improving networking skills and self-awareness.

In all, Enablis held three networking events also in 2015 to facilitate interactions with (i) financial institutions, (ii) potential business, technical and financial partners, and (iii) international consultants from Dalberg.

At a meeting on April 21, 2015 with partner financial institutions, the Operations Director of the National Bank for Economic Development (BNDE), a Founding Partner of Teranga Capital (Investment Fund), and the Director of the Certified Management Center held discussions with 16 members of the Enablis Network (out of the 23 members at the time of the event) on the Bank's financial products and the practical modalities for getting access to them.

The networking event on September 17, 2015 was an opportunity for 5 Enablis members to briefly present their profiles, courses, companies and products to some 40 potential customers and technical and financial partners. Following the presentation, there were discussions and visits to stands exhibiting the members' products.

The December 10, 2015 meeting with Dalberg's international consultants enabled 15 member entrepreneurs to benefit, at no cost, from the expertise of top-level consultants in the areas of strategic planning, financial engineering, organizational management, Excel modeling, strategic marketing and human resource management.

Another important activity in 2015 was the E-Circle, which is a peer-to-peer support activity during meetings to facilitate the sharing of experiences (successes, challenges, solutions) in a confidential environment. In 2015, two trainers and 26 members learned the basic rules and operations of E-Circle meetings. Four E-Circle groups were formed and 3 meetings held.

In addition, members also had the opportunity to welcome graduate students, who are under the supervision of Enablis trainers and coaches, to analyze and help solve specific problems affecting the performance of their companies. The top 3 national private management institutes (ISM, IAM, Sup de Co) joined forces with Enablis to launch the case study program. Eleven case studies were conducted with 10-member companies in 2015 on topics such as quality control, market analysis and new product development.

The most promising members had the opportunity to get support in fundraising. This service enabled them to i) gain greater mastery of the available and relevant mechanisms, instruments and funding opportunities, ii) develop and submit funding requests, and iii) contact Enablis partner financial institutions. In 2015, 10 members benefited from this service, three received funding for their working capital, and another received a follow-up to their request for the financing of investment needs.

The members also organized themselves into three working groups to play an active role in the recruitment of other members, the improvement of services to the membership, and the communication and partnership activities of Enablis. In 2015, the working groups held 6 meetings to deepen the membership's level of ownership and involvement, succeeding in particular to facilitate:

- i. the recruitment of promising entrepreneurs by providing references and testimonies on members during information and experience sharing sessions;
- ii. the improvement of member selection by offering members an opportunity to object to the recruitment of a candidate;
- iii. the integration of new members by distributing certificates of accreditation and proposing a system where the old members sponsor the new ones;
- iv. the lifting of a member's objection to the accreditation of a new member;
- v. annual programming of Enablis events;
- vi. the selection of topics and contents in training courses;
- vii. the improvement of services to members;
- viii. the harmonization of members' annual subscriptions;

- ix. the opening of a Facebook page and group;
- x. the beginning of an electronic platform developed for Enablis and its members and coaches to share ideas and experiences;
- xi. the preparation and decoration of venues for networking events;
- xii. the development of effective communication tools (posters, membership pins, and member badges).

2.3 Enablis administrative management

Under administrative management, Enablis Senegal, in accordance with the requirements of the main donor, , conducted a series of activities to ensure sound and transparent management. The actions implemented cover the following areas:

Preparation of planning documents

- Enablis Senegal business plan (2015 -2019) prepared;
- logical framework prepared and presented;
- monthly work plans prepared.

Human Resource Management (HRM)

- Director General (DG) recruited;
- Finance and Administration Manager (FAM) recruited;
- Entrepreneur Development Manager (EDM) recruited;
- Entrepreneur Development Officer (EDO) recruited;
- EDM performance assessed;
- FAM performance assessed;
- FAM replaced;
- Draft administrative and financial procedure manual prepared.

Monitoring/evaluation

- Monthly operational reports prepared and presented to Enablis Global;
- Monthly financial reports prepared and submitted to Enablis Global;
- Quarterly meetings with the Executive Bureau organized;
- Annual report 2014, bi-annual report 2015 and annual report 2015 prepared and submitted;
- External audit of Enablis Senegal prepared;
- External annual evaluation of Enablis Senegal activities and results prepared;
- Enablis Senegal attended the Enablis Chapter leaders retreat to share best practices and help improve the Enablis model.

2.4 Marketing and Communication

Under marketing and communication, Enablis Senegal conducted several activities in 2015 to i) increase the visibility of Enablis operations in Senegal, ii) promote the mission and preliminary

results of Enablis, iii) increase the recruitment of members, and iv) improve communication with stakeholders and potential partners.

In 2015, the Marketing and Communication unit conducted the following activities:

Developing communication tools

- Interactive website - www.senegal.enablis.org - published;
- folders for entrepreneurs and brochures for potential partners designed, printed and distributed;
- retractable banners and posters designed and produced;
- a video and photo bank constituted to document Enablis Senegal activities and a service provider hired for multimedia coverage (photography and videography).

Organizing meetings

- the Enablis Senegal official launch ceremony, held on February 26, with 132 participants including 20 member entrepreneurs and 7 partners with whom Enablis signed agreements at the ceremony (ADEPME, CGA, BNDE, Teranga Capital, CNES, ISM and Sup De Co);
- a meeting of Enablis Senegal's members and partners organized with Founding President, Charles Sirois, to strengthen family spirit, enthrone new members, and share the major achievements of Enablis in Senegal;
- an event organized at the Embassy of Canada to present Enablis Senegal's activities, preliminary results and prospects to potential technical and financial partners.

3. PERFORMANCE ASSESSMENT

3.1 Assessing relevance

There is appreciation for the strategic and operational relevance of Enablis. Strategically, the content of Enablis initiatives is consistent with current development policies and strategies in SME management. Operationally, Enablis has the ability to frame practical responses to the specific problems facing SME entrepreneurs.

a) Strategic relevance

Strategically, the Enablis intervention model, which consists in identifying and supporting promising entrepreneurs, is perfectly in line with Senegal's new strategic vision of economic and social development. This vision is enshrined in and rolled out with the Senegal Rising Plan (PSE), the Government's development blueprint for 2015-2035. The PSE envisions Senegal rising by 2035 with 7% per annum sustainable growth. Such strong growth needs to build on the foundations of emergence, such as a reformed business environment, available and cost effective energy supply, widespread access to digital technology, quality support infrastructure for developing production and human capital, and appropriate financing of the economy (Senegal Rising Plan, p.14).

