



THE TONY ELUMELU
FOUNDATION

PROCESS EVALUATION AND OUTCOMES ASSESSMENT OF TEF-UNDP SAHEL ENTREPRENEURSHIP PROGRAMME

FINAL REPORT



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This report was commissioned by the Tony Elumelu Foundation to conduct a process evaluation and impact assessment study of the outcomes of the 2019 pilot TEF-UNDP Sahel Entrepreneurship Programme in operation between July 2019 and July 2020.

Due to the COVID-19 global pandemic and the travel and movement limitations, the study was conducted entirely remotely using email questionnaires and phone interviews across the seven (7) Sahel business countries involved in the pilot program. A total of 928 entrepreneurs completed the questionnaire, representing a high conversion rate of 48.3% relative to all the funded beneficiaries.

The following insights were inferred from analysis of the beneficiary responses.

1. The programme exerts a positive impact at every level of interaction with the entrepreneurs from the application stage to disbursement of the seed capital award. This finding is significant because it demonstrates the programme's ability to create positive impact in beneficiaries beyond the entrepreneurs who are selected for entrepreneurship training and funding (e.g. all the applicants).
2. Beneficiaries report a positive impact on their mindset and lasting increase of their confidence in their ability to use their entrepreneurial knowledge to make sound business decisions and showcase them in a business or financial plan.
3. The entrepreneurs are highly focused businesspersons who primarily used the monetary award to maximize their income and business profits.
4. The programme facilitated the successful transition of a significant number of businesses from informal hobby-businesses to formal small businesses with greater positive impact on the beneficiaries' financial status.
5. The programme was shown to have a high positive impact on financial measures for female entrepreneurs whose businesses exceed \$100 monthly revenue. Special efforts should be made to recruit this group in the scale up programme.
6. Most entrepreneurs reported an increase in quality-of-life after the programme. The analysis show they consider factors beyond housing, health, and education in their definition of personal and household quality-of-life.

The following generalized recommendation supplement the in-text recommendations.

1. Timing is a critical factor for the success of training. Adequate implementation plans should be developed with an in-country expert for each Programme country.
2. The Foundation should communicate the level of commitment expected from the entrepreneurs. The online team is expected to self-fund internet access and the offline team is expected to pay for travel and/or accommodation.
3. The programme should include an evaluation of the trainers by the entrepreneurs. The value would be a feedback loop and communication channel between the entrepreneur and the Foundation that can be used to evaluate trainer effectiveness.
4. Programme managers require training in M & E to be able to collect and track data relating to performance indicators across the main levels of the programme implementation. An M&E framework is presented in Appendix IV for use as a baseline.
5. The Foundation can take advantage of customer-centric infrastructure like Customer Relationship Management or Management Information System (MIS) software for streamlined relationship management and engagement with the beneficiaries.

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Introduction

The Tony Elumelu Foundation engaged Sages Consult Limited, an independent consultancy firm, to perform a Process Evaluation and an Impact Assessment Study of the outcomes and impact of grants awarded to entrepreneurs under the 2019 TEF-UNDP Sahel Programme. Grants refer to the entrepreneurial education and training that were provided to selected entrepreneurs (i.e. beneficiaries) to develop the skills required to launch and run businesses at an early growth stage, as well as the seed capital funding awarded to meet business growth and continuity expenses.

The Process Evaluation and Outcome/Impact Assessment are the frameworks (i.e. the Logic Model) used to articulate and examine the underlying theory of change that relate the Foundation's inputs and activities, to the observed outputs and outcomes of the beneficiaries. The goal is to understand the effectiveness of the entire value chain of support provided to produce change for the entrepreneurs. Critical questions to be answered include: What difference did the programme make in the lives and business outcomes of the entrepreneurs relative to a reasonable

Scope Of The Assignment

In this section, the results associated with the assignment scope are summarized in a point-by-point discussion of the study objectives from the agreement with the consultant. References are included to the detailed analysis and further discussion contained within the body of the report.

The Process Evaluation and Impact Assessment of the TEF-UNDP Programme consists of the following:

1

Process evaluation questions will be administered to all relevant programme implementation stakeholders including TEF Staff, programme officers, mentors, pitching judges and programme beneficiaries addressing the Programme operations, namely the who, what, when, and how many of programme activities and programme outputs.

Discussion

The process evaluation focused on the activities undertaken by the TEF foundation and the underlying theory of change relating the programme activities and inputs to the programme outputs. A focus group discussion was held on July 02, 2020 with officers of TEF to understand how the programme outcomes were achieved and the "true costs" of the project. Details of the programme phases and the Foundation's implementation process are presented in Appendix II (description of TEF-UNDP implementation phases). The program outputs detailing the who, what, when and number of beneficiaries are presented in Appendix I (desk review of disbursement records – current July 01, 2020).

2

Administer questionnaires and conduct interviews of a minimum of 750 entrepreneurs via internet video and complemented by telephone surveys where internet is unavailable.

Discussion

Questionnaire responses from 928 beneficiaries were received and analyzed in this report. Details of the demographics of respondents are presented below on page 14.

3

Training of liaison/field staff.

Discussion

The questionnaire was applied by electronic mail. However, to achieve a representative sample of responses, priority call lists were generated daily by comparing the gender, locale, and business country of respondents to minimum desired numbers of each category. A team of field staff based in Nigeria telephoned the beneficiaries on the priority call list to motivate completion of the questionnaire and manage completion of the questionnaire for beneficiaries without online access.

4

Analysis of data and preparation of impact assessment of reports.

Discussion

Details presented in this report and attached appendices.

5

Desktop review of programme documents.

Discussion

Please refer to Appendix I and II.

6

Outcome/impact evaluation will be conducted to achieve the following:

▮ *Identify direct and indirect beneficiaries of the grants. What is their demographical distribution?*

Discussion

The entrepreneurs and their businesses entities are considered the direct beneficiaries of the TEF-UNDP programme. Their households and community are considered indirect beneficiaries of the grants. Figure 7, Figure 8, and Figure 9 detail the demographic distribution as a function of business country and rural/urban locales.

▮ *Identify focus areas of progress where beneficiaries have benefitted, as well as potential areas to target future interventions.*

Discussion

The benefits for the businesses include; improvements in legal status and states of the businesses (Figure 19 and Figure 20), monthly revenue (Figure 23) and business staff strength (Figure 27). The benefits for the entrepreneur include monthly income (Figure 30) and personal quality of life (Figure 34). Other benefits highlighted in the report include the household quality of life benefit presented in Figure 35. One area to benefit from future interventions is the experience of beneficiaries who use the online training platform versus those who have in person (offline) training. From Figure 13 and Figure 14, both groups report a high satisfaction and assessment of value (97% and 94% respectively). However, 6% of online participants versus 12% of participants to the offline training

responded with a “neutral” response to their knowledge gains. These two results suggest there are opportunities to improve the experience of participants of the offline program.

▮ **Document intended and unintended outcomes of the grant awards. (Reaction and planned action)**

Discussion

This area was identified as an area that would benefit from explicit goal setting by the foundation and programme. Analysis of the responses from beneficiaries show an improvement along many indices of personal and business growth. However, key performance indices that can be used to metricize improvement and measure programme effectiveness over time remain to be defined. A structured M&E framework is presented in Appendix IV to guide future implementation of the programme.

▮ **Identify intangible benefits, such as application and learning during the project implementation.**

Discussion

There were many intangible benefits to the entrepreneurs that were detailed in the body of the report. Several are presented as insights above in the executive summary section on page 5.

▮ **Assess performance of the grant awards. What outcomes would not have occurred without the grant? What would it cost grant beneficiaries to achieve similar outcomes in lieu of the award?**

Discussion

In Figure 18, the top uses of the seed funding awards by the questionnaire respondents is detailed. The top two responses are capital purchases of machines and equipment, and purchase of raw materials and inventory which are both directly concerned to income generation and business profitability.

These results matched with the business revenue increases (Figure 23) and personal income (Figure 30) suggest the seed funds had a direct financial value in the lives of the entrepreneur and the business performance. Considering the counterfactual of the pre-award performance, it is unlikely similar improvements would be observed in lieu of the programme award.

▮ **Assess observed outcomes of the grants relative to the beneficiaries’ intended objectives. How successful were beneficiaries at solving their original problem? Are there other opportunities for the foundation to increase grant effectiveness?**

Discussion

The programme targeted early stage businesses, explicitly within 0-3 years in existence. One relevant metric used to evaluate the success of the beneficiaries with early stage businesses is the conversion from ‘not yet operational’ and ‘partially operational’ to ‘fully operational.’ From Figure 21, 29% of businesses that were not yet operational and another 7% of businesses that were partially operational became fully operational after the Programme. Along this axis, the results in Figure 22 show that all funding levels increase the likelihood for businesses to be fully operational. Given the programme goal to increase the number of entrepreneurs, there is a rationale argument that suggests more grants of \$1,500 might be a direct path to enabling more entrepreneurs.

▮ **Assess observed outcomes of the grants relative to the foundation’s overall objectives. Are there additional opportunities for the foundation to increase the programme effectiveness?**

Discussion

The overall objective of the pilot programme is to train, mentor 5,500 entrepreneurs and fund the top performing 2100 entrepreneurs in the vulnerable and under-served communities in 7 Sahel

countries - Northern Nigeria (excluding Abuja & Kwara), Niger, Chad, Northern Cameroon, Mauritania, Mali and Burkina Faso. The Foundation successfully accomplished the stated objectives of the pilot. The most significant opportunity to increase the programme effectiveness is implementation of reporting requirements and a systematic M&E framework for regular progress and goal updates from the programme beneficiaries.

What unintended hurdles to beneficiaries that would be instructive to the Foundation's current management and future efforts.

Discussion

The responses (Figure 36) show the beneficiaries' businesses had a high resilience to the COVID-19 global pandemic. However, the responses show the pandemic had the most impact on effective utilization of the seed fund award, including access to capital after banks were shut down. It is probable the low reported effect of the pandemic on business performance for the respondents is a consequence of a lag between the economic policies in responses to the pandemic and the observed effect on economic outcomes. Considering this, the foundation will benefit from a review and update to the risk assessment plan for force majeure events that cause extensive and far reaching economic instability.

Present the key findings in the form of an assessment report, highlighting key successes, challenges, lessons learned, recommendations, and forward-looking outlook on the activities of the Foundation and Programme outcomes.

Discussion

See main body of report.

7

Conduct an economic impact analysis (EIA) to measure the economic impacts of the TEF-UNDP Sahel Programme. The EIA will provide an estimate of the total employment impacts and estimates of the total Gross Domestic Product, Tax revenue impacts, and labor income of the entrepreneurship grants on the economies of the communities or regions in which they are implemented. It will indicate not only the potential impacts generated directly by the projects, but also the potential spin-off effects generated because of purchases on domestic goods and services and the local recirculation of increased income. The EIA will be categorized into three different types of impacts:

- **Direct impacts:** These refer to the income and employment generated by the project itself.
- **Indirect impacts:** These refer to the income and employment that develop in other industries/sectors as the effects of the initial expenditures for the project work through the community and state economies.
- **Induced impacts:** As a result of the spending and subsequent re-spending of the direct and indirect income generated by the project, there will be induced impacts /effects upon the consumer goods industries as well as the industries which supply them. This leads to more spending on food, housing, entertainment, transportation, and all the other expenses that make up a typical household budget.

The EIA will report on the following specific indices where the data is available:

- Employment, Financial literacy and increased banking usage, Negative rural -urban drift, Labor Income, Minimum wage benefit, Gross Domestic Product (GDP), Increase in Tax Revenue (personal/company), Increase in Pension Fund, Economic cost of crime reduction, Increased social activities, Increased computer tech and internet literacy and usage, Others

Discussion

Reported economic measures:

Business legal status, operational state, revenue, employment, labor, income, and quality of life.

Not-reported economic measures:

Banking usage, minimum wage benefit, GDP, economic impact of social change.

Access to personalized banking information was limited due to fiduciary and confidentiality laws between banking institutions and their account holders. It was not possible to access financial statements to evaluate banking usage. Most program theories consider short term outcomes to be attainable within 1 to 3 years, longer term outcomes achievable within a 4 to 6-year timeframe and impact within 7 to 10 years. It is of note that this programme has only had an implementation period of less than a year. As a result, there were limited options of indirect and induced measures of economic impact, particularly measures related to macroeconomic of GDP, wages, and taxation. Some of these limitations were indicated in the updated scope description presented in the inception report delivered on initiation of this assessment project. To address this and prepare a baseline to identify and establish direct causality of the programme on broader socioeconomic metrics, the systematic M&E framework is recommended for continued assessment of the pilot programme and to establish a baseline for the scaled up implementation of the programme.



Technical Methodology

Theoretical Evaluation Framework

A modified Logic Model was used as the appraisal methodology for the process evaluation and assessment study on outcomes of the 2019 TEF-UNDP Sahel Programme. The Logic Model Framework is a systematic way to detail the relationship between the resources available to the Programme, the planned activities and the observed results. The model is constructed by linking the model building blocks detailed in Figure 1 below into a coherent narrative. An important modification incorporated for this study was the grouping of the top three blocks to collectively describe completed efforts that reflect the Foundation's institutional effectiveness in the beneficiary award process.

These efforts span the Foundation's objective and goal setting at Programme inception, to the review and selection of the beneficiary awardees. Importantly, they can be metricized using descriptive statistics of the awarded seed funds (e.g. number, geographic distribution, gender distribution, award amounts, etc.). The first three building blocks are of importance to the process evaluation component of the evaluation. The bottom two blocks capture the observed results that make up Programme outcomes.



Read from top to bottom, the logical frame presents a chain of reasoning, connecting preceding and subsequent blocks in a direct causal link.

Foundation Resources	Include the human, financial, organizational and community resources a program has available to direct toward doing the work. Sometimes this component is referred to as Inputs.
Foundation Activities	What the program does with the resources. Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results
Foundation Outputs	The direct products of program activities and may include types, levels and targets of services to be delivered by the program
Seed Fund Outcomes	Specific changes in project participants' behaviour, knowledge, skills, status and level of functioning. Short term outcomes should be attainable within 6 months to 3 years, while longer term outcomes should be achievable within a 4 to 6 year timeframe
Seed Fund Impact	Fundamental intended or unintended change occurring as a result of project activities within 1 to 5 years

Figure 1: Definition of logic model components

- I. Foundation Resources: What resources/inputs (funding, personnel, processes, equipment, etc.) did the Foundation utilize in operating the Programme?
- II. Foundation Activities: What activities (planning, reviews, interviews, etc.) did the Foundation engage to select the award awardees? How were the resources used?
- III. Foundation Output: What funds were awarded (number, geographic and gender distribution, award amounts etc.) and do they meet the Foundation's objectives?
- IV. Seed Fund Outcomes/Impact: Who benefitted from the awards and what near-term, mid-term and long-term outcomes would not have occurred without the grant?

Study Approach

The process evaluation and outcome assessment study were organized in the four high-level activities and the general, non-exhaustive task breakdown detailed in Figure 2.



Activity 1: Desk Review Of Programme Documents

The first sources of information were the programme documents of the TEF-UNDP partnership. The consultants were provided access to the Foundation's SharePoint repository on June 16, 2020 and in-depth desk review of these documents was undertaken. The knowledge from the review helped to (a) define the purview of the process evaluation; (b) formulate the study goals; and (c) design the survey instruments.

An entrepreneur contact list and updated seed capital disbursement records were provided to the consultants by email on July 01, 2020. The results of the desk review presented in Appendix I and should be considered current as-of the date the records were provided.

Activity 2: Discussion With Programme Officers

TEF Officers

The next stage of information gathering was a structured interview with officers of the TEF that was operationalized as a focus group discussion with the representatives of the Consulting organization. The goal of this discussion was to highlight the following details:

- Understand inputs or activities that were undertaken by the Foundation or partners
- Clarify the expected outputs of the inputs and activities
- Detail actual outputs where available

The discussion was operationalized by focusing on each of the 6 distinct TEF programme phases (Pre-programme, Application, Training, Pitching

and Selection, Seed Capital Funding, Monitoring and Reporting) that are presented in Appendix II of this report. For each phase, the officers discussed their shared understanding of the objective of the phase, what it was supposed to achieve, what it did not achieve and any observed good practices that might be replicated in future pilot programmes or full scale implementations.

TEF Programme Managers

The programme managers with direct management and supervisory responsibilities within each of the seven (7) countries were contacted by email. They were asked to provide their thoughts on opportunities to improve the efficiency or effectiveness of the programme in the following areas: Training, mentoring, and pitching.

Activity 3: Data Collection With Beneficiaries

A survey questionnaire consisting of a mix of structured and unstructured questions was used to collect self-reported personal and business economic outcome metrics from entrepreneurs in the programme. The questions were of two types:

- Quantitative questions with metrics that could be directly measured. e.g. employment status, income, number of employees.
- Qualitative questions with metrics that were not directly measurable. e.g. questions to

establish the quality of life, or wellbeing of the entrepreneur

To accommodate entrepreneurs from primarily French speaking countries, the final questionnaire was translated into the French language. Both English and French versions made available online using Google Forms software. Additional details on the sections of the questionnaire and corresponding number of questions are available in **Table 1 below**.

Table 1: Breakdown of questionnaire instrument by section and number of questions.

Questionnaire Section	Number Of Questions	
1	Introduction	1 (email)
2	Beneficiary demographics	5
3	Business demographics	7
4	Application process impact assessment	3
5	Training / mentorship impact assessment	2
6	Pitching impact assessment	2
7	Selection process impact assessment	2
8	Business outcomes (pre-award questions)	9
9	Business outcomes (post-award questions)	13
10	Mentorship / M&E impact assessment	3
11	Other impact assessment 3	
12	Beneficiary program assessment (overall)	8
	TOTAL Number of Questions	58

The Consultants prepared an email to the entrepreneurs that detailed the objectives of the survey and provided instructions to access the online questionnaire in the appropriate language (see Appendix IIIA). The questionnaire forms were live and available to the entrepreneurs for 12 days from June 30th to July 12th. All correspondence with the entrepreneurs was managed using HubSpot, a customer relationship management and an email marketing software.

A valuable feature was the ability to track and precisely target entrepreneurs who meet specific segments of the population for follow up communication. Using the CRM software and priority categories, call lists were generated daily, and French and English-speaking field staff used

audio-only calls to assist the entrepreneurs with the questionnaire.

Sampling strategy

The target was to collect the minimum of 750 independent respondents of the 2,100 entrepreneurs selected for the Programme. The goal was to receive at least 50 responses from each of the business countries involved in the pilot study.

Contact and response verification

Due to the travel and person-to-person contact restrictions of the Covid-19 pandemic, field verification of the responses to the questionnaire was not feasible.

Activity 4: Data Entry, Analysis And Reporting

A data pipeline was created to manage the entrepreneurs' responses to the questionnaire. All responses in French were translated back to English and the datasets were combined to create a master broadsheet of all the questionnaire responses. This report contains highlights from the analysis of all the questionnaire responses. The results are presented consistent to the sequence of questions presented in Table 1.

