



Maîtrise de la Gestion des Projets en Afrique

ENABLIS SENEGAL 2017 ACTIVITY AND RESULT EVALUATION MISSION

Final Report

Recipient:



**“ENABLIS Senegal, 09 rue Jean Mermoz
BP 4662 Dakar RP – Senegal”**

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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 :

**Enablis Senegal
9, rue Jean Mermoz, 3rd floor
Dakar, Senegal
Tel : +221 33 822 20 04
Email : info.senegal@enablis.org**

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I. GENERAL INTRODUCTION

1.1 Objectives and scope of the evaluation

Enablis officially launched its activities in Senegal in October 2014. At the end of 2017, Enablis was in the third year of its support program for promising entrepreneurs in the regions of Dakar and Thies, with the program's first two financial years (2015 and 2016) already assessed. On top of this "Entrepreneurs Network" project, Enablis launched two new projects in 2017 (SATISFY and STEP) in the region of Kolda.

Enablis hired the services of MGP-Africa consulting firm to evaluate all its activities and its results in 2017 to ensure rigor in the process as well as neutrality and objectivity in the results achieved at the end of the technical implementation mission. The external evaluation's conclusions and recommendations will contribute effectively to improve Enablis interventions in Senegal.

This external and independent evaluation mission complies with cutting edge practices recommended by the Organization for Economic Cooperation and Development (OECD). It falls under the "evaluation in progress" category in the Project Management nomenclature and focuses on results and level of achievement of the objectives. The evaluation time frame was from January 1st to December 31st, 2017. The evaluation mission sought, therefore, to evaluate beneficiary and institutional activities and results, based on the objectives targeted by Enablis interventions and established by mutual agreement with its technical and financial partners.

1.2 Methodology and limitations of the evaluation

The performance assessment of Enablis interventions, for the stated period, is based on five (5) criteria, recommended by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), as well as on the value added at the current stage of implementation in Enablis interventions.

The evaluation determines:

- Relevance, to measure the alignment between intervention objectives and beneficiary expectations and needs, national policies and priorities, and partner and donor programs;
- Effectiveness, to assess how well activities have contributed to achieve expected results and to meet specific logframe objectives for intervention;
- Efficiency, to determine whether resources (funds, expertise, time, etc.) have been converted into results in economic terms;
- Impact, to measure the long-term positive and negative, primary and secondary effects induced by a development action, either directly or indirectly, intentionally or unintentionally. Measuring impact may also involve relate to the capacity of earnings to offset losses. For this criterion, particular attention will be paid to the process of behavior and practice change among the target groups and ultimate beneficiaries of the intervention. The analysis will focus on economic and social impacts, based on available data, on the information collected, on field observations and the testimonies of various actors who met with the mission.

- Sustainability, to address the issue of continuity in the positive effects resulting from the intervention, with the probability of obtaining long-term benefits and maintaining the systems put in place.

These are long-term positive and negative, primary and secondary effects that a development action induces directly or indirectly, intentionally or unintentionally. Measuring impact may also relate to the capability of earnings to offset losses.

The evaluation was based on an approach that uses a triangulation of methods to combine quantitative and qualitative data collection. This approach made it possible to evaluate Enablis activities and results, and also to grasp the perceptions of beneficiaries and institutional actors.

The study methodology was based on these three (3) major phases:

Phase 1: Preparation and scoping
Phase 2: Data collection and analysis
Phase 3: Production and validation of outputs

Each major phase did include key stages, conducted successively by the firm's experts.

Phase 1: Preparation and scoping of the mission

This phase focused on administrative formalities for signing the contract and starting up. Once the contract was signed, the next step was to adopt a final work plan and understand the institutional framework, so as to upgrade the team of experts mobilized. This stage enabled the consultants to assess the:

- ✓ Objectives of the mission;
- ✓ Targeting of stakeholders (beneficiaries and institutional actors);
- ✓ Survey methodology and information gathering instruments and tools;
- ✓ Activity timeline.

At the end of this phase, a methodology guidance note was presented to the sponsor for validation, and this paved the way to begin the mission in earnest.

Phase 2: Data collection and analysis

This data collection and analysis phase unfolded in the following five stages:

- 1) Developing the application for data entry
- 2) Testing the tools
- 3) Collecting data
- 4) Compiling the data base
- 5) Processing and analyzing the data

Phase 3: Production of mission outputs

The drafting of contractual deliverables is the operation for synthesizing the outputs obtained through documentary analysis, quantitative analysis and qualitative analysis. Several deliverables will be produced, including this one, and submitted to Enablis for validation.

At the end of the mandate, the deliverables to Enablis will include:

- ✓ **the provisional report:** highlighting the changes that have occurred in the performance (turnover, management capacity, number of employees, etc.) of member entrepreneurs' SMEs, and documented specifically in the "performance report"; the logical framework with indicators for 2017; the institutional performance of Enablis on key indicators. This report will enable the consultant to make his recommendations for improving Enablis interventions and the performance of member entrepreneurs' SMEs. Other items to provide after the survey will include raw data (Excel tables compiling the survey results, plus the print version of the questionnaires that have been filled).
- ✓ **the final provisional report:** in MS Word and Power Point format, including remarks from Enablis. This report was presented during the information sharing and discussion workshop with Enablis, the Coaches and Members.
- ✓ **And the final report:** in MS Word and Power Point format, including remarks from the workshop validated by Enablis.

This evaluation mission was conducted under generally good conditions. However, major constraints and difficulties were encountered during its implementation, including:

- a) The large number of members to interview, given the relatively short time set aside for collecting data from the members: they are 152 living across Dakar, Thies and Mbour. The mission noted also that some members in the Enablis database are no longer active for various reasons. 5 members, including 1 in Thies, told us they had frozen their activities in the network. Coupled with this constraint, there was another major difficulty - the lack of responsiveness and availability of some network members.
- b) Reluctance to provide an accurate report of the annual turnover of their companies. Some members had a tendency to minimize their turnover or, in at least 3 cases, refuse to disclose it. In some cases, the consultant had to deal with an estimated amount of the turnover. Nonetheless, 113 members, or 74% of the membership, filled out the questionnaire in full.

Table 1: Percentage of members surveyed during the data collection phase

Region	Enablis base	% of Members who provided their turnover and number of employees	% of Members who filled the questionnaire
Dakar	129	86%	78%
Thies	23	78%	57%
Total	152	85%	74%

- c) Assessing the indicator on "member entrepreneurs increase their income", based on data provided in approximate fashion by some member entrepreneurs. Some entrepreneurs had a tendency to lower their turnover.

1.3 State of SMEs in Senegal

Small and Medium Enterprises are considered as one of the major sources of wealth and job creation, and of upskilling Senegal's workforce. They also serve as an important factor of social integration that offers powerful leverage for combating poverty. Several macro-economic and sector-based studies,¹ from public and private administrative units and institutions like ANSD, have indicators today on the contribution SMEs are making to the national economy:

- ✓ SME ratio in wealth creation: 33% GDP;
- ✓ Number of salaried jobs created: 42% of all modern sector jobs;
- ✓ Geographic and sectoral distribution: nearly 82% of SMEs are concentrated in the Dakar region's localities of Dakar, Pikine and Rufisque, as well as in the Thies region's localities of Sebikhotane, Sangalkam and Thies.
- ✓ Legal form: there are all legal categories provided by OHADA: SA, SARL, SURL, SAU, EIGs, EI, SCS, SCA, Cooperatives...