Enablis Senegal also takes job and wealth creation into consideration, two aspects aligned with the PSE and the urgent need to reduce the poverty affecting nearly 50% of the population, based on the threshold of 2 USD per person per day. About 1 in every 5 persons works full-time. This results in a high rate of dependence and constant pressure on working persons, who face the risk of falling into income poverty. The unemployment rate of 10.2% (ESPS II, 2011) is relatively higher for women (13.3%) than for men (7.7%). Hence, the PSE gives priority to the private sector to play a decisive role in implementing framework projects for wealth and job creation. This private sector involvement takes the form of Public-Private Partnerships (PPPs) or private investment in the productive sectors. There is a particular emphasis on supporting SMEs, which provide the basis for developing production.

The Enablis model is relevant because it tallies with the orientations of the SME Sector Policy Blueprint, particularly in "promoting sustainable access to adapted non-financial services for SMEs" and "sustaining SME access to financing."

For the Government of Senegal, promoting private investment therefore constitutes a privileged instrument for improving growth, and for income generation and distribution.

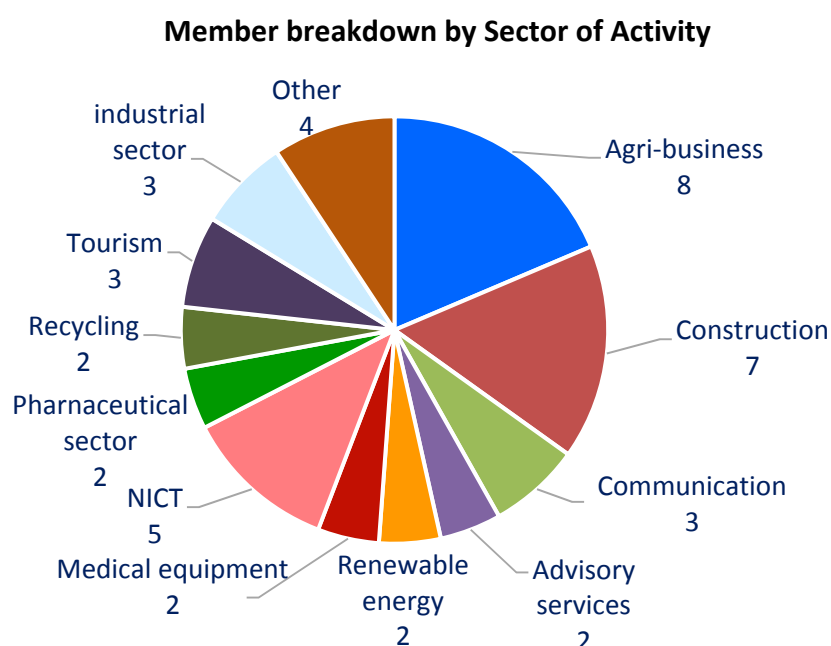
The Enablis intervention model also demonstrates strategic relevance which allows it to strengthen the existing national support system for entrepreneurs and SMEs, specifically by i) creating spaces for peer co-development and support, (ii) paying particular attention to entrepreneurs' personal development, (iii) building synergies between higher education institutions and SMEs, and (iv) forging linkages with an international network of entrepreneurs.

Further, Enablis initiatives fit perfectly within the framework of the development objectives assigned to other major national programs under ADEPME, the Dakar Development Bureau or Certified Management Center.

The role expected of SMEs in the wealth creation process led Enablis to articulate its intervention with various strategy documents aimed at:

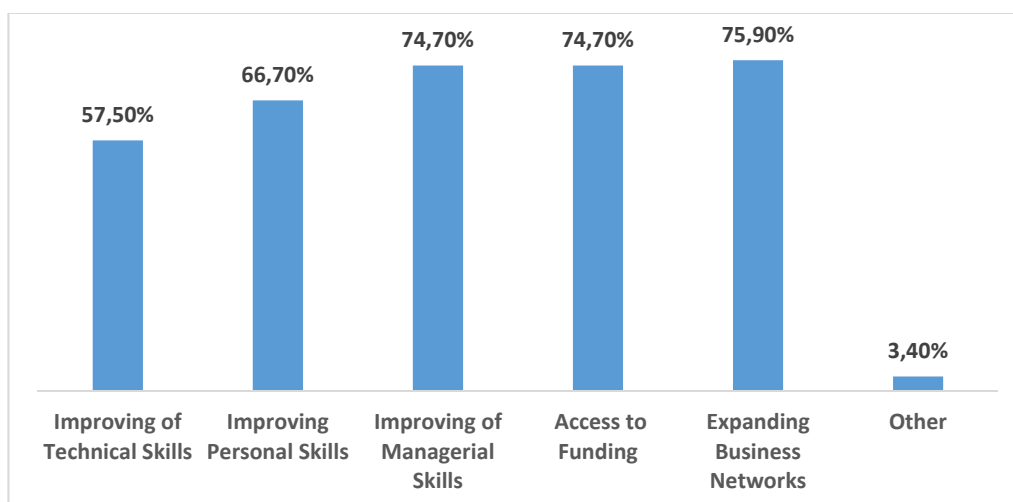
- Strong growth, sufficient to have a substantial quantitative impact;
- Growth that is based on sectors with a significant and lasting impact on improving income;
- Job-creating growth, driven by investment and exports.

Lastly, the Enablis intervention model aligns also with an economy focused on emergence, in that it puts the emphasis on the sectors of agri-business, ICTs, tourism and crafts, construction, renewable energy and services, as illustrated in the graph below on the members' activity areas.



b) Operational relevance

The activities rolled out between October 2014 and December 2015 were under the key activity areas of i) identifying and recruiting promising entrepreneurs, ii) developing the members' personal, technical and managerial skills, iii) expanding the members' business network, and iv) supporting them in fundraising. The relevance of the Enablis intervention model in these areas of activity is confirmed by the configuration of needs the entrepreneurs expressed in joining the network. The needs that member entrepreneurs highlighted were as follows:

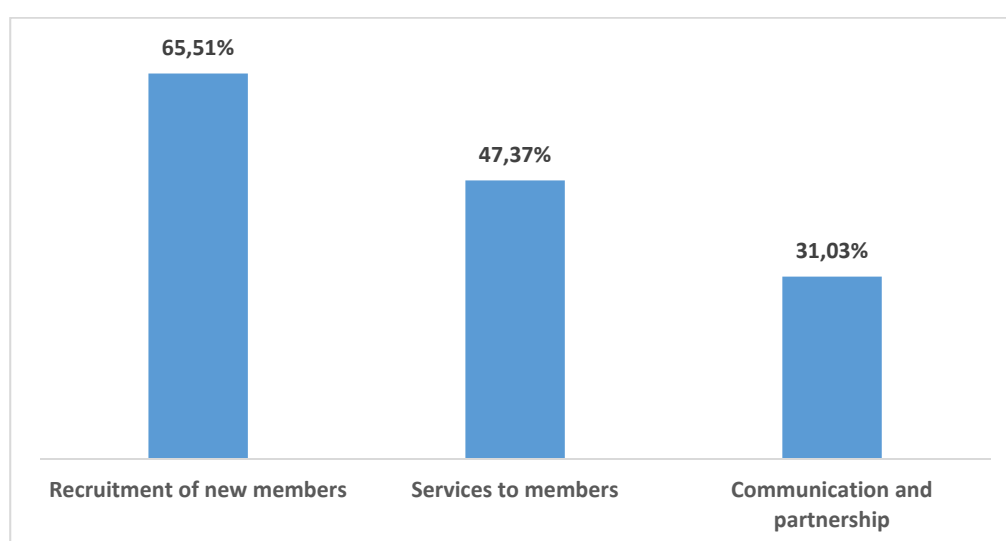


These needs did correspond to the main activity areas of Enablis and had relatively high acuity scores. The most shared view was that *“on the whole, Enablis addresses the members’ needs.”*

However, when the entrepreneurs were asked about the needs Enablis Senegal may have failed to address, there were four main trends (in descending order), as follows:

- 1) Some specific needs were not addressed (administrative assistance, commercial support, advocating to technical and financial partners);
- 2) Financing needs were not adequately taken into consideration;
- 3) Needs for synergy, collaboration and mutual exchanges within the network were not adequately addressed.

Moreover, the ownership of the Enablis network by its members was measured from the network members’ participation in the recruitment of new members, the development of services for members, and the communication and partnership building activities.



Many members participated in network activities, including the recruitment of members, the provision of services to members, and communication and partnership building activities. Some members participated in several activities, and this explains why the number of participants is higher than the number of entrepreneurs interviewed during the survey.

The 2015 projected rate of 10% for member participation in recruitment and the provision of services to members was largely exceeded, as the average effective completion rate stood at 56% (indicator 1.2).

Regarding the members' level of information on the results of Enablis activities, 69.96% of the surveyed members said that they were aware of the activities, results and impacts of Enablis initiatives, which exceeded the projected performance rate of 67% (Indicator 4).

Moreover, Enablis initiatives were still largely concentrated in the Dakar region and, to a lesser extent, in the Thies region which had only 4 identified entrepreneurs.

Because the Dakar region hosts over 25% of the population and nearly 80% of domestic economic activities, the Government of Senegal is administering a territorial development policy to implement Part III of the Decentralization process. This new policy offers Enablis an opportunity to expand its activities to the other regions of Senegal, where entrepreneurs encounter constraints that are sometimes tougher than those in the Dakar region (which has better infrastructure and administrative and financial services).

3.2 Assessing effectiveness

In broad terms, effectiveness is the extent to which Enablis has achieved its objectives, considering their relative importance. Put more simply, effectiveness entails a review of the results obtained against the set objectives. The specific aspects reviewed in this section are: i) the state of accomplishments versus the objectives set in the logical framework, ii) the state of progress towards the objectives on services to members, iii) the level of budget execution, and iv) the level of accomplishment and effectiveness in partnerships for 2015.

Accomplishments versus logical framework objectives

The logical framework developed for Enablis initiatives is like a management tool for improved planning and evaluation. It serves as the reference for evaluating progress towards set objectives.

Regarding the indicators for objectives in the logical framework, Enablis achieved almost all of the targets it had set for itself in 2015. Only the indicator on the recruitment of members, with an achievement rate of 86%, was not fully achieved. This shows that the Enablis project was effective in implementing its activities despite the delay experienced at the beginning.

It is important to note that the logical framework for intervention is of good quality and was validated by the main donor. While the logical framework is still consistent, the evaluation team made suggestions for its improvement as part of efforts to strengthen the monitoring system.

On reducing inequalities, persistent aspects of the gender gap in Senegal are covered in the Enablis intervention model, based on equal opportunities between men and women, as illustrated in the gender profile and the demographic profile of member entrepreneurs. The number of men (56%) and women (44%) is almost consistent with international commitments, the Constitution of Senegal and the National Policy on Gender Equity and Equality (SNEEG), which advocates women's economic empowerment through support for women's entrepreneurship.

In addition, most of the recruited entrepreneurs were above the age of 20 and below 55, which indicates that they were fully anchored in the most productive category of Senegalese society. The network included 4 young people (under 35 years old) and an active member who was 65 years old. This demographic distribution was an opportunity for peer-to-peer exchanges and inter-generational learning.

State of progress towards objectives on services to members

The following table provides a more detailed review of activities on services to members based on the objectives set for 2015:

Table 1: progress towards objectives on services to members⁷

	Item	Objective 2015	Accomplishments 2015	% of completion
1	Diagnosis	50 diagnosis, or 100 hours	34 diagnosis, or 68 hours	68%
2	Development plan	50 diagnosis, or 100 hours	34 diagnosis, making 68 hours	68%
3	Coaching	910 hours	876 hours	96%
4	Peer co-development and support ⁸	60 hours	28 hours	47%
5	Networking events	6 events, or 18 hours	3 events in 11 hours	50%
6	Training workshops	7 workshops, or 28 hours	3 workshops, or 23 hours	43%

⁷ The preparation and reporting hours of trainers and consultants were not included in the objectives for training and networking events, but were included in the outputs. However, the number of events was taken into account in calculating the achievement level for networking and training events.

⁸ This section included training of trainers, training of members and meetings between members for entrepreneur circles (E-Circle)

	Item	Objective 2015	Accomplishments 2015	% of completion
7	Case studies	250 hours	673 hours	269 %
7	Fundraising	500 hours	263 hours	53%
8	Review of diagnosis and development plans	35 reviews in 140 hours	1 review workshop with all coaches in 16 hours	11%
8	Enblis Co-creation	6 meetings, or 12 hours	6 meetings in 12 hours	100%
TOTAL		2118 hours	2038 hours	96%

The activity completion rate for services to members in 2015 was globally satisfactory.

The delay in launching the E-Circle program was due to the difficulties encountered in designing training manuals in French, identifying trainers, and training the trainers and members. Furthermore, the fact that objectives for diagnosis, number of development plans, number of training workshops and number of hours providing support for fundraising were not achieved is a result of the delays in identifying and recruiting promising entrepreneurs.

Nevertheless, with the success of the innovative case study program, Enblis provided 436 extra service hours, achieving a 96% completion rate for hours in services provided to members in 2015. Indeed, of the 2118-hour target in services to members for 2015, Enblis hit 2038 hours.

The main activities for services to members were delivered effectively, although they began behind schedule, owing to the low level of availability of members and coaches, and the difficulties in retaining quality coaches with the organization's payment provisions.