Findings and Analysis

Demographics Analysis Of Questionnaire Respondents

★ **928** Survey Responses **464** English Responses **464** French Responses

Figure 2: Total number of responses to French and English language questionnaire online forms

A total of 928 entrepreneurs from the 7 countries in the programme pilot, completed and submitted responses to the online questionnaire. The respondents were given the option to self-select their preferred language and the final tally consisted of exactly 464 English language responses and the same number of French language responses.

Below are the aggregated personal demographic details of the entrepreneurs who responded to the questionnaire and the reported characteristics of their businesses.

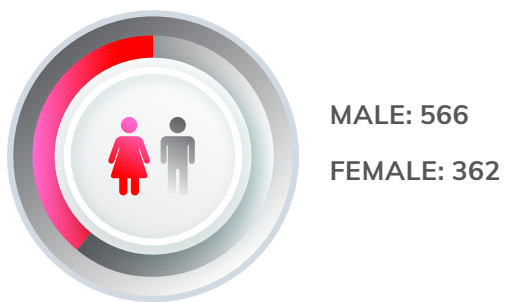


Figure 3: Gender breakdown of TEF-UNDP programme entrepreneurs who responded to the assessment study questionnaire.

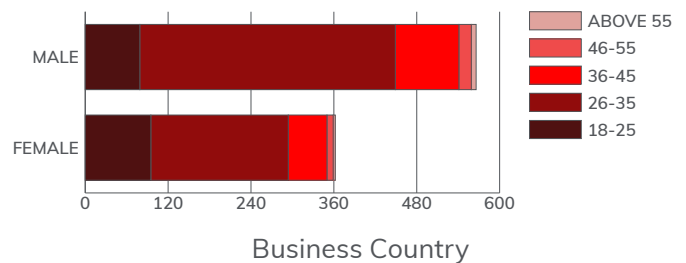


Figure 4: Age distribution of sampled entrepreneurs. Over 65% of the male respondents and about 55% of the female respondents were within 26-35 years old. The next highest occurring age group was 18-25 years old with 14% of the male respondents and 26% of the female respondents.

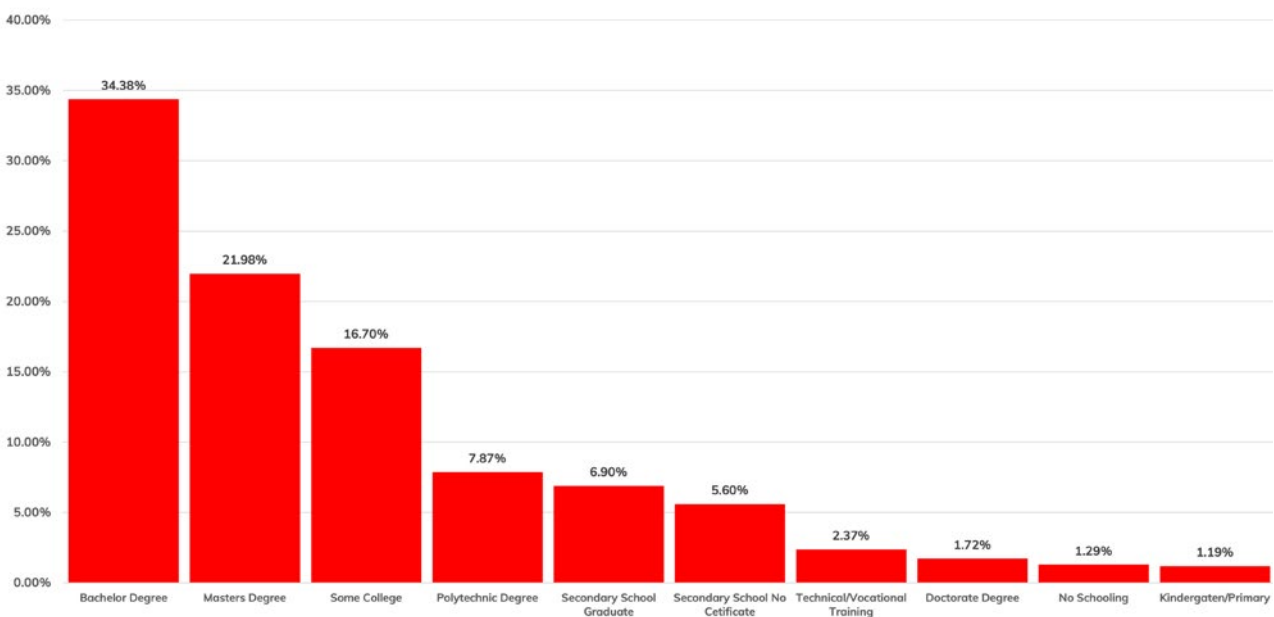


Figure 5: Distribution of respondents by education level. 34% of the sampled entrepreneurs had a bachelor's degree and a majority, 56%, had completed either a bachelor or master's degree..

Personal Demographics Of The Questionnaire Respondents

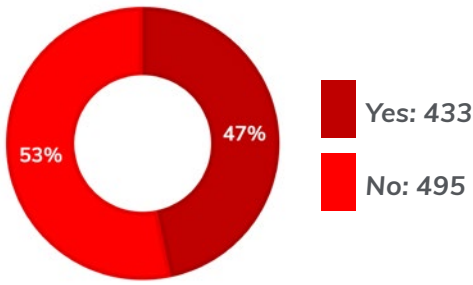


Figure 6: Responses to inquiry on head of household and major provider question. The sampling captured an almost equal number of primary and secondary earners in their households.

Business Characteristics Of Questionnaire Respondents

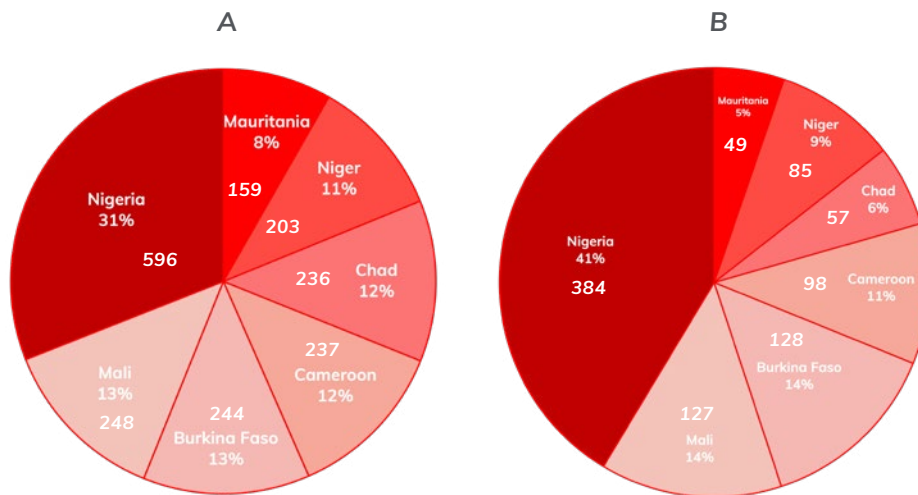


Figure 7: A) Distribution of beneficiaries. B) Proportion of respondents by business country.

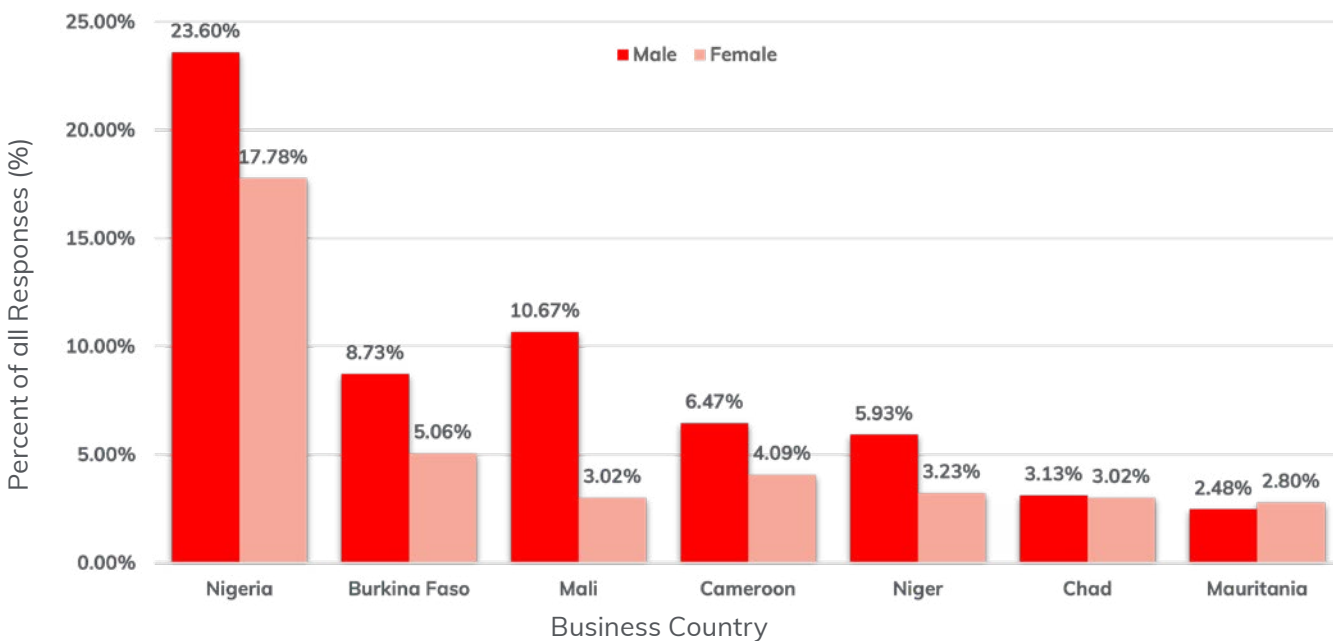


Figure 8: Business country location of all the questionnaire responses distributed based on gender of the entrepreneur respondent (note: indicated percentage is relative to all 928 responses).

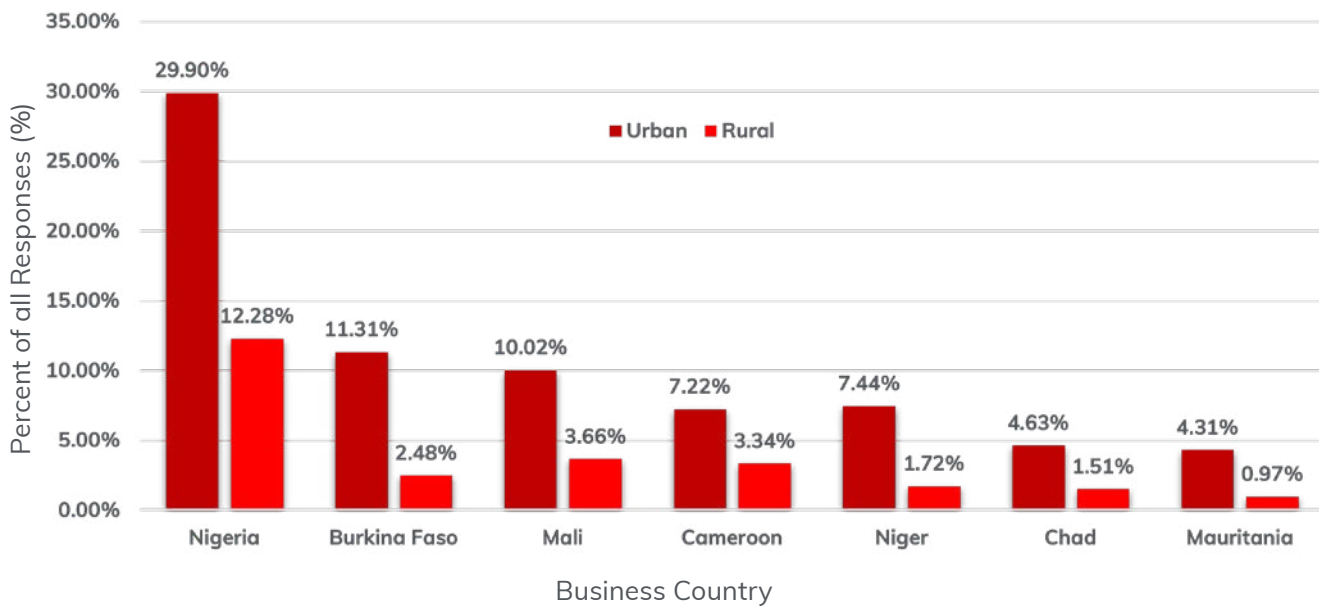


Figure 9: Distribution of questionnaire responses by business country and urban/rural locale.

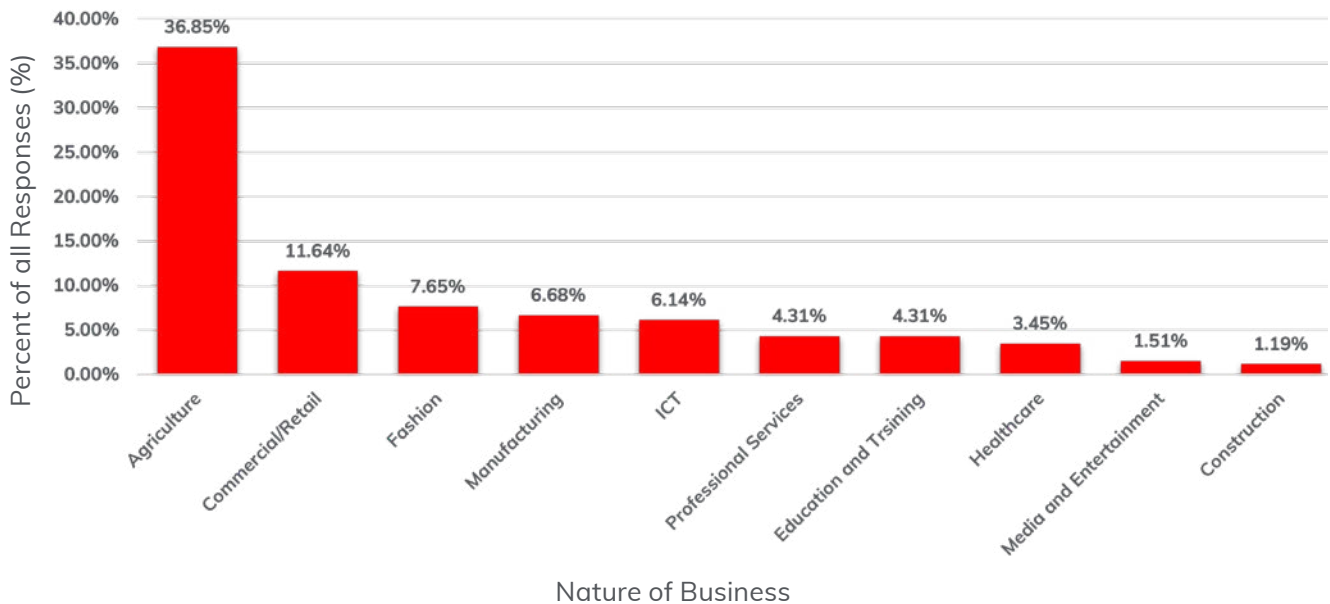


Figure 10: The top ten (10) business areas reported by the 928 entrepreneurs who responded to the questionnaire. At 37%, the plurality of respondents is in Agriculture based businesses. They number more than three times the next most frequently reported business of commercial / retail

Analysis of Questionnaire Responses

In this section of the report, the responses from the beneficiaries on different aspects of the 2019 TEF-UNDP programme are presented and analyzed. The questions were categorized and are presented in two parts.

Part One – Process Evaluation

Part one details feedback from the beneficiaries on specific phases of the TEF-UNDP programme. The three areas evaluated are the Application process, Training from instructors and the mentors, and the Pitching process.

The questionnaire was designed to identify the impact of these programme phases as specific intervention levels on the entrepreneur and their business.

Application Process

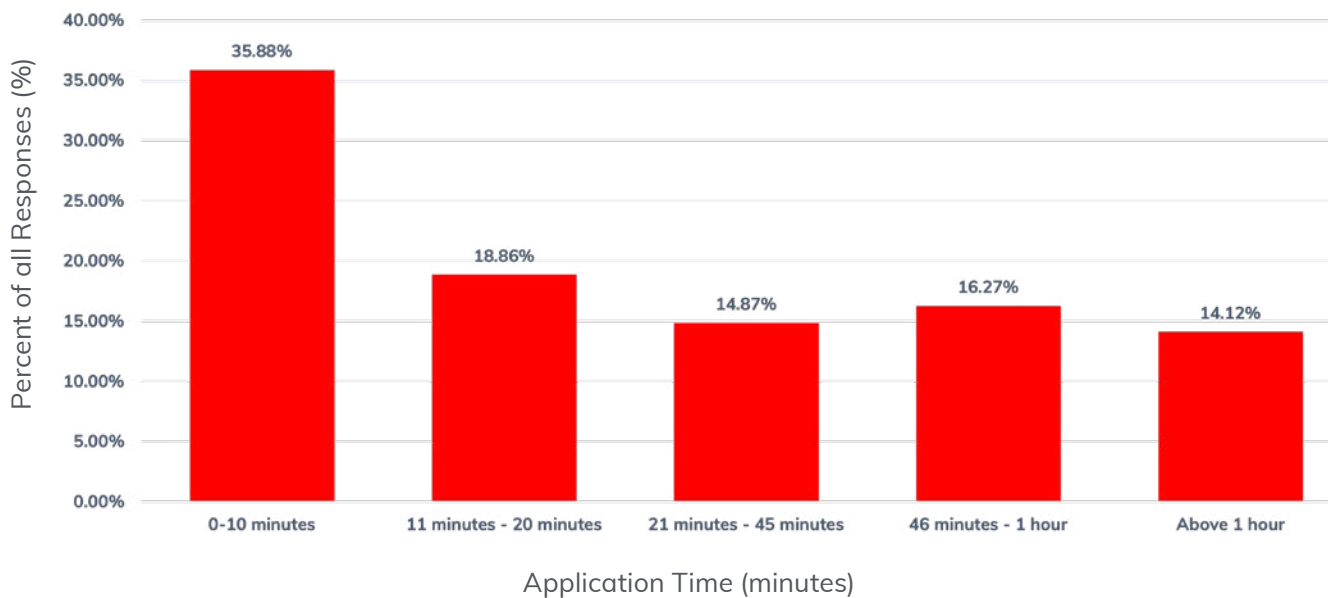


Figure 11: Total time (start-to-finish) to complete application to the 2019 TEF-UNDP Programme.