In the context of implementing the National Accounts Renovation Project (PRCN), Senegal conducted its first General Business Census (RGE), and the results published in January 2017 show:

- ✓ there are **407 882²** business units, most of which are natural persons (96.8%). Regarding legal persons, the most frequently encountered legal forms are Economic Interest Groups (EIGs) and Limited Liability Companies (SARL).
- ✓ SMEs represent 99.9% of registered enterprises and are created by entrepreneurs aged 46 years on average.
- ✓ SMEs are largely active in the informal sector and most of them do not keep accounts.
- ✓ A majority of entrepreneurs say there is a lack of demand, a lack of suitable premises or high levies and taxes. In addition, there are cumbersome procedures and stringent administrative and formalities.
- ✓ The overall turnover generated by both formal and informal businesses amounted in 2014 to about eleven thousand three hundred and fifty (11,350) billion CFA francs. Trade seems to be the most dynamic branch of activity with 40.3% of turnover and 32.8% of the workforce. In addition, large companies generate 69.9% of the turnover. The Dakar region has the highest turnover (85.3%) and employs persons (51.7%). The formal sector generates 83.7% of the overall turnover.

¹ General Business Census (RGE), January 2017.

² National Survey of Small and Medium Enterprises (ENPME 2013), ANSD

² Source: ANSD, January 2017

1.4 Presentation of Enablis

1.4.1 Context and description

It is to tackle all these major challenges that Enablis wanted to deploy its wealth of experience for the emergence of enterprises in Senegal. For Enablis, entrepreneurship and small and medium-sized enterprises (SMEs) have the leverage to promote economic growth and overcome poverty, unemployment and underemployment. Africa's economic emergence and efforts to improve the living conditions of its people require a strong private sector with more efficient formal SMEs that produce, invest, hire and export more.

Enablis is an international non-profit organization that was founded in 2003 by Canadian entrepreneur and philanthropist, Charles Sirois, and Accenture, a global leader in business consulting, with the support of the Canadian Ministry of Foreign Affairs, International Trade and Development.

Enablis aims to stimulate wealth and job creation by identifying entrepreneurs with high growth potential and offering them customized technical support to promote the survival, growth and competitiveness of their SMEs.

At 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.

Enablis officially started its activities in Senegal in October 2014, after obtaining Order 11631 of July 21, 2014 from the Ministry of Internal Affairs, authorizing it to establish itself in the country as a Foreign Association and to carry out its activities across the national territory.

The vision Enablis has for Senegal by 2020 is to identify and support up to 400 promising entrepreneurs so as to build a network of successful SME entrepreneurs who create wealth and jobs.

Enablis aims to stimulate wealth and job creation by identifying entrepreneurs with high growth potential and offering them technical support that accelerates growth for their SMEs.

At the time of this evaluation, the organization was supporting 152 entrepreneurs in Dakar and Thies. Enablis member business leaders receive customized support that includes coaching, training, spaces for networking and co-development, mentoring and fundraising support.

In addition, the organization began in 2017 to upscale its intervention model with vulnerable young men and women in suburban and rural areas. So, in collaboration with World Vision (WV) and Développement International Desjardins (DID), Enablis is currently contributing to implement the Skills Training for Employment Program (STEP), which aims to improve employment and entrepreneurship opportunities for young technical and vocational education and training (TVET) school graduates or out-of-school youth in the Kolda region. In the context of this project, Enablis is responsible for designing and implementing programs for:

- ✓ collaboration between the public/private sector and vocational training institutions;
- ✓ developing the entrepreneurial skills of young people;
- ✓ supporting young entrepreneurs to start and grow businesses.

In the 1st semester of 2017, Enablis also received a request from WV to enhance the viability of two (2) agribusiness processing plants installed in the Kolda region by WV under its (SATISFY) program to fight against food insecurity. Enablis conducted its pilot initiative in the period from May 8 to June 30, 2017.

1.4.2 Enablis objectives

By 2020, the organization aims to build a national network of 400 business leaders heading successful SMEs with annual growth rates well above the national average, and to create at least 6.5 billion FCFA in additional wealth and 2,000 direct jobs.

1.4.3 Enablis intervention strategy

The Enablis intervention strategy consists in supporting Senegal's socio-economic development by directing its actions to identify promising entrepreneurs and bring them into its network; strengthen their personal, relational, managerial and technical skills; and support them to raise funds by offering training, mentoring and networking services, and by building synergies between higher education and the needs of SMEs. Enablis also provides other NGOs with support structures to economically and socially promote different types of beneficiaries through entrepreneurship.

II. REVIEW OF ENABLIS INTERVENTIONS IN 2017

Enablis officially started its activities in Senegal in October 2014, after obtaining Order 11631 of July 21, 2014 from the Ministry of Internal Affairs, authorizing it to establish itself as a Foreign Association and conduct its activities across the national territory.

This section of the report covers Enablis interventions in the 2017 calendar year. It reviews the activities carried out, the resources mobilized, budget execution and the outcomes of Enablis interventions in 2017.

Enablis initiatives in 2017 include the Entrepreneurs Network project, the STEP initiative together with World Vision and DID, and World Vision's SATISFY project.

2.1 Entrepreneurs Network Project

2.1.1 Activities in 2017

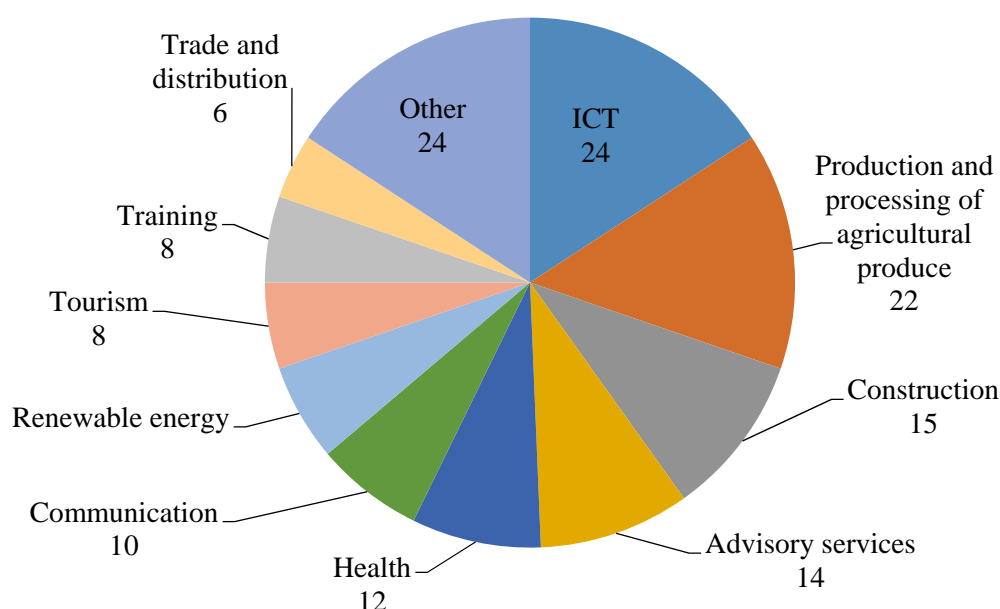
The main activities in 2017 were member entrepreneur accreditation and support.

✓ Member entrepreneur accreditation

In 2017, Enablis recruited 53 promising entrepreneurs, expanding the Enablis network in Senegal to 152 promising SME entrepreneurs in 2017, with almost 40% of them women, and an average annual income of 129,714,990 CFA Francs and a median income of 53,463,164 CFA Francs.

On the entrepreneur accreditation objectives, Enablis Senegal reached 38% of the objective in the 2017-2020 logical framework, which is to build a national network of 400 entrepreneurs at the head of successful SMEs by 2020. The 2017 objective to reach a total of 150 members was attained by just over 100%.

Figure 1: Breakdown of member enterprises by sector of activity³



In terms of member entrepreneurs' years of activity, 69% are more than 3 years old, 26% between 1 and 3 years old, and 5% less than a year old.

Member entrepreneurs have been very active in the network. Over 80% of them took part in at least one activity in the last half of 2017.