Level of accomplishment and effectiveness in partnerships for 2015

Enblis made and developed several contacts with local partners that coach and support SMEs. Many of these contacts led to the signing of agreements, some of which are already operational. For example, the agreements signed with business schools to carry out case studies in member companies provide valuable support to these members. These agreements enable the companies studied to save time and offer resources. The case studies are becoming one of the project's major successes.

Conversely, several agreements signed were still not active in 2015 due to the lack of responsiveness to the initiatives taken by Enblis.

3.3 Assessing efficiency

Efficiency measures cost-effective resource use to achieve results. Efficiency is important for proper use of resources, and highlights other effective uses of these resources. Understood as the extent to which resources have best been used to achieve effectiveness, efficiency is usually more difficult to structure. In the absence of commonly accepted cost/quality references, it is still difficult for us to issue an unambiguous opinion on the optimal nature of the actual costs a project incurred in order to achieve its objectives. We would, however, highlight the signs of rational management.

A review of the 2015 budget shows that the activities to be financed that year were the payment of salaries, services to members, office expenses and other activities planned during the year, as shown in the following graph. This distribution seems consistent, considering the stage of the organization's development in Senegal, the objectives set for the first year of operations, and the nature of Enablis activities.

On management, the Enablis project was formalizing its management processes by working to develop a manual of administrative and financial procedures with the technical support of an external expert and the advisory services of an external auditing firm. This administrative management manual was quite comprehensive and contained important topics such as human resource management, cash management and banking procedures, procurement of goods and services, and capital asset management. In addition, accounts management was outsourced and entrusted to CGAD. But, the operational processes were not yet formalized in an operational management manual.

In terms of management, Enablis project activities were programmed properly through the establishment of an annual work plan and budget. The annual work plan was consistent with the business plan and gave rise to monthly programming which was monitored during weekly meetings. The information-sharing system in place was adequately resourced with the weekly meetings, other working sessions to share progress in work plan tasks, and the sharing of information by email.

As regards the monitoring and evaluation system, the Enablis project had important tools in place after operating for only one year. It had already compiled and analyzed much data in addition to the annual activity evaluation plan. The project's level of production and the contents of the deliverables it generated periodically were also satisfactory.

The Enablis project had a good monitoring framework in place, thanks to its well-designed logical framework that was consistent with the project's logic. The basic principles of monitoring, which help to plan monitoring, organize the collection of reliable data, and systematically analyze information were already in place. This helped the project track progress against established plans and verify compliance with established standards. All activities (identification and recruitment of entrepreneurs, the operationalization of the member network, skill development and fundraising) were subject to thorough monitoring.

3.4 Analyzing Impact

Impact is change expected or not, positive or not, that a program brings, usually after its life cycle. Impact shows an initiative's benefits on the actors concerned, in particular final beneficiaries. The mission measured the impact of Enablis initiatives on the evolution of economic indicators, member entrepreneurs' appreciation of Enablis services, and other changes resulting from Enablis support.

1. Economic impact

The mission assessed the economic impacts of Enablis initiatives based on i) the additional wealth the members directly created with increased turnover for their SMEs, and ii) the permanent jobs the members directly created, as attested by the increase in the number of permanent employees for their SMEs.

The team used two calculation methods, one to establish the average percentage (%) of change for each member company, and the other to identify the cumulative changes recorded for all Enablis network members.

The data used to calculate the growth in turnover and in the number of permanent employees covered 93% of the members, or 40 in the 43 entrepreneurs in the network as of December 31, 2015, it being that 3 of the entrepreneurs neither responded to the survey questionnaire, nor made themselves available during the survey period.

Change in turnover by range of turnover and by percentage

The table below summarizes the average growth in the members' turnover by range of turnover and by percentage of the member population between 2014 and 2015:

Turnover by tranche (FCFA)	Average % change in turnover	Average change in turnover in FCFA	Percentage of the population
0 to 50 million	70%	17 Million	55%
50 to 100 million	40%	27 Million	15%
100 to 200 million	27%	46 Million	17,5%
200 to 300 million	2%	-3 Million	5%
300 to 400 million	-19%	-63 Million	5%
400 to 500 million	-55%	-240 Million	2,5%
Average growth	47%	12 Million	100%

The table below summarizes change in the members' cumulative turnover between 2014 and 2015:

Year	2014	2015
Members' cumulative turnover (FCFA)	3 263 649 429	3 776 046 725

Year	2014	2015
Increase in Members' cumulative turnover = Additional wealth created by the Members		512 397 296
Increase in Members' cumulative turnover		15,7%
Growth objective in the Members' cumulative turnover		7%

In 2015, turnover in the vast majority of businesses managed by Enablis members recorded significant increases compared to 2014. The turnover of members' businesses increased on average by 47% and the cumulative turnover for all the members increased by 15.7%. Therefore, the 7% growth target in members' cumulative turnover between 2014 and 2015 was largely exceeded.

One notes also that 27.5% of the members did record an increase of more than 100% of their turnover, and that the average increase in the members' turnover was about 12 million FCFA between 2014 and 2015.

Change in the number of permanent employees by range of turnover and by percentage

The table below summarizes average progress in the number of permanent employees in members' SMEs by range of turnover and by percentage of the member population between 2014 and 2015:

Turnover by tranche (FCFA)	Average growth in number of permanent employees	Number of permanent jobs created	Percentage of the population
0 to 50 million	48%	32	55%
50 to 100 million	30%	14	15%
100 to 200 million	27%	5	17,5%
200 to 300 million	2%	0	5%
300 to 400 million	-19%	18	5%
400 to 500 million	100%	4	2,5%
Average growth	38%	2	100%

The table below summarizes change in the cumulative number of permanent employees in members' SMEs between 2014 and 2015:

Year	2014	2015
Total number of permanent employees	297	370
Number of newly created jobs		73
Growth in permanent jobs		24,6%

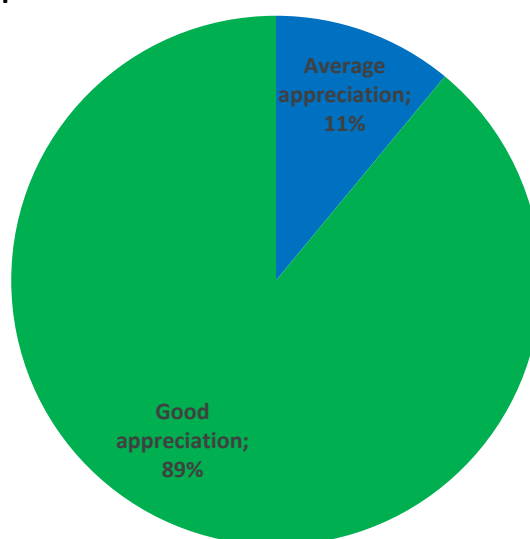
Between 2014 and 2015, permanent jobs in members' companies generally experienced a significant increase. The number of permanent employees increased by an average of 38% while the cumulative number of permanent employees increased by 24.6%, with a net creation of 73 new permanent jobs.

