Google Tracer Study Report

Third-Party Monitoring and Impact Evaluation Services

December 2022

Beneficiary from Cape Verde (Communication & Marketing)

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Beneficiary from Togo (Agribusiness)

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Key concepts

KII	Key Informant Interview
MSMEs	Micro, Small, and Medium Enterprises
ORB	Opinion Research Business
SDG	Sustainable Development Goal
TEF	Tony Elumelu Foundation
TPM	Third-Party Monitoring
UN	United Nations


Beneficiary from Uganda (Agribusiness)

Executive Summary

Opinion Research Business (ORB) International presents this Tracer Study report as part of its Third-Party Monitoring (TPM) and Impact Evaluation Services for the Tony Elumelu Foundation (TEF). In 2021, the Tony Elumelu Foundation (TEF) launched a partnership with Google.org, the philanthropic branch of Google, to empower 500 African women participating in the TEF Entrepreneurship Programme.

The $3 million grant provides African entrepreneurs the ability to participate in the programme and receive seed funding to jump-start their business venture. TEF and Google aims to achieve this objective through a comprehensive approach towards building entrepreneurial capacity, which includes

1. Building skills through formal training
2. Awarding seed capital
3. Providing mentorship and networking opportunities.

This evaluation addresses the programme's relevance, effectiveness, impact on the entrepreneurial ecosystem, and sustainability.

This report focuses on the Tracer Study of the Google cohort of beneficiaries, which we will refer to throughout this report as 'Google beneficiaries'. Google beneficiaries are all women, selected from 16 countries across Africa, who received their funding in 2021. To assess the programme's impact, we report beneficiaries' outcomes on a variety of indicators and compare key measures based on three data sources.

1. Our sample of 246 Google beneficiaries who participated in the 2022 tracer study conducted by ORB
2. A control group of 290 women who applied to TEF between 2015-2020 but did not receive the funding, allowing us to compare the progress of sponsored Google beneficiaries from 2021 to outcomes of entrepreneurs who have been in business for several years without the support of TEF training or funding.
3. 2021 baseline data from the 42% of tracer study respondents (104) who participated in both the baseline survey and the most recent tracer study conducted by ORB, allowing us to directly track their progress over time.

Key informant interviews (KIIs) from funders are used to assess programming challenges and give context to working relationships between partners.

246
Google beneficiaries sample size

16
Countries across Africa

2021
Funding received

290
Respondents (TEF women-applicants who did not receive funding)

Beneficiary from Cameroon (Education & Training)

Programme relevance and effectiveness

Overall, the TEF programme relevance and effectiveness received largely positive ratings and reviews from this group of Google beneficiaries: all respondents report that they would recommend the TEF programme to others. Beneficiaries also find the programme to be effective and organized at delivery of the content and the funding.

Training	Overwhelmingly, beneficiaries report that the training increased their knowledge and strengthened their business management skills.
Funding	Nearly all (>95 percent) beneficiaries report that funding and training helped develop their business capacity and 67 percent find the funding adequate to start a business.
Mentorship & networking	Beneficiaries experience some difficulties with fully engaging with the mentorship and networking aspects of the program: only just over half (52 percent) of them have reached out to alumni for advice and support.

Impact

To assess the programme's impact ORB focused on the programme's contribution to the entrepreneurship ecosystem in Africa, focusing on the outcomes for the following indicators:

Business ownership and growth

88% of Google beneficiaries in this study started the business they pitched

99% (almost all) still own that business

75% are making revenue

71% show enhanced business capacity in at least one area from 2021 baseline to the 2022 tracer study.

Many operate in the agriculture, food & beverage, fashion, and education and training sectors.

Typical monthly profit exceeded the average per capita income in nine of the ten countries with the most Google beneficiaries reporting and was on average **4x** the average per capita income in those countries.

Barriers

4% who do not currently own a business most report that they could not find the proper equipment or hire the people needed to start their business.

The main reported barriers to business growth are:

62% resource issues

55% government regulation

50% corruption

42% infrastructural issues, such as roads

Job creation

3,272 estimated new jobs created by all Google-supported businesses (assuming extrapolation from responding sample)

Google beneficiaries are providing jobs to women

68% of their current employees are women

45% (nearly half) of Google beneficiaries' current employees are aged 18–24, indicating beneficiaries are fulfilling TEF's goals of providing more job opportunities for women and youth.

Entrepreneurship culture and ability to acquire non-TEF support

Google beneficiaries overwhelmingly feel their communities are supportive of entrepreneurship:

82% reporting support

74% stating that entrepreneurs have a good social status in their communities.

It is important to note fewer (**67%**) of East African beneficiaries state their communities are supportive of entrepreneurship, compared **to 90%** of beneficiaries in Central Africa and **84%** in West Africa. This indicates that beneficiaries in East Africa might not be receiving the same level of support from their local communities regarding entrepreneurship.

After completing the TEF programme,

20% of beneficiaries of the Google TEF partnership acquired additional investors in their businesses

less than half of beneficiaries' (43%) report having received non-TEF mentorship through their own professional networks.

Community impact

Google beneficiaries impacted their local communities by supporting and mentoring charities and fellow entrepreneurs.

68% (a majority) of Google beneficiaries have pursued further education after TEF, showing that the programme serves as catalyst for participants and increases their capability to pursue further education.

59% (more than half) of Google beneficiaries have also gone on to provide mentorship to non-TEF entrepreneurs in their communities.

Comparisons to non-beneficiaries

Findings suggest beneficiaries supported by Google have already achieved comparable or better outcomes than non-beneficiaries on many indicators, including several indicators of profits, market access and partnerships, and community impact.

This is impressive and an important preliminary indicator of the program's impact, given that the large majority of responding non-beneficiaries have been in business substantially longer than Google beneficiaries (an average of 6 years versus 2 years).

Beneficiary from Nigeria (Education & Training)

Beneficiary from Kenya (Manufacturing)

Sustainability and stakeholder feedback

Google beneficiaries are optimistic about their future.

89%

state they have the skills to start a business

94%

reporting they have the skills to sustain and grow their business.

The biggest unaddressed challenge is acquiring credentials and paperwork necessary for starting a business in their local communities, indicative of the need for stronger policy advocacy from the programme.

Based on findings from this project, we recommend the following:

1. **Reconsider the selection process and funding allocation** by focusing more on growth potential and scalable opportunities when considering funding and invest larger amounts in the most promising business ideas.
2. **Engage with local entrepreneurial ecosystems** within each country (e.g., through partnerships with other ecosystem actors in each country) to better support beneficiaries at achieving higher business growth, and to better impact the entrepreneurship ecosystem.
3. **Put more emphasis on obtaining additional sources of funding** and investment by entrepreneurs, such as partnering with others in each ecosystem and matching investments, as a potentially more efficient way to leverage their funds.
4. **Increase beneficiaries' awareness of the mentorship opportunities** available to them and pay greater attention to language match in mentorship pairings.

Introduction 1

Beneficiary from Guinea (Beauty & Wellness)

Introduction

Opinion Research Business International (ORB) is pleased to submit this Tracer Study Report for the2021 cohort supported by the Google TEF partnership, which captures project findings for the Tony Elumelu Foundation Evaluation (TEF) Entrepreneurship Programme.

This report summarizes project design, implementation, and fielding for the Tracer Study. Additionally, ORB provides in-depth data analysis of findings from the Tracer Study.

The following report is structured in four sections:

1. Research design
2. Implementation of the Tracer study
3. Results
4. Recommendations and challenges for the project

The data highlighted within findings are organized in sections by evaluation categories beginning with general demographic information of respondents, followed by relevance, impact, and concluding with sustainability.

Beneficiary from Zambia (Energy & Power)

TEF Entrepreneurship Programme Overview

The Tony Elumelu Foundation Entrepreneurship Programme is a $100 million commitment made to empower 10,000 African entrepreneurs across 54 countries over a period of 10 years. The programme seeks to train, mentor, and fund aspiring African entrepreneurs to create one million jobs and generate $10 billion in revenue for Africa.

To achieve this, TEF has created a holistic one-year programme through four steps:

1. online training
2. mentorship
3. business plan preparation and review
4. seed capital investment.

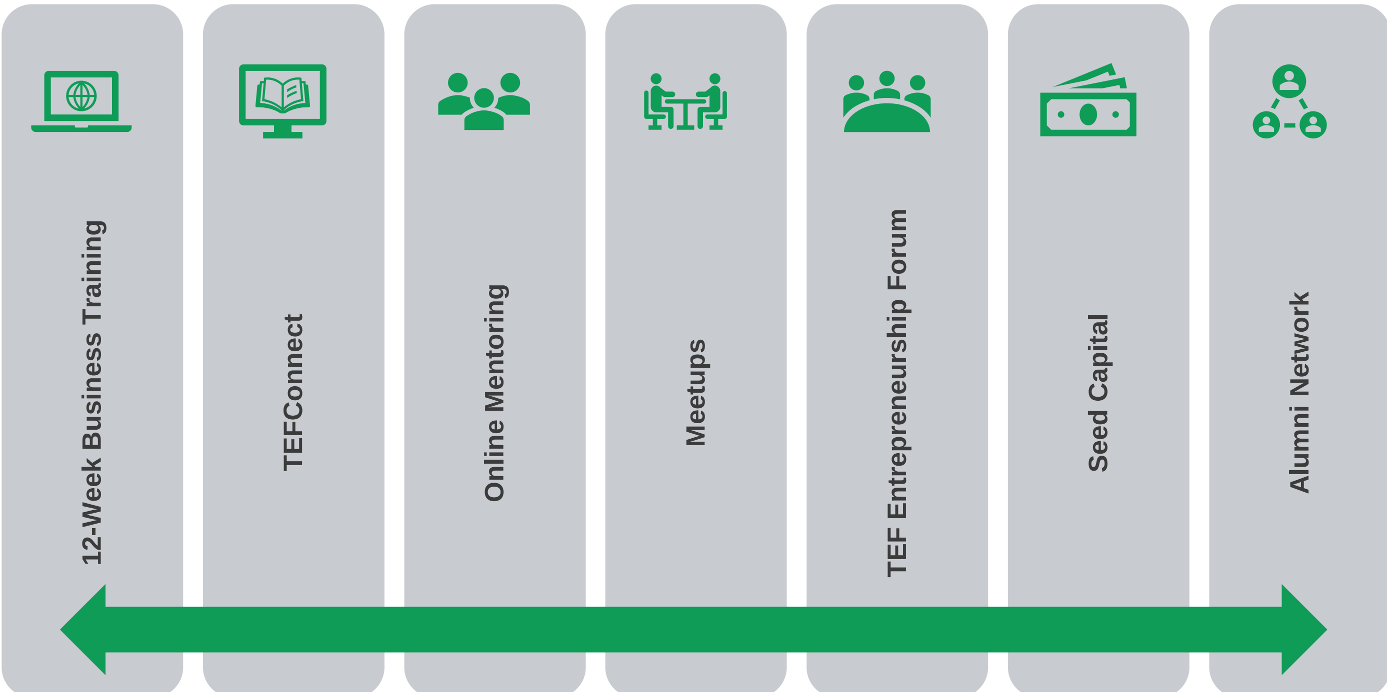
Between 2015 and 2020, TEF has trained, mentored, and funded over 11,000 African entrepreneurs through its entrepreneurship programme. The programme focuses on seven pillars (Figure 1). The goal is for participants, by completing the training programme, to become equipped with robust business skills in a variety of sectors to launch and run their own businesses.

The programme seeks to support young, emerging entrepreneurs in Africa with a focus on start-ups and micro, small, and medium enterprises (MSMEs).

To address challenges that start-ups and MSMEs face in Africa, the TEF programme has established a four-step process:

1. An online toolkit training programme through TEFConnect.com that programme applicants and participants can access to gain skills in business management, financial planning, and other thematic areas.
2. Preparing and reviewing a business plan.
3. Seed capital investment by which finalists are provided a $5,000 investment towards their business pitch.
4. Mentorship for current programme participants by previous year participants. This has been done during the training programme and after.

