

EXTERNAL EVALUATIONS OF ENABLIS' ACTIVITIES & RESULTS IN 2015, 2016 AND 2017

OVERVIEW OF MANAGEMENT RESPONSE

As a learning organization, Enablis Senegal has opted to realize an independent annual evaluation of its activities and results since its inception in October 2014.

Since 2016, the Enablis Senegal evaluation process is supported by the Senegalese Association of Evaluation (Seneval), a non-profit organization dedicated to disseminating evaluation culture and best practices. SenEval has assisted Enablis in the preparation of the terms of references, the selection of a consultant, the review of the deliverables, the sharing with member entrepreneurs and the capitalization of the findings of the evaluation.

The design and implementation of the Enablis evaluation process is highly inclusive and participative. In this regard, all members are contacted in order to be surveyed and, by the end of the process, are invited to participate in a validation workshop.

During that workshop, Enablis member-entrepreneurs, coaches, trainers and staff along with the external evaluators discuss the evaluation main findings, conclusions and recommendations, as well as an action plan for improvement.

The 2015, 2016 and 2017 evaluations have confirmed the relevancy, effectiveness, efficiency, sustainability and longer-term impact of Enablis interventions. However, for Enablis Senegal, the most important aspect of the evaluation is that it allows us to see what we should do to build on what we are doing right, and to also see what we can do to strengthen our strategy and operations in areas where there are challenges.

In this regard, Enablis Senegal highly values the independent evaluators' recommendations. Indeed, after each annual evaluation, from the analysis of the recommendations, an action plan is established to address questions raised and identify and implement improvement measures.

The major recommendations of the evaluations have been addressed as followed:

1. Improvement of member recruitment and integration

- Enablis has developed a set of incentives for member and coach referral of entrepreneurs who may meet the selection criteria and become members of the network. As a result, more than 40% of entrepreneurs recruited in the network in 2017 originated from member referral.
- Links with other networks with similar membership criteria have been established to explore group-based accreditations in the Enablis network. However the amount of the membership fee has represented a hurdle for those networks.

- A member guide has been prepared and distributed to facilitate the integration of new members and their understanding of Enablis' services.
- A recent measure has been taken to end the membership of entrepreneurs who have not participated in any activity during a year.

2. Reinforcement of support services to beneficiaries

- An interactive website project has been launched but recorded major delays due to the difficulty of finding a suitable service provider considering the available budget. The work is in progress and the website should facilitate interactions and information sharing amongst members and between members and Enablis' staff, coaches and partners.
- Additional coaches have been contracted to support the monitoring and facilitate the implementation of the Entrepreneur development Plans.
- The Enabler program (peer-coaching and peer-mentoring), the volunteer coaching program, and the international mentoring program along with partnerships with international organizations providing volunteers have facilitated the development of free and low cost personalized services to members. Moreover, subsidized services packages have been developed to extend the breadth of Enablis' services and best respond to the needs of member-entrepreneurs.

3. Enhancement of the sustainability of Enablis and its interventions

- Enablis' activities and results have been showcased in publications and international events including the 9th Conference of the African Evaluation Association in Abidjan and the ANDE annual meeting of members in London.
- New programs and partnerships have been developed by Enablis to support youth entrepreneurship, women entrepreneurship, rural entrepreneurship, and entrepreneurship of the diaspora.
- Enablis has increased its membership fees by 50% while expanding its paid services offer to members and their in-kind contributions.

4. Reinforcement of the monitoring and evaluation system

- Training has been provided to the Project Manager and the Entrepreneur Development Associate for the electronic storage, update and monitoring of data regarding members' profiles, performances, activities, needs and services received.
- A Steering Committee has been established with the Senegalese Association of Evaluation to i) further improve the design and implementation of Enablis' monitoring and evaluation system, and ii) promote the culture of evaluation within the entrepreneurship support ecosystem.