It is also important to note that 90% of Enablis network members created new jobs or consolidated existing jobs, and only 10% of members experienced a decline in permanent staff.

However, the role of Enablis in increasing turnover and permanent employees remained relatively low after barely a year of operation. Let us not forget that the elements contributing to increased turnover (financing, coaching, training, networking) were at a level of effectiveness and assimilation that was still in progress. Attributing to Enablis initiatives the responsibility for the increases in turnover and permanent jobs is a step that needs to be confirmed in the medium and long term.

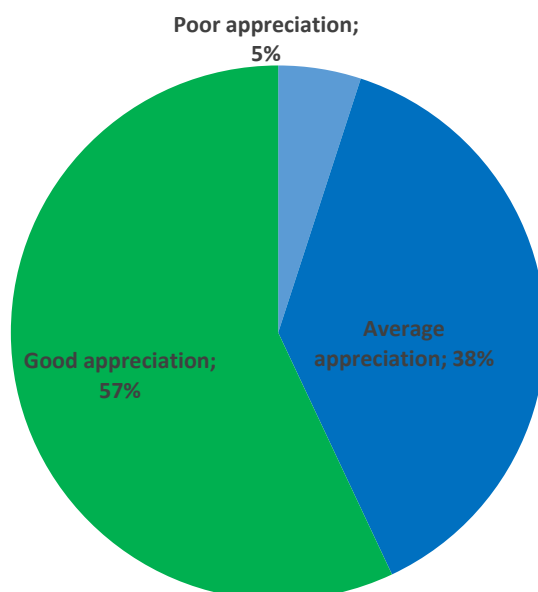
2. Member entrepreneur appreciation of Enablis services

Appreciation for Needs assessment



The needs assessment is an initial service that gives the member entrepreneur better understanding of his company, his environment and the structural causes of the constraints on his company's development. The vast majority of the entrepreneurs in the survey showed appreciation for its effectiveness.

Appreciation for the development plan

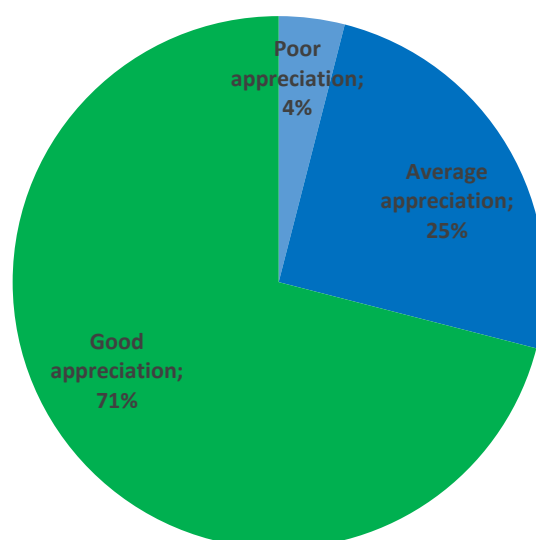


Most of the member entrepreneurs had a good appreciation of the development plan that the coaches had prepared and given to them. This tool mostly helps them have a good development strategy based on a clear vision and the results of the needs assessment, and to be able to program a set of coherent actions in line with development goals. However, some members expressed reservations about the relatively long period used to develop this document, and some documents for certain members.

Moreover, the development plan should have been better adapted to the specific needs of the companies. It is important to remember that the implementation of development plans was not yet subject to monitoring and evaluation.

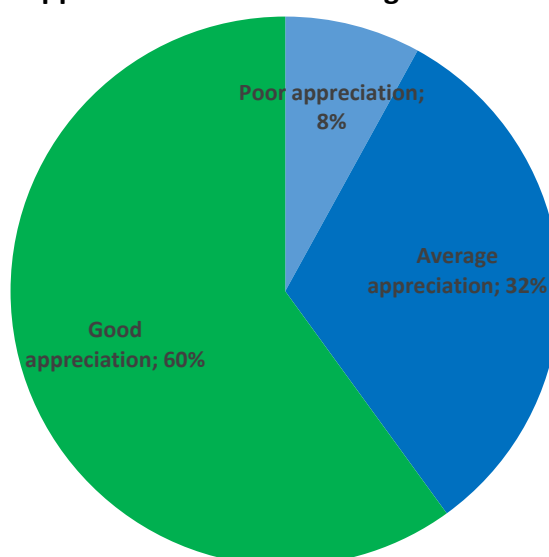
Financing the implementation of development plans was also a problem for some entrepreneurs because the implementation sometimes required significant financial resources.

Appreciation for Coaching



Coaching remains one of the most valued products Enblis provides to its members. In many areas (personal development, human resource management (HRM), accounting, marketing, financing), coaches did, for the most part, provide valuable assistance to members. However, while the coaches' work benefitted the members, some of the members were bogged down in their professional activities and could not attend the coaching sessions.

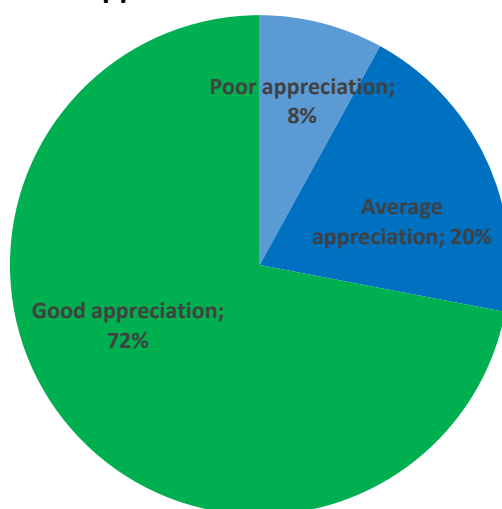
Appreciation for networking



The member networking principle was also highly appreciated among members. In their view, the network is an ideal framework for building business relations and sharing best practices and knowledge on the market, management and strategic guidelines.