Figure 1 TEF Training pillars



Google partnership

In 2021, the Tony Elumelu Foundation launched a partnership with Google.org, the philanthropic branch of Google, to empower 500 African women participating in the TEF Entrepreneurship Programme. The $3 million grant provides African entrepreneurs the ability to participate in the programme and receive seed funding to jump-start their business venture.

The Google partnership funds 500 rural-based women from Nigeria, Kenya, South Africa, and Francophone countries. Moreover, this partnership seeks to improve gender equality in entrepreneurship opportunities in Africa.

The partnership is investing in women-owned businesses in an effort to drive economic growth and participation.

Furthermore, the partnership with Google focuses on designing and updating TEFConnect, the primary training platform used by the programme, with the help of software engineers and researchers from Google. By updating the training platform, this partnership seeks to elevate the experience of beneficiaries and allow them to receive their training and education in the most efficient way.

> "This programme has affected me very positively. I have now become an independent entrepreneur, capable of creating more jobs for the youth of my country.
>
> **Beneficiary from Chad**

Beneficiary from Nigeria (Healthcare)

Beneficiary from South Africa (Professional Services)

Theories of change and expected outcomes:

This evaluation covers three clusters with specific theories of change (Figure 2).

Figure 2 Theories of change

Cluster	Theory of Change
1. Training: Provide business training for all programme applicants and participants	IF we provide online training and coaching for selected entrepreneurs THEN entrepreneurs' capacity to grow their businesses will increase.
2 Funding: Award seed funding to select finalists from the training programme	IF select beneficiaries are gifted a seed capital, THEN they will use it to start their own business or improve their current business.
3 Mentoring: Provide mentorship and networking programmes for beneficiaries	IF you provide mentorship opportunities for beneficiaries, THEN they will learn how to improve their entrepreneurial ability.

While the programme is far reaching, the scope of this evaluation is narrowed to align with the immediate needs and interests of the programme. This evaluation will therefore focus on the following objectives:

Figure 3 Evaluation objectives

Relevance	**Did the programme align with the needs of beneficiaries as well as the priorities of donor agencies?** • Satisfaction with programmme training • Applicability of training materials
Effectiveness	**Considering the programme's logic model and theory of change, were the planned outputs and outcomes around the building of the TEF Programme achieved?** • Training and funding enabling the start/growth of business • Increased networking and collaboration amongst emerging entrepreneurs and relevant stakeholders
Impact	**What is the impact of the TEF Entrepreneurship Programme on the following key areas entrepreneurial ecosystem of Africa?** **1. Improving Business Development Capacity** - Entrepreneurs demonstrate increased capacity to grow their businesses - Improving entrepreneurs' resilience and increased business survival rate **2. Economic Growth** - Increasing per capital revenues from entrepreneurs across Africa - Creation of decent jobs
Sustainability	**Which programme results are likely to continue after the programme ends, and which factors can this be attributed to?** • Key stakeholders' feedback • Optimism about the future of current businesses

Study methodology

The Tracer Study focused on beneficiaries of the 2021 cohort from the Google-TEF partnership and included quantitative survey with beneficiaries in fall of 2022, qualitative KIIs with stakeholders, and collections of photos in the field. Data from the fall 2022 tracer study quantitative survey provides an up-to-date snapshot of these beneficiaries' current progress.

To fully assess programme-specific impact, ORB also developed a control, non-beneficiary comparison group by reaching out to individuals who have applied for TEF funding but were not selected to participate in the programme. Considering that the number of applicants is always much larger than the programme can fund, this provided a good pool of candidates.

Only female non-beneficiaries were selected to serve as control group to maximize similarities between Google beneficiaries and the control group. This non-beneficiary sample allows us to compare the progress of recent beneficiaries to longer-term outcomes of comparable non-beneficiaries.

Finally, to further assess beneficiaries’ progress, ORB compared 2021 baseline data from the 104 beneficiaries who participated in both the baseline survey and the 2022 tracer study survey (42% of those responding to our tracer study survey, and 59% of those responding to the baseline survey). This baseline data allows for direct tracking of growth over time among a subsample of beneficiaries.

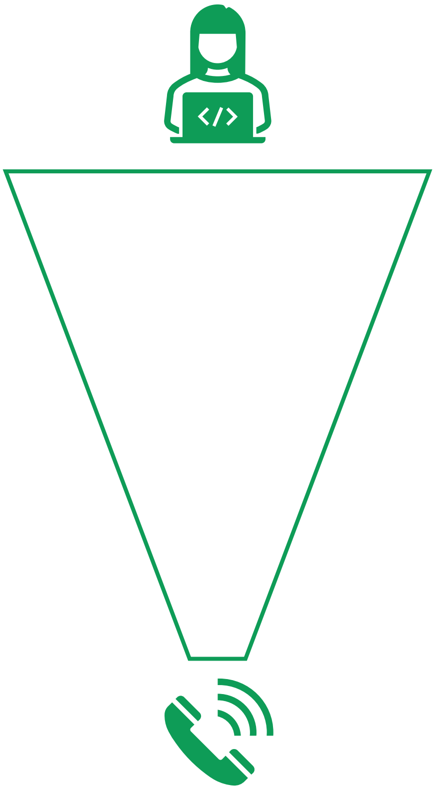
Of the 500 available beneficiaries, 246 responded to the survey, and those results are presented in this report. It is important to note that there is a concern that a positive bias is present in both the beneficiary and non-beneficiary survey responses. Those who have more successful businesses are more likely to report them than those who may have not been able to start a business or had to close it. Assuming a positive bias is also present in the null cases, the comparison between the two groups should be balanced. The sample size of the Tracer study for Google beneficiaries and its target sample is outlined on the right.

Table 1 Tracer study samples for Google

500	Total Google beneficiaries
246	Google beneficiaries sample size achieved
104	Google Beneficiaries who participated in both 2021 baseline and 2022 tracer study
290	non-beneficiaries respondents out of 32,375 (full sample)

ORB designed a 'funnel approach' for reaching Tracer Study participants, which followed the following steps:

1. **A web survey**: considering that the TEF programme is designed to emphasize digital engagement and includes regular communication with beneficiaries over email, this method follows established lines of communication for beneficiaries, building trust and encouraging them to complete the study.
2. **Phone calls to those respondents who only partially complete or do not start the web survey**. The number of phone calls conducted for each country with TEF beneficiaries was allocated to be proportional to the number of TEF beneficiaries within each country. However, for countries with less than 20 eligible beneficiaries, attempts were made to contact all those beneficiaries to ensure that all countries across Africa are represented.



Beneficiary from Guinea (Livestock)

The completion across all methods is summarized in Table 2.

Table 2 Completion across methods

Country	Available Google beneficiaries	Email surveys completed	Phone surveys completed
Benin	36	28	17
Burkina Faso	21	10	0
Cameroon	52	8	2
Central African Republic	2	0	0
Chad	35	26	15
Congo	9	7	5
Congo (Democratic Republic of the)	15	9	7
Côte d'Ivoire	8	4	0
Gabon	10	5	0
Guinea	9	5	0
Kenya	23	7	1
Madagascar	13	10	0
Mali	21	5	0
Mauritania	2	0	0
Niger	7	0	0
Nigeria	137	47	8
Senegal	5	4	0
South Africa	84	63	4
Togo	11	8	1
TOTAL	**500**	**246**	**60**

All KIIs were conducted by the ORB team through virtual, one-on-one discussions with staff at Google. The KIIs discussion covered the following topics: the TEF programme's ability to coordinate and meet expectations of the donors, observable impacts of the programme on the lives of the beneficiaries, gaps in programming, and the outlook of the TEF programme. The allocations for KIIs with Google partners are outlined below:

Table 3 KII allocations

Google Programme Staff
1 KII

Finally, ORB has collected more than 2,000 photos from beneficiaries across the various tracer studies conducted throughout for this project. Beneficiaries highlighted their business storefronts, equipment, and activities and were able to upload their business-related images directly to the web survey. ORB will share the photos it collected with the TEF programme. These photos were used to enrich our analysis and allow us to see first-hand business operations of beneficiaries who responded to the survey.

Instrument development

The Tracer Study survey was offered in the four main languages of the TEF programme:

1. English
2. French
3. Portuguese
4. Arabic

ORB worked closely with highly skilled translators in Africa to translate the survey into the four languages and ensure that cross-cultural meanings were upheld between languages and regions. Offering the survey in these languages ensured that most participants were given the option to take the survey in a language they are most comfortable in.

To minimize respondent fatigue, the survey was split into three parts:

1. questions asked of all respondents
2. questions asked of respondents randomly assigned to Group A
3. questions asked of respondents randomly assigned to Group B.

This means that available sample size varies depending on the question.

To assess all aspects of the programme and the broad range of possible impact on the entrepreneurship ecosystem, the survey instrument included 150+ questions, aiming to gain the following insights from these sub-groups:

1. **Current business owners**: focus on business growth (revenue and spending) and its impact on their communities (decent jobs, education opportunities), ongoing challenges, and their sustainability in the future
2. **Beneficiaries who started a business that was later closed**: focus on challenges that caused it to shut down
3. **Beneficiaries who have not opened the businesses**: what issues they may have faced in getting started

Beneficiary from Kenya (Energy &Power)

Tracer study implementation

2

Beneficiary from Guinea (Beauty & Wellness)

Tracer Study Implementation

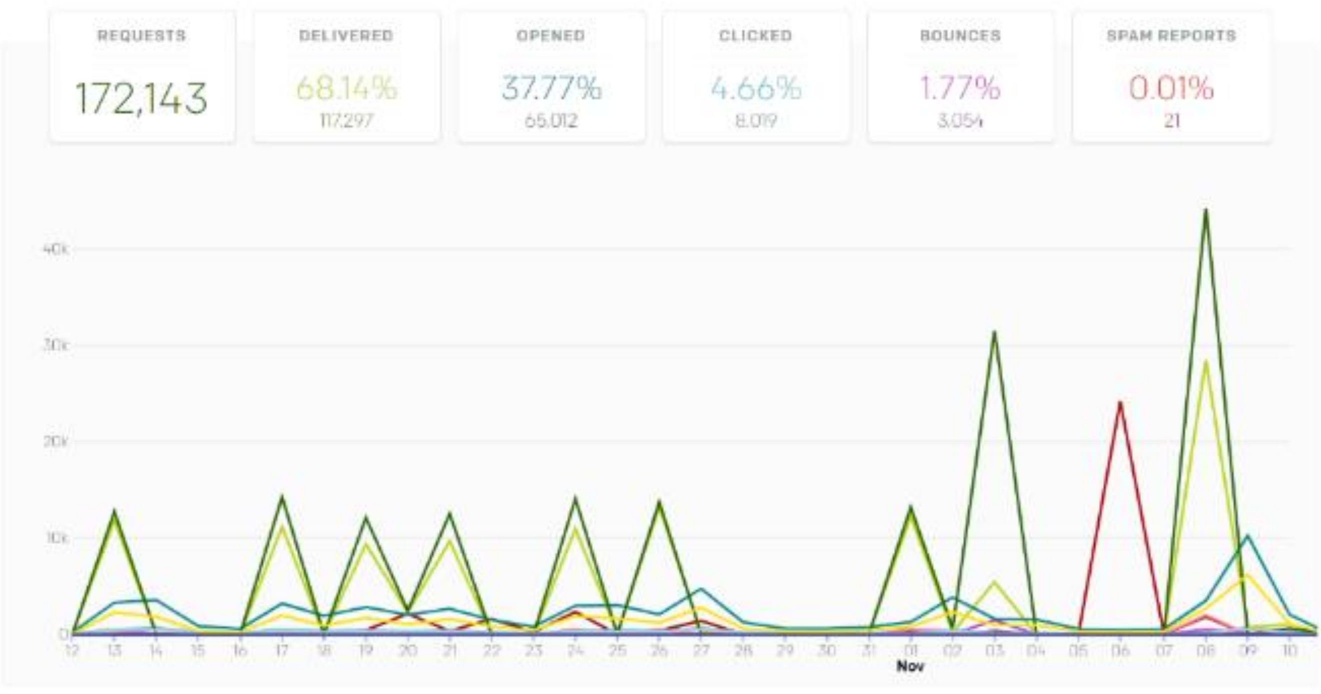
Scripting

ORB utilized the survey platform SurveyToGo to create and distribute the survey. SurveyToGo is our tablet interviewing platform, with structure and scripting mechanisms that provide a flexible and technically sound platform to execute surveys with complicated routing. Additionally, ORB developed the Send Grid module within SurveyToGo for mass distribution of surveys to emails of the TEF Beneficiaries. Send Grid allows us to monitor the distribution of emails across all surveys to gain insights on the number of emails distributed, how many reached active emails, how many of the emails were opened, and other relevant trends in the email campaign.