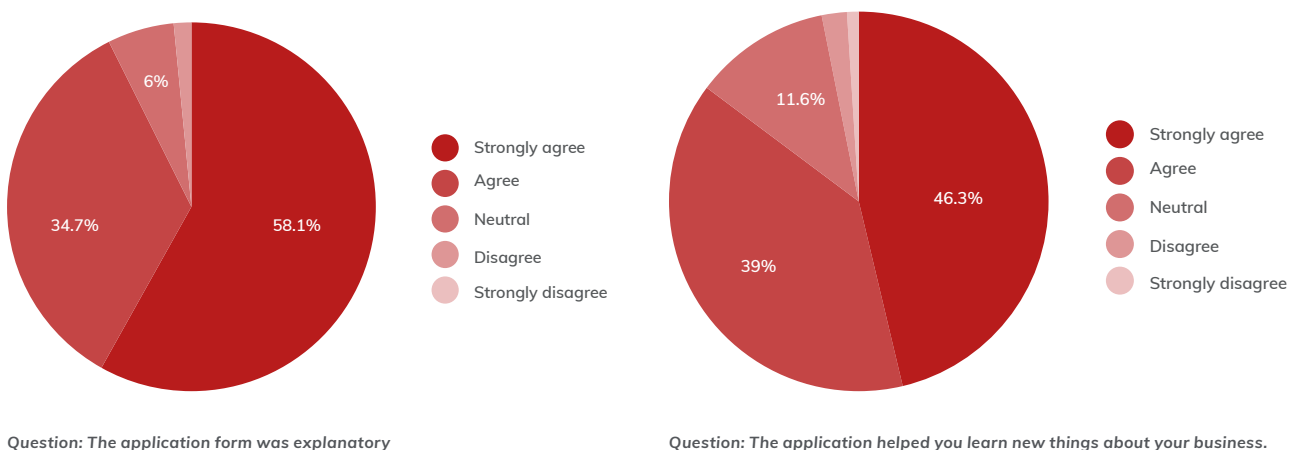


Figure 12: Feedback from the entrepreneurs on the impact of the overall application process on their businesses.

Analysis: Feedback On Application Process

The questionnaire responses presented in Figure 11 show that **55% of the respondents completed the application form to the Programme in less than 20 minutes**. Analysis in Figure 5 had shown that 56% of respondents had a Bachelors or Master's degree, suggesting a correlation between the entrepreneur's education level and the time to complete the application.

Considering the wide spectrum of the respondent's education background, the fact over 85% of respondents took below an hour to complete the application suggests the application is well designed for the programme's target population of entrepreneurs. This finding is validated by analysis in Figure 12 showing that **58% of the respondents "strongly agree", and 35% "agree"**

the application form was self-explanatory. Responses on the learnings of entrepreneurs on their businesses during the application process is a measure of the impact of the application process as a level of the programme intervention.

The results show that **over 85% of the respondents either "strongly agree" or "agree" that the application drove introspection on their businesses and helped them learn new things.** This is a significant finding of the study and highlights the programme's impact extends beyond the entrepreneurs who are selected for entrepreneurship training and eventually, seed capital financing.

Training

TEF leveraged its existing 12-module entrepreneurship education toolkit to train selected entrepreneurs in the skills needed to start and run a business successfully. The foundation compressed their 12-week curriculum to six (6) weeks for the version of the training delivered on an "online" platform, and to four (4) days for the in-person, "offline" training.

This section details the entrepreneurs' feedback in both training groups, on the top five learning areas with the highest impact on the entrepreneurship knowledge and their businesses. **Of the 928 entrepreneurs that responded to the questionnaire, 146 entrepreneurs indicated they had attended the offline, in-person training and the remaining 782 entrepreneurs had attended the online training.** The five areas are determined by summing and comparing the "very high" and "high" responses to the question of how much the programme training increased knowledge in the various module areas.

Online Training Platform: Top 5 Knowledge Areas – 782 Questionnaire Responses

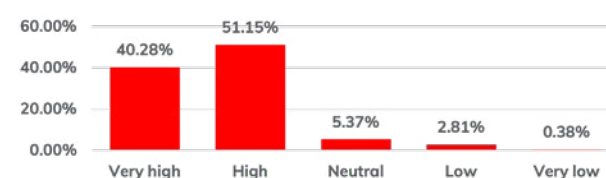
#1 Defining The Core Business Problem



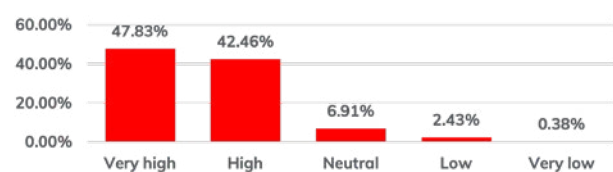
#2 Differentiating Your Product / Service



#3 Determine The Market Size



#4 Developing A Business Plan



#5 Improving Business Networks

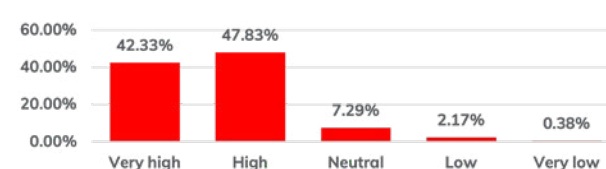
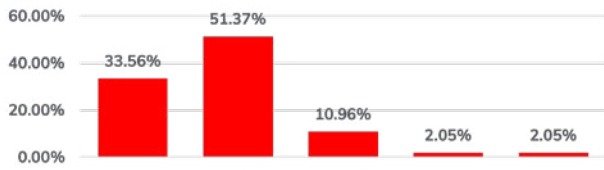


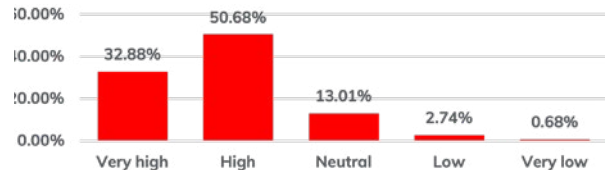
Figure 13: Questionnaire feedback on the top five (5) [of 12 areas] where the online Programme instruction increased the entrepreneur's knowledge and business skills.

Offline Training Platform: Top 5 Knowledge Areas – 146 Questionnaire Responses

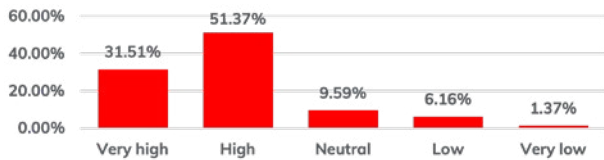
#1 Differentiating Your Product / Service



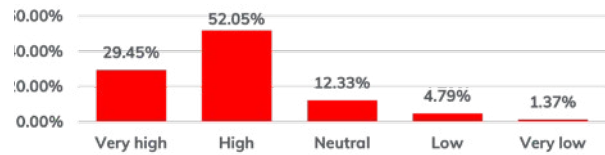
#2 Improving Business Networks



#3 Defining The Core Business Problem



#4 Developing A Business Plan



#5 Determine The Market Size

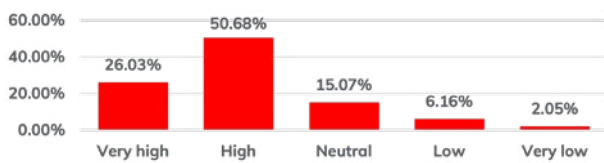


Figure 14: Questionnaire feedback on the top five (5) [of 12 areas] where the offline Programme instruction increased the entrepreneur’s knowledge and business skills

Ranked Results Of Top Knowledge Areas From Training

Rank	Online Instruction	Offline Instruction
1	Defining the core business problem	Differentiating your product / service
2	Differentiating your product / service	Improving business networks
3	Determine the market size	Defining the core business problem
4	Developing a business plan	Developing a business plan
5	Improving business networks	Determine the market size

Analysis: Feedback On Application Process

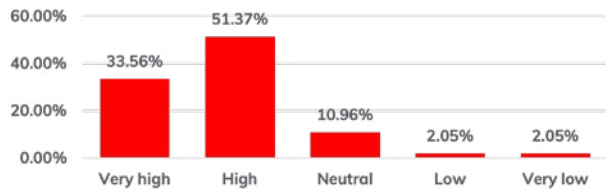
The same knowledge areas of the foundation’s training modules were ranked in the top five of twelve for the entrepreneurs who received online and offline instruction. A significant finding is the emphasis the entrepreneurs who received offline instruction placed on the learning module concerned with ‘improving business networks.’ Their responses ranked it as the #2 knowledge area, compared to the online entrepreneurs who ranked it as #5.

In general, **there was no significant difference in the entrepreneurs’ enthusiasm and reception for the online and offline delivery models of training.** The proportion of entrepreneurs that

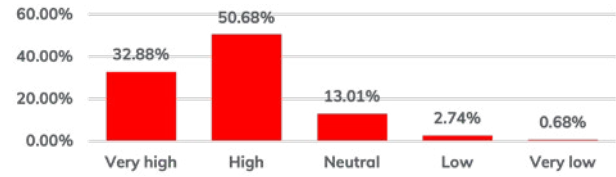
responded “very high” or “high” to the inquiry of their knowledge increases for the five areas averaged 97% for online participants and 94% for offline participants. The only observed difference was that 6% of online participants versus 12% of participants to the offline training responded with a “neutral” response to the increases in their knowledge from those areas.

Pitching

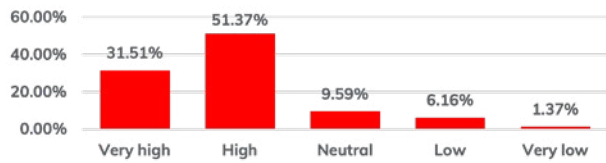
#1 Define The Target Market Of Your Product / Service



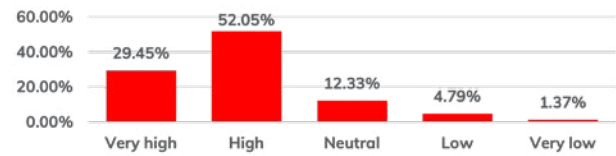
#2 Defining The Benefits Of Your Product / Service



#3 Define The Unique Features Of Your Product / Service



#4 Proving The Ability To Make Profits From Your Product / Services



#5 Proving The Capacity To Create Jobs From Your Product / Service

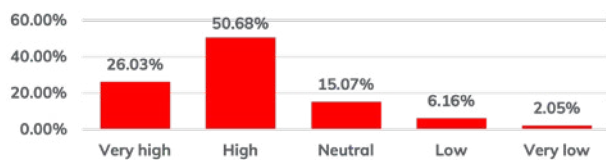
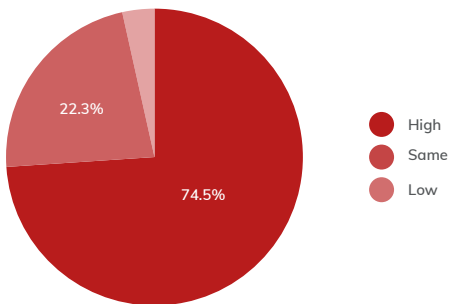


Figure 15: Top five (5) areas of specific skill and knowledge development to the entrepreneurs after the pitching phase of the Programme



Question: Rate your confidence to pitch to other financiers after programme.

Figure 16: Beneficiary's confidence to raise funds from other financiers.

Ranked Results Of Top Knowledge Areas From Pitching

1. Define the target market of your product / service
2. Defining the benefits of your product / service
3. Define the unique features of your product / service
4. Proving the ability to make profits from your product / service
5. Proving the capacity to create jobs from your product / service

Analysis: Pitching

The findings in this section of the questionnaire show the entrepreneurs gained specific core entrepreneurial skills and understanding of their businesses from pitching their business ideas to mentors and other foundation partners. In addition to the specific entrepreneurial skills related to understanding their product and intersection with

the market, **75% the entrepreneurs report a high sense of confidence in their ability to convince other financiers to invest in the product/service.** The significance of the results in Figure 16 is that it quantifies a positive and lasting impact on the mindset of the entrepreneur.

Seed Capital Financing

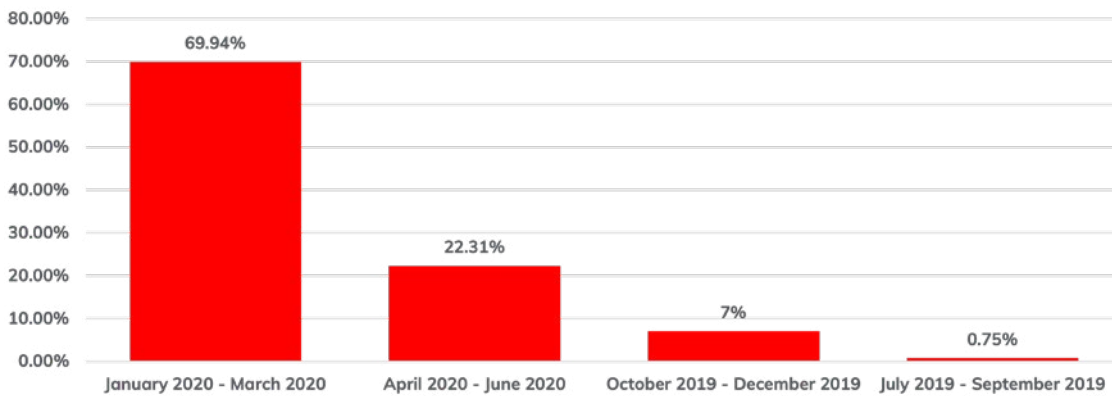
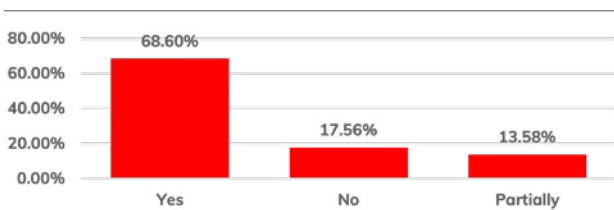
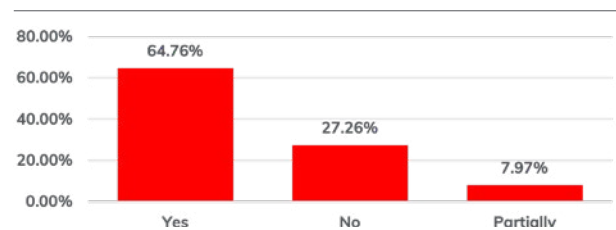


Figure 17: Reported dates for when entrepreneurs received bank access to seed capital awards.

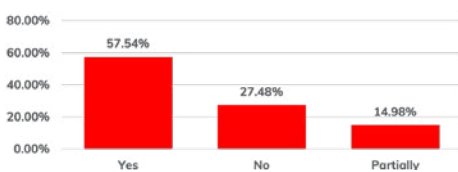
#1 Purchase Of Machine / Equipment



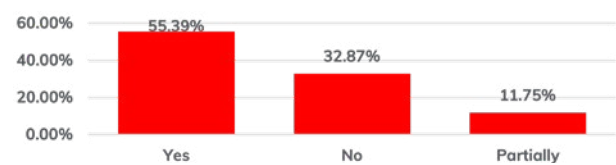
#2 Purchase Of Raw Materials / Livestock / Wares



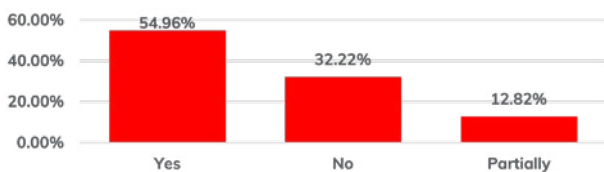
#3 Payment Of Salaries / Wages



#4 General Maintenance / Repairs



#5 Payment Of Utilities Such As Telephones, Water, Electricity Bills



#5 Payment Of Rents

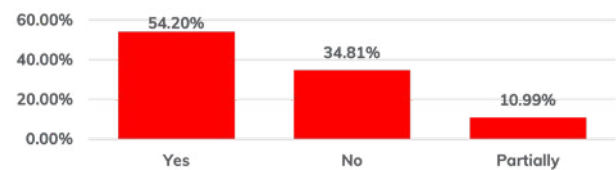


Figure 18: Top five (5) responses for how the seed fund award amount was used.

Ranked Results Of Top Utilization Of Seed Fund Awards

1. Purchase of machines/equipment
2. Purchase of raw materials/livestock/ wares
3. Payment of salaries / wages
4. General maintenance / repairs
5. Payment of utilities such as telephone, water, electricity bills
6. Payment of rents

Analysis: Seed Capital Financing

The responses in Figure 17 show that 70% of the responses to the questionnaire were from entrepreneurs who received their training and funding between January 2020–March 2020. Most program theories in the evaluation field consider short term outcomes to be attainable within 1 to 3 years, longer term outcomes achievable within a 4 to 6-year timeframe and impact within 7 to 10 years. Despite the short duration since the seed fund allocation, the responses and feedback of the entrepreneurs remains valuable and are considered short-term outcomes of this pilot study.

Figure 18 compiles the top five (5) occurring responses by the entrepreneurs to how the seed fund award amount was used. The top two responses are capital purchases of machines and equipment, and purchase of raw materials and inventory which are both directly concerned to income generation and business profitability. Other options that were not selected included feeding of family members, purchase of office furniture, payment of insurance. The results suggest the entrepreneurs are highly focused businesspersons who used the monetary award to maximize their income and business profits.

Part Two – Assessment Of Programme Short-Term Outcomes

Part two is an outcome assessment of the skills training and the seed capital monetary award on the entrepreneur, their business, household, and community. Considering the short time between disbursement of seed capital and the assessment (see Figure 17), this study focuses primarily on the outcome measures of the TEF-UNDP Programme. The questionnaire design affords assessment of the outcomes through the lenses below.

Specific analysis that provide insights on the outcome of the Programme are selected and presented in the body of this report. A comprehensive analysis using the complete dataset of questionnaire responses is attached as Appendix IIIB for reference and further analysis.