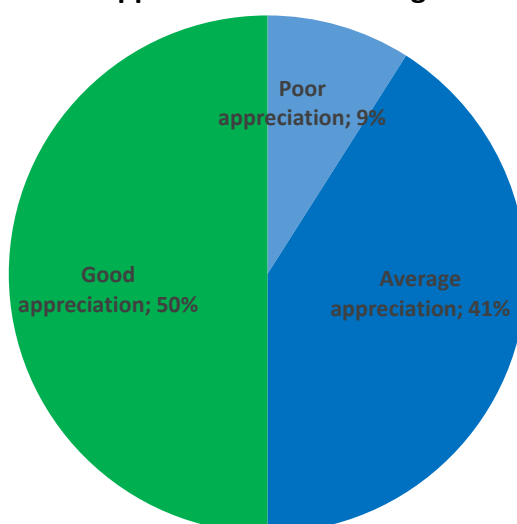
However, many of the members who met with the mission team had reservations about the match between networking and their initial expectations. They would have liked their involvement in the network to lead to contracts and concrete partnerships with other members for access to commodity and service markets.

Appreciation for the E-Circle



The E-Circle is one of the most appreciated services among the members who see it as a space for sharing and communion.

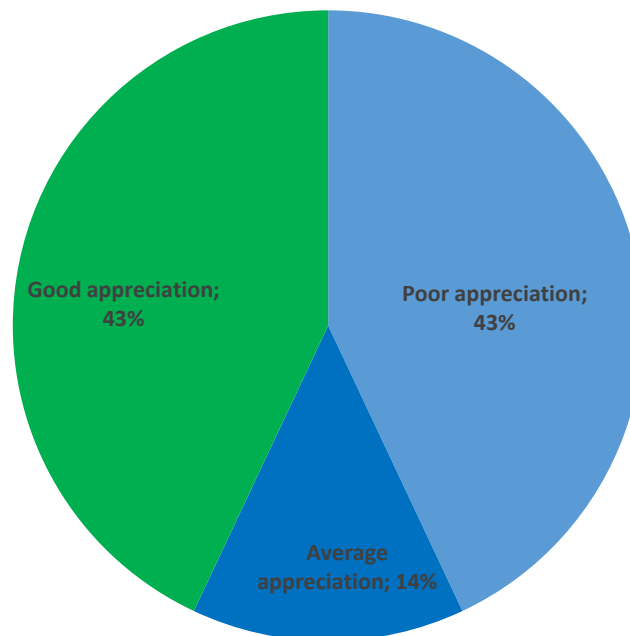
Appreciation for training⁹



⁹ Of the 25 active members interviewed, 22 actually participated in one or more training sessions and expressed their appreciation for this service.

Training is the service that members appreciate the least, although Enablis makes efforts to work with them in selecting the topics for training.

Appreciation for case studies¹⁰



Members who chose to participate in the “case study” program were divided in their appreciation. Some considered it relevant, emphasizing that the program helped to i) improve visibility on their customers, ii) develop new products, and iii) improve the quality and attractiveness of their products and/or services. Others pointed out that some partner institutions failed to supervise the students, and some students did not honor their commitments.

As regards the Fundraising Support Program (FRSP), none of the 10 participating members had a negative opinion. Yet, none of them had finalized their business plan as of December 31, 2015.

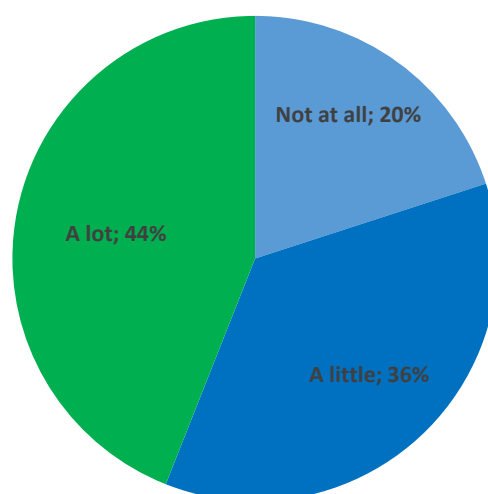
Although the business plans were not finalized on time, the preliminary results of FRSP were very encouraging, as 30% of the members who had joined this program in mid-2015 obtained funding.

3. Changes induced by Enablis support

The induced effects of Enablis support were measured on a sample of active members. These were members who had received over 6 months of service, 25 in total at the time of the survey.

¹⁰ Of the 25 active members interviewed, 10 actually participated in the "case study" program and 7 said they appreciated this service.

Assessing impact on the improvement of management skills



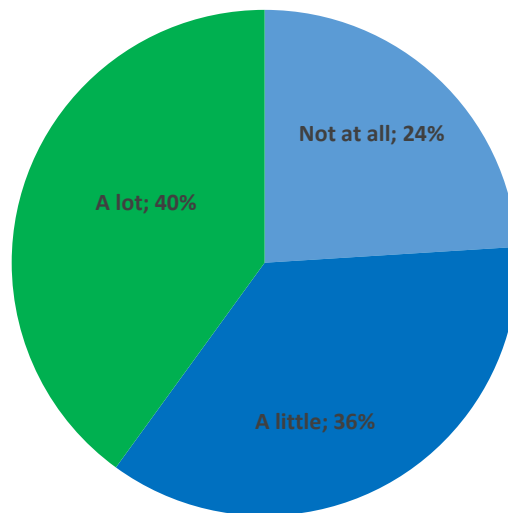
After a few months of Enablis support, 44% of members surveyed said that Enablis had helped them significantly in improving their management skills, while 36% said the support had helped them a little bit. The latter group's assessment of the improvement Enablis services had brought to their management capacities was good, bearing in mind that the target set for 2015 was 10%. The mission team observed positive improvements in management practices, their formalization, or the establishment of new strategic guidelines.

However, with less than a year of service provision, it was still early to have greater impact.

Box 1: The case of a member's positive improvements after Enablis services

Mr. Abdoulaye Camara founded Afripages in 2001 as the first company with a Yellow Pages directory published in Senegal. In 2015, the entrepreneur joined Enablis and received technical support to develop new products and strengthen his digital services (online job postings - online adverts, online directory). Developing his activities with the support of Enablis gave him a firmer grasp of his sector and helped him develop a new range of products that took his company to a new level.

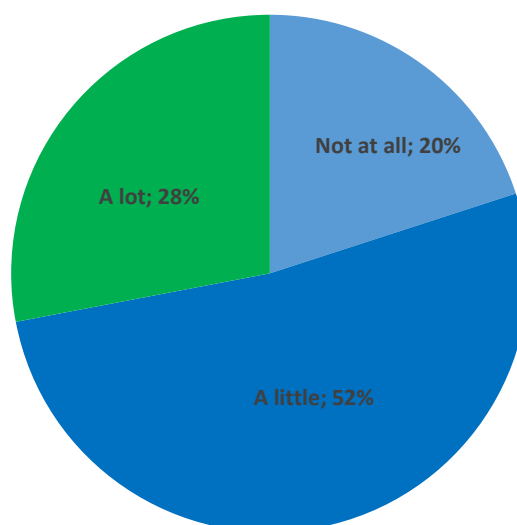
Assessing impact on the expansion of the business network



The survey found that 40% of Enablis member entrepreneurs consider that Enablis enabled them to significantly expand their business network, and that 36% of the members consider that Enablis helped them expand their business network. Considering the 25% target expected in 2015 for expanding business networks, Enablis largely achieved this goal.