Arabic was not included in communication because our Send Grid module does not support Arabic type; given that the number of beneficiaries responding to the survey in Arabic for past surveys was low, we were comfortable in excluding it from communication.

The Send Grid dashboard (as seen in Figure 4) is checked to ensure the module is running properly throughout the implementation of all the surveys in this project, including the Google cohort presented in this report. Note, Figure 4 displays all survey distributions and reminders across the different components of this project. In the following section, we will break down the development and distribution of the survey. The survey script for the Tracer Study is included in Annexes I and II to this report.

Figure 4 Send grid dashboard



Data collection

ORB distributed the Tracer Study through email on October 13, 2022, to 500 Google beneficiaries. Follow-up reminders were sent to all participants every two days to ensure a high response rate. ORB notes that responses to the survey increased dramatically after each round of reminder emails, averaging 100+ responses after most reminders.

This report is based on data captured from the 246 Google beneficiaries (49 percent response rate) and 290 non-beneficiaries who responded to the survey by December 1, 2022. The final report will be updated with the additional data collected in the final week of fieldwork.

ORB offered the Tracer Study survey in four languages, English, French, Portuguese, and Arabic, to accommodate beneficiaries across the continent. As seen in Table 4, data shows that most survey respondents selected English and French as their main language for the survey, with Portuguese and Arabic selected less often. Language selection will help inform future designs of surveys and allow us to assess which languages are most pertinent for TEF.

Demographic information was collected from all Google beneficiaries who participated in the Tracer Study to understand the key characteristics of this group and ensure the survey sample is representative of the broader Google beneficiaries and comparable to the baseline study population, as well as the non-beneficiary population, included in the study.

Because the Google partnership with the TEF programme is designed to support female entrepreneurs, 100 percent of the respondents to this survey were women. For comparison, only female respondents to the non-beneficiary survey and baseline dataset were included in this analysis.

To ensure regional representativeness, ORB computed required sample sizes for each country to insure the sample is representative of the programme's geographic reach. This table breakdown can be found in Annex VI. ORB tracked responses per country on a weekly basis and targeted beneficiaries in less-responsive countries by reaching out through TEF hub leads and management to gain an accurate and representative sample from all regions in Africa.

Representative of broader Google beneficiary population:

the largest differences being **a larger percentage of French-speaking beneficiaries** in the survey sample (50% vs. 37%)

a larger percentage of those 35–44 years old in the survey sample (32% vs. 25%)

a larger percentage of respondents from South Africa (27% vs. 20%) as well as a smaller percentage from West Africa (42% vs. 52%) in the survey sample.

Comparable to the subsample of responding beneficiaries with both 2021 baseline and 2022 tracer study data, with the largest difference being

A slightly larger percentages from East Africa (12% vs 7%) and South Africa (32% vs 27%), and a slightly smaller percentage from West Africa (36% vs 42%).

Comparable to non-beneficiaries, with a few things to note:

More of non-beneficiary survey respondents comes from West Africa (76% vs. 45%).

Non-beneficiaries are slightly older: 9% of the Google beneficiaries sample is in the 18–24 range vs. 2% in the non-beneficiary sample, and 56% is in the 25–34 range vs. 47% in the non-beneficiary sample).

This is to be expected, given that Google beneficiaries are part of the most recent cohort, whereas non-beneficiaries come from the population of applicants in the past few years of the programme.

Both groups are highly educated:

33% of Google respondents have a four-year degree, with an additional 26% possessing a post-graduate degree such as a master's or PhD. Non-beneficiaries attained similar education levels, with slightly more having a four-year degree (45%).

These education data indicate that applicants and beneficiaries have a high level of education, which suggests the TEF programme acts as an accelerator, helping start-ups and ventures with defining and building their products, providing seed capital, and networking opportunities, as well as a pitching phase, rather than acting as initiation programme that gets people who have not been previously engaged to start business.

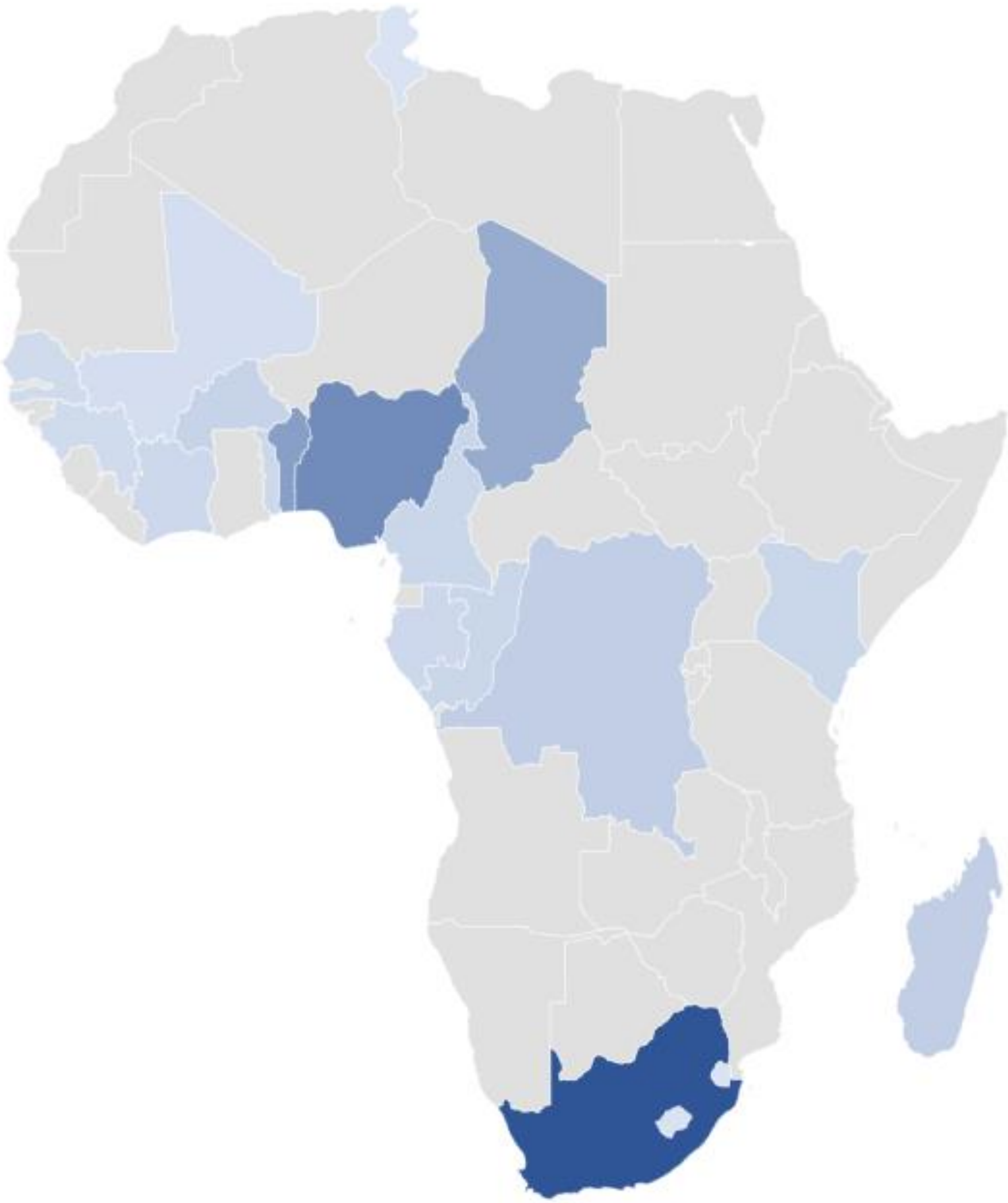
This has implications for the types of training TEF should be providing, with more emphasis on later-stage business development.

Beneficiary from Nigeria (Education & Training)

Table 4 Demographic sample comparisons

		Google beneficiary population	Google beneficiaries survey sample	Non-beneficiaries Survey Sample
Gender				
	Male	0%	0%	0%
	Female	100%	100%	100%
Age				
	18–24	13%	9%	2%
	25–34	58%	56%	47%
	35–44	25%	32%	39%
	45–54	3%	3%	11%
	55–64	1%	0%	2%
	65+	0%	0%	0%
Region				
	Central Africa	24%	23%	2%
	East Africa	4%	7%	14%
	North Africa	0%	0%	0%
	South Africa	20%	27%	5%
	West Africa	52%	42%	79%
Education				
	No high school		1%	0%
	High school		8%	4%
	Some college		14%	9%
	2-year college		9%	6%
	4-year college		33%	45%
	Post-graduate		26%	29%
	Religious school		0%	0%
	Other		9%	6%
Language				
	English	63%	50%	97%
	French	37%	50%	3%
	Portuguese	0%	0%	0%
	Arabic	0%	0%	0%

Figure 5 Response rate map



Results

3

Beneficiary from Côte d'Ivoire (Tourism & Hospitality)

Results

The result section of the report is structured to address:

1. Programme relevance and effectiveness (satisfaction in training, funding, and mentoring)
2. Impact, focusing on business growth and jobs aspects
3. Sustainability

Survey respondents in this section are referred to as 'Google beneficiaries' and non-beneficiaries.

'Google beneficiaries' refers to programme participants who were a part of the 2021 Google cohort and completed the programme and received funding, whereas 'non-beneficiaries' are defined as applicants to the programme who were not selected to participate and were not awarded seed funding.

Beneficiary from Nigeria (Beauty & Wellness)

Beneficiary from Gambia (Healthcare)

> In terms of knowledge, I have learned to think more globally.
>
> **Beneficiary from Nigeria**

Programme relevance and effectiveness

The programme is highly relevant to Google beneficiaries, who are extremely enthusiastic about all aspects of the programme and nearly unanimously find it helpful. Beneficiaries also find the programme to be effective and organized at delivery of the content and the funding.

Additionally, Google partner staff note their experiences interacting directly with beneficiaries is particularly impactful in evaluating the successes of the programme.

This section discusses

1. programme relevance (through assessing the programme alignment with the needs of beneficiaries and donor priorities, and their satisfaction with the programme)
2. programme effectiveness (degree to which the programme achieved planned outputs, such as enabling beneficiaries to start their business) overall and for each aspect of the programme (training, funding, and mentoring).

Findings showed that the programme was exceptionally relevant to all beneficiaries.

An overwhelming majority of beneficiaries are satisfied with the programme and are unanimous in that they would recommend it to their friends.

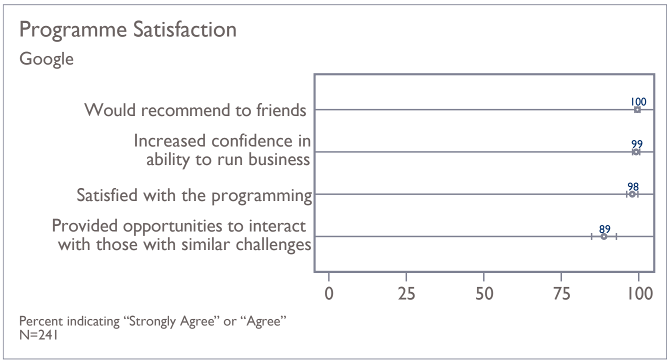
99% (almost all) beneficiaries report that the programme has increased their confidence in their ability to run a business and provided opportunities to interact with like-minded individuals who may also face similar challenges.