✓ Entrepreneur support

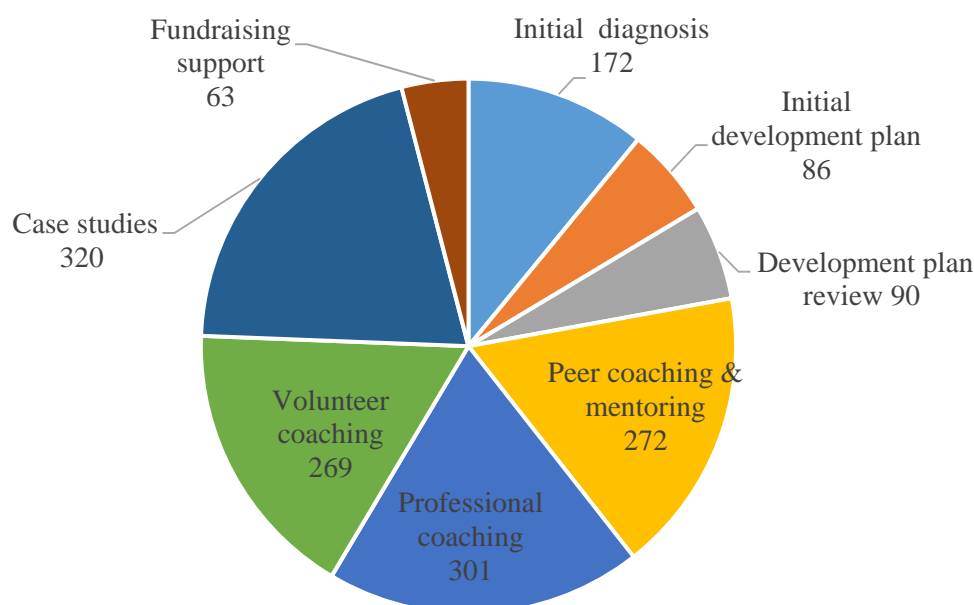
The support includes a customized service package adapted to the specific needs of the entrepreneur, and group services structured around the members' common needs.

The customized services include the diagnosis, development plan, coaching, mentoring, case studies and fundraising support.

³ Source: Annual Report 2017 - Enablis

In 2017, Enablis offered **1,573** hours of customized support to member entrepreneurs, as shown in the chart below:

Figure 2: Breakdown of members' customized service hours in 2017⁴



In 2017, students conducted 10 case studies under the supervision of professors from higher education institutions. The case studies covered topics such as website design and development, market study and analysis, IT networks and sales development. During the period, 26 members received professional coaching while volunteer coaches (volunteer leaders) provided support to a dozen members. The peer coaching and mentoring program (Enabler Program), which allows members to share their experience and expertise with other members, was successfully launched with the 61 entrepreneurs who registered for the program in 2017. Of these, 32 participated in coaching and mentoring activities.

Group activities or services include training workshops, E-circle meetings, networking events and co-creation meetings.

In 2017, Enablis organized 11 training workshops, 7 networking events, 8 E-circle meetings and 22 co-creation meetings. The training workshops enabled the members to improve their leadership, personal and managerial skills. The E-Presentation networking event was an occasion for member entrepreneurs to present their profiles, businesses, products and expansion plan to a group of potential customers, suppliers, financiers and partners. The two networking events with four financial institutions helped the members to acquaint themselves better with the various funding instruments and agencies. The E-circle meetings facilitated peer support and experience sharing (successes, challenges, solutions).

Enablis was able in 2017, more than in the previous years, to strengthen the commitment and empowerment of its network members. Hence, the members contributed to prepare the

⁴ Source: Annual Report 2017 - Enablis

fundraising gala, recruit new members and improve member services through co-creation meetings.

2.1.2 Relevance of the Entrepreneurs Network Project

This is analyzed in terms of alignment with national priorities and the intervention model's compatibility with the needs expressed by SME entrepreneurs.

Relevance will be measured also by the complementarity between Enablis interventions and other programs or projects run by the Government of Senegal and its development partners. Senegal's business sector also attracts attention from donors such as international institutions, financial institutions and international and non-profit organizations.

2.1.2.1 Relevance to national priorities

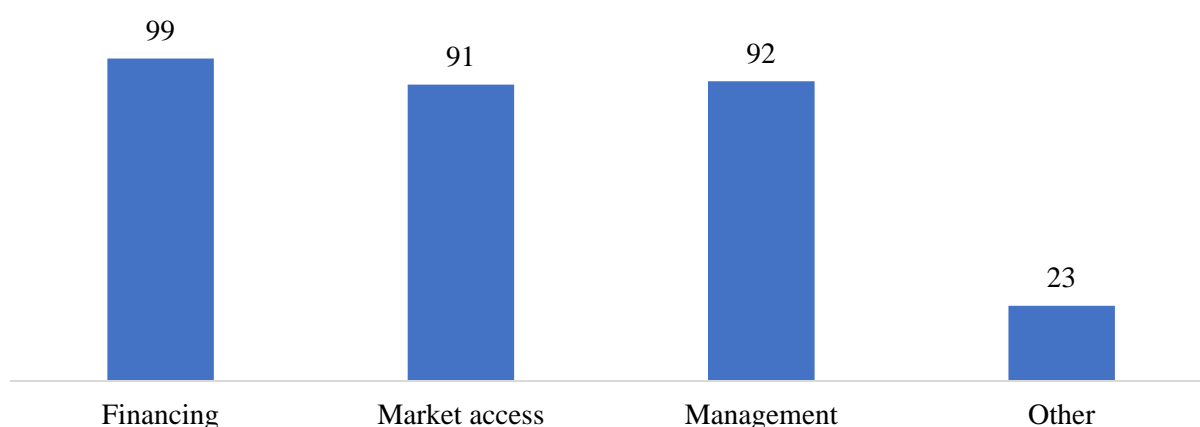
The Government of Senegal accords high priority to enterprise development, considering the clarifications it has made to the definition of SMEs, the support measures for their development, the benefits granted to them and the commitments they have to fulfill under the Orientation Law on the Promotion and Development of Small and Medium Enterprises (Law No. 2008-29 of 28 July 2008). In the same vein, the Sector Policy Letter (2010) provides guidance for upgrading and upskilling SMEs before the Economic Partnership Agreements (EPA) with the European Union come into effect. These legislative and regulatory provisions fall within the Private Sector Development Strategy that is being implemented since 2000 to simplify administrative procedures for investment, access to funding, unification of private sector organizations, the modernization of the justice system, rationalization of institutional arrangements, vocational training, communication and dialogue.

Creating wealth and jobs affords economic leverage for designing policies that provide strategic direction for overcoming the challenges of globalization and competitiveness facing domestic firms. This is why projects and programs, such as the Business Development Office (BMN), the Agency for Development and Supervision of Small and Medium Enterprises (ADEPME), to name a few, have been initiated and implemented by the Government of Senegal and by cooperation partners.

2.1.2.2 Relevance to SME needs

The Entrepreneur Network project's relevance can be analyzed by the way it responds to the main difficulties facing member entrepreneurs. For most of the members, the major constraints on the development of their businesses are financing, management and market access (see figure below).

Figure 3: Major difficulties facing member entrepreneurs



Source: Member survey

Enablis interventions provide members with customized support (diagnosis, development plan, coaching, mentoring, case studies) and group services (training, networking events) with the purpose of overcoming the difficulties facing entrepreneurs and businesses. Considering the members' level of satisfaction with the services they receive from Enablis, the project offers a satisfactory response to the concerns of member entrepreneurs. Therefore, if one looks at the Net Promoter Score (see comments below), at least 95 of the 126 members surveyed (75%) are satisfied to very satisfied with Enablis initiatives. The calculation is based on answers to the following question: "on a range from 0 to 10, to what extent would you recommend Enablis?". Promoters are members who answered 9 or 10, passive 7 or 8, and detractors 0-6. The Net Promoter Score is: $NPS = \text{Percentage of Proponents} - \text{the percentage of detractors}$.