Nevertheless, 24% of Enablis members believed that their membership in the network was yet to have a real impact on the expansion of their business network. They believed also that their initial expectations of establishing business relations (market expansion, new partnerships) within the network had not yet been met on the whole.

Assessing impact on improvements in the performances of member companies



The survey showed that 28% of members believed Enablis had contributed significantly in improving the performances of their business, and that 52% of members believed that Enablis had

helped them a little in improving this performance. Considering that the target set for improving business performance in 2015 was 10%, Enablis relatively achieved this goal. However, with less than a year of service, it was still early for Enablis to have made greater impact.

Regarding **access to funding**, Enablis had planned to bring 10 members into its fundraising support program for 2015. As of December 31, 2015, none of these 10 members had finalized their business plan. This notwithstanding, 3 of them received support from the FRSP to develop a funding request for working capital and relations with a financial institution. These three members received funding worth 60 million FCFA (about 91 000 Euros), and one had the opportunity to obtain funding for his investment needs from a bank and an investment fund. Hence, Enablis largely exceeded the goal of helping 10% of members secure funding after benefitting from the FRSP. In fact, 30% received funding for their working capital. This percentage was very encouraging for Enablis after only one year of operation. Nevertheless, steps were needed to expand this program to more members and to more quickly finalize the business plans and funding requests for investment needs.

3.5 Assessing sustainability

Sustainability is defined as the continuing benefits of a development initiative after it has ended: it is usually about maintaining the benefits or gains generated by a project. It can be assessed technically, economically, organizationally, institutionally and financially.

On **technical sustainability**, the members generally had the skills to pursue the activities in their enterprise.

These members have good profiles in basic training and experience, an important factor for sustainability. Most of those who met with the mission team boast several years of experience (public or private) in their company's business sector and some graduated from major universities known across the world.

The fact that Enablis network members have considerable ownership of Enablis services is an important factor of technical sustainability. The members generally gave positive assessments of the Enablis intervention strategy and a positive perception of Enablis service sustainability. In their opinion, the sustainability of Enablis services and the Enablis network of members is assured, although some said the members need to be more involved.

This technical sustainability is being buttressed by the local and international skills that business leaders in Canada offer through volunteer coaching and mentoring services. While the coaching support services that Enablis network members received in 2015 (marketing, finance, accounting, personal development, strategic planning and human resource management) were instrumental in improving their skills, Enablis needs to consolidate these gains acquired after only one year of operation. On personal development, the three workshops Enablis held in 2015 on leadership skills, networking skills, and self-awareness contributed to improve the members' personal and social skills, and to develop their entrepreneurial skills. Building capacities through training enhances

sustainability, for it allows the members, who already display strong commitment, to acquire the skills they need to run and grow their businesses.

On economic and financial sustainability, the members had resources or could connect with partners able to provide or help provide funding for their activities. In this regard, Enablis provided some members with services for financial readiness to help them obtain funding.

In 2015, a networking event with financial institutions gave members the opportunity to learn about financing opportunities with the National Bank for Economic Development and the Teranga Capital investment fund. This event also helped them establish contacts with senior executives and key decision-makers in these institutions.

In addition, the 10 members who joined the fundraising support program received support to assess their funding needs and prepare their business plans.

On organizational and institutional sustainability, Enablis took steps to diversify its sources of income and raise the financial resources needed for its development.

The strategy Enablis used to strengthen the sustainability of its activities in Senegal did include:

- Developing new programs with partners;
- establishing a system for mentoring entrepreneurs through support services from Enablis with coverage, in full or in part, of the cost of supporting suppliers, customers, retailers or beneficiaries;
- developing new paid services for members;
- establishing working groups with members who co-create activities for i) member recruitment and integration, ii) services to members, and iii) communication and partnership to strengthen ownership and involvement for members;
- developing a network of volunteer coaches;
- developing a local mentoring program;
- establishing an Alumni network (former Enablis members) that contributes time and/or money for the sustainability of Enablis.

4. Conclusion

Enblis officially began operating in Senegal in October 2014 to support the creation of wealth and jobs in Senegal by identifying promising entrepreneurs, developing their entrepreneurial knowledge and skills, expanding their business networks, and assisting them to raise funds.

The initiative was well designed with a coherent intervention strategy in a business plan revised in 2015 and a logical framework with benchmarks for assessing progress towards the objectives Enblis had set for itself.

Implementing this initiative is relevant strategically because its content aligns with Senegal's current development policies and strategies for SME management (PSE, SME Sector Policy Blueprint). Further, Enblis strengthens the existing national system for supporting entrepreneurs and SMEs by i) establishing co-development and peer support spaces, ii) focusing on entrepreneurs' personal development, (iii) building synergies between higher education institutes and SMEs, and (iv) establishing ties with an international network of entrepreneurs.

At the operational level, Enblis has proven ability to provide practical answers to members' needs.

As regards the target indicators in the logical framework, Enblis achieved almost all its targets for 2015. Only the indicator on recruitment of members was not fully achieved with a completion rate of 86%.

The completion rates of Enblis activities in 2015 were satisfactory. Although the main project activities began behind schedule, they were conducted effectively. However, the financial execution rate of about 50% in services to members was well below the initial expectations, because Enblis did not achieve its goals for identifying and recruiting entrepreneurs with the desired profile, and several members recruited in the last quarter of 2015 were unable to benefit from many services in 2015.

Nevertheless, Enblis successfully set up a national network of 43 entrepreneurs with high potential, illustrated by, among other things, i) their knowledge of their sectors of activity, ii) their experience, expertise and educational levels, iii) their level of motivation, iv) the diversity and growth potential in the sectors where they operate, and v) the performance of their companies and the number of jobs created between 2014 and 2015. In addition, the number of men (56%) and women (44%) was almost consistent with international commitments, the Constitution of Senegal, and the National Policy for Gender Equity and Equality (SNEEG) which advocates the economic empowerment of women through support for women's entrepreneurship.

Despite the delay in launching activities, the level of availability of members and coaches, and the difficulties in hiring quality coaches with Enblis' payment rate, progress in service delivery to members hit 96%, with a total of 2038 hours of service provided mainly through coaching (43%), case studies (33%), fundraising support (13%), and needs assessments and development plans

(7.5%). The case study program provided 436 hours of additional services while reducing support costs.