89% of beneficiaries report the programme provided them opportunities to interact with those with similar challenges. Interaction and collaboration with other entrepreneurs are important indicators of a strong entrepreneurship ecosystem, one where entrepreneurs can collaborate and get help on their ventures.

Many beneficiaries (93%) believe that the selection criteria for the programme are clear and that participants are selected fairly. However, it is important to note that there might be a respondent bias present here because these responses come from programme participants who were accepted to the programme and funded, so they would be less likely to believe their selection was unfair.

Overall, the programme ensures a fair and inclusive selection process.

Figure 6 Programme satisfaction

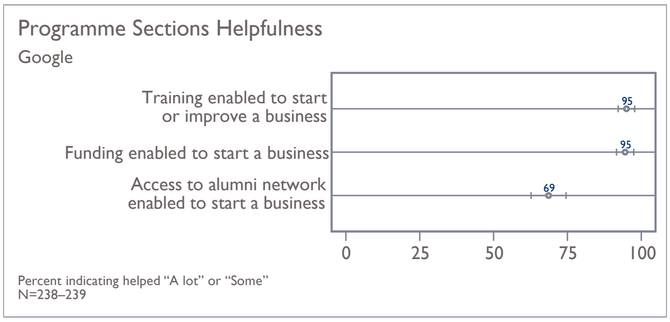


While beneficiaries give positive feedback for all aspects of the program, training and funding are seen as the most effective: as seen in Figure 7, they are nearly unanimous that those aspects of the programme enabled them to start or grow a business.

It should be noted that 69% report access to the alumni network helped them start their business, signalling an area that TEF should seek to strengthen.

The alumni and mentorship networking program, as discussed in the subsequent section, is an area of concern for the programme as only a little over half of beneficiaries' report reaching out to alumni after completing the programme.

Figure 7 Programme sections helpfulness



Beneficiary from Nigeria (Agribusiness)

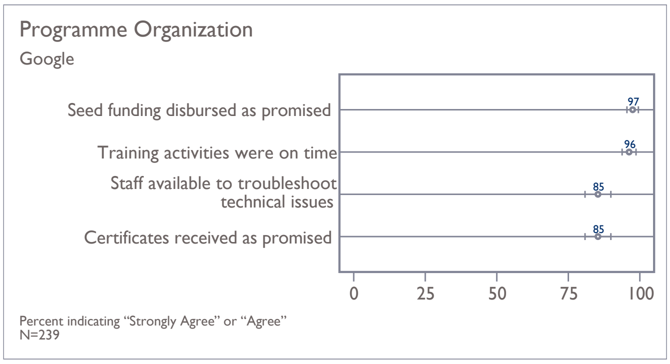
Furthermore, current beneficiaries find the programme implementation to be effective at the delivery of all programme components:

- nearly all beneficiaries (97%) agreed that seed funding was disbursed as promised and training activities were on time
- 85% agreed that staff were available to troubleshoot issues and that certificates were received as promised.

This shows that, overall, beneficiaries view the programme as organized, with areas for minor improvement in staff availability for technical issues and certificate distribution.

Beneficiaries were asked to describe how the TEF programme has personally affected them.

Figure 8 Programme organisation

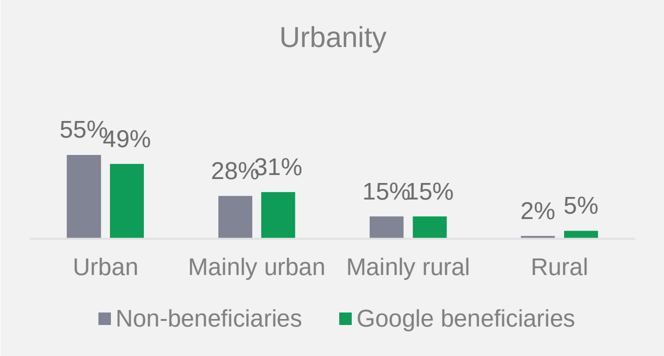


> It was life changing. I now have a fully running office with equipment which includes a UPS (uninterrupted power supply) to keep business running during the endless load shedding.
>
> **Beneficiary from South Africa**

> This programme has reinforced my self-esteem, and the 'can do' spirit in me. It has helped to highlight my strengths, and also my weaknesses.
>
> **Beneficiary from Nigeria**

> The programme has given me a chance to prove my capabilities. Today I have 6 employees and I supply water to the nearby villages.
>
> **Beneficiary from South Africa**

Figure 9 Urban breakdown

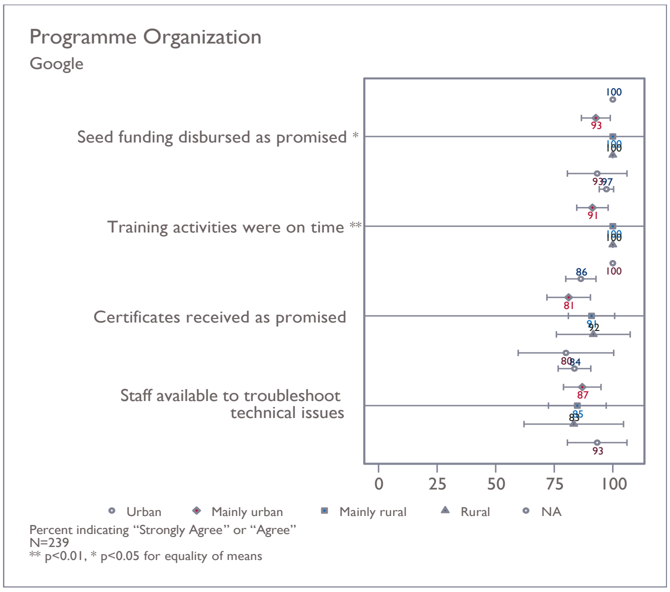


Our current study finds that a majority of Google beneficiaries who responded to this survey reported being from an urban or mainly urban area. This may be a cause of concern as one of the goals of the Google partnerships is to empower rural-based women, who currently make up 20% of the respondents.

This response rate based on urbanity signals that rural beneficiaries may not have access to technology to complete the survey.

As seen in Figure 10, mainly rural and rural respondents report lower agreement in staff being available to troubleshoot technical shows. TEF can provide additional support to rural beneficiaries so that they are able to participate in the training program without worrying about technical difficulties.

Figure 10 Programme organization by urbanity



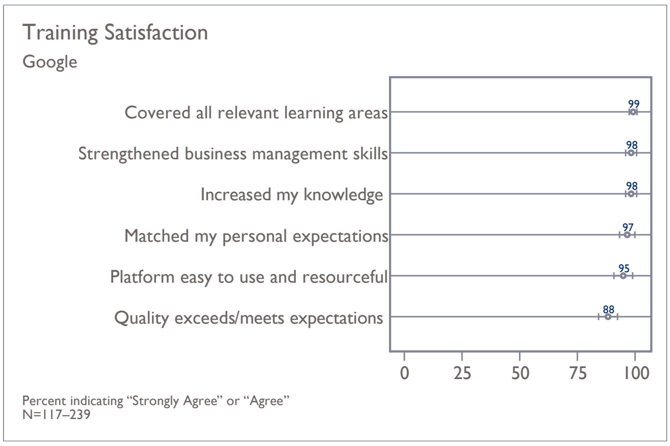
Key Learning:
Perceptions of the programme by Google beneficiaries shows that participants are very satisfied with the programme and almost all beneficiaries report that TEF has increased their confidence in their ability to run a business. Beneficiaries also overwhelmingly report that the programme ensures a fair and inclusive selection process.

While most beneficiaries find all programme components relevant and helpful, TEF would benefit from strengthening their alumni and mentorship networking program as 69% of beneficiaries report access to the alumni network helped them start their business.

Beneficiary from Nigeria (Manufacturing)

Training

Figure 11 Training satisfaction



Beneficiaries rated the content of the training programme on a number of measures, from increase in knowledge and skill building to platform accessibility and overall quality.

As seen in Figure 11, an overwhelming majority of Google beneficiaries report that the training increased their knowledge and strengthened their business management skills.

Additionally, beneficiaries agree that the training matched their personal expectations and that the TEF platform was easy to use.

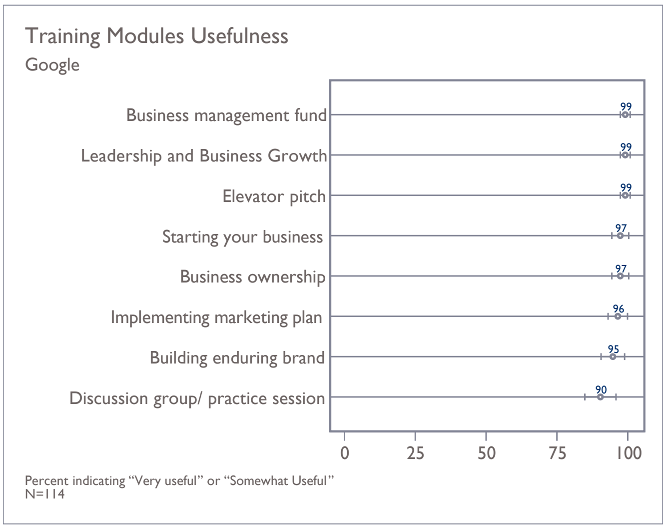
Moreover, 88% of beneficiaries agree the quality of the training program exceeds or meets their expectations.

These results show that beneficiaries think highly of the training program and find it very valuable for both their personal and career aspirations.

In addition, beneficiaries are expressing very high rates of satisfaction with the programme's content, unanimously rating modules on business management fund and leadership and business growth as most useful.

Overall, a majority of beneficiaries (90% and above) found all outlined modules in Figure 12 to be somewhat or very useful.

Figure 12 Training modules usefulness



Key Learning:
A majority of beneficiaries rated all components of training as helpful and useful, showing that beneficiaries are highly satisfied with the training programme and find it valuable for both their personal and career aspirations.


Beneficiary from Côte d'Ivoire (Hospitality)

Funding

95% of beneficiaries' state that funding and training helped develop their business capacity

67% find the funding adequate to start a business

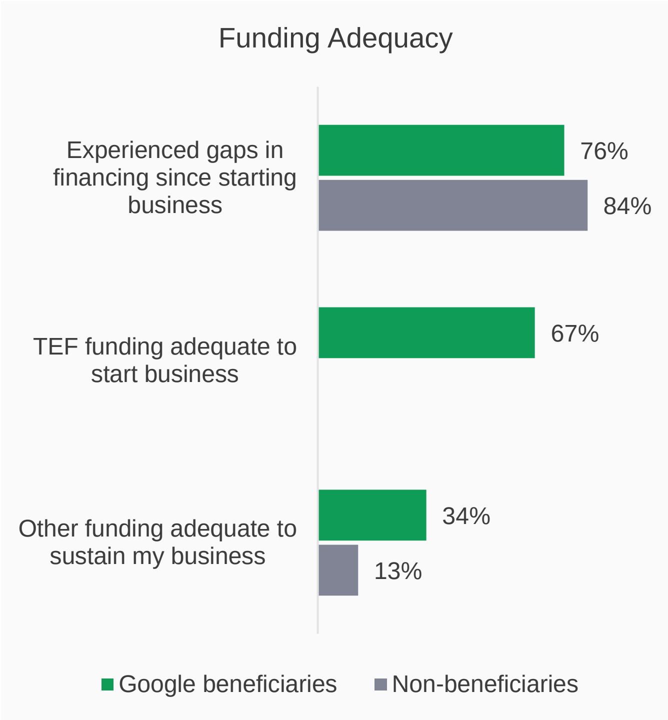
By expanding their business capacity, Google beneficiaries are targeting the quality education, industry, innovation, and infrastructure, and the reduced inequalities goals set out by the Sustainable Development Goals (SDGs) by the United Nations (UN).