Table 2: Enablis Entrepreneurs Network Project NPS

Range	Number	Percentage
0-6	31	24.6
7-8	51	40.48
9-10	44	34.92
Net Promoter Score (NPS)		10.32

Source: Member survey

Enablis has made considerable achievements within a relatively short period of time due, in large part, to its intervention model, based on establishing a network of promising entrepreneurs and providing customized support services needed for the survival, growth and competitiveness of their SMEs.

This model focuses on:

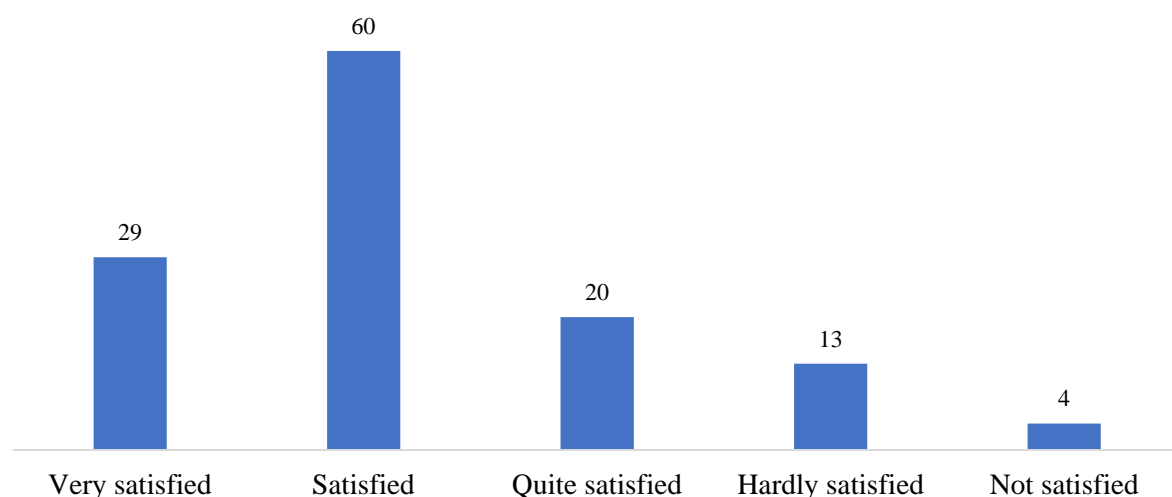
- ✓ Accrediting member enterprises with a moral obligation;
- ✓ The entrepreneur's personal development;
- ✓ Co-development and peer support;
- ✓ The establishment of business networking spaces;
- ✓ Managerial and technical skill building;
- ✓ Building synergies between higher education and SME needs;
- ✓ Providing fundraising support.

For this model to succeed, Enablis has made its way into the local ecosystem and works in partnership with the private sector, public institutions and civil society.

In addition to developing skills for member entrepreneurs, this intervention model provides a space for meeting and sharing experience between actors with similar concerns. In this way, it makes provision for sharing knowledge and useful information, and for easier ownership of the lessons learned.

The relevance of this intervention model can be assessed also through the compatibility between the support services offered and the real needs of the members.

Figure 4: Overall satisfaction of Enablis members

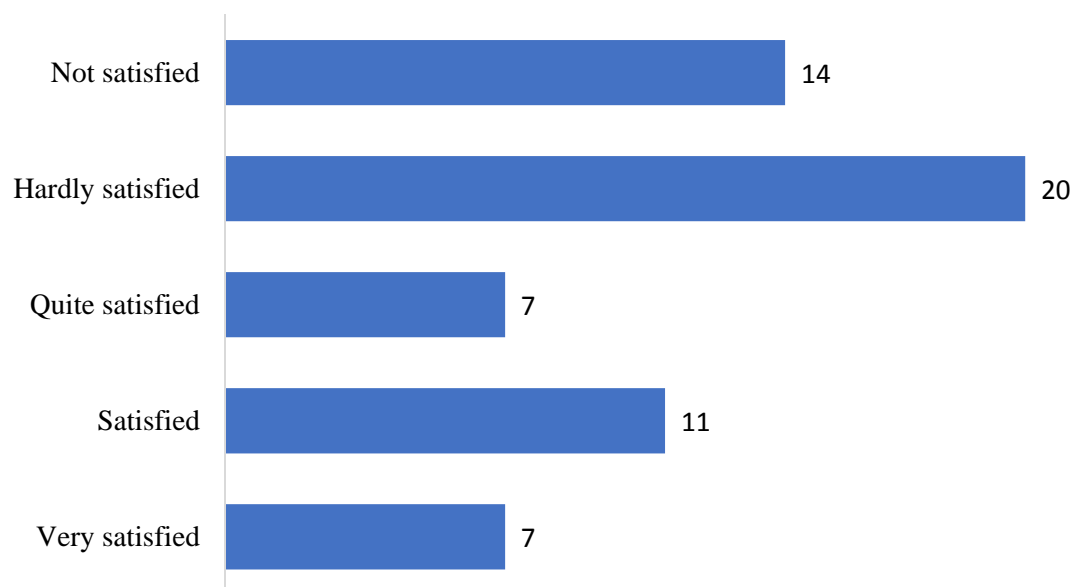


Source: Member survey

About 87% of the Enablis members surveyed said they were satisfied with the support received. Responses to the question on their satisfaction show that 23% are very satisfied and 48% are quite satisfied, while less than 14% are dissatisfied.

The only area where most members are not satisfied is fundraising support (see figure below).

Figure 5 : Satisfaction with fundraising support



Source: *Member survey*

The majority of members who commented on the quality of fundraising support considered Enablis to be weak or nil in this area. In the 60 or more members who gave their opinion on the quality of such support, 34 were not satisfied with Enablis results in this regard. But it would be worth noting the evaluation showed that 16 members obtained cumulative funding of 776 500 250 CFA Francs in 2017.

It is worth noting also that members often complain Enablis has no control over decision making in the financial institutions it links them with. This misunderstanding points to significant disparity between members' funding expectations and the mission Enablis has in this area.

2.1.2.3 Complementarity with other stakeholders

Relevance was assessed also from the complementarity between Enablis initiatives and other programs or projects run by the Government of Senegal and its development partners. Senegal's business sector attracts attention also from donors such as international institutions, financial institutions and international and non-profit organizations. These international and financial institutions include the United States Agency for International Development (USAID), Global Affairs Canada, the European Union, the French Development Agency (AFD), World Bank and African Development Bank, to name a few. Enablis is one of the still very few non-profit organizations supporting SMEs in Senegal. These donors engage in financing state policies to promote enterprise development, build export capacities and advocate institutional changes in the business environment through several national or local programs for encouraging and growing private investment. These programs and projects are all involved in enterprise development and employment in Senegal, using different yet complementary approaches and strategies.

2.1.3 Effectiveness of the Entrepreneurs Network project

In 2017, Enablis largely achieved the objectives it had set on indicators in its logical framework.

Of the 36 indicators in the logical framework, 25 were attained by 100% or more, 7 by over 75%, and only 3 by less than 75%.

One of the main objectives for job creation was not achieved, due especially to the difficulties encountered by two construction and renewable energy contractors, who recorded a drop of 300 temporary employees following a slowdown in their activities caused by the non-payment of their invoices by their main client (the Government of Senegal's PUDC).

Regarding the objectives for support services and the recruitment of entrepreneurs, almost all the objectives were attained.

The indicators on resource mobilization had a generally good completion rate, except for the indicator on "the number of members paying for fundraising support services" and the one on "Enablis Senegal Revenue from fundraising support services".

In fact, Enablis mobilized nearly 100% of the resources projected in 2017 for the Entrepreneurs Network Project.

The change in member entrepreneur contributions comes mainly from the increase in financial and in-kind contributions at the fundraising gala evening, the establishment and development of the peer coaching and mentoring program, and the increase in the number of members. However, the membership fee recovery rate dropped slightly between 2016 and 2017. This means Enablis has to update the membership database and improve its membership fee collection strategy.