Among the services Enablis provided to entrepreneurs, the products members appreciated the most were diagnosis, E-circles (peer support spaces) and coaching respectively with 89%, 72% and 71% of members saying they had a good appreciation of these services.

In areas such as personal development, human resource management, marketing, finance, accounting and strategic planning, the coaches, for the most part, provided valuable assistance to members.

The survey showed that 60% of members had a good appreciation of the networking services while 40% of active members were of the view that Enablis had enabled them to significantly expand their business network. Nevertheless, they would have very much wished that their involvement in the network would lead to more contracts between members and partners.

The members who chose to participate in the case study program had a qualified appreciation of the program. Some of them said it was relevant and emphasized that the program had contributed towards i) greater visibility on customers, ii) new product development, and iii) improved service and product quality and attractiveness. Others pointed to a lack of student supervision by some partner institutions, and the fact that some of the students failed to deliver the outputs they had committed to.

Training was the service that members appreciated the least, although Enablis had undertaken great effort to associate them in selecting the topics for training.

The main activities for providing services to members were conducted effectively, although Enablis began its operations behind schedule, the members and coaches were not readily available, and there were difficulties in keeping top-notch coaches with the level of remuneration Enablis could afford.

The objectives set for active members (those who had received more than 6 months of service from Enablis), who confirm that Enablis helped them to i) improve their management skills, ii) expand their business network, and iii) Improve the performance of their companies, were largely exceeded with levels of achievement respectively at 440%, 144% and 280%.

As for access to funding, 30% of the members supported in this area of activity obtained funding after receiving fundraising support services. This is a very encouraging percentage for Enablis after one year of operation. However, there were still difficulties in financing entrepreneurs because of the challenges they faced in complying with lenders' requirements, particularly the guarantees for their funding requests and access to reliable financial information.

In 2015, the turnover and number of permanent employees in most companies under Enablis members increased significantly from their level in 2014. Turnover in member companies increased on average by 47%, while the cumulative turnover in members' companies increased by 15.7%. At the same time, the number of permanent employees increased on average by 38%, while the cumulated number of permanent employees increased by 24.6%, with 73 new permanent jobs created. We noted also that 27.5% of members recorded increases over 100% of their turnover, and that the average increase in members' turnover was about 12 million FCFA between 2014 and 2015.

The percentage increase for 2015 in Enablis Senegal's member turnover and jobs/expenses (ROTI) suggests that for each franc spent, Enablis contributed in 2015 in generating 3.62 francs of additional wealth.

However, the assumption that the increases in turnover and permanent jobs result from Enablis initiatives can be demonstrated only in the medium and long term.

In terms of partnership, many contacts were established with the private sector, public sector and civil society entities active in the national ecosystem for SME and entrepreneurial support. These contacts culminated in the signing of 15 agreements, some of which were already operational at the time of the survey. The agreements signed with business schools to conduct case studies in member companies were providing valuable support to those members, enabling them to save time and resources, and emerged as one of the major innovations in Enablis initiatives. On the other hand, several signed agreements were not yet active due to the lack of collaboration and responsiveness from partners, in spite of the relevant communication efforts made.

As concerns management, Enablis pursued efforts to strengthen its management by establishing management standards (administrative and financial procedure manual) and took great strides to implement its monitoring system after one year of activity. It had a lot of data already compiled and analyzed in addition to the annual evaluation plan for its activities.

Enablis member entrepreneurs have good profiles in terms of educational level, financial literacy, and experience, which is an important factor in sustainability. This sustainability was buttressed also by the members' strong ownership of Enablis services. Overall, they appreciated the Enablis intervention strategy and their perceptions of service sustainability were good.

The strategic and operational recommendations in this report are expected to help address the key challenges identified in the report.

5. Recommendations

After assessing the relevance, coherence, effectiveness, efficiency, and impact of Enablis initiatives, and the sustainability of its effects, the mission team issued some concrete and usable strategic and operational recommendations.

The recommendations for strengthening the monitoring system are available in the “Monitoring System Development” report.

Strategic recommendations

The strategic recommendations were that Enablis should endeavor to, inter alia:

1. intensify cross program dialogue and synergies by forging or revitalizing partnerships with other national public and private support programs for SMEs and entrepreneurs;
2. raise the visibility of its activities and results, and intensify its advocacy to state institutions and multilateral and bilateral donors;
3. further diversify its sources of funding by implementing its activity sustainability strategy;
4. develop partnerships to extend its activities to Senegal’s other regions, bearing in mind the national policy for territorial administration (Decentralization Act III) and lessons learned from deployment in the regions of Dakar and Thies;
5. Direct members to the entities best equipped to meet members’ expressed needs and that do not fall within the Enablis’ activity areas, such as i) training staff and supporting them technically, ii) supporting businesses to supply raw materials and packaging, participate in international events, and build international partnerships, and iii) advocating to public authorities, and to technical and financial partners to overcome malfunctions in the administrative, legal, fiscal and institutional environment, to make up for the lack of support infrastructure for economic and commercial activities, and to facilitate access to financing.

Operational recommendations

The operational recommendations were that Enablis should:

1. document Enablis’ technical intervention processes (member identification and recruitment, capacity building, organization of events, fundraising support) in an operational management manual;
2. institute measures to enhance member involvement in meetings for entrepreneur circles (E-Circles), training workshops and coaching sessions;

3. involve more members in selecting formats, trainers and the subjects of training workshops;
4. set up a system for sharing opportunities among network members and facilitating contact with applicants for credit;
5. Consult and inform members more regularly about i) activity planning in the short and medium term, ii) results achieved and impacts made to enable them to frame new needs, demands and proposals for the improvements to be implemented;
6. strengthen the system for recruiting new members by encouraging more member entrepreneurs to co-opt new members, and by multiplying events that increase the visibility of Enablis among target entrepreneurs;
7. ensure each event organized is systematically documented in a summary report that concisely captures i) accomplishments against objectives
8. facilitate further alignment, collaboration and exchange among members to build business synergies and relations through networking and experience-sharing activities between complementary member segments;
9. provide more regular monitoring and evaluation of the state of play in members' development plans and the level of progress in their performance objectives and results;
10. take steps to improve member involvement in E-Circles to strengthen support and solidarity among member entrepreneurs;
11. provide more coordination and monitoring of coaches' work;
12. reduce the time lapse between member certification and the beginning of service delivery;
13. reduce the relatively long period spent on needs assessment and preparation of the development plan;
14. change the method for calculating increase in entrepreneurs' annual turnover, based on changes in individual members' turnover instead of the current method that assesses cumulative turnover;
15. extend the Enablis fundraising support program to more members and develop other mechanisms to comprehensively address funding needs;
16. collect and analyze temporary employment data to get a better overview of jobs created by members.