A	B	C
Personal demographics	Business characteristics	TEF-UNDP Programme variables
<ul style="list-style-type: none"> • Gender • Age • Primary/secondary income earner in the household 	<ul style="list-style-type: none"> • Business country • Urban/rural locality • Business sector 	<ul style="list-style-type: none"> • Online/offline training platform • Award amount

Outcomes For The Business Operations

Legal Status Of The Businesses

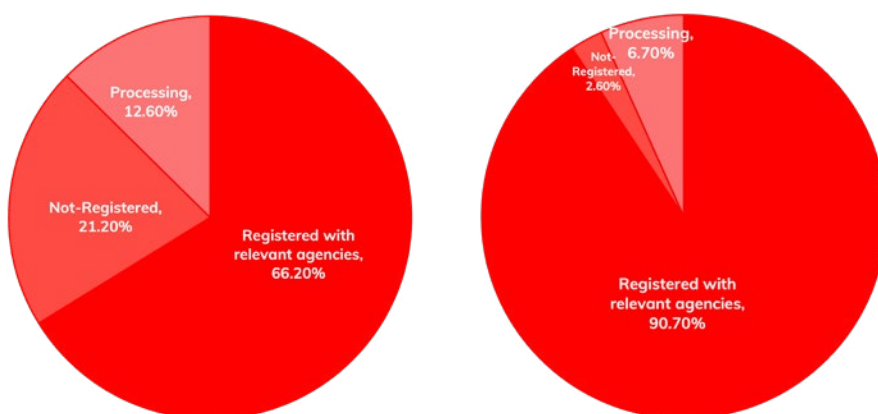
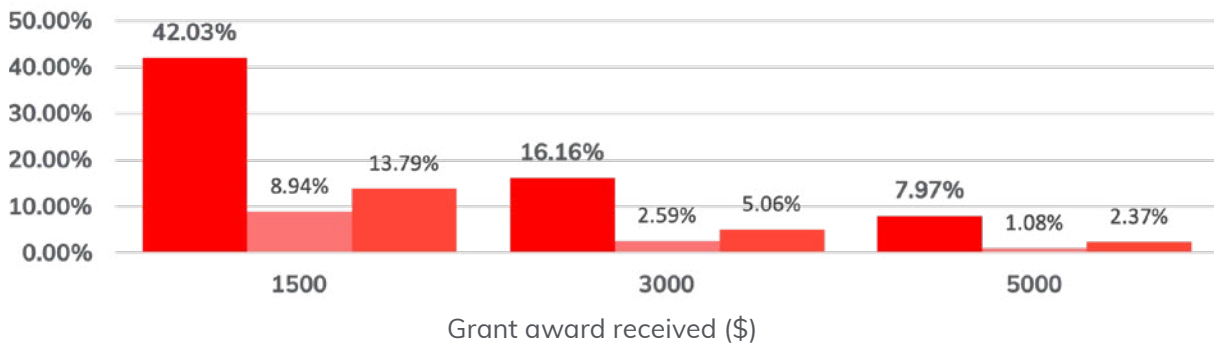


Figure 19: Comparison of the registration status of the businesses that received the TEF-UNDP training programme and seed capital award.

Registered with relevant agencies Not registered Processing

Legal Status Of Business - Before TEF-UNDP Programme



Legal Status Of Business - After TEF-UNDP Programme

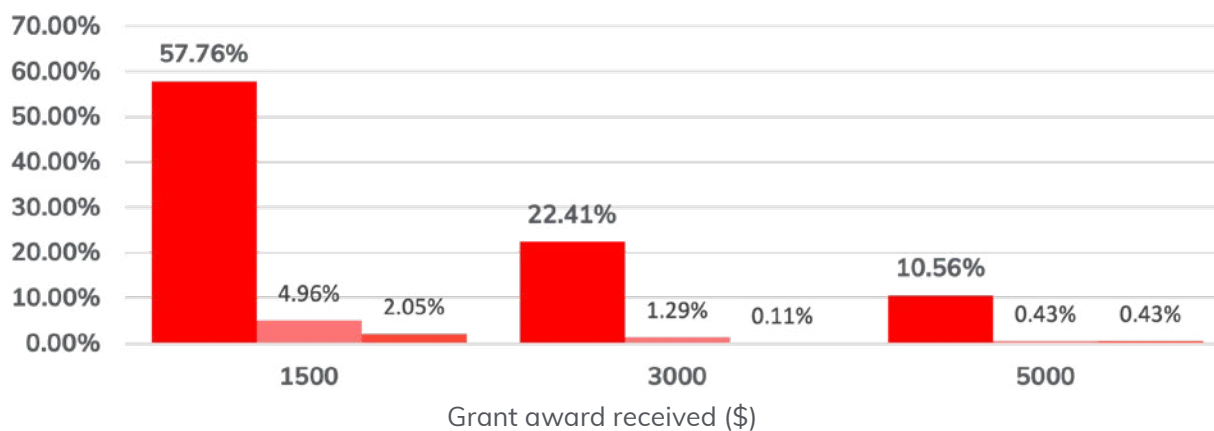


Figure 20: Comparison of the pre-and post-registration status of the business at the conclusion based on the amount of seed capital funding awarded to the business.

Analysis: Legal Status Of The Businesses

The responses (Figure 19) show the number of entrepreneurs who registered their business with relevant agencies after the Programme increased by 25%. **This suggests the Programme successfully transitioned those business from informal hobby-businesses to more formal small businesses.** In Figure 20, the responses were sorted based on amount of the seed capital award to examine the effect on formalization of the various businesses. The analysis show that all funding levels resulted in an increase in the formalization of the business.

However, closer examination comparing the proportional increase shows **businesses funded to \$3,000 increased registration by 38% compared to 37% for businesses funded to \$1,500 and 32% for businesses funded to \$5,000.**



Beneficiary from Guinea (Education & Training)

State Of The Businesses

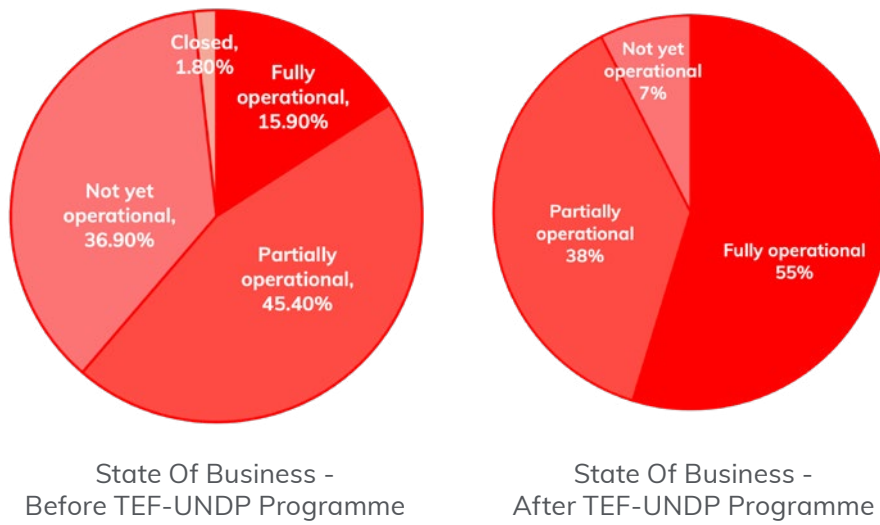


Figure 21: Operational status of the businesses of respondents to the questionnaire.

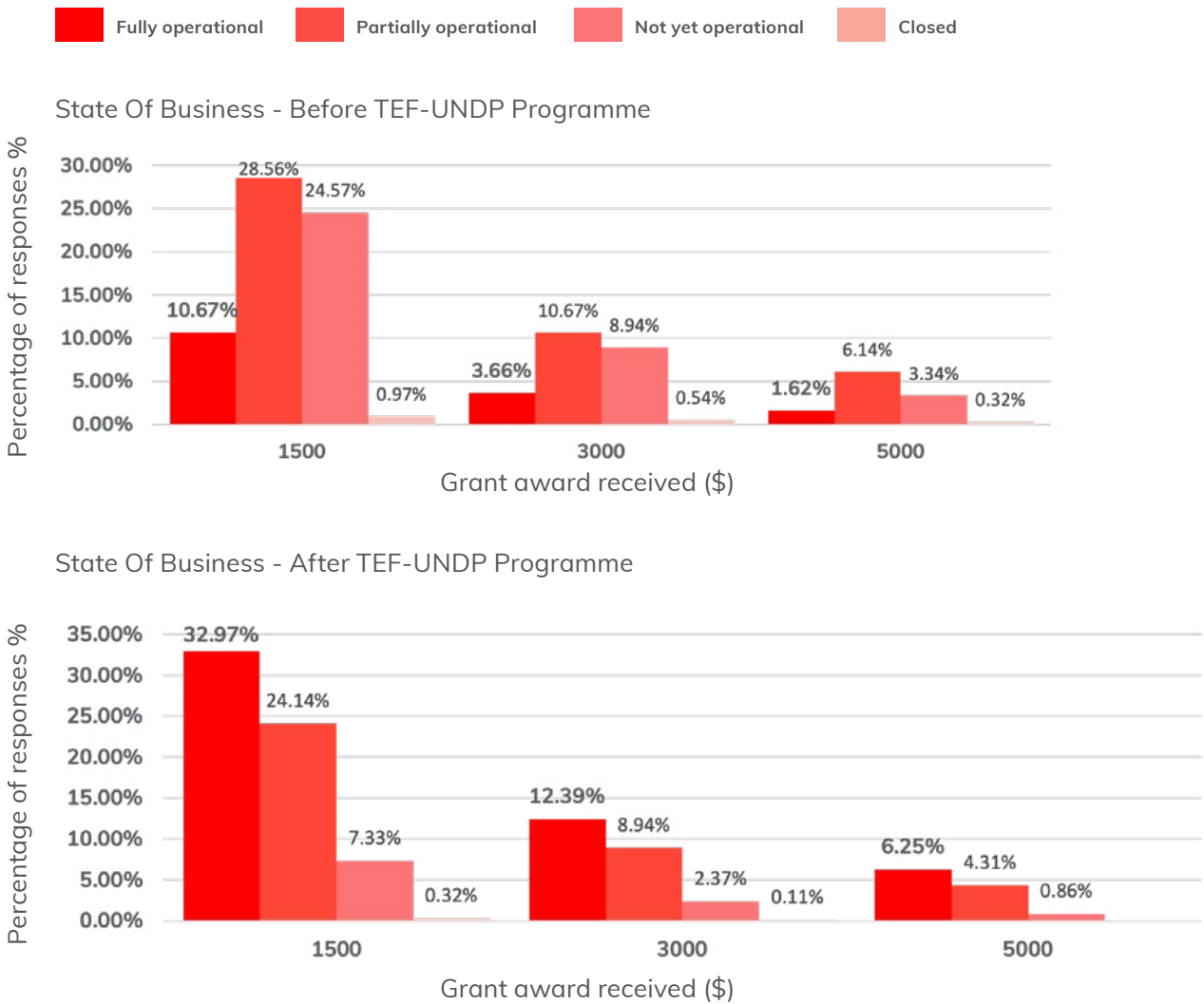


Figure 22: Comparison of the pre-and post-operational state of the business at the conclusion based on the amount of seed capital funding awarded to the business.

Analysis: Operational State of the Businesses

From Figure 21, the majority of business that were 'not yet operational' transitioned to being 'fully operational' after the TEF-UNDP Programme. Quantitatively, **29% of businesses that were not yet operational and another 7% of businesses that were partially operational became fully operational after the Programme.**

Comparison of increases to fully operational businesses based on the seed award amount (Figure 22) after the Programme intervention shows the increase to be directly proportional to the award amount.

Businesses awarded \$5,000 had a higher proportional rate of increase to operational states (286%) than businesses awarded \$3,000 (239%). Both had a higher rate of increase compared to businesses awarded \$1,500. This result suggests business outcomes match the intuitive expectation that the higher the seed amount, the more likely the business to transition to fully operational. It is also important to emphasize that all funding levels increase the likelihood for businesses to be fully operational.

Outcomes For The Business Financials

Monthly Business Revenue - Aggregate

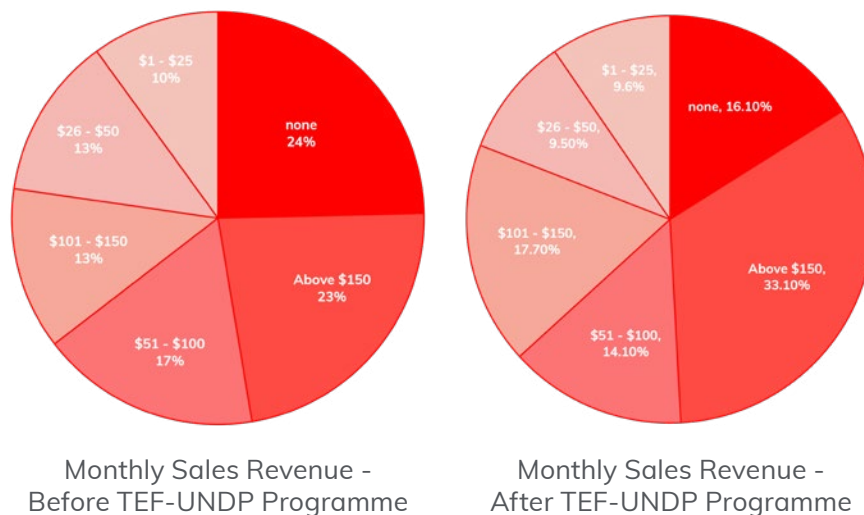


Figure 23: A comparison of the monthly business revenue from sales reported from before and after entrepreneurs participated in the TEF-UNDP Programme.

Analysis: Monthly Business Revenue - Aggregate

Analysis of the questionnaire response data in Figure 23 shows the proportion of businesses earning between \$101 - \$150 per month increased by 29% and those earning above \$150 per month increased by 46% after the TEF-UNDP Programme. There was also a significant drop of 35% of the proportion of businesses that reported having no monthly revenue suggesting **the Programme had positive influence increasing earnings for businesses already making revenue, as well as for pre-revenue businesses.**



Beneficiary from Mali (Agribusiness)

Monthly Business Revenue - Gender

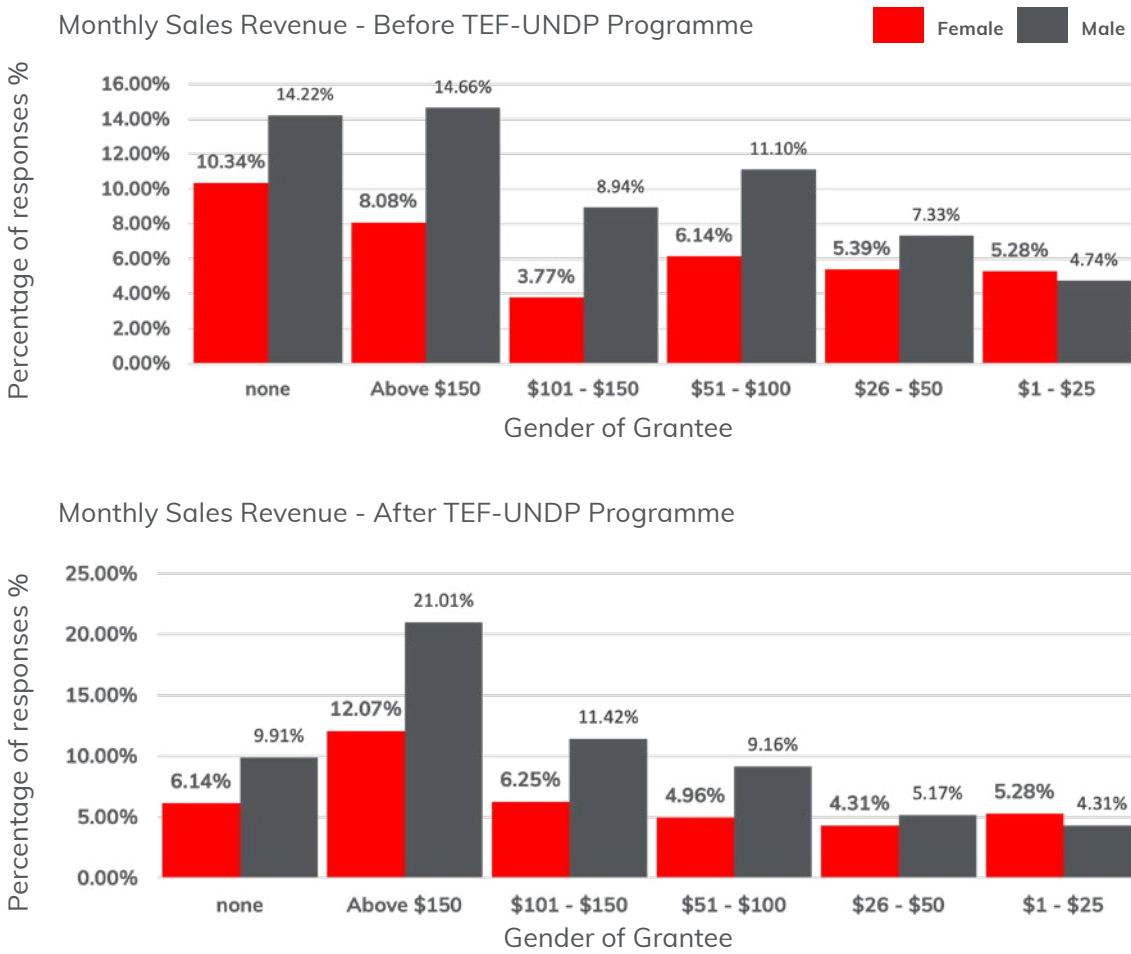


Figure 24: Monthly business revenue analyzed based on gender of the entrepreneur. (TOP) Pre-Programme monthly revenue and (Bottom) Post-Programme monthly revenue.

Analysis: Monthly Business Revenue - Gender

The data in Figure 24 show the proportion of businesses that make above \$100 per month increased for both male and female entrepreneurs. However, analysis shows the proportion of businesses run by female entrepreneurs that make between \$101 - \$150 per month increased by 66% (i.e. from 3.77% to 6.25%) compared to

a 28% increase in the same category for male entrepreneurs. This result implies the Programme has a potentially high impact for female entrepreneurs with businesses at the higher range of revenue, so special recruiting efforts should be made to engage this target group.