2.1.4 Efficiency of the Entrepreneurs Network Project

The efficiency of the Entrepreneurs Network Project can be assessed through Return on Total Investment (ROTI), which is an indicator obtained by the ratio of variance in turnover for members' enterprises to the expenses Enablis has incurred for supporting them.

Between 2015 and 2017, ROTI grew steadily. It more than doubled between 2015 and 2016 and experienced a sharp acceleration in 2017. This means that the efforts made by Enablis for its members remain largely in line with the members' performance (increase in their turnover).

ROTI is an important indicator, in that, it helps us know the level of efficiency in resource use each year, so that the performance of members can be boosted.

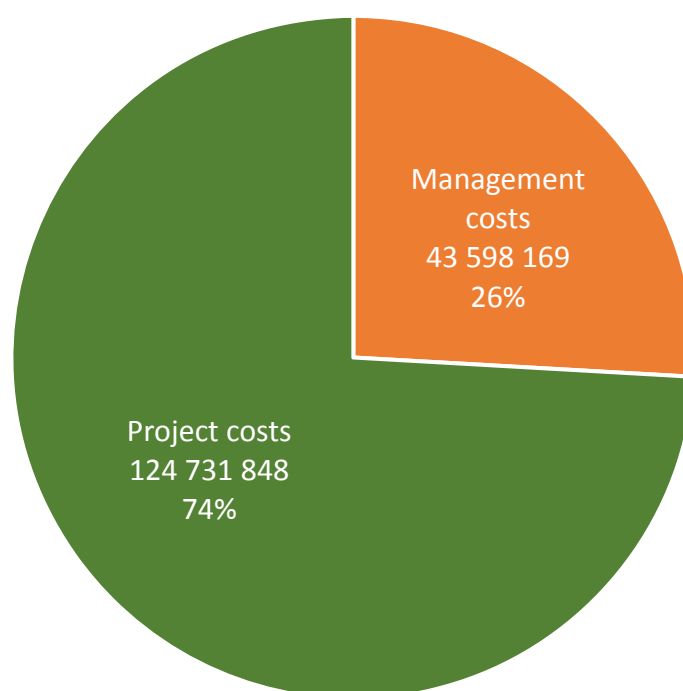
Table 3: ROTI trends in the Enablis Entrepreneurs Network Project

Year	2015	2016	2017
ROTI	3,62	8,34	29,53

A review of 2017 spending figures shows that management costs for the Entrepreneurs Network project are approximately 26%.

The proportion of management costs is expected to decline in the coming years as Enablis diversifies its projects and other interventions, which will allow for further economies of scale on fixed costs and efficiency gains in resource use.

Figure 6: Allocation of expenditure by function



2.1.5 Impact of the Entrepreneurs Network project

From the time it was launched in October 2014 to the end of 2017, Enablis has had a significant impact on wealth and job creation through the member entrepreneurs in its network, as illustrated in the table below:

Table 4: Income and management trends among Network members

	2015	2016	2017	TOTAL
Number of Entrepreneurs supported	43	99	152	152
Growth in turnover in CFA Francs	+ 512 397 296	+ 1 508 181 702	+ 4 971 039 816	+ 6 991 618 814
Growth in turnover (%)	+ 16%	+ 18%	+ 42%	+ 25% ⁵
Number of permanent jobs created	+ 73	+ 93	+ 156	+ 322
Number of part-time jobs created	ND ⁶	+ 348	-114	+ 234
Total number of jobs created	+ 73	+ 441	+ 42	+ 556

The impact of Enablis is confirmed by the outcomes of its interventions summarized in the table below:

Table 5: Outcomes of Enablis interventions: 2015 -2017

	2015	2016	2017	Average
Improved management capacities	44%	40%	69%	51%
Expanded business network	36%	35%	59%	43%
Improved knowledge of funding opportunities	21%	36%	67%	41%
Enhanced business performance	28%	44%	66% ⁷	46%
Improved personal skills	ND ⁸	56%	67%	62%

The regularity and quality of initiatives on the ground (over 8,000 hours of service over three years 2015-2016-2017), coupled with the various logistical, financial and human resources have helped, in large part, to achieve the performances listed above. On top of this, there is the coaching and mentoring system provided by members and volunteers, which contributes in optimizing and rationalizing resources while ensuring significant results.

2.1.6 Sustainability of the Entrepreneurs Network project

To ensure the services provided are sustainable and viable, the program focused heavily on supporting and building the capacity of entrepreneurs by coaching and mentoring them. Transmitting knowledge and sharing skills guarantee the program's success. These capacity-building actions comprise information and awareness sessions, re-organizing the organization

⁵ Average from 2015 to 2017

⁶ The number of part-time jobs created in 2015 was not listed

⁷ Calculated on the basis of 84 enterprises in the 128 enterprises that increased their turnover in 2017

⁸ Data not measured in 2015 because it did not feature in the indicators

and management system of enterprises, training entrepreneurs to improve their managerial and management skills, and developing businesses through the member network and with other partners.

Linking entrepreneurs with financial support structures is another appropriate step for the program's sustainability. The member entrepreneurs are now well-equipped to conduct fundraising negotiations with banks and other similar structures. Many of the member enterprises have already received funding from financial institutions, even though the amounts obtained were below their expectations in many cases. Today, there is a partnership framework between banks and network enterprises to promote the development of a financial market that is beneficial to all stakeholders. The network, on its part, is an institutional platform for communication, negotiation and intermediation which, with good support and preparation, should be able to take over the project and continue to develop services to members and businesses in general.

2.2 Skills Training for Employment Project (STEP)

2.2.1 Activities conducted in 2017

The Skills Training for Employment Program (STEP), launched in February 2017, was initiated by World Vision (WV), in partnership with Développement International Desjardins (DID) and the Enablis Entrepreneurs Network to improve the economic prosperity of people in Senegal's Kolda region. Enablis interventions focus mainly on supporting the professional integration of about 1,084 young people, 62% of them women, through entrepreneurial support programs and a collaborative program with the public sector and the private sector. The STEP initiative is planned for a total period of about 3.5 years (from February 2017 to July 2020), with funding of 6.5 million Canadian dollars, about 1.1 million of which is earmarked for Enablis interventions.

In the period from February 1 to December 31, 2017, Enablis developed a mechanism and worked to implement the activities planned. This was how it put into practice the concept notes on the Entrepreneurship Support Program and the Collaborative Program between Technical and Vocational Education and Training (TVET) schools and the private and public sectors. Further, modules and other guides for facilitators and beneficiaries were developed, and capacity development services provided in upskilling workshops to the advisors of Enablis entrepreneurs and the mentors proposed by the private sector.

After selecting the training institutions and youth beneficiaries involved, 3 "introduction to entrepreneurship" workshops and 3 business plan development workshops were held respectively for 71 and 59 young participants. Support for young people continued with the take-off of business plan implementation support services.

Enablis took part also in developing and refining mentoring and entrepreneurship modules and materials for the Youth Ready Model (YRM), designed by World Vision and proposed for use also in the Project.

On the whole, there was a good implementation rate for the activities planned for this period, except for (i) organizing personal development workshops for young entrepreneurs, which was postponed to fiscal year 3 when these young people will be more advanced in their project as entrepreneurs, and (ii) supporting the creation and development of businesses, which depends largely on the DID establishing funding mechanisms for youth projects, a step that is still not effective.

2.2.2 Relevance of Enablis interventions in the STEP initiative

2.2.2.1 Relevance to national priorities

The fight against youth unemployment and underemployment is a universal challenge facing all governments, and it remains a major and permanent concern today for the Senegalese authorities. A review of unemployment data shows that young people, aged 15 to 35, represent 62.4% of the working population (ESPS 2011, ANSD). There are about 200 000 new job seekers who arrive on the labor market each year, while supply is estimated at about 30,000 new jobs. Salaried employment for newcomers onto the labor market is marginal and covers only 28% of jobs.