When it comes to financing their businesses:

84% majority of non-beneficiaries report experiencing gaps in financing since starting their business, with only 13% reporting other funding was adequate to sustain their business. Likewise, many Google beneficiaries (76%) report experiencing gaps in financing since starting their business.Only 34% said that other funding they have acquired has been adequate to sustain their business and 67% of beneficiaries report that TEF funding was adequate for starting their business.

Overall, this speaks to an issue with the TEF programme's seed funding component and suggests an increase in the seed funding so that beneficiaries receive adequate funding to sustain their business in the future. In reflecting on the largest concerns of beneficiaries, Google partner staff believe these centrally relate to lack of access to funds and information.

Figure 13 Funding adequacy



"

Access to funding is a big issue facing entrepreneurs. Access to training and the kind of information that we have at our fingertips in the Western world, Europe, and the US.

Google Partner Staff

Key Learning:
While most beneficiaries report that funding helped develop their business capacity, not as many found it adequate to start a business. This suggests that an increase in seed funding could be beneficial for future participants as it will allow for entrepreneurs to receive adequate funds to start and sustain their business venture.

Mentoring

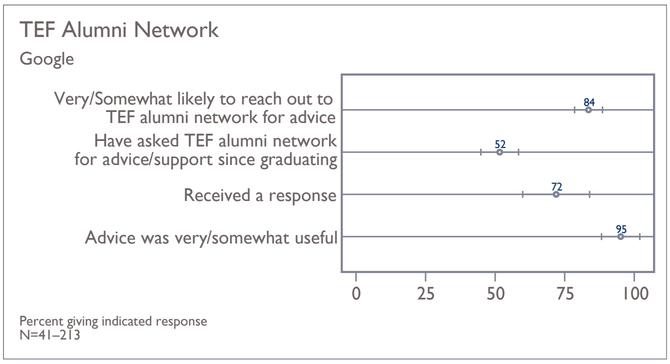
Mentorship and networking are important components of the TEF programme.

Overall, more than half of beneficiaries (61%) believe it is more helpful to receive mentorship after the training, rather than during it.

84% (most) of Google beneficiaries report they are very or somewhat likely to reach out to the TEF alumni network for advice, but only a little over half (52%) report they have actually reached out to alumni for advice and support. This points to almost half of beneficiaries wanting to reach out, but not actually doing it.

Of the 72% of beneficiaries who received a response when they reached out to alumni, 95% found the advice to but somewhat or very helpful. This shows that when a connection is made with alumni, it is helpful for the beneficiaries and positively received.

Figure 14 TEF alumni network



On the other hand, for those who do not wish to reach out to TEF alumni for networking

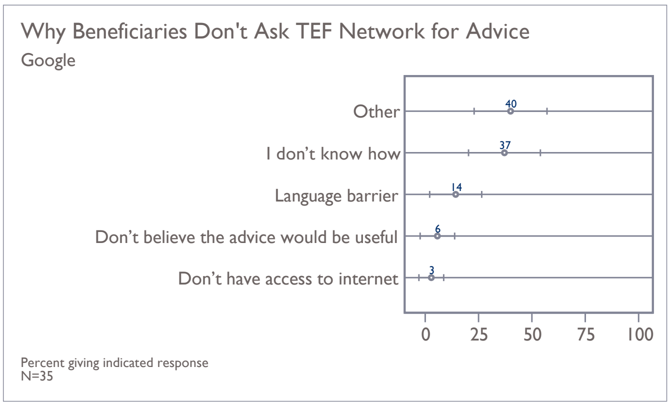
37% report they do not know how,

with 14% reporting language as a barrier for communicating.

This points to a concern for the TEF programme in regard to organizing the alumni network and informing beneficiaries of the mentorship aspect of the programme.

Of those who report not asking the TEF network advice for a reason other than those listed, the most common theme is concern about the alumni responses. These concerns include a delay or lack of response from the alumni, as well as the responses they receive being negative or dismissive. Other reasons include not needing alumni advice and having more accessible networks available. In fact, 14% point to a language barrier as the reason they do not ask for advice.

Figure 15 Why beneficiaries don’t ask TEF network for advice



> Have tried connecting through TEF Connect and I haven't received any feedback from all the mentors that I requested.
>
> **Beneficiary from South Africa**

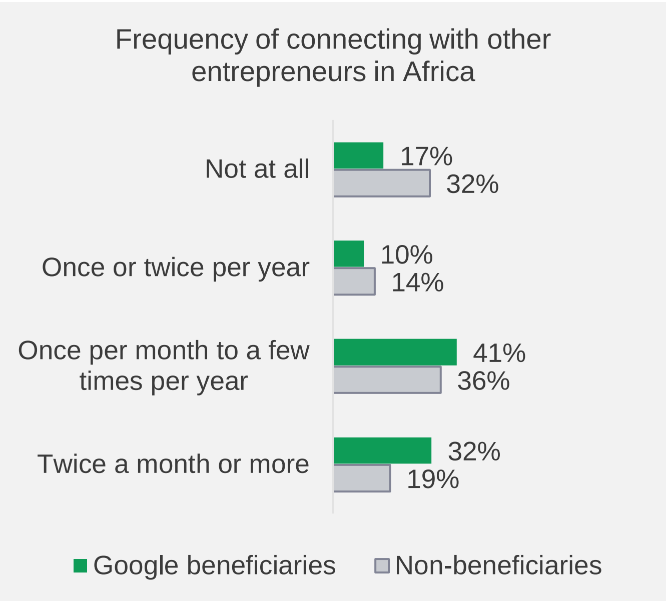
> They take long to reply, sometimes they don't reply.
>
> **Beneficiary from South Africa**

Despite the challenges, Google beneficiaries are still more successful in establishing networks than non-beneficiaries.

Specifically, as seen in Figure 16, Google beneficiaries were more likely to report connecting with other entrepreneurs in Africa at least twice per month (32% among Google beneficiaries, vs. 19% among non-beneficiaries) and were less likely than non-beneficiaries to report not connecting with other entrepreneurs at all in the past year (17% among Google beneficiaries, vs. 32% among non-beneficiaries).

This may reflect use of the alumni network among Google beneficiaries or may point to Google beneficiaries being more likely to build their networks in general.

Figure 16 Connecting with other entrepreneurs



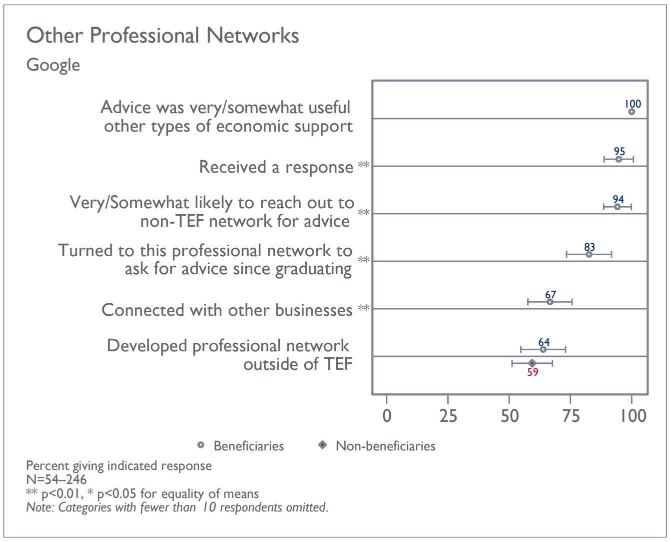
Furthermore, connecting with other entrepreneurs in Africa allows for beneficiaries to connect with local entrepreneurial networks in their communities and build the cultural aspect of an entrepreneurial ecosystem.

Google beneficiaries report turning to professional networks outside of TEF, with 64% of beneficiaries reporting they have developed their professional networks outside of TEF.

A majority of the beneficiaries (94%) report they are very or somewhat likely to reach out to a non-TEF professional network for advice, with 83% having turned to this network since graduating.

Comparing the TEF alumni network with the non-TEF professional network, it seems that beneficiaries are more likely to turn to professional networks instead of TEF networks for business-related questions. This could be for a variety of reasons, including language comfortability, local networks, and in-country networks being more beneficial than cross-continental.

Figure 17 Other professional networks



Key Learning:
A little over half of Google beneficiaries report reaching out to alumni for advice and support. Additionally, some beneficiaries report they simply do not know how to reach out and others report language as a barrier for communication. On the other hand, beneficiaries are more likely to turn to professional networks instead of TEF networks for business-related questions. These signal improvements may be needed for the TEF alumni and mentorship aspect of the programme for beneficiaries to receive ample support from programme alumni.

Beneficiary from Nigeria (Fashion)

> The programme has taught me to be resilient and to develop soft skills.
>
> **Beneficiary from Madagascar**

Impact

To assess the programme's impact ORB focused on the programme's contribution to the entrepreneurship ecosystem in Africa, as agreed upon with TEF and ORB's macroeconomic specialist. Mason and Brown (2014) define an entrepreneurial ecosystem as interconnected entrepreneurial actors, institutions, and processes which connect and perform in a local, entrepreneurial environment. .[1]

Drawing upon literature and discussion with a macroeconomic expert, we utilized industry indicators to inform our qualitative and quantitative instruments. These ecosystem indicators were derived from Abouelhassan et al., 2021.[2] Furthermore, Isenberg (2010) outlines conditions of a strong entrepreneurship ecosystem, which often includes governments and leaders, culture, sources of capital, availability of education, and public infrastructure, amongst many others.[3]

[1] Mason, C., & Brown, R. (2014). Entrepreneurial Ecosystems And Growth Oriented Entrepreneurship Background paper prepared for the workshop organised by the OECD LEED Programme and the Dutch Ministry of Economic Affairs on https://www.oecd.org/cfe/leed/entrepreneurial-ecosystems.pdf
[2] Abouelhassan, M., Kabil, M., Alayan, R., Magda, R., & Dávid, L. (2021). Entrepreneurship Ecosystem Performance in Egypt: An Empirical Study Based on the Global Entrepreneurship Index (GEI). Sustainability. 13. 7171. doi:10.3390/su13137171
[3] Isenberg, D.J. (2010). How to Start an Entrepreneurial Revolution. https://institute.coop/sites/default/files/resources/Isenberg%20-%20How%20to%20Start%20an%20Entrepreneurial%20Revolution.pdf

Figure 18 Entrepreneurship ecosystem

The final instrument includes measures of how the TEF programme may contribute, strengthen, and impact the African entrepreneurial ecosystem (e.g., market access, human capital, and societal norms) using indicators for the Sustainable Development Goals (SDGs) and indicators relating to policy and entrepreneurship from the World Economic Forum and the Global Entrepreneurship Monitor

In this section, we present findings on key outcomes of entrepreneurship by concentrating on the following measures of an entrepreneurial ecosystem as outlined above:

1. business ownership
2. business practices and procedures
3. business closure
4. ability to acquire non-TEF support
5. job creation
6. entrepreneurship culture
7. community impact
8. market access and supply chain
9. business challenges and growth integration. When possible, we compare information from beneficiaries to non-beneficiaries to assess specific effects of the TEF programme.

Business ownership

By establishing this partnership

TEF seeks to equip Google beneficiaries with the skills and mindset to establish and sustain businesses of various sizes and within different industries.

88% of Google beneficiaries started the business they pitched to TEF

99% still own that business

81% of their business makes revenue

Many business owners operate in agriculture, energy/power generation, healthcare, and fashion.

In the 10 countries with at least five Google beneficiaries reporting, the average reported annual profit was on average over 4x the average annual income per capita in that country

and ranged from 1 to 19 times the average annual income per capita across countries.