Beneficiary from Mali providing training (Professional Services)

Monthly Business Revenue – Award Amount

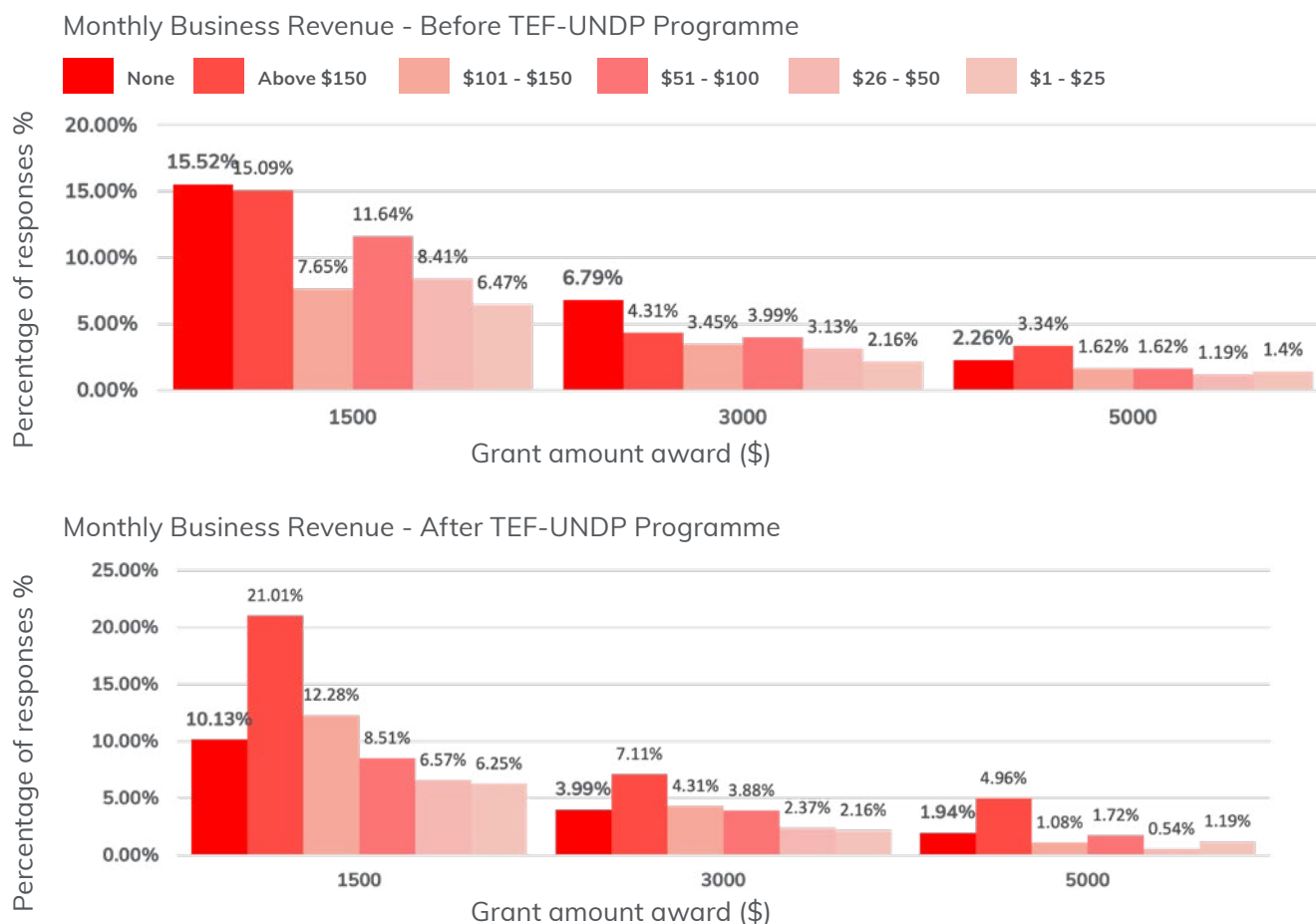


Figure 25: Monthly business revenue analyzed based on award amount from the program. (TOP) monthly business revenue pre-programme, (Bottom) monthly business revenue post programme

Analysis: Monthly Business Revenue – Award Amount

Table 2: Percentage change of monthly business revenue between pre-programme amount and post-programme amount based on seed funding award amount calculated from Figure 25.

	\$1,500	\$3,000	\$5,000
No revenue	-35%	-41%	-14%
\$1- \$25	-3%	0%	-15%
\$26 - \$50	-22%	-24%	-55%
\$51 - \$100	-27%	-3%	6%
\$101 - \$150	61%	25%	-33%
Above \$150	39%	65%	49%

Table 2 provides an alternate visualization to Figure 25 of the monthly business revenue organized by award amount. A positive outcome of note is that all three award amounts result in a decrease in the proportion of businesses with no revenue. At -41% and -35% respectively, the businesses awarded \$3,000 and \$1,500 outperformed businesses awarded \$5,000 which only see a reduction of -14%. On the higher end of revenue generation, the businesses awarded \$1,500 and \$3,000 show an increase in the proportion with monthly revenue above \$100. The results also show an inexplicable and significant decrease in the proportion of businesses with monthly revenues between \$101 - \$150 that were awarded \$5,000.

Monthly Business Revenue – Nature of Business (Top 3 sampled)

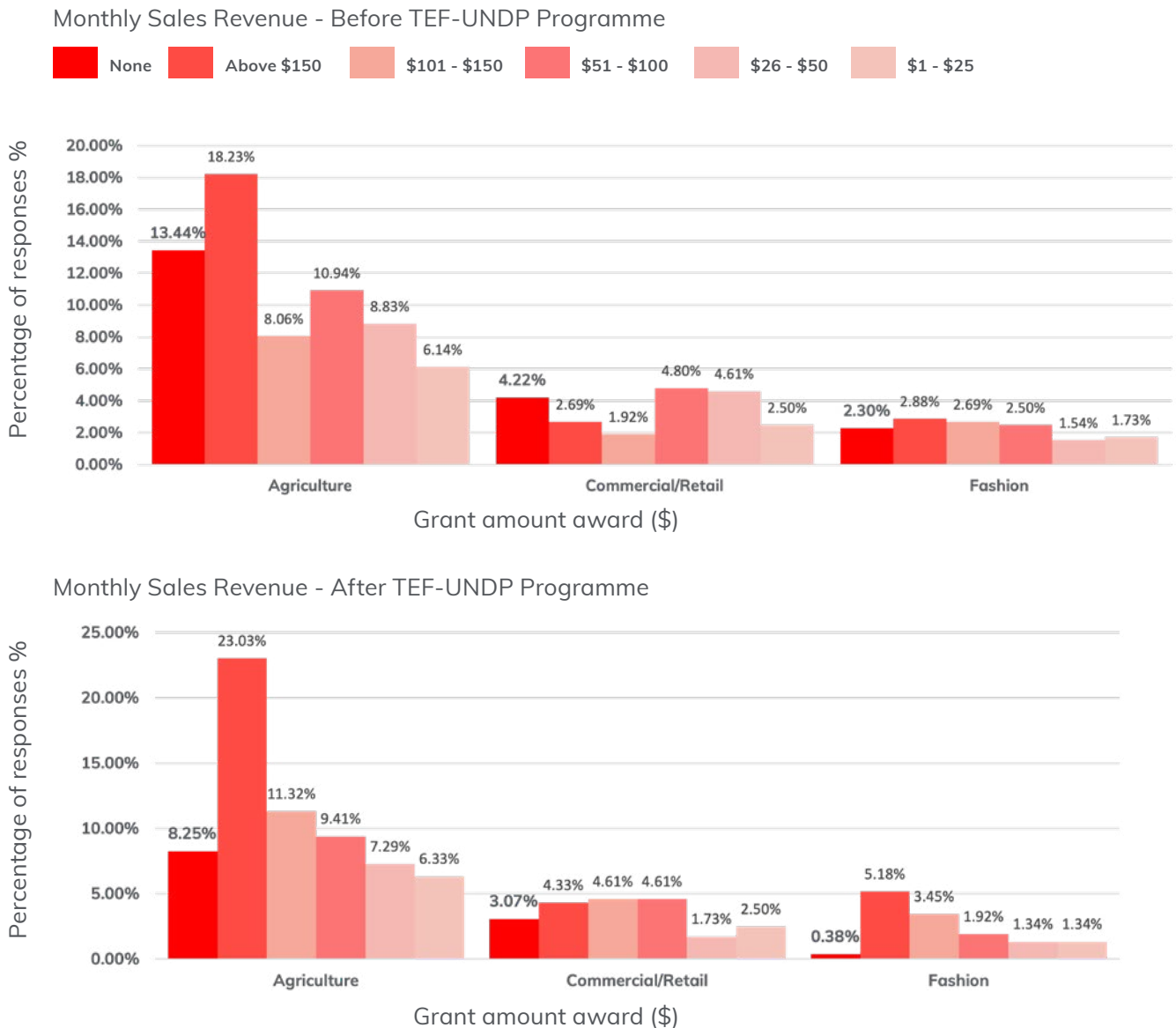


Figure 26: Monthly business revenue analyzed for top 3 of business/industry types. (TOP) monthly business revenue pre-programme, (Bottom) monthly business revenue post programme.

Analysis: Monthly Business Revenue – Nature of Business

This analysis emphasizes Agriculture businesses because from Figure 10, the proportion of questionnaire responses from entrepreneurs with Agriculture based businesses is greater than three times the next highest occurring business, and exceeds the sum of the next five highest occurring businesses. Analysis of

the data in Figure 26 show that the proportion of Agriculture business that were not earning revenue decreased by 40% after the programme. As another positive outcome, the proportion of Agriculture businesses that earned between \$101 - \$150 increased by 40% and the proportion that earned above \$150 increased by 26%.

Business Staff Strength - Aggregate

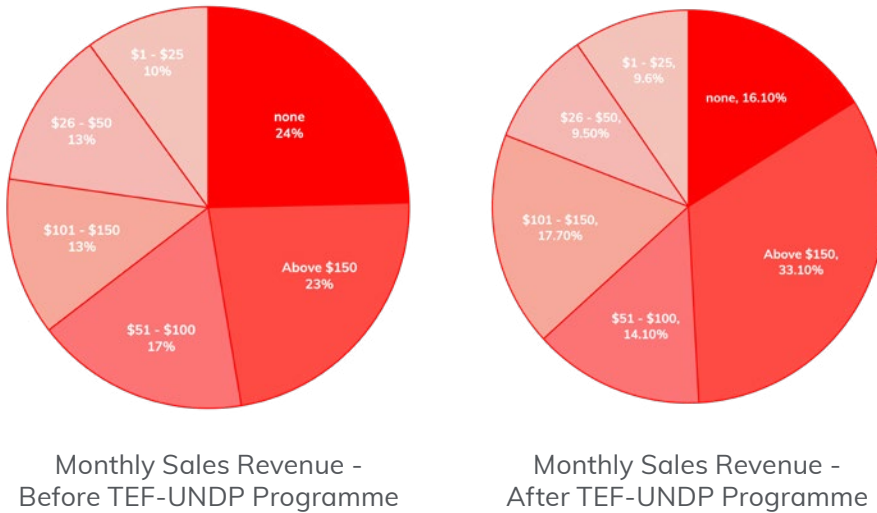


Figure 27: Comparison of business staff strength before and after TEF-UNDP programme.

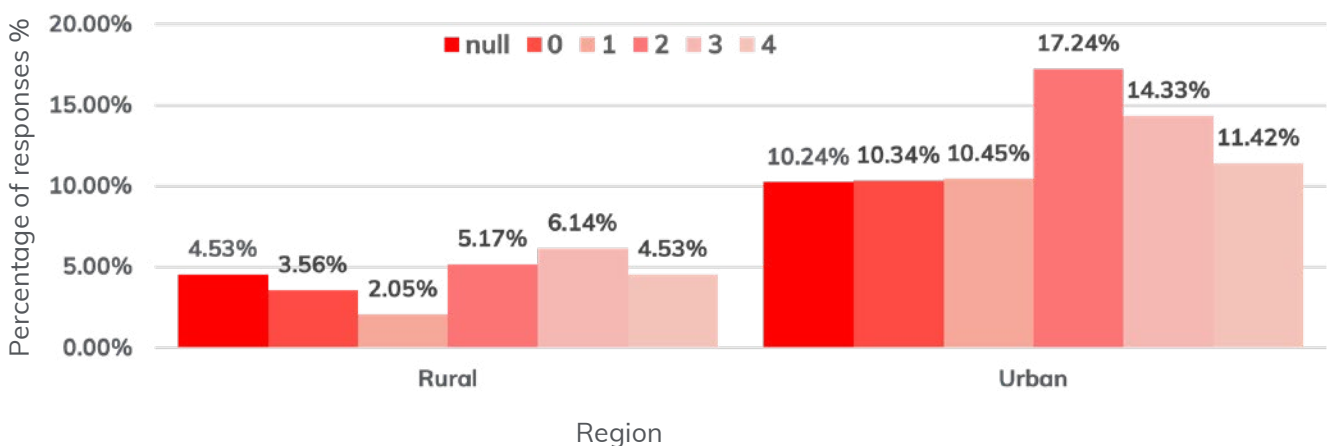
Analysis: Business Staff Strength – Aggregate

From Figure 27, the proportion of businesses that reported having zero staff prior to the Programme reduced by a significant 73%. There was no significant change in staff strength for businesses that had 2 or 3 employees. However, the results show the proportion of businesses with 4 staff members increased by 28% (from 3.8% to 13.9%) and businesses with 5 or more increased by 56% (from 14.8% to 23.1%).

The finding that micro business of 2-3 employees did not see much growth – or changes, as measured by no. of staff could be a consequence of conducting the assessment close to the disbursement date of the seed capital award. Larger businesses of greater than 4 employees are likely to be more established, so it is consistent that they observe impact faster than less established, typically smaller businesses.

Business Staff Strength – Locale / Region

Number Of Business Staff - Before TEF-UNDP Programme



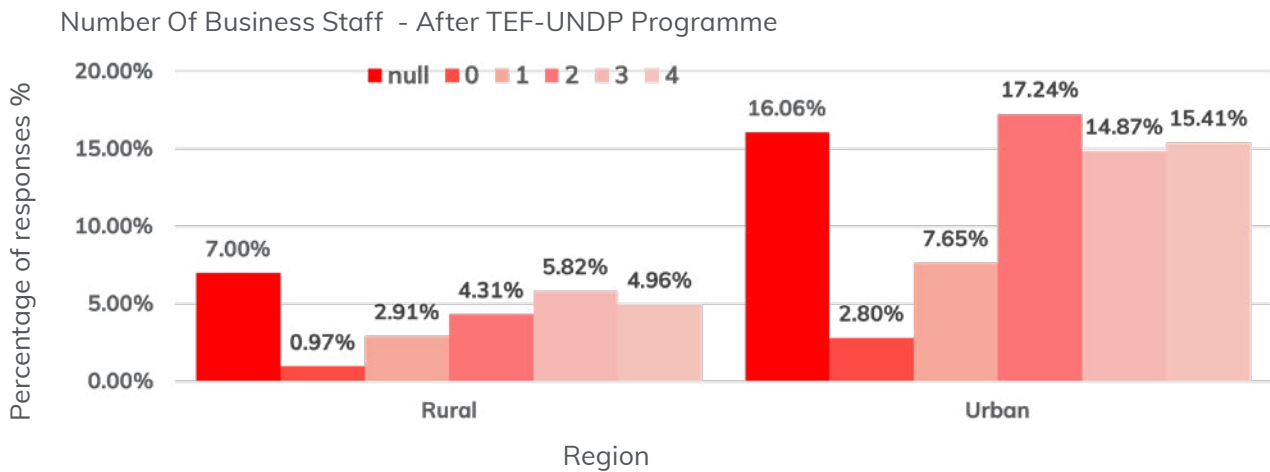


Figure 28: Business staff strength analyzed based on business rural/urban locale. (TOP) Number of business staff pre-programme, (Bottom) Number of business staff post programme.

Analysis: Business Staff Strength – Locale / Region

The data in Figure 28 shows the proportion of business in rural and urban areas that do not have any staff reduced by about 70% after the Programme. In rural areas, the significant changes were a 42% increase in the proportion of businesses with one (1) staff and a 55% increase in the proportion of businesses with five (5) or more staff. In the urban areas, there was a 27% decrease in the proportion of businesses with one (1) staff, no change for businesses with two or three staff, and significant increases greater than 35% for businesses with greater than four (4) staff. There is a clear discrepancy between urban and rural areas. It appears the trend is towards more new businesses (with a single staff) in the rural areas, while single-staff businesses in more urban areas appear to be closing.



Business Staff Strength – Award Amount

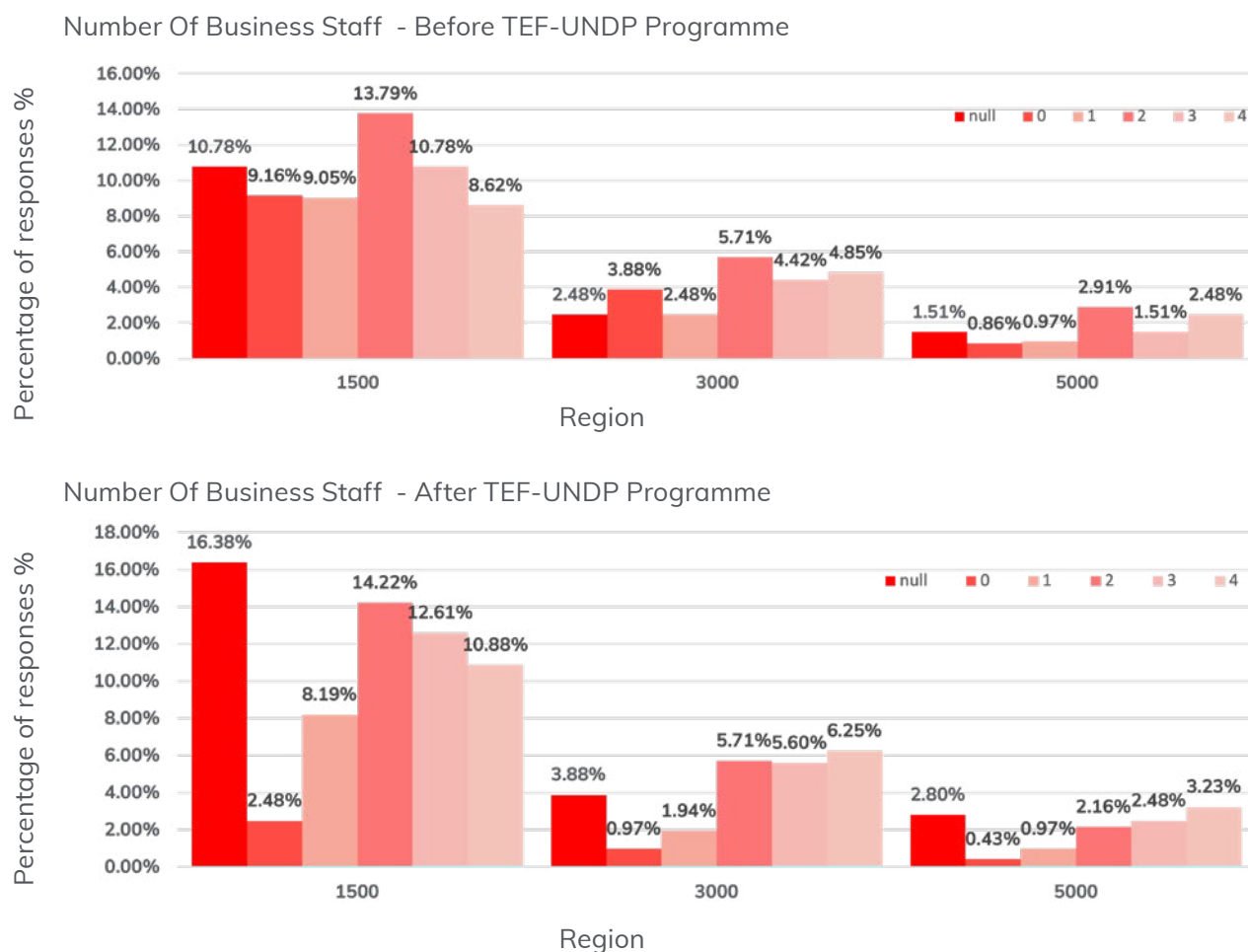


Figure 29: Business staff strength analyzed based on award amount from programme. (TOP) Number of business staff pre-programme, (Bottom) Number of business staff post programme.