The results of this survey show that 31% of unemployed persons are university graduates, which also raises the problem of whether training matches labor market needs. People without education, employment and training dominate the youth labor market. In fact, nearly 46% of young people are uneducated, while 24% of them have a level of education that hardly exceeds elementary school and do lack any qualification acquired through formal processes. This is the reason for the rapid growth of the informal sector, which employs 49% of youth, owing to the poor interaction between training and the domestic economy's skill needs. And yet, the education and training system is one of the most important areas for leveraging a country's economic, social and cultural development.

The government of Senegal intends to strengthen the match between skills and the needs of the domestic economy, and has made it a priority under "Section 2: Human Capital, Social Protection and Sustainable Development" in the Senegal Rising Plan (*Plan Sénégal Emergent*).

The Enablis intervention model focuses mainly on initiating young TVET graduates and other out-of-school youth to entrepreneurship and supporting them to start and grow businesses that create wealth and jobs. To this end, Enablis implements training, coaching, mentoring and networking activities that develop entrepreneurial skills and behavior patterns, expand the business networks of the young men and women targeted by the project, and enable them to prepare and implement their business plans.

Enablis also contributes in developing and adapting the curriculum and teaching materials of the Youth Ready Model (YRM) and in providing training on YRM to the instructors in technical and vocational education and training (TVET) schools.

Enablis further works to establish a collaborative program between the public and private sectors, on the one hand, and TVET schools, on the other, to help identify employment opportunities and foster the entry of 584 young people into the world of work.

The Enablis Entrepreneurship Orientation Program, which aims to support 500 youth, including 275 young people from technical and vocational education and training (TVET) schools and 225 out-of-school youth; the public/private sector and TVET collaborative program, which seeks to support employability for 584 young people through mentoring, visits to business enterprises and conferences; and the support program for starting and growing businesses are all fully in line with the government's goals for enhancing the development of youth employability. In fact, it is expected that at the end of this initiation, about 75% of these 500 young people (375) will have received support to start and grow their businesses.

2.2.2.2 Complementarity with other project stakeholders

As part of efforts to design and implement the STEP initiative, ENABLIS will work to set up a collaborative program between the public and the private sector, on the one hand, and TVET schools, on the other hand, so as to help support 584 young people in identifying job opportunities. WV, on its part, will support the signing of partnership agreements between TVET schools and business enterprises to obtain internships for young people.



In connection with these project components, Enablis also contributes in developing and adapting the curriculum and teaching materials of the Youth Ready Model (YRM) and in providing YRM training to technical and vocational education and training (TVET) school teachers and WV facilitators.

This project also serves as a model of the complementarity that exists between an NGO, with a strong local base (World Vision), DID which has proven competence in supporting the development of the financial sector, and an organization that boasts a wealth of experience and powerful tools in promoting entrepreneurship (Enablis).

2.2.3 Effectiveness of Enablis interventions in the STEP initiative

Based on the Enablis activity plan from April 1 to December 31, 2017, the following table shows the level of achievement of the objectives in the work plan:

Table 6: Level of execution of the STEP work plan

Legend	April	May	June	July	Aug	Sept.	Oct.	Nov.	Dec.
	2017	2017	2017	2017	2017	2017	2017	2017	2017
 Activity planned and implemented									
 Activity planned initially but postponed and not implemented									
Activity 1313: Establish a collaborative program between the public/private sector and vocational training schools, including (students' mentors, conferences, visits to business enterprises)									
1313.1.1 Program design (Concept note, implementation plan, and documentation)									
1313.1.2 Contribution to the development and updating of mentoring modules and teaching materials adapted to the YRM curriculum									
1313.1.3 Contribution to YRM facilitator training on mentoring modules									
1313.2 Selection of participating training institutions									
1313.3 Selection of mentees									
1313.4 Identification of mentors									
1313.5 Organization of mentor initiation workshops									
1313.6 Organization of knowledge sharing workshops between mentors and mentees (5 meetings per school)									
1313.7 Organization of events with the speakers									
Activity 1320: Develop and implement a training plan on FE and gender-responsive entrepreneurship training									
1321.1a.1 Preparation of the concept note and adaptation to the curriculum									
1321.1a.2 Contribution to the development and updating of entrepreneurship modules and teaching materials adapted to the YRM curriculum									
1321.2a Preparation of resource materials									
1321.3a Selection of young people									
1321.4a Organization of entrepreneurship training workshops									
Activity 1322: Supporting young entrepreneurs to start and grow businesses									
1322.1 Preparation of the concept note and adaptation of the curriculum for the Business Plan Development and Implementation program									
1322.2 Selection of program participants									
1322.3 Training of Facilitators/Coaches									
1322.4 Organization of workshops for the preparation of business plans									
1322.8 Support/Coaching for the implementation of business plans									

2.2.4 Efficiency of Enablis interventions in the STEP initiative

On the whole, budget execution in the STEP initiative was in line with the projections for 2017. Virtually no overruns were noted, which suggests the resources provided were used in a rational manner.

All the expenditure in STEP was budgeted beforehand and represented project costs.

2.2.5 Impact of the STEP initiative

It is still too early to talk about impact for a project that has just completed its first six months of operation. We can, however, attempt to highlight the changing trend in the baseline situation (trend without Enablis). Particular interest will be taken in the impact on developing the organization's capacities and in the transfer of skills.

The first changes observed in the period from February 1st to December 31st, 2017, and which are directly attributable to the project, include:

- ✓ stakeholders have the tools they need to properly implement the support program for starting and growing businesses;
- ✓ youth have formed groups of 2 to 7 persons to design projects;
- ✓ 14 business plans have been developed by 59 young people.

2.2.6 Sustainability of Enablis interventions in the STEP initiative

It seems premature to talk about sustainability for a project that only took 11 months to implement. However, efforts to improve and sustain collaboration between vocational training schools and the private sector are progressing well, according to World Vision's senior management and the partner training schools. Further, the project's approach and content suggest there are opportunities for its sustainability.

2.3 Food Security Support Project (SATISFY)

2.3.1 Activities conducted in 2017

In mid-2017, Enablis conducted a pilot initiative in the SATISFY project with WV, which developed entrepreneurial and technical skills, and also provided market access to the managers and staff of two agribusiness processing plants in the Kolda region.

The activities Enablis conducted, under the project activity areas, include:

Sensitizing stakeholders in the plants: 2 hands-on workshops, each lasting 4 days, were held on the entrepreneurial spirit and business management, costing and key success factors at the plants.

Organizational and institutional restructuring:

- establishing a governance body and a management body per plant;
- electing members and confirming the manager;
- adopting a manual of administrative and financial procedures.

Strengthening managerial and entrepreneurial skills: developing governance and management skills (marketing, accounting and finance).

Enhancing market access:

- assisting with the management of an order for 2,2 tons;
- contacting 3 potential buyers;
- prospecting for clients and supporting customer service;
- issuing recommendations for quality enhancement.

Encouraging achievements for this pilot phase in 2017 prompted World Vision to consider replicating this initiative for 2 other plants.

2.3.2 Relevance of Enablis interventions to the SATISFY project

2.3.2.1 Relevance of the SATISFY project to national priorities

In Senegal, food insecurity remains a concern at all times. So, a large part of the country's population relies on traditionally farmed crops and finds itself in a state of chronic vulnerability because of recurrent climate shocks. Moreover, the country needs to import nearly 70 percent of its food needs, mainly rice, wheat and maize. This dependence on world markets exposes households to price fluctuations and greater vulnerability.

About 16 percent of the population is food insecure. These households have deficient food consumption and cannot meet their minimum dietary needs without resorting to irreversible adaptation strategies.

- ✓ A very high proportion of households are food insecure in the regions of Siedhiou (58%), Kolda (42%), Ziguinchor (39%), Matam (38%) and Kedougou (33%), all of which are regions traditionally subject to food insecurity. These regions were strongly affected by the 2012 food crisis and households there are still suffering from its consequences: their resilience capacities have eroded and a part of the population is still in a state of high vulnerability.