All of this suggests positive impacts on business development capacity for programme participants.

At the time of applying to the TEF programme

77% of non-beneficiaries were more likely to already own a business vs **63%** than the Google beneficiaries.

In other words, those who did not yet own a business were more likely to be selected as Google beneficiaries. This is consistent with the TEF programme's goals of encouraging new entrepreneurs and creating inclusive and democratized access to finance for emerging entrepreneurs.

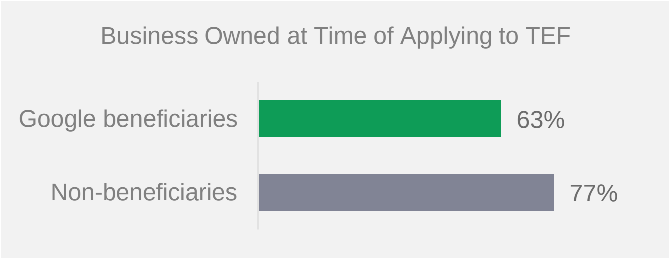
Since completing the program

88% of Google beneficiaries who did not yet own a business report starting the business they pitched to TEF. In contrast, among non-beneficiaries, 74% of those who did not yet own a business started the business idea they applied to TEF with.

This shows that the programme improves business ownership by **a difference of 14% points**, pointing to the value of training and funding for the ability to start a new business.


Beneficiary from Nigeria (Fashion)

Figure 19 Business owned at application



Of those who already owned or started the business they pitched to TEF

99% of Google beneficiaries still own that business **84%** of non-beneficiaries who started the business they applied to TEF with still own that business.

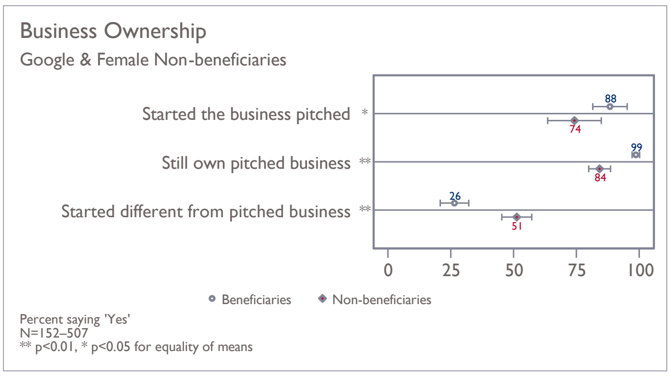
This means that, currently, Google beneficiaries are more likely to still own the business they pitched to TEF than non-beneficiaries.

In addition, 26% of beneficiaries started a different business besides the one they pitched, versus 51% of non-beneficiaries.

Considered together, these findings suggest that beneficiaries who received access to seed funding and access to the alumni network and mentorship were better equipped to establish the business idea they came to TEF with, and were also more successful at sustaining their business, compared to the ones who did not receive seed funding or mentorship.

While the differences are relatively modest, it is important to keep in mind that non-beneficiaries have had more time in which to start their business (having applied to the programme between 2015 and 2020).

Figure 20 Business ownership



Beneficiaries of the Tracer Study survey, drawn from a sample of 500 individuals benefiting from the Google's programme, reported operating in a diverse range of industries.

The largest proportion of respondents (32%) were engaged in agribusiness, followed by energy/power generation (9%), healthcare (9%), and fashion (8%).

These findings are consistent with the overall composition of industries represented among the Google beneficiary population and the prevalence of agribusiness on the African continent.

Table 5 Business industry google comparison

Industry	Google survey respondents	All Google beneficiaries
Agribusiness	30%	31%
Energy/Power Generation	9%	14%
Healthcare	9%	9%
Fashion	8%	8%
Education and Training	7%	7%
Beauty & Wellness	4%	4%
Media and Entertainment	4%	3%
Consulting	3%	3%
Transportation	2%	3%
Other	2%	1%
Financial Services	2%	2%
Food & Beverages	1%	1%
Commercial/Retail	1%	1%
Waste Management	1%	2%
Event Planning	1%	2%
Construction	1%	2%
Manufacturing	1%	2%
Information and Communications Technology	1%	1%
Tourism/Hospitality	1%	1%
Oil & Gas	1%	1%
Professional Services	0%	1%

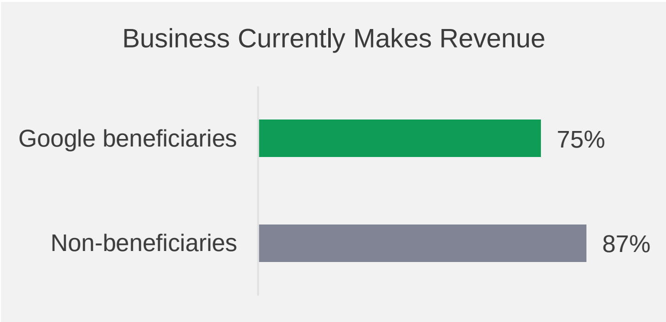
Among current business owners

The majority of both Google beneficiaries (75%) and non-beneficiaries (87%) report that their business is currently making revenue.

The larger percentage of non-beneficiaries currently making revenue makes sense, given that the majority of Google beneficiary business owners opened their business more recently due to their relatively more recent timing of applying to and completing the TEF programme compared to our sample of non-beneficiaries (i.e., applying to the programme between 2015 and 2020 for non-beneficiaries vs. 2021–22 for Google beneficiaries).

Among Google beneficiaries, the largest percentage of current business owners have owned their business for just one year (39%), whereas among female non-beneficiaries, the largest percentage of current business owners have owned their business for about eight years (24%)

Figure 21 Current business revenue



Similarly, while most of Google beneficiaries and non-beneficiaries earned profit from their business at least three of the past six months, this was less common among Google beneficiaries (57%) than among non-beneficiaries (69%).

Conversely, Google beneficiaries were slightly more likely than non-beneficiaries to experience spending higher than revenue for at least three of the past six months (29% of Google beneficiaries vs. 25% of non-beneficiaries).

Again, this is to be expected, given Google beneficiaries had relatively newer businesses on average than non-beneficiaries.

Figure 23 Past six months

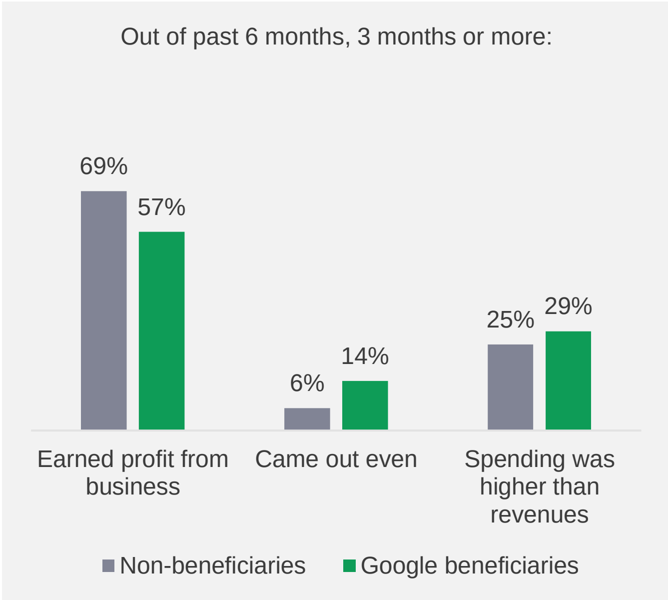
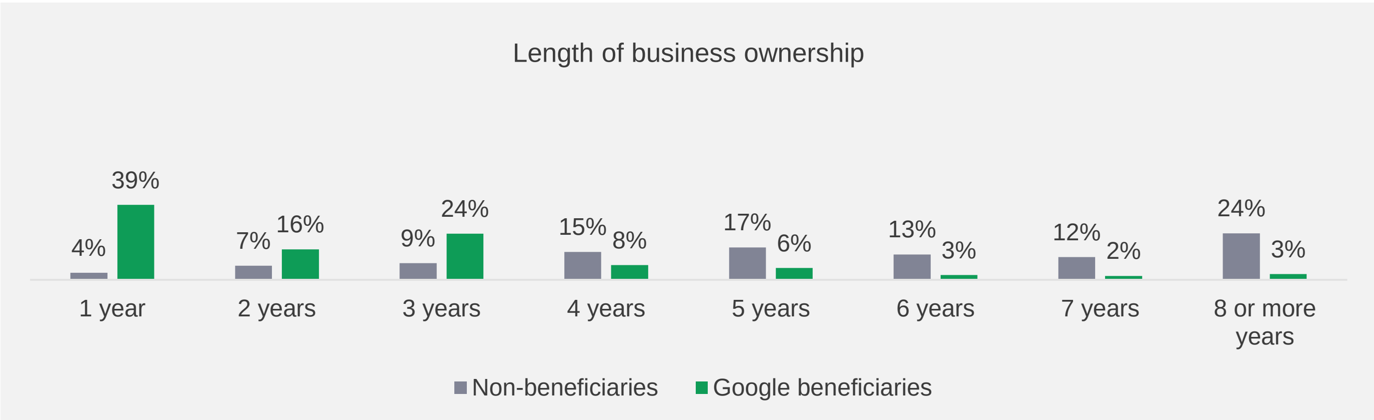


Figure 22 Length of business ownership



Yet on average, Google beneficiaries who own a business report earning an average monthly profit (after paying all business costs) of $725, which equates to an average annual profit of $8,700.

This figure suggests strong businesses and successful entrepreneurialism among Google beneficiaries. Comparing average reported monthly profits per country to the average 2021 annual incomes per capita in these same countries, we see Google beneficiaries make more than the average annual income in most of their countries. For instance, in the 10 countries with at least five Google beneficiaries reporting, reported annual profits were on average over four times the average annual income per capita in the corresponding countries, ranging from 0.4 to 19 times the average annual income per capita across those countries.

It is important to interpret these numbers with caution, however, as there were wide ranges of reported profits, with relatively small numbers of responding beneficiaries per country, meaning that beneficiaries reporting very high or low profits carried a lot of weight in these averages. Thus, in the table below, in addition to reporting mean annual reported profits, we report median, maximum, and minimum reported annual profits.

Table 6 Profit comparison

	N of business owners reporting	Mean annual reported profit	Median annual reported profit	Max annual reported profit	Min annual reported profit	Avg income per capita
Nigeria	36	$3,984	$2,400	$24,564	$24	$1,607
South Africa	33	$12,036	$3,360	$120,000	$0	$8,017
Benin	23	$6,792	$2,280	$99,996	$108	$2,085
Chad	16	$1,944	$1,104	$7,200	$60	$696
Congo, Democratic Republic of the	9	$9,792	$10,800	$18,000	$480	$515
Madagascar	8	$2,748	$1,080	$9,000	$240	$2,214
Cameroon	6	$1,848	$1,560	$3,600	$540	$1,428
Burkina Faso	5	$2,640	$1,428	$6,600	$672	$6,994
Kenya	5	$5,640	$3,600	$14,400	$0	$992
Togo	5	$3,120	$1,200	$7,200	$600	$918
Congo	4	$23,100	$8,400	$72,000	$3,600	$584
Guinea	4	$61,620	$3,000	$240,000	$480	$2,007
Senegal	3	$13,200	$9,600	$24,000	$6,000	$2,579
Cote D'ivoire	2	$1,428	$1,428	$2,844	$0	$1,662
Gabon	2	$60,300	$60,300	$120,000	$600	$918
Mali	2	$6,000	$6,000	$7,200	$4,800	$1,174

Breaking this down further, Google beneficiaries report an average monthly turnover of $2,042 in the typical month over the past year but business costs to increase from the prior month to next month, but only by about one-third, reporting their average past month spending on recurring business costs expect their monthly turnover in a typical month over the coming year to be over three times as high, at $7,315.