Analysis: Business Staff Strength – Award Amount

Table 3: Percentage change of business staff strength between pre-programme amount and post-programme amount based on seed funding award amount calculated from Figure 29

	\$1,500	\$3,000	\$5,000
0	-73%	-75%	-63%
1	-10%	-22%	-56%
2	3%	-9%	-26%
3	-6%	27%	-8%
4	26%	29%	30%
5 or more	52%	56%	85%

The results in Table 3 show that seed fund awards of \$3,000 are correlated with the most consistent increases in number of business staff for businesses with three or more employees.

Outcomes For The Entrepreneur - Finances

Monthly Income - Aggregate

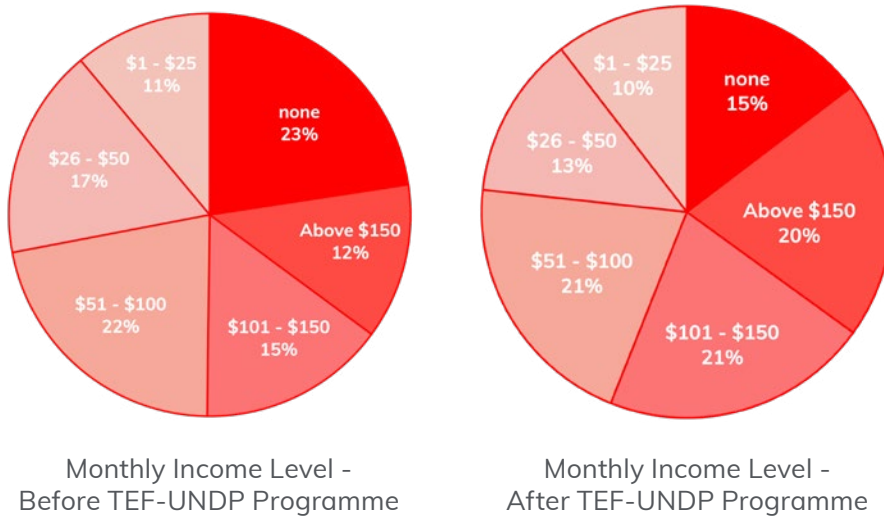


Figure 30: Monthly income of the entrepreneur aggregated for pre-and post-programme.

Analysis: Monthly Income – Aggregate

A significant finding from Figure 30 is that **there was a 35% reduction (22.6% to 14.7%) in the proportion of entrepreneurs who reported zero monthly income.** The results show there is less than a 5% change in the proportion of entrepreneurs who earn between \$1 and \$51. However, the proportion of entrepreneurs earning

between \$101-\$150, as well as above \$150 increase by 40% and 62% respectively.

This results suggests that **most of the entrepreneurs who initially reported zero monthly income prior to the programme have monthly incomes above \$100 after the programme.**



Monthly Income - Gender

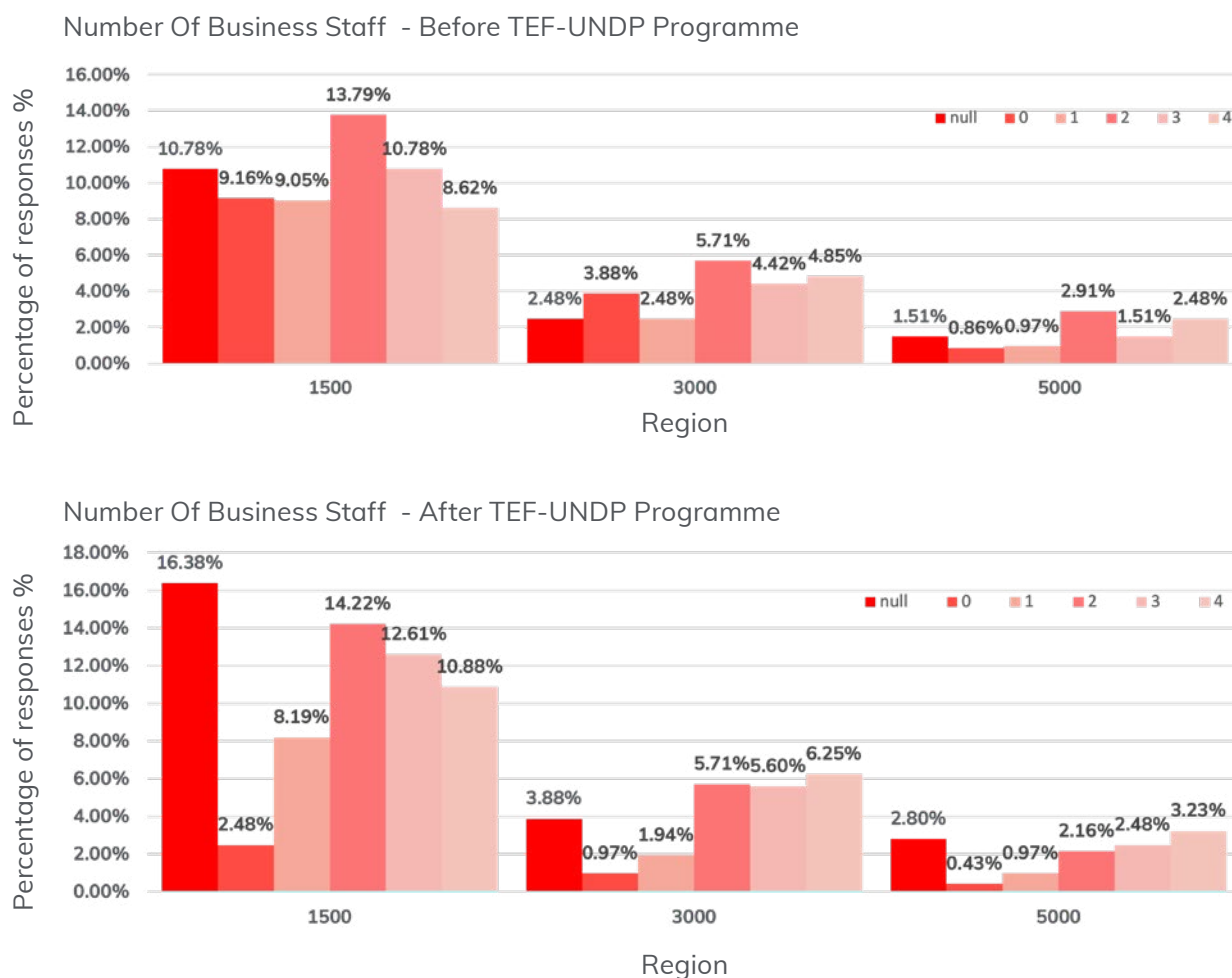


Figure 31: Monthly personal income for the entrepreneurs analyzed based on the gender of the respondents. (TOP) Monthly income pre-programme, (Bottom) Monthly income post programme

Analysis: Monthly Income – Gender

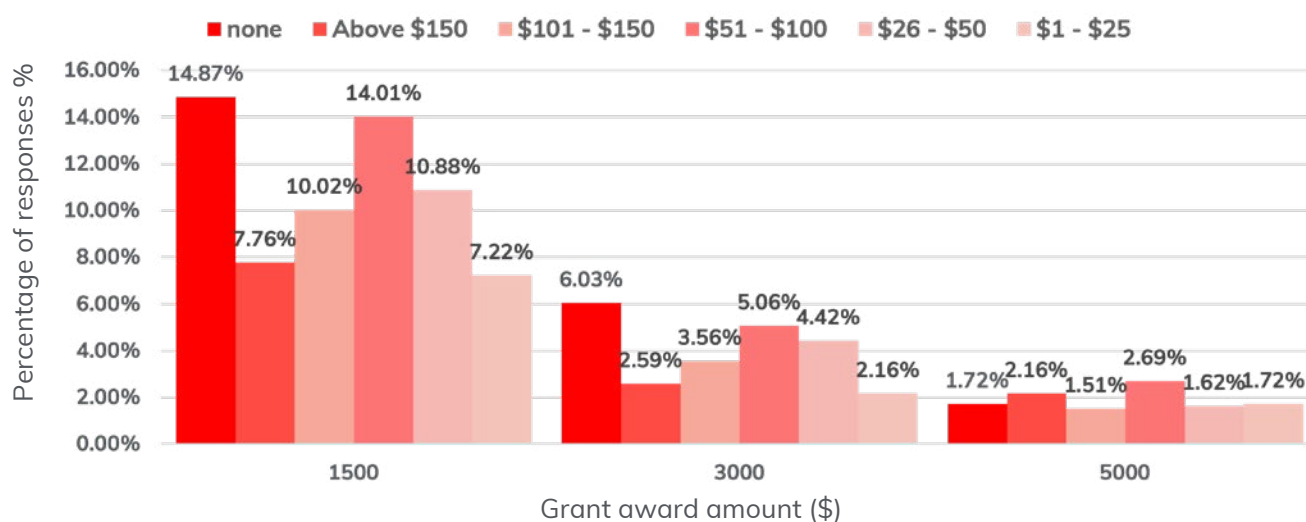
Table 4: Change in monthly income for entrepreneurs categorized by gender

	None	\$1 - \$25	\$26 - \$50	\$51 - \$100	\$101 - \$150	Above \$150
Female	-37%	-16%	-17%	-4%	37%	88%
Male	-34%	4%	-29%	-12%	42%	48%

Analysis of the questionnaire results in Figure 31 and Table 4 show that female and male entrepreneurs have similar reduction in the proportion that report no monthly income (-37% and -34% respectively). A significant finding is that **the proportion of female entrepreneurs who report monthly income above \$150 increased by 88%**.

Monthly Income – Award Amount

Monthly Income Level - Before TEF-UNDP Programme



Monthly Income Level - After TEF-UNDP Programme

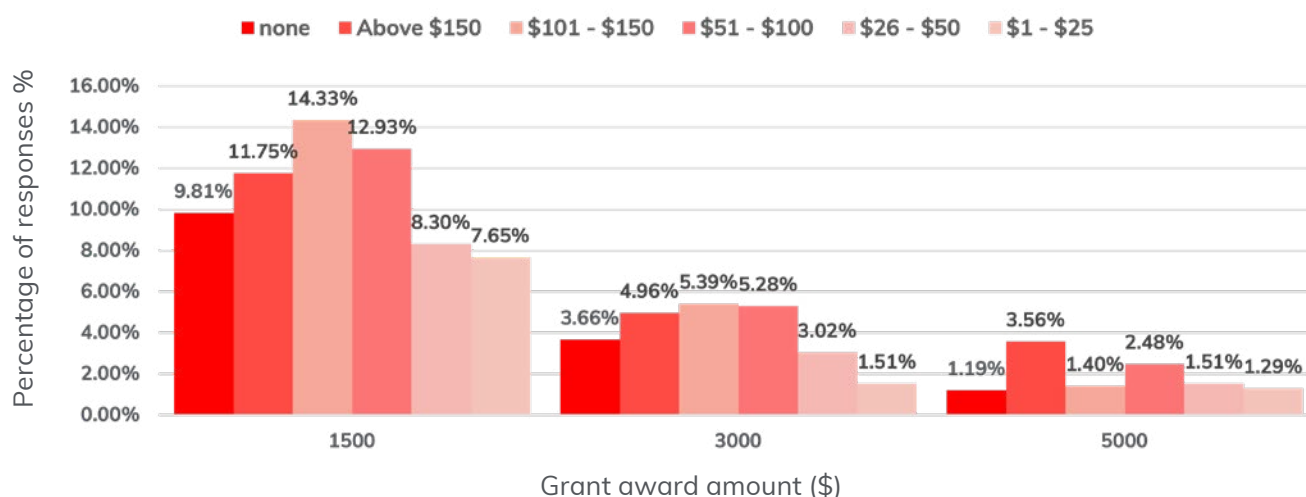


Figure 32: Monthly personal income for the entrepreneurs analyzed based on the award amounts. (TOP) Monthly income pre-programme, (Bottom) Monthly income post programme.

Analysis: Monthly Income – Gender

Table 5: Monthly personal income for entrepreneurs analyzed based on award amount

	None	\$1 - \$25	\$26 - \$50	\$51 - \$100	\$101 - \$150	Above \$150
\$1500	-34%	6%	-24%	-8%	43%	51%
\$3000	-39%	-30%	-33%	4%	51%	92%
\$5000	-31%	-25%	-7%	-8%	-7%	65%

The most significant increase in proportion of entrepreneurs were the group with monthly incomes above \$150 who received \$3,000. They experienced a 92% increase compared to 51% for entrepreneurs who received \$1,500 and 65% for those who received \$5,000.

Monthly Income – Head of Household

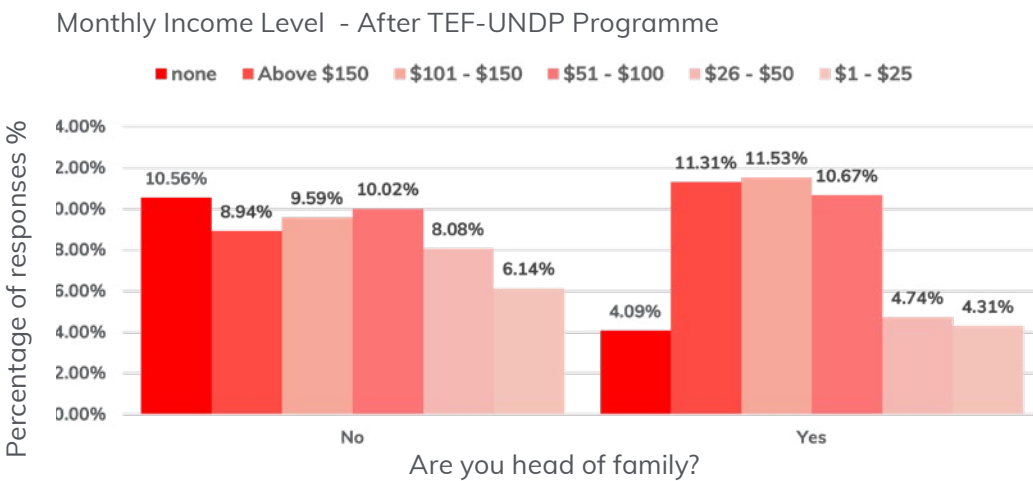
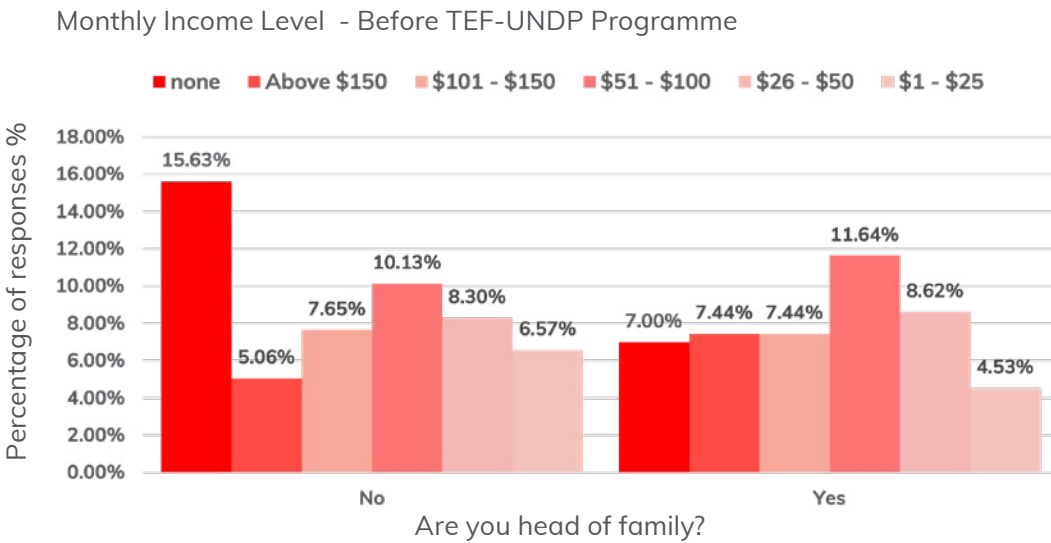


Figure 33: Monthly personal income for the entrepreneurs analyzed based on the respondent's status as head of the household (or primary earner). (TOP) Monthly income pre-programme, (Bottom) Monthly income post programme.

Analysis: Monthly Income – Head of Household

Both groups of entrepreneurs had a decrease in the proportion making between \$1-\$100. Significantly, entrepreneurs who are the heads of their households saw a large, inexplicable decrease of -45% to the proportion earning between \$26-50. The results for groups earning above \$100 are inconclusive. **Both groups show an increase in the population earning about \$100.**

Entrepreneurs who are heads of household showed an increase of 55% in the proportion making a monthly income between \$101-\$150, compared to an increase of 25% for entrepreneurs who are not heads of household. However, entrepreneurs who are not heads of household showed a 77% increase in the proportion reporting monthly income above \$150, compared to an increase of 52% for entrepreneurs who are heads of household.

Outcomes For The Entrepreneur - Quality Of Life

Personal Quality Of Life

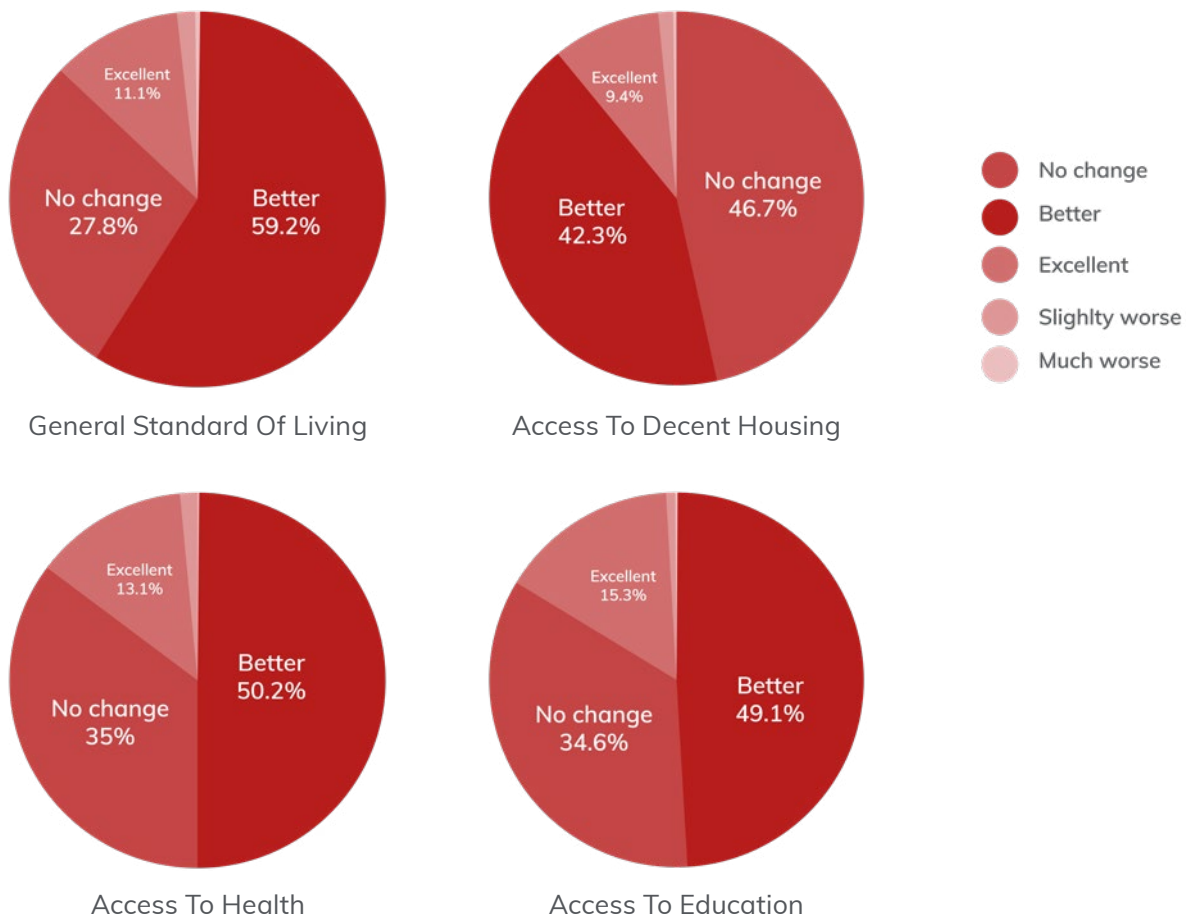


Figure 35: Assessment of the household quality-of-life outcomes for the entrepreneur after completing the Programme training and receiving the seed fund award.