- ✓ Across the country, about 42 percent of households are in a state of limited food security. These households have barely adequate food consumption without resorting to irreversible adaptation strategies, but they cannot afford some essential non-food expenditures.
- ✓ In recent years, Senegalese households have suffered a series of natural disasters (droughts in 2006, 2007 and 2011 and floods in 2009 and 2012) and economic turmoil (rising food prices in 2008, global financial crisis in 2009 and a new spike in prices in 2011) that increased their vulnerability.
- ✓ Households have suffered an erosion of their capacity to cope with shocks, as evidenced by the frequent use of strategies that jeopardize their livelihoods.

To provide adequate responses to this form of community vulnerability, Senegal embarked, from April 2009, on a policy of identifying priority short and medium actions for food security in Senegal. These actions revolve around:

- ✓ **Food availability:** food must be available in sufficient quantity and quality at all times and in all places, and meet the food needs and eating habits of urban and rural communities;
- ✓ **Access to food:** apart from cases of severe problems, improving access to food means improving incomes and reducing people's vulnerability;
- ✓ **The use of food in households:** nutritional needs vary according to the age and the physical needs of individuals. Addressing them, and thus preventing malnutrition, calls for the consumption of adapted food items and for nutrition education.

This policy goes along with the institution of an appropriate regulatory framework covering agricultural and food policies, natural resource management policies (water, land, forest) and the rules of international agricultural trade.

Since 2012, World Vision Senegal, through the SATISFY Project, has been contributing to the State's efforts to combat food insecurity through a holistic approach and an inclusive system based on community-based project management that takes account of objectives for child well-being.

2.3.2.2 Relevance of the Enablis intervention

The relevance of the Enablis intervention is assessed at the strategic and operational levels. The strategic level covers the match between the contents of the intervention and the current development policies and strategies for managing the organization of food production and processing in the rural setting. The operational level covers the capacity Enablis has to provide practical responses to the specific problems experienced by the leaders of farmer organizations and food processing organizations in the rural areas.

As regards the SATISFY project, the objective agreed with WV on the Enablis intervention was to help ensure the viability of multifunctional food processing and marketing enterprises, which are important links in value chains, and to improve the income of the beneficiaries. These plants are also used to fortify foods and improve food quality for children below 5 years of age.

The proposed methodological approach follows the Enablis model. It is a holistic approach that combines the different dimensions of entrepreneurial development. These comprise strengthening managerial, technical and personal skills and expanding the business network. Enablis Senegal's intervention pays particular attention to the institutional and community dimensions.

For its intervention in the SATISFY project, Enablis set out to adopt a community-based approach that puts the people themselves first and builds its ways of working on the realities and experiences of these latter.

2.3.3 Effectiveness of the Enablis intervention in SATISFY

The table below sums up the objectives, activities and results of the Enablis intervention to strengthen the sustainability of the SATISFY project's food processing plants:

Table 7: Level of achievement of SATISFY project objectives

Objective 1: Sensitize stakeholders in the plants to the key factors of success and sustainability of the plants	
Activities planned	% of completion
Organizing 2 hands-on workshops on the entrepreneurial spirit and business management, costing and key success factors for the plants. The workshops are to be held in each of the plants in Salikegne and Sare Coly Sale. Each workshop would last 4 days.	100%
Result 1: Awareness of key factors of the plants' success and sustainability	
Objective 2: Organizational and institutional restructuring	
Activities planned	% of completion
Organizing 2 consultative workshops, each lasting 1 day, to develop and adopt bodies (Steering committee and management committee), instruments and procedures for governance and management of the plants.	100%
Result 2: A governance body and a management body established for each plant. Members elected, manager confirmed and a manual of administrative and financial procedures adopted	
Objective 3: Strengthen managerial and entrepreneurial skills	
Activities planned	% of completion
6 days of coaching and training at every plant on the roles and responsibilities of the Steering Committee and Management Committee, and on the best practices for management, marketing, sales and accounting.	100%
Result 3: Capacities developed for governance, management, sales, accounting and financial management	

Objective 4: Enhancing market access	
Activities planned	% of completion
Training and coaching on how to prospect for customers and manage orders, networking with clients	100%
Result 4: Support for managing an order of 2,2 tons; contact established with 3 potential buyers; support for customer service and prospection and recommendations on how to improve quality	

2.3.4 Efficiency of the Enblis intervention in the SATISFY project

On the whole, the expenditure incurred in providing support to implement the SATISFY project remained within the budget agreed with the implementing partners, except for a slight increase of 1% with some adjustments between the budget lines.

3.3.5 Impact of the Enblis intervention in the SATISFY project

The Enblis intervention was a “pilot” mission that lasted about 2 months. After barely a few months of operation, it is not possible for us to measure the impact of this project, which would be done only in the years ahead.

3.3.6 Sustainability of the Enblis intervention in the SATISFY project

The sustainability of the Enblis intervention in the SATISFY project is based on how well the entrepreneurs, grouped around the plants, can continue the activities of these plants after the technical and financial partners withdraw their support.

In the project’s pilot phase, the two plants received support to set up administrative and management bodies, and recruit the Manager. The community dynamics that will ensure good sustainability of the project have therefore been triggered.

The plants received support also to acquire administrative and management tools, including a manual of administrative and financial management procedures. The members of the administrative and management bodies, as well as the Managers and Treasurers, were trained in entrepreneurship, management, basic accounting, marketing, commercialization, quality and hygiene ...

Similarly, management tools were put in place. This means the prerequisites for the project’s sustainability are in place.

On the other hand, the stakeholders issued strong recommendations for establishing and sustaining the outcomes of the pilot intervention, and to ensure the viability and sustainability of the plants. This was to ensure that:

- ✓ the enhancement of technical support and reinforcement of equipment occur as soon as possible, so the plants deliver current and future orders under the best conditions;

- ✓ the implementation of measures, use of management and governance improvement tools, and market access are monitored for a period of at least one year;
- ✓ support to improve the competitiveness of the plants and products is included in the plants' support package;
- ✓ stakeholders enjoy enhanced personal development, a key factor for entrepreneurial success;
- ✓ the plants' leaders conduct a benchmark visit to successful food processing units (e.g. visiting Enablis' sector entrepreneurs in Dakar);
- ✓ the plants get support to facilitate their access to funding;
- ✓ the other two plants in Bagadadji and Pakour get the same support as the Saré Coly Sale and Salikegne plants.

All of these factors are going to help ensure the sustainability of the SATISFY project. For this to happen, particular importance will have to be given to aspects of the project that promote its sustainability, such as:

- ✓ Using the participatory approach at all stages of the project, from design to the final evaluation
- ✓ Training and retraining sessions for upskilling the members and management staff
- ✓ Members' availability to continue the activities promoted by the project
- ✓ Using appropriate techniques that suit local realities
- ✓ Identifying resource persons capable of taking over the activities
- ✓ Establishing a mechanism to transfer responsibility for all activities to the members
- ✓ Ensuring the regular duties of the State's technical services include the monitoring and supervision of the activities to be transferred to the community
- ✓ Establishing financial resource generating mechanisms
- ✓ Establishing a community-based self-financing mechanism for activities that need it

III. MAIN CONCLUSIONS

3.1 Conclusions specific to the criteria evaluated

3.1.1 Conclusions on relevance

Enablis interventions are in line with national priorities. They always offer concrete answers to the difficulties facing entrepreneurs in the Entrepreneurs Network project, the STEP initiative and the SATISFY project:

- ✓ Enablis provides its members with customized and group services to help them overcome the challenges their businesses face. 75% are satisfied to very satisfied with Enablis interventions in the context of implementing the activities of the Entrepreneurs Network project (Cf. Net Promoter Score).
- ✓ By focusing mainly on initiating and supporting young TVET graduates and other out-of-school youth in entrepreneurship, so that they start and grow businesses that create wealth

and jobs, Enablis interventions in the STEP initiative perfectly address the concerns of the public authorities in tackling the nagging question of unemployment among young graduates. The findings of a recent ANSD survey suggest that 31% of unemployed persons are higher education graduates. They point also to the mismatch between training and labor market demands. Moreover, the Government of Senegal has made it a priority to match training and labor market needs under Section 2 of the Senegal Rising Plan: Human Capital, Social Protection and Sustainable Development.