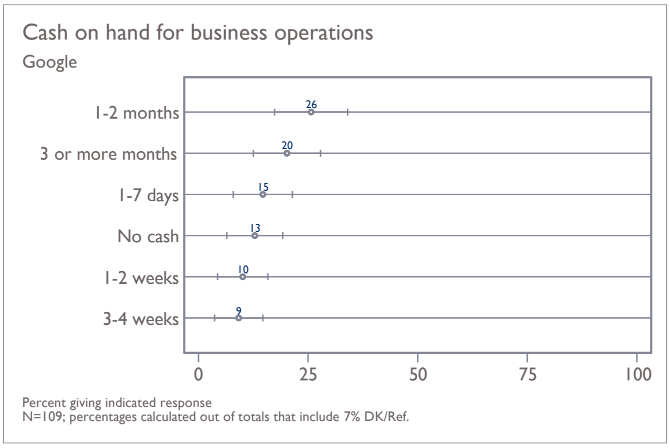
They also expect recurring costs of business to increase from the prior month to next month, but only by about one-third, reporting their average past month spending on recurring costs of business as $3,490, and expecting their next month spending on recurring costs of business to be $4,492.

This suggests that on average, Google beneficiaries expect their monthly profits to increase substantially over the coming year.

Finally, Google beneficiaries report on average spending $4,985 on purchases of equipment, buildings, etc. over the past year.

Cash on hand measures how much monetary resources business owners gain from business revenue. Some beneficiaries (26%) report having had cash on hand for one to two months, with 20% reporting having it for three months or more.

Figure 25 Cash on hand



Moreover, most of Google beneficiaries (90%) report they are the main person in charge of day-to-day operations of their business.

This means that female business owners are the sole manager of their business operations, pointing to the TEF programme mission to empower female entrepreneurs. However, this is true for the majority of non-beneficiary women as well, with 87% being the main person in charge of their businesses.

Figure 26 Person in charge

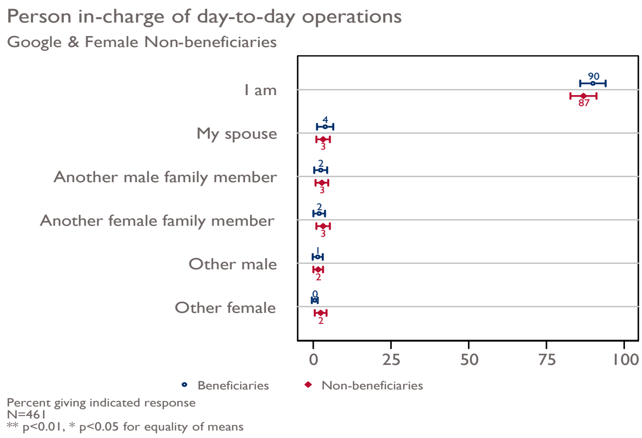
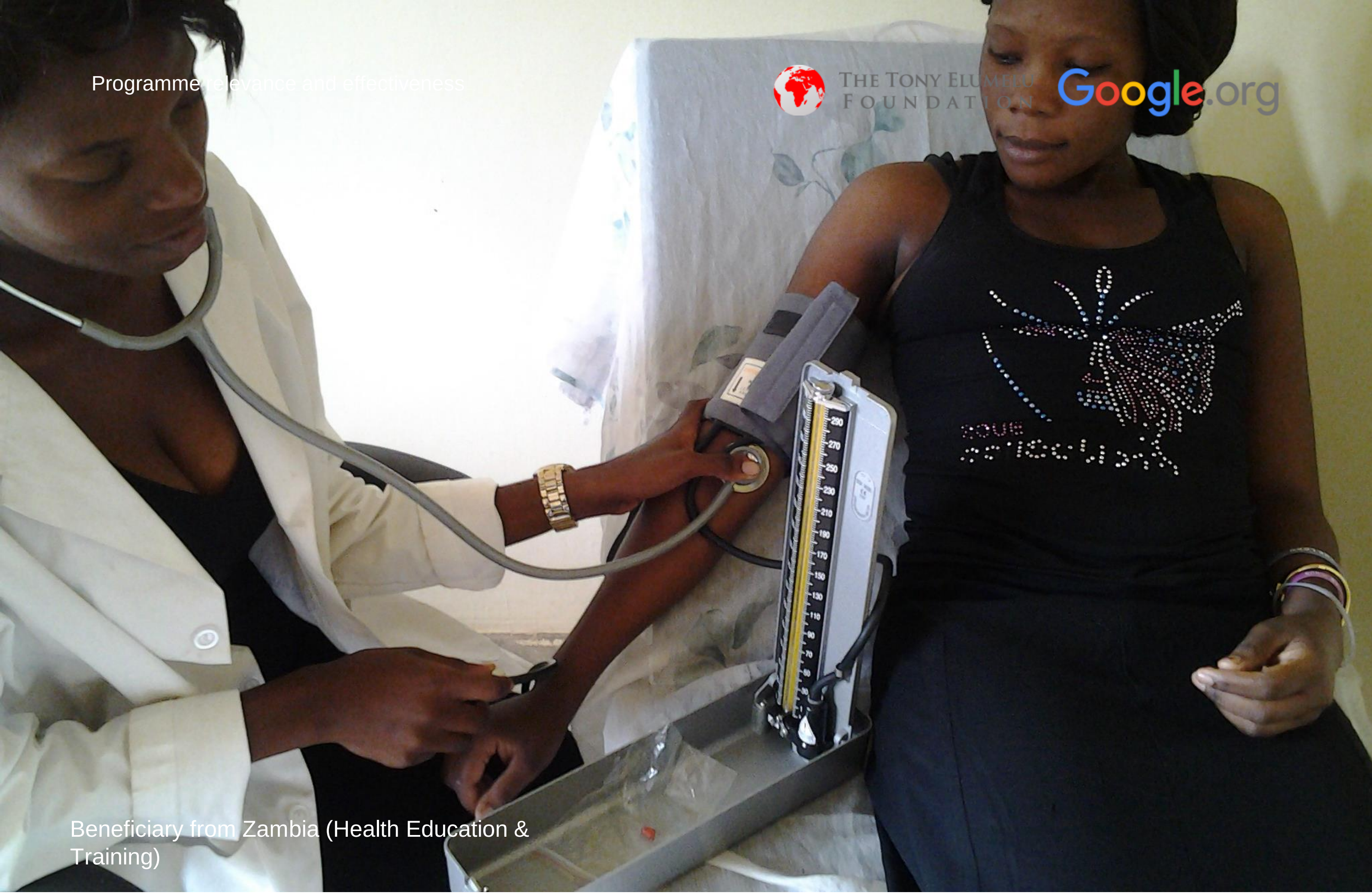


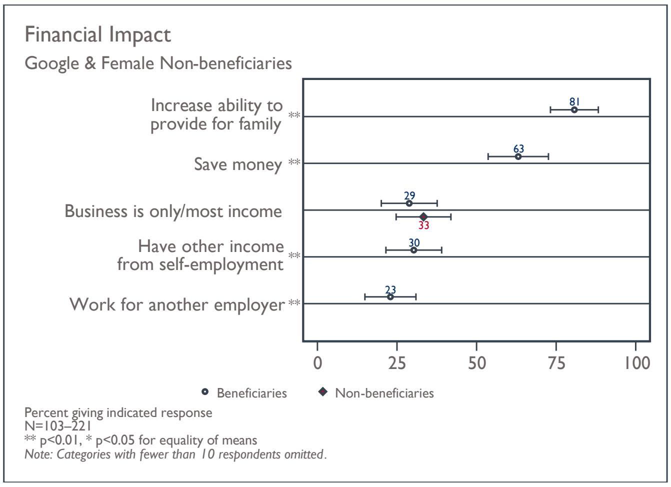
Figure 24 Profit and spending

Profit		Spending	
Typical annual profit	$8,711.04	Past month spending on recuring costs	$3,490
Typical annual turnover in last business year	$24,492	Expected next month spending on recuring costs	$4,491
Expected annual turnover over next year	$87,768	Past year spending on equipment, building, etc.	$4,985



Beneficiary from Zambia (Health Education & Training)

Figure 27 Financial impact



A key indicator of success is that a majority of beneficiaries (81%) report the programme has increased their ability to provide for their family.

Additionally, 29% of beneficiaries report that their business is their only source of income or most of it, with 63% reporting they were able to save some money. On the other hand, 33% of non-beneficiaries report primary income coming solely or mostly from their business.

This likely suggests that non-beneficiaries are more likely than Google beneficiaries to make enough money from their business to support themselves or their families, while Google beneficiaries are more likely to still need additional sources of income to support themselves. This is to be expected, however, given that the businesses of Google beneficiaries are, on average, more recently established.

Key Learning:

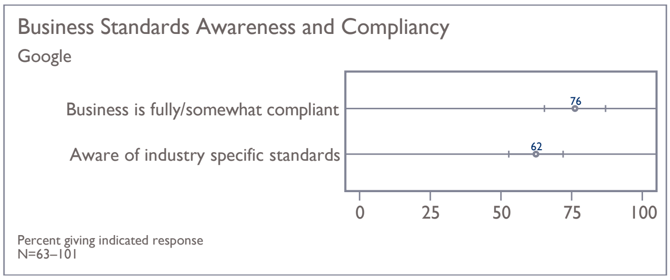
A majority of Google beneficiaries started the business they pitched to TEF and still own it. Of these business owners, the average annual profit is $8,700, which shows that Google beneficiaries make more than the average annual income in most of their countries. With the majority of Google beneficiaries reporting they are the main person in charge of day-to-day operations in their business, the TEF programme has been successful in empowering female entrepreneurs in the region.

Beneficiary from Tanzania (Media & Entertainment)

> “
>
> The programme has been a beacon of hope for me, and has increased my self-esteem.
>
> **Beneficiary from Mali**

Business practices and procedures

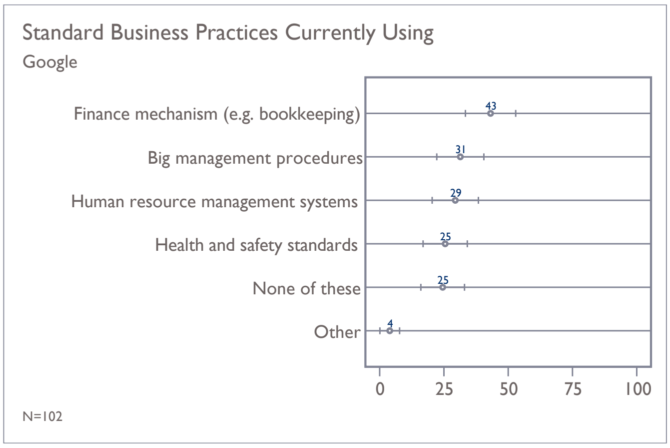
Figure 28 Business standards awareness



76% of Google beneficiaries report being somewhat or fully compliant with common business standards and practices.

62% report being aware of specific standards within their operating industry.

Figure 29 Standard business practices



More opportunities to provide awareness on sector specific standard to entrepreneurs and increase their capacity to achieve those standards may be valuable.

It is particularly important for beneficiaries within the first year of their business to ensure compliance with business standards to continue operating. Complying with business standards is also a sign of business knowledge, especially being aware of the standards within their own industries.

While there are still opportunities to further scale the awareness for industry standard amongst entrepreneurs, 43% report using some sort of finance mechanism to maintain books and finances.

43% of respondents report having a record of their business financials,

31% report using big management procedures,

29% use human resource management systems,

25% use health and safety standards.

Because budgeting is a part of the training programme, this shows that many respondents are using what they learned in their business practices. By adopting these business practices, beneficiaries are more likely to be organized and able to run their businesses more efficiently.

Key Learning:

The training component of the TEF programme equips beneficiaries with practical skills in business management. Although, the training programme would be strengthened with additional material on business standards and practices within specific industries.