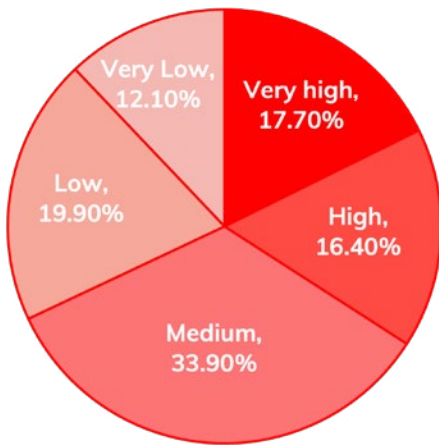
Analysis: Quality of Life

The takeaway from Figure 34 is that **about 50% of the entrepreneurs who responded believe their quality of life – as measured by their personal, household and community engagements, are “better” after the Programme.** These responses are separate from the group of 20% - 30% entrepreneurs who consider their present status on all the quality of life measures to be “excellent.”

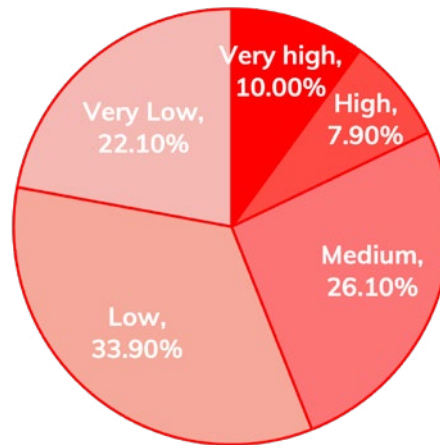
Analysis of the responses in Figure 35 show 59% of the respondents believe their general standard

of living to be better. However, additional probing along the lines of access to housing, health and education show the proportion of responses who believe those areas are better has a maximum of 50%. Without claiming direct causality to the entrepreneur’s personal and household quality of life, **these findings suggest they believe their quality-of-life improved post-Programme, and they consider measures beyond housing, health, and education.**

Impact of Covid-19 Pandemic on Business Outcomes

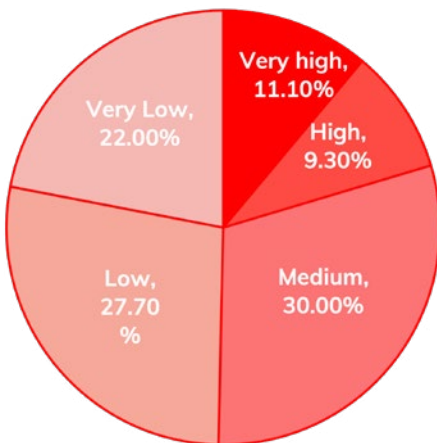


COVID-19 Pandemic Impact - Effective Grant Utilization

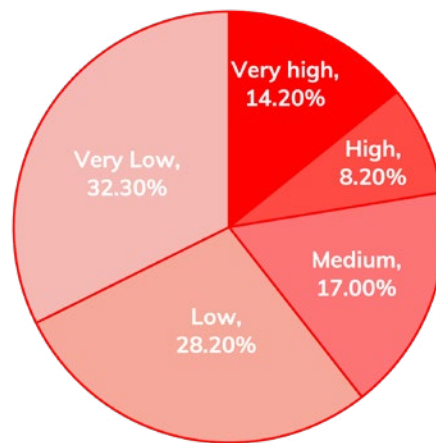


COVID-19 Pandemic Impact - Salary Payment

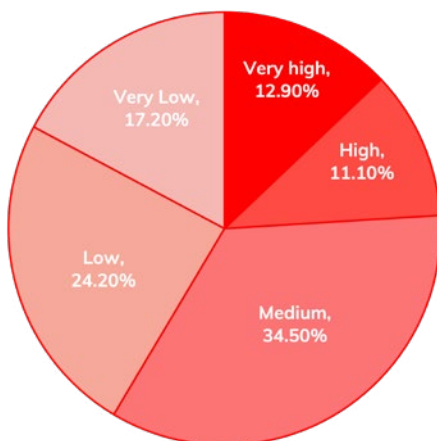
Figure 36: Effect of COVID-19 pandemic and in-country containment policies on the entrepreneur and their businesses.



COVID-19 Pandemic Impact - Customer Retention



COVID-19 Pandemic Impact - Business Revenue



COVID-19 Pandemic Impact - Business Continuity

Analysis: COVID-19 Pandemic

From Figure 36, the beneficiaries indicated a high resilience to the COVID-19 pandemic. Fewer than 25% of collective responses indicated the pandemic had a “high” or “very high” impact on their business continuity, business revenue, customer retention or salary payment. The only area that was greater 25% for “high” and “very high” impact of the pandemic was on effective utilization of the seed fund award.

Additionally, this was the only area where more beneficiaries reported “high” and “very high” impact (34%) compared to the number that responded “low” and “very low” (32%). Other significant results show that over 60% of entrepreneurs indicated a “low” and “very low” impact on business revenue, while 56% indicate the same on salary payments.

Summary of Findings and Insights

Part One

Personal Demographics of the Questionnaire Respondents

A total of 928 entrepreneurs from the 7 countries in the programme pilot, completed and submitted responses to the online questionnaire (Figure 2).

146 entrepreneurs attended the offline, in-person training and 72 entrepreneurs attended the online training.

Application process

- 55% of the respondents completed the application form to the 2019 TEF-UNDP Programme in under 20 minutes. Around 14% took over an hour (Figure 11).
- 58% of the respondents “strongly agree”, and 35% “agree” the application form was self-explanatory (Figure 12).
- Over 85% of the respondents either “strongly agree” or “agree” that the application drove introspection on their businesses and helped them learn new things (Figure 12).

Insight:

The programme’s impact extends beyond the entrepreneurs who are selected for entrepreneurship training and eventually, seed capital financing.

Insight:

Insight: The entrepreneurs are highly focused businesspersons who used the monetary award to maximize their income and business profits.

Training

- The same knowledge areas of the foundation’s training modules were ranked in the top five of twelve for the entrepreneurs who received online (Figure 13) and offline instruction (Figure 14).
- There was no significant difference in the entrepreneurs’ enthusiasm and reception for the online and offline delivery models of training. 97% of the online participants and 94% of the offline participants rated their knowledge gains as “very high” or “high.”

Pitching

75% the entrepreneurs report a high sense of confidence in their ability to convince other financiers to invest in the product/service (Figure 16).

Insight:

The Programme creates a positive and lasting confidence impact on the mindset of the entrepreneur.

Seed Capital Financing

- 70% of the responses to the questionnaire were from entrepreneurs who received their seed fund award and funding between January 2020 – March 2020 (Figure 17).
- The top two response are capital purchases of machines and equipment, and purchase of raw materials and inventory (Figure 18).

Part Two

Outcomes for the Business Operations

- There was a 25% net increase in the number of entrepreneurs who registered their businesses with relevant agencies after the program (Figure 19).
- Businesses awarded \$3,000 seed capital increased registration by 38%, compared to 37% for businesses funded to \$1,500 and 32% for businesses funded to \$5,000 (Figure 20).
- 29% of businesses that were not yet operational and another 7% of businesses that were partially operational became fully operational post-Programme (Figure 21).
- Businesses awarded \$5,000 had a higher proportional rate of increase to operational states (286%) than businesses awarded \$3,000 (239%). Both had a higher rate of increase compared to businesses awarded \$1,500 (Figure 22).

Insight:

The programme's impact extends beyond the entrepreneurs who are selected for entrepreneurship training and eventually, seed capital financing.

Insight:

The programme's impact extends beyond the entrepreneurs who are selected for entrepreneurship training and eventually, seed capital financing.

Outcomes for the Entrepreneur - Finances

- Most of the entrepreneurs who initially reported zero monthly income prior to the programme have monthly incomes above \$100 after the programme (Figure 30).
- The proportion of female entrepreneurs who report monthly income above \$150 increased by 88% (Table 4).
- The most significant increase (92%) of proportion of entrepreneurs were the group with monthly incomes above \$150 who received \$3,000 (Table 5).

Outcomes for the Business Financials

- The Programme positively influenced earnings for businesses already making revenue, as well as for pre-revenue businesses (Figure 23).
- The proportion of businesses run by female entrepreneurs that make between \$101 - \$150 per month increased by 66% compared to a 28% increase in the same category for male entrepreneurs (Figure 24).
- Businesses awarded \$1,500 and \$3,000 show an increase in the proportion with monthly revenue above \$100 (Figure 25).
- Responses to the questionnaire from entrepreneurs with Agriculture based businesses are greater than three times the next highest occurring businesses and exceed the sum of the next five highest occurring businesses (Figure 10).
- The proportion of Agriculture businesses earning between \$101 - \$150 increased by 40%, and the proportion that earned above \$150 increased by 26% (Figure 26).
- The proportion of businesses that reported having zero staff prior to the Programme reduced by a significant 73% (Figure 27).
- Seed fund awards of \$3,000 are correlated with the most consistent increases in number of business staff for businesses with three or more employees (Table 3).

Outcomes for the Entrepreneur – Quality of Life

- Over 50% of the entrepreneurs report their quality of life is “better” after the Programme (Figure 34)
- The entrepreneurs consider factors beyond housing, health, and education in their definition of personal and household quality-of-life (Figure 34 and Figure 35).



Beneficiary from Guinea (Commercial & Retail)

Conclusions and Recommendations

The goal of this Process Evaluation and Impact Assessment Study of the outcomes of entrepreneurial training and seed capital funds awarded to entrepreneurs under the 2019 TEF-UNDP Sahel Programme was to understand the effectiveness of the entire value chain of support provided to produce change in the beneficiaries' lives and businesses.

The findings show TEF successful and effectively leveraged their extensive past knowledge on the needs of entrepreneurs in the impact areas targeted by the Programme, as well as their existing assets/resources of TEF flagship entrepreneurial programme. Examples of unique areas that were leveraged include:

- Recruitment access to a pool of pre-reviewed, high-quality entrepreneur candidates from previous flagship program years.
- An Existing curriculum (Startup Enterprise Toolkit) designed for the target demographic of entrepreneurs in the UNDP programme.
- Infrastructure for delivery of online training through TEFConnect Learning Platform.
- An extensive alumni network of previous beneficiaries to serve as peer mentors.
- Existing relationship with a banking partner to facilitate identify verification and disbursement of seed capital awards.

The outcome/impact evaluation showed that as direct beneficiaries, the entrepreneurs, and their business had the most lasting positive outcomes in their transition from informal to formal businesses structures, personal and business financial metrics, entrepreneurial knowledge, and personal confidence. The indirect beneficiaries were members of their household who reported a higher quality of life as indicated by their access to housing, healthcare, and education. The other indirect beneficiary group is their immediate community due to the entrepreneur's increased community interactions and engagements, as well as their improved community / society security outlook (Figure 34).

Specific insights and recommendations are made in the body of the report under the individual analysis of result groups. The following recommendation are general recommendations to supplement the in-text recommendations.

1. Timing is a critical factor for the success of training. Adequate implementation plans should be developed with an in-country expert for each Programme country.
2. The Foundation should communicate the level of commitment expected from the entrepreneurs. The online team is expected to self-fund internet access and the offline team is expected to pay for travel and/or accommodation.
3. The programme should include an evaluation of the trainers by the entrepreneurs. The value would be a feedback loop and communication channel between the entrepreneur and the Foundation that can be used to evaluate trainer effectiveness.
4. Programme managers require training in M & E to be able to collect and track data relating to performance indicators across the main levels of the programme implementation. An M&E framework is presented in Appendix IV for use as a baseline.
5. The Foundation can take advantage of customer-centric infrastructure like Customer Relationship Management or Management Information System (MIS) software for streamlined relationship management and engagement with the beneficiaries. A robust computer driven MIS will aid in aggregating and disaggregating M & E data and analyze the information, and reports data to aid in management decision-making.

APPENDIX I: DESK REVIEW OF DISBURSEMENT RECORDS (CURRENT - JULY 01, 2020)

Programme Outputs - Results of the Desk Review

Inspection of the entrepreneur contact list and updated seed capital disbursement records provided insights to the Programme outputs as detailed in the logic model of **Error! Reference source not found.** By comparing the outputs to the foundation's inputs and activities, it is possible to evaluate the degree of effective and efficient utilization of the foundation's resources.

Table 1: Breakdown by funding status of entrepreneurs selected to the TEF-UNDP Programme

Total Number of Entrepreneurs	Entrepreneurs Funded	Entrepreneurs Not-Funded	Entrepreneurs Disqualified
2,100	1,923	174	3

Desk Review Analysis - 1

The foundation successfully provided entrepreneurial training and selected 2,100 entrepreneurs for a seed capital funding. Post-selection, 3 entrepreneurs were disqualified for inconsistencies discovered during the due-diligence phases and 174 (8%) of otherwise qualified candidates were not able to access the startup funding. The demographics of the non-funded entrepreneurs is examined in this section to identify patterns that might be used to improve results in future implementations or scale up of the programme.

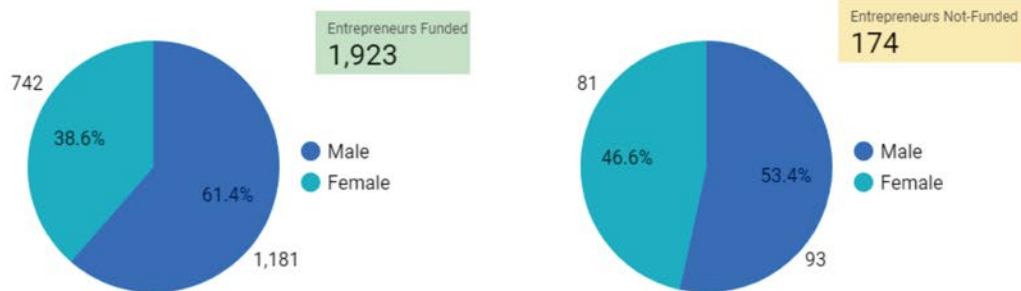


Figure 1: Gender breakdown for entrepreneurs who successfully accessed the seed capital award and entrepreneurs who were unable to access the seed capital funds

Desk Review Analysis - 2

The results of the gender breakdown show that there are about 1.6 times more males than females who were funded in the programme. Additionally, a higher proportion of female entrepreneurs (46.6%) were unable to access the seed funds awards compared to the proportion of female entrepreneurs who successfully accessed the funds (38.6%).



Figure 2: Gender breakdown per business country for entrepreneurs based on their ability to successfully access seed capital funds

Desk Review Analysis - 3

The country with the largest gender disparity of funded entrepreneurs is Mali with 74% of the funds going to males. The next highest is Niger, with 68% of the funds going to males in the country. Nigeria and Chad are the closest to parity, with 44% of the funds going to female entrepreneurs in both countries. Over three-quarters of the entrepreneurs who were not funded were from Mauritania (52%) and Niger (27%).



Figure 3: Proportion of entrepreneurs in rural versus urban regions of the award countries

Desk Review Analysis - 4

There were about 1.7 times more entrepreneurs with businesses in urban regions of their respective countries than rural regions. However, there were no differences in the breakdown proportion of entrepreneurs who were successful funded versus entrepreneurs who were unable to access their allocated funds.

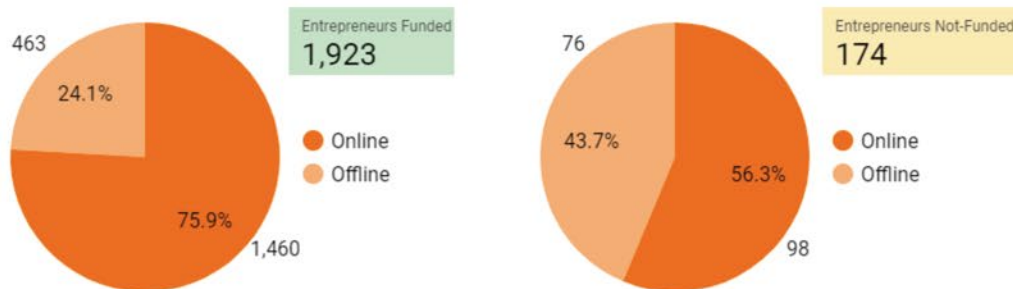


Figure 4: Entrepreneurs who took the online version of the program, compared to those who took the training programme in person (i.e. offline)

Desk Review Analysis - 5

Three out of every four entrepreneurs who were able to successfully access the allocated funding had taken their training online. However, analysis of the entrepreneurs who did not received funding shows the entrepreneurs who were trained offline are overrepresented in the dataset by almost 20%.