- ✓ In Senegal, food insecurity remains a constant concern. 42% of households in the Kolda region are food insecure. To provide adequate responses to this form of community vulnerability, Senegal has embarked in recent years on a policy of identifying priority short and medium term actions to be carried out for food security in Senegal. Since 2012, World Vision Senegal, through the SATISFY Project, has been contributing to the State's efforts to combat food insecurity. The Enablis intervention in this project is based on providing a support service package to the food production and food processing organizations in rural areas. The Enablis intervention contributes in framing practical answers to the specific problems experienced by managers in the food processing enterprises in rural areas.

Enablis initiatives complement interventions by other organizations supporting businesses or promoting youth employment. Senegal's business sector attracts attention from the Government of Senegal and its partners involved in funding business development and employment support programs and projects in Senegal.

- ✓ Under the Entrepreneurs Network project, Enablis couches its work in line with the priorities identified by the public authorities. Its intervention complements the actions of other stakeholders like ADEPME and BMN.
- ✓ In the context of designing and implementing the STEP initiative, Enablis set out to establish a collaborative program between the public and private sector, on the one hand, and the TVET schools, on the other hand, to help support young people in identifying job opportunities. This project also models the complementarity between World Vision, DID and Enablis.

3.1.2 Conclusions on effectiveness

In 2017, Enablis achieved a good number of the objectives it had set in the Entrepreneurs Network project for indicators in the logical framework. Therefore, only 9 of the 36 indicators in the logical framework were not achieved. As for the objectives on recruitment of entrepreneurs and support services, almost all indicators were achieved.

Indicators of resource mobilization generally had a good completion rate, with the exception of "the number of members paying for fundraising support services" and the "Enablis Senegal revenue coming from fundraising support services". In 2017, Enablis mobilized nearly 100% of the projected resources for the Entrepreneurs Network Project.

On the STEP initiative and the SATISFY project, most of the target indicators were achieved. Regarding the level of resource mobilization in 2017, Enablis raised about 77% of the projected resources for the STEP initiative due to delays in the take-off of the project's implementation phase.

Enablis initiatives in the SATISFY Project were fully funded by World Vision, and no difficulties were encountered in resource mobilization.

3.1.3 Conclusions on efficiency

2017 recorded a sharp upturn in ROTI, from 8.34 to 29.53. Members have a positive opinion on the Enablis efforts that brought about an overall increase in their turnover and the number of jobs they created.

Budget execution for the STEP initiative and the SATISFY project was in line with projections for 2017. The overall level of budget execution in the 2017 financial year was about 66% for STEP. Except for a slight overrun of 1%, SATISFY expenditures remained within the agreed budget.

3.1.4 Conclusions on impact

In 2017, Enablis had a significant impact on wealth and job creation by the member entrepreneurs in its network. Overall, turnover increased by 42% and 156 new permanent jobs were created.

For STEP, it is still too early to talk about the impact of a project that has just completed its first six months of operation. On the other hand, noticeable changes have been observed among those benefitting from the support. For example, the stakeholders have new tools and 14 business plans were developed by 59 young people.

For the SATISFY project, the impact cannot be measured for a pilot intervention of only 2 months.

3.1.5 Conclusions on sustainability

Enablis focused considerably on building capacity for entrepreneurs and supporting them via coaching and mentoring. Knowledge and skill transmission was prioritized in its approach. The enterprises surveyed say they are equipped well enough to conduct financing negotiations with banks and other similar entities. Networking was instrumental in establishing partnerships between financial institutions and enterprises in the network.

The network, on its part, is an institutional platform for communication, negotiation and intermediation. It will be necessary, however, to strengthen the members' ownership of the network and to continue improving the services offered.

For the STEP initiative and SATISFY project, we deem it premature to talk about sustainability for interventions that have lasted only a few months. Nonetheless, the approach to, and content of the projects suggest there are opportunities for sustainability.

3.2 General conclusions

In 2017, the level of achievement for Enablis objectives was quite significant. Many of the projected levels of indicators were met and budget execution went as projected. Of the 36 indicators in the logical framework, 25 were achieved by 100% or more, 7 by more than 75% and only 3 by less than 75%. The activities implemented were highly appreciated by the beneficiaries who, for the most part, saw their economic performance improve with increasing turnover and more new jobs created. However, the M & E system has weaknesses that need to be corrected to allow for timely collection of all the information needed for performance analysis.

Promoting financial transparency for its members should also be included in its approach to avoid ending up with members who provide different statistics from one year to the next.

As concerns the outcomes of the intervention, they are generally appreciated by the members. On the whole, professional skills and management capacities have been improved in the same way as business performance. However, a good number of the members consider the financial preparation support services to be unsatisfactory, as their requests are often poorly handled by the financial institutions they go to.

IV. RECOMMENDATIONS

In order to enhance the relevance, effectiveness, efficiency, impact and sustainability of Enablis interventions, the recommendations issued were as follows:

— Recommendations for improving the selection and integration of support service beneficiaries:

- Focus on selecting and recruiting committed and motivated entrepreneurs to participate in network activities and collaborate with other entrepreneurs.
- Reduce the number of member entrepreneurs targeted for the Network by 2020. A maximum number of 250 would make it possible to improve the quality of the members recruited.
- Work on updating the database, paying particular attention to the active member entrepreneurs to increase recovery rate for contributions which dropped slightly between 2016 and 2017.
- Establish a digital platform for beneficiaries to communicate among themselves.
- In recruiting young people for the STEP initiative, make sure the beneficiaries are motivated and the activities they choose match the training they have received. In some cases, young people who received training in sewing have found themselves in service delivery EIGs just because they were asked to do so.
- Particular attention should be paid to operationalizing committees that select STEP beneficiaries who have no budget and may delay the selection of projects for support by the initiative.

— Recommendations for improving support services to beneficiaries

- Improve communication with new beneficiaries to avoid creating unmet expectations that may cause frustrations harmful to the image of Enablis (Cases of some members who blame Enablis for not mobilizing the funding for their projects or for their enterprises).
- Strengthen customized support mechanisms with more coaching.
- Develop entrepreneur funding services and mechanisms.
- Strengthen training and co-development activities.

— Recommendations for enhancing the continued existence of Enablis and the sustainability of its interventions;

- Strengthen communication on Enablis activities and results.
- Maintain the quality level of Enablis interventions.
- Develop more technical and financial partnerships.
- Strengthen the rigor in collecting annual contributions from member entrepreneurs.
- Increase the financial contributions of Enablis support service beneficiaries.
- Sensitize more Network member entrepreneurs to the importance of paying contributions regularly.
- Strengthen the ownership of Enablis by its beneficiaries.
- Consultation with TVET schools is to be reinforced to ensure better involvement of their managers who often complain about being confronted with the *fait accompli* on many decisions.

— Recommendations for improving the activity and result monitoring and evaluation system:

- Improve the monitoring mechanism so as to have reliable and periodic data on the beneficiaries. To do so, beneficiaries may be required also to provide information on their activities on a sub-annual basis.
- Introduce, in the conditions of membership, a financial transparency charter which compels network member entrepreneurs to submit faithful and exhaustive information to Enablis.
- For future evaluation missions, plan to expand the terms of reference by requiring evaluators to go beyond the lessons learned and highlight the factors that explain good performance in terms of relevance, efficiency, effectiveness, impact and sustainability.
- In assessing member satisfaction, it would be more appropriate to not be limited to overall analysis of the members' opinions. For future assignments, evaluators should be required to conduct a disaggregation of seniority.
- Establish an interactive electronic platform to facilitate monitoring and evaluation of Enablis activities and results.