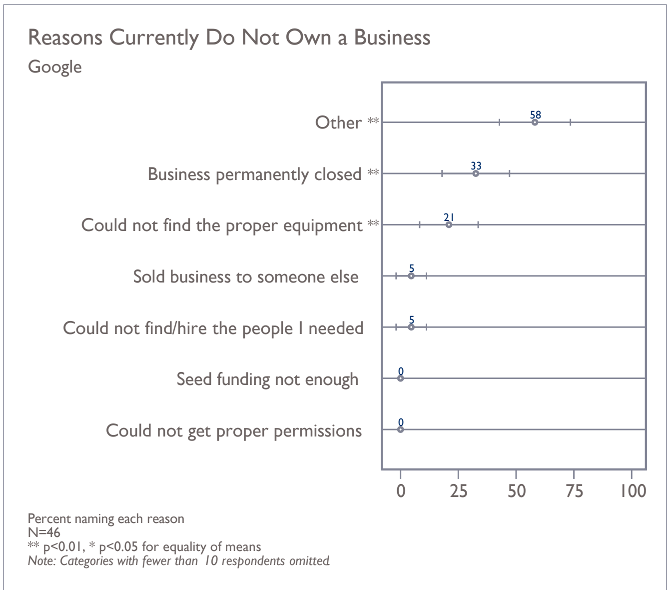
Beneficiary from Sierra Leone (Clean Energy)

Business Closure

Both Google beneficiaries and non-beneficiaries are overwhelmingly likely to be current business owners.

For the smaller number of Google beneficiaries who do not currently own a business (4%), most report that they could not find the proper equipment or could not get proper permissions needed to start their business. TEF can target strengthening the mentorship and alumni programme to help business owners navigate these issues before they arise.

Figure 30 Reasons for no current business



Only 4% of Google beneficiaries and 8% of non-beneficiaries in the sample do not currently own a business, either because they never opened a business or because their business has since closed.

While the large majority of beneficiaries did open businesses, some no longer own a business. Of those:

21% report they could not find the proper equipment they needed to start a business

5% sold the business to someone else or could not find/hire the people they needed.

Entrepreneurs also report other more specific reasons for not owning a business, such as needing to relocate to areas less favourable to their business, familial issues making business ownership impossible, and foreclosure due to COVID-19 restrictions.

These challenges are important for TEF to be aware of as it will allow for the programme to see where beneficiaries are struggling to begin businesses and can provide more targeted trainings in competencies within these areas to strengthen future beneficiaries.

Additionally, strengthening the mentorship and alumni programmes could help business owners learn how to navigate these issues as they are more likely to arise when the business is established. Hence, strengthening the mentorship will allow beneficiaries to be able to have a network of like-minded entrepreneurs who may have experienced the same difficulties and can help advise a solution for it.

Beneficiary from Uganda (Renewable Energy)

Figure 31 Length of ownership of closed business

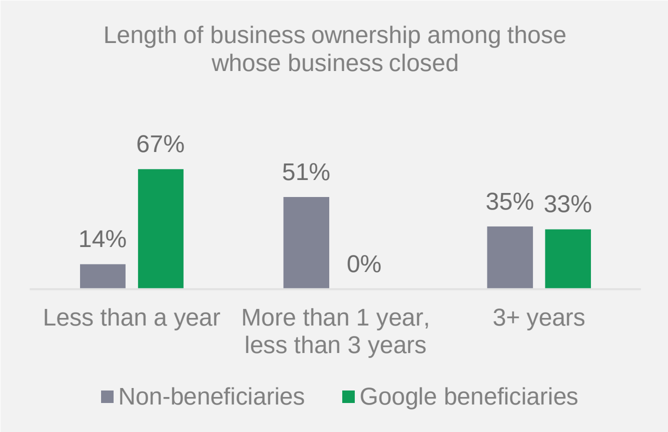
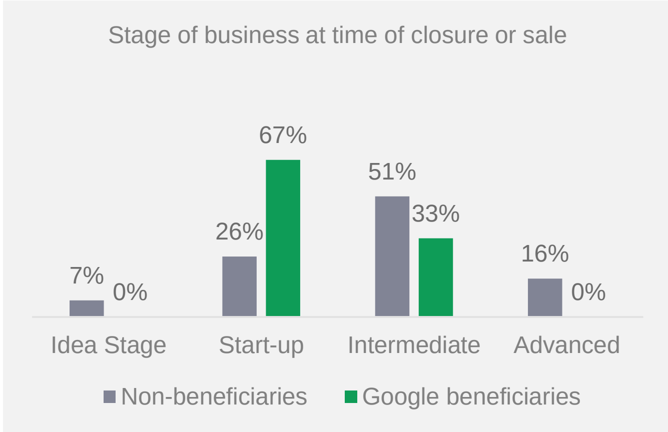


Figure 32 Stage of business at time of closure



Among those who no longer own their first business

67% of Google beneficiaries were most likely to have owned the business for less than a year before closure or sale, whereas **51%** of non-beneficiaries were most likely to have owned the business for 1–3 years before closure.

It is important to note that this group of Google beneficiaries is the most recent cohort, so that would explain why most of the businesses closed were only owned for less than a year. The fact that 67% of Google beneficiaries were most often in the start-up stage of their businesses at the time of closure or sale is likely also reflective of their more newly opened businesses.

In 2020, the average startup closure rate was 54% across Africa[6]. This shows that startups in Africa have particularly a higher rate of failure, which makes it a challenging environment for startups from Google beneficiaries to stay open.

Among Google beneficiaries who have not yet opened any business,

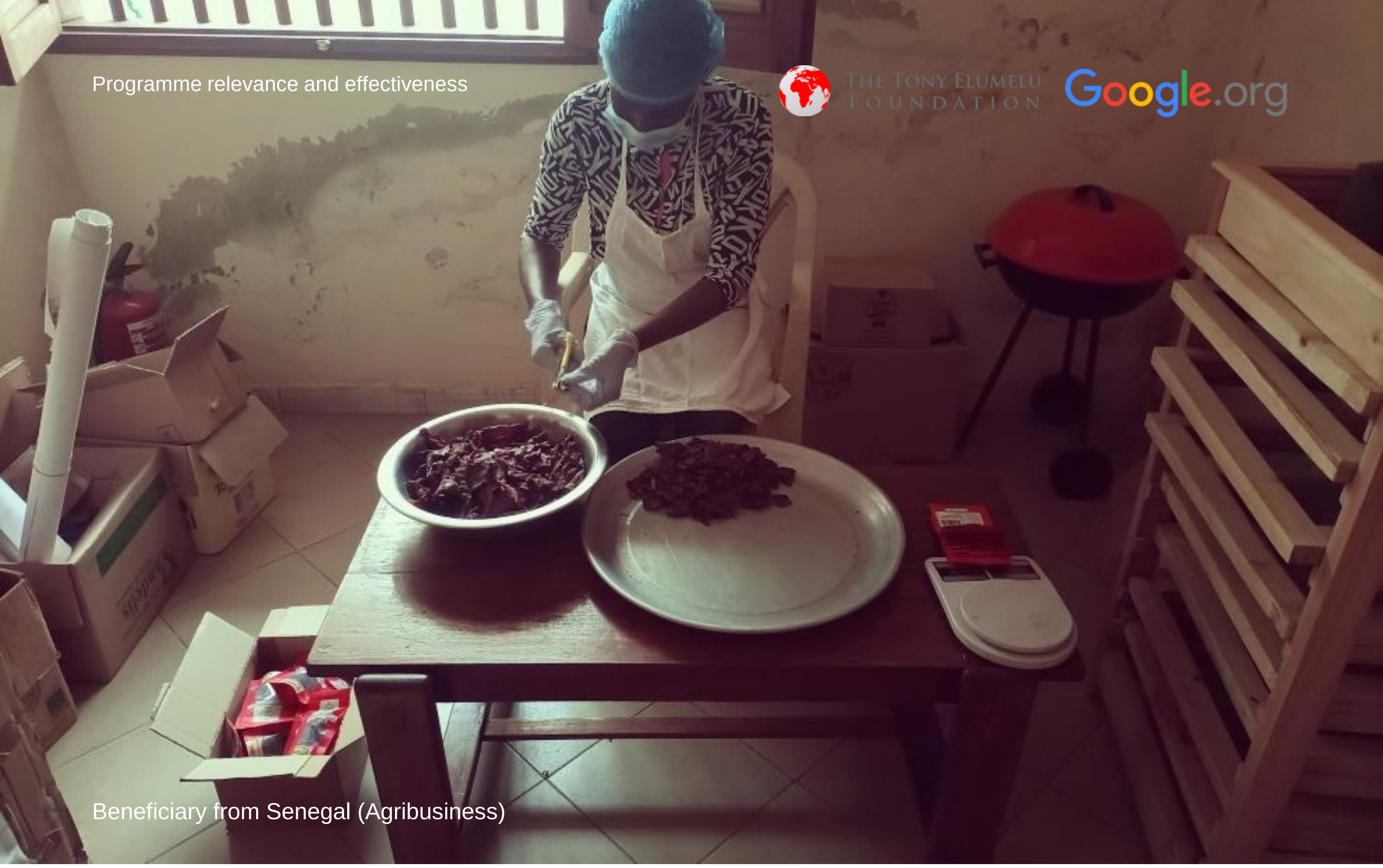
100% still plan to open a business.

This shows that even in a challenging entrepreneurial environment, beneficiaries demonstrate ambition to continue their venture idea.

Key Learning:

Only a small number of beneficiaries (4%) report not currently owning a business. Although this is a small percentage, their reported challenges to starting a business should be considered for including in future training programmes or workshops to provide resources for entrepreneurs to alleviate issues before they arise. Additionally, strengthening the mentorship and alumni component could help beneficiaries learn how to navigate these issues as they are more likely to arise when the business is established. Despite the challenges faced, 100 percent of beneficiaries who have not yet opened their business are still planning to.

Beneficiary from Senegal (Agribusiness)



Beneficiary from Senegal (Agribusiness)

Ability to acquire non-TEF support

After completing the TEF programme

20% of Google beneficiaries acquired additional investors in their businesses.

Moreover, almost half of beneficiaries' report having received non-TEF mentorship through their own professional networks.

Google beneficiaries have also gone on to earn awards for their businesses and to join further entrepreneurial programmes such as the SAB Foundation Tholana Enterprise Programme.

Finance in an entrepreneurial ecosystem concerns financial capital, including loans, investments, and capital—all things a majority of TEF beneficiaries have experience with, especially seed capital. In addition to receiving seed capital from TEF, beneficiaries have also sought external opportunities for funding and networking.

Almost half of Google beneficiaries (43%) report having received non-TEF mentorship. This points to external efforts for connecting with like-minded entrepreneurs and business owners, possibly in their local communities.

Furthermore, only 9% report they had applied for additional funding,

while 20% have acquired additional investors in their business venture.

These investments have been mainly from private investments (47%), friends and family (35%), as well as venture capitals (6%).

Figure 33 Non-TEF support and recognition

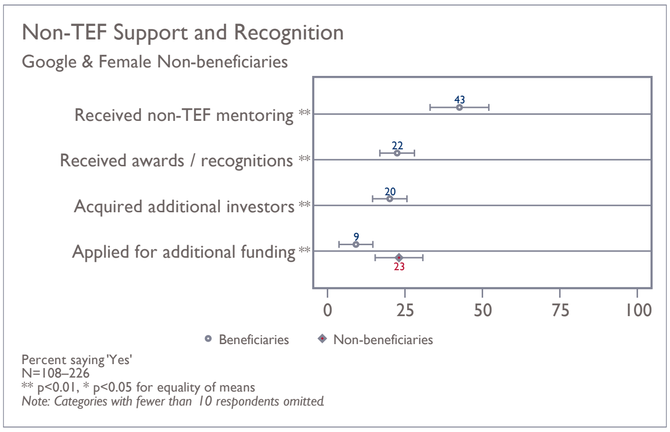