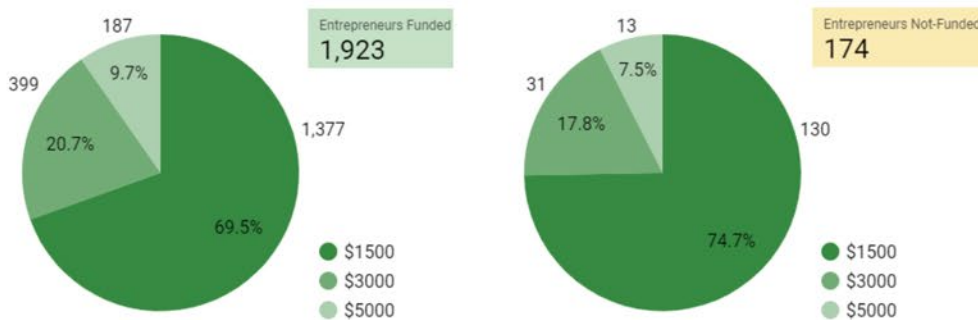


Figure 5: Award amounts for the entrepreneurs who successfully accessed funds and the group that did not access their funds

Desk Review Analysis - 6

The number of awards assigned to each funding category was defined during programme planning to maximize the distribution of awards to as many entrepreneurs as possible. The results show entrepreneurs awarded \$3,000 and \$5,000 were proportionally more likely to successfully access the funds than entrepreneurs who were awarded \$1,500

Program Outputs – Insights from the Desk Review

- 1) The entire review process chain demonstrated an extraordinarily high-quality assurance with greater than 99.8% of the finalist entrepreneurs (i.e. 2,097 out of 2,100) successfully passing the tiered due diligence process before disbursement of capital.
- 2) Eight percent (8%) of all selected entrepreneurs were unable to access the seed capital funds by July 01, 2020 when the records for this report were finalized.
 - a. From Figure 1, the number of female entrepreneurs who were unable to access the funds were disproportionately higher compared to the male entrepreneurs. Proportionally, 8% more women than men were unable to access funds. That translates to seven (7) more women in the pilot, however the number could significantly increase at scale.
 - b. From Figure 2, the majority of people who were unable to access the seed funds (79%) had domiciled businesses in Niger and Mauritania.
 - c. From Figure 3, the same proportion of rural and urban businesses were represented in the funding and not-funded categories. This implies rural or urban status of the entrepreneurs' businesses did not factor in whether they received funding. A reasonable assumption would have been it is harder to disburse funding to entrepreneurs in rural regions, but the result is a sign of an effective outreach campaign to engage with rural based entrepreneurs.
 - d. In Figure 4, the proportion of entrepreneurs who were trained offline and did not receive funding are overrepresented by almost 2x the proportion who received funding. The implication is two-fold. First that it an entrepreneur in 3x more likely to be successfully funded if they had their training online, and second, that even after being selected for awards, entrepreneurs who were not able to access their funds disproportionately had offline training.

APPENDIX II: DESCRIPTION OF TEF-UNDP IMPLEMENTATION PHASES

TEF/UNDP PROGRAM - PROCESS FLOW

The TEF/UNDP program can largely be divided into six (6) stages. Below is a description of key events that occurred during the pilot (See Appendix for key dates):

1) Pre-programme

During the pre-programme stage, the programme office premise was set-up, seven (7) TEF-UNDP Sahel Country Project Managers responsible for the coordination of the pilot in each country were recruited, and training programs were held for staff members. The official programme launch was held and the awareness drive began. To ensure effective information dissemination, each Country Project Manager lead a localised campaign with the village social media (town criers and word of mouth recommendation), traditional (TV, radio, print), and digital media.

2) Application

Once the application process was opened, applicants could register online on the TEFConnect platform by submitting a simplified two-page application form. Applicants who were unable to input their data on TEFConnect by themselves were assisted offline at UBA registration centres or UBA mobile service points. This offline process was administered by participating Country UBA appointed consultants or local partners and supported by TEF Alumni, TEF Project leads, and UNDP officials.

500 applicants were pulled from the list of TEF's 2015-2019 1,463 unselected entrepreneurs and received emails inviting them to apply for the opportunity on TEFConnect. 4,500 applicants (2,500 from Nigeria and 2,000 from the 6 other countries) were aggregated through partners such as UBA Foundation, TEF Alumni, and recommendations from trusted sources within the locality. From the 5,000 submissions received in total, the top 2,000 applicants were evaluated and selected through a score-based procedure.

3) Training

The training phase was divided into three main steps:

Step 1: In order to provide effective support to the entrepreneurs, train-the-trainer exercises were held online via webinars for the facilitators, as well as for TEF Alumni and UNDP on-ground officials.

Step 2: The 5,000 applicants were trained by the facilitators in offline in-class sessions and through online sessions using the TEFConnect platform. The 12-module online training programme was modified with regional and demographic-specific content videos voiced over in local languages. The lead languages were English & French.

In each week of the training, the entrepreneurs were given assignments to submit which aggregately made up the business plan. Submissions in other local languages were translated into English or French. The assignments were then scored and the scores used in the assessments of applicants.

Facilitators, Mentors, Program managers, UNDP Country Officers, and any other selected partners were mentors to the cohort, and the mentorship sessions were held in structured physical seminars for groups of entrepreneurs in each region, as well as through online sessions. These mentor sessions were used for the mid-review and final review stages prior to the submission of the business plans.

Step 3: After the training, based on the performance, attendance, commitment, and attitude of applicants, candidates were shortlisted for the pitching stage.

4) Pitching and Selection

During the pitching stage, the shortlisted applicants gave oral presentations of their business plans, which were judged by a panel of UBA experts and others leading business

personalities in each region, in a highly publicized event that was funded by UBA Foundation. The top-performing pitches were shortlisted to make up the final 2,010 entrepreneurs. A buffer list of the next top-performing candidates per country was created allowing room for substitutions if those selected did not make it through the due diligence process. A minimum of 210 entrepreneurs was selected per country and a near 50:50 overall gender balance was achieved where the numbers permit.

The business pitches were reviewed using for the following criteria:

SN	Criterion	Evaluator Questions
1	Feasibility 3 Points	<ul style="list-style-type: none"> • Has this entrepreneur defined the features and benefits of his/her product/service? • Is this business practical -will people be willing to pay for this product or service? • How unique is the business?
2	Market Opportunity 3 Points	<ul style="list-style-type: none"> • Has this entrepreneur defined the target market or market segments for his/her product/service? • Is the market for this product/service sizeable enough to justify investment in this business? • Has this entrepreneur sufficiently described how his/her business will generate income, and earn profits?
3	Business growth potential 3 points	<ul style="list-style-type: none"> • Can this business model/idea be replicated outside this entrepreneur's immediate community/current market? • Will this business have adequate access to raw materials (if applicable) or critical skills if it decides to expand beyond its current market? • Does this business have the capacity to create jobs for up to 10 people?

Only entrepreneurs with scores from between at least 65-70 points out of 100 could qualify for funding. At the end of the pitching events, 250 entrepreneurs for each of the 6 countries Niger, Chad, Cameroun, Mauritania, Mali and Burkina Faso, while 900 came from Nigeria. The buffer list consisted of 100 applicants from the representative countries who were selected on merit.

The Top 210 candidates received \$5000, the next 500 received \$3000 and the remaining 1,300 candidates received \$1500. In total, the 2,010 benefactors received \$4,500,000.

5) Seed Capital Funding

All successful entrepreneurs passed through a due diligence process prior to the disbursement of funds. After the due diligence process, each successful entrepreneur would have opened a UBA account in the UBA countries as well as registered their companies. For countries without a UBA presence, partnerships with selected local partners and assistance from UNDP officials were sought to ensure a uniform process. To ensure seamless and simultaneous payments, separate accounts were opened for each successful entrepreneur primarily for the purpose of seed capital disbursement.

Upon receipt of the seep capital, entrepreneurs were to provide receipts of the sum received, and these receipts, in addition to the Foundation's disbursement reports were available to UNDP upon request.

6) Monitoring and reporting

Post-program Monitoring and Evaluation procedures are currently being conducted to detect the initial impact of the program. A close-out report will be created by the end of July 2020.

Appendix: Key pilot program activities and dates

Activity	Timeline	Description
1.1 Set up programme office and strengthen capacities of staff for the Programme	July 5- July 29	Secure office premises and equipment needed
	July 5- August 31 st	Start recruitment for Country Project Officers and train other program support
	July 5- August 20	Conduct an official launching of the Programme, awareness creation (application drive)
1.2 Develop the capacities 5,500 entrepreneurs in the Sahel region through the 12-week TEF Entrepreneurship Programme Model	July 30- August 31 st	Select and train project support staff the Entrepreneurship Programme
	July 5- August 25	Register applications on TEFConnect during application drive
	August 20-August 31	Selection of Entrepreneurs
	Sept 1 st - Sept 15 th	Onboard Program managers and train the trainers
	Sept 16 th - Oct 28 th	Deploy training online and conduct face to face training workshops (includes travel expenses)
1.3 Business Plan Submission, Review and Pitching Events	Oct 28 - Nov 5	Review classwork and 2-page business plans submitted by entrepreneurs in the Programme
	Nov 5 - Nov 22	Business plan review and pitching competition events for entrepreneurs to deliver verbal plans and milestones. Total 2010 funded split as follows: Top 210: \$5000, 500: \$3000, 1300: \$1500
	Nov 15 - Nov 22	Shortlisting of successful business plan with clearly defined milestones.
1.4 Seed capital disbursement	Nov 22- Nov 29	Due diligence to be conducted on entrepreneurs
	Dec 1 - Dec 13	Disbursement of seed capital electronically to entrepreneurs.
1.5 Monitoring and reporting	Nov - December 15 th	Post disbursement reports
	July 2020	Post Program M&E for training to show impact of the training program Close out Report

APPENDIX III:

Questionnaire (English) for 2019 TEF-UNDP Sahel Program

TEF/UNDP Sahel Programme

Impact Assessment Survey

* Required

1. Email address *

Grantee

2 Name of Grantee (first name*, last

3. Gender of Grantee * *Mark only one oval.*

- Female
- Male

4. Age as at last birthday * *Mark only one oval.*

- 18 - 25
- 26 - 35
- 36 - 45
- 46 - 55
- Above 55

5. Level of Education * *Mark only one oval.*

- No Schooling
- Kindergarten/Primary
- Secondary School no certificate
- Secondary School graduate
- Some College
- Technical/Vocational Training
- Polytechnic degree
- Bachelor Degree
- Masters Degree
- Doctorate Degree

6. Are you the head of the family *

Mark only one

- Yes
 No

Business

7. **Business Country** * *Mark only one oval.*

- Nigeria
 Burkina Faso
 Cameroon
 Chad
 Mali
 Mauritania
 Niger

8. **Region** *

Mark only one oval.

- Rural
 Urban

9. **Nature of Business** * *Mark only one oval.*

- Agriculture
 Fashion
 Commercial/Retail
 ICT
 Manufacturing
 Education and Training
 Media and Entertainment
 Professional Services
 Healthcare
 Construction
 Other: _____

10. **Training platform for Programme**

instruction * *Mark only one oval.*

- Online
 Offline

11. Grant award amount received * *Mark*

only one oval.

- \$1500
 \$3000
 \$5000

12. Grant award disbursement date * *Mark*

only one oval.

- April 2020 - June 2020
 January 2020 - March 2020
 October 2019 - December 2019
 July 2019 - September 2019

13. Do you have a business banking account

*

Mark only one

- Yes
 No

Application Process Impact

14. How long did it take you to complete the

Mark only one oval.

- 0 - 10 minutes
 11 minutes - 20 minutes
 21 minutes - 45 minutes
 46 minutes - 1 hour
 Above 1 hour

15. The application form was self explanatory * *Mark only one oval.*

- Strongly agree
 Agree
 Neutral
 Disagree
 Strongly disagree

16. The application helped you learn new things about your business *

Mark only one

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Training/Mentorship Impact**17. How much did the Programme training increase your knowledge of the following areas of your business ****Mark only one oval per row.*

	Very high	High	Neutral	Low	Very low
The problem you are solving and the specific customer who has that problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The size of your market and your business competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How your product or service is different from that of your competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How to price your products based on competition and other major cost drivers of production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Defining and testing a market brand and strategy with potential customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understand the skills necessary to the long-term needs of the business and how to build a strong internal team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How to incorporate and register your company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing productivity and avoiding employee burnout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fund raising and equity ownership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving your existing and future business networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing a business plan to support the business' short- and long-term goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrating different areas of the business into a single business narrative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. How helpful were the training mentors in the following areas *

Mark only one oval per row.

	Very high	High	Neutral	Low	Very low
Rethinking the value proposition of your product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding your customer, the customer's problem and the solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clarifying estimates about the potential market size of your business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considering how your product/service differs from your competitors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifying internal costs of running your business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Developing and crafting marketing strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reviewing your recruitment pitches and participate in mock interviews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Share experiences about maintaining a financially healthy business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discuss balancing the business workload and maintaining productivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Probing questions about building stronger connections and business networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adherence to goals and learning modules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Review and develop your business plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Pitching Impact Assessment

19. What impact did the pitching process have on the following *

Mark only one oval per row.

	Very high	High	Neutral	Low	Very low
Defining the unique features of your product/Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Defining the benefits of your product/service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proving the marketability of your product/service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Defining the target market of your product/service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proving the ability to make profit from your product/service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proving the growth potential of your product/service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proving the capacity to create more jobs from your product/service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. How would you rate your level of confidence to face other financiers after pitching to TEF Judges? *

Mark only one oval.

- Low
 Same
 High

Selection Process Impact

21. What major feedback did you get during the selection process. Kindly tick as it applies (Tick more than 1 option)

Check all that apply.

	Kindly tick if applicable
Developing a business model	<input type="checkbox"/>
Understanding the market and competition operations	<input type="checkbox"/>
Understanding customer segmentation	<input type="checkbox"/>
Understanding and developing value proposition	<input type="checkbox"/>
Product pricing and unit economics	<input type="checkbox"/>
Developing a marketing strategy	<input type="checkbox"/>
Staff/Team recruitment	<input type="checkbox"/>
Legally position and structure of your business	<input type="checkbox"/>
Time and money management	<input type="checkbox"/>
Relationship and network building	<input type="checkbox"/>

22. Were you able to network with other participants with a bid to develop relationships that will further promote your business? *

Mark only one oval.

- Yes
 No

Seed Capital Funding Assessment (PRE GRANT)

23. Employment *

Mark only one oval.

- Unemployed
 Casual
 Employed (Salary Earner)
 Self-employed (Business Owner)

24. Legal Status of Business * Mark only one oval.

- Not - Registered
- Processing
- Registered with relevant agencies

25. State of Business before the grant * *Mark*

only one oval.

- Fully operational
- Partially operational
- Not yet operational
- Closed

26. Monthly Income Level * *Mark only one oval.*

- None
- \$1 - \$25
- \$26 - \$50
- \$51 - \$100
- \$101 - \$150
- Above \$150

27. Monthly Sales revenue from Business * *Mark*

only one oval.

- None
- \$1 - \$25
- \$26 - \$50
- \$51 - \$100
- \$101 - \$150
- Above \$150

28. Payment of Tax/Levies/Dues to Government

* *Mark only one oval.*

- Yes
- No

29. Business Staff strength (Number of

employees) * *Mark only one oval.*

- 0
 1
 2
 3
 4
 5 and above

30. Number of Suppliers/indirect staff * *Mark*

only one oval.

- 0
 1
 2
 3
 4
 5 and above

31. Pension Funds contribution *

Mark only one

- Yes
 No

Seed Capital Funding Assessment (POST GRANT)

32. Current Business *

Mark only one oval.

- Rural
 Urban
 Both

33. Legal Status of Business * *Mark only one oval.*

- Not - Registered
 Processing
 Registered with relevant agencies

34. State of Business after the grant * *Mark only one oval.*

- Fully operational
- Partially operational
- Not yet operational
- Closed

35. Setup of additional Business locations/branches *

Mark only one oval.

- 0
- 1
- 2
- 3
- 4
- Above 4

36. Business Staff strength (Number of employees) * *Mark only one oval.*

- 0
- 1
- 2
- 3
- 4
- 5 and above

37. Number of Suppliers/indirect staff * *Mark only one oval.*

- 0
- 1
- 2
- 3
- 4
- 5 and above

38. Monthly Income level * *Mark only one oval.*

- None
- \$1 - \$25
- \$26 - \$50
- \$51 - \$100
- \$101 - \$150
- Above \$150

39. Monthly Sales revenue from Business * *Mark only one oval.*

- None
 \$1 - \$25
 \$26 - \$50
 \$51 - \$100
 \$101 - \$150
 Above \$150

40. Your household status since the grant award *

Mark only one oval per row.

	Excellent	Better	No change	Slightly worse	Much worse
Household disposable income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General standard of living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to decent housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to electricity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to social services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. Your business status since the grant award *

Mark only one oval per row.

	Excellent	Better	No change	Slightly worse	Much worse
Increased Sales/Earnings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment generation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expansion of business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity to meet business demand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity to pay wages regularly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity to acquire more business tools/software	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity to meet personal financial obligations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity to pay Taxes/Levies/Dues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity to save	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pension funds contribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. Your quality-of-life since the grant award *

Mark only one oval per row.

	Excellent	Better	Same	Slightly worse	Much worse
Improved Family life such as quality time with family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-esteem improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community interactions and engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community/Society Security Outlook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. What percentage of grant was used for the following categories *

Mark only one oval per row.

	1% - 20%	21% - 40%	41% - 60%	61% - 80%	81% - 100%
Capital Expenditure e.g. Procurement of machines/equipment, land, "livestock"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operating Expenditure e.g. payment of rents, salaries,	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. How did you use the grant award amount? *

Mark only one oval per row.

	Yes	No	Partially
Purchase of Machines/Equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purchase of vehicles such as Trucks, delivery bikes and cars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purchase of land/building for business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payment of salaries/Wages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payment of Government dues/licence fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payment of rents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feeding of family members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purchase of land/building for business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purchase of office furniture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Purchase of raw materials/livestock/wares	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payment of Utilities such as Telephone, Water, Electricity bills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Payment of Insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General Maintenance and repairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Mentorship/M&E Impact Assessment

45. Are you still in touch with your Mentor? *

Mark only one oval.

Mark only one oval per row.

	Very low	Low	Medium	High	Very high
Business Revenue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer Retention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Salary Payment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business continuity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effective grant Utilization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Grantee Programme

51. What part of the Programme had the highest positive impact on you *

Mark only one oval.

- None
- Application
- Pitching
- Training
- Mentoring

52. Did any part of the Programme negatively affect your business? *

Mark only one oval.

- None
- Application
- Pitching
- Training
- Mentoring

53. Kindly evaluate the importance of each of the following elements to your business *

Mark only one oval per row.

	Very high	High	Neutral	Low	Very low
Application Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentorship Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pitching Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Selection Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seed funding process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentoring, Monitoring and Evaluation Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

54. How much did participating in the Programme increase your knowledge of the following business areas? *

Mark only one oval per row.

	Very high	High	Neutral	Low	Very low
Understanding local content in business development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial literacy in business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product sales and marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inventory management and stock keeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business process development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

55. Have you noticed an improvement in the following business operations areas? *

Mark only one oval per row.

	Very high	High	Neutral	Low	Very low
Business Booking Keeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication Ability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business operations/processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry market evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing and Sales Strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Risk Assessment and evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

56. Have you noticed an improvement in the following Financial/Banking Operations areas? *

Mark only one oval per row.

	Very high	High	Neutral	Low	Very low
Improved savings with the Bank	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improved business relations with UBA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adoption of E-banking options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of Credit rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Budgeting and funds allocation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Debit Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cash Flow Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

57. What do you like best about the programme? *

58. What would you want to see improved? *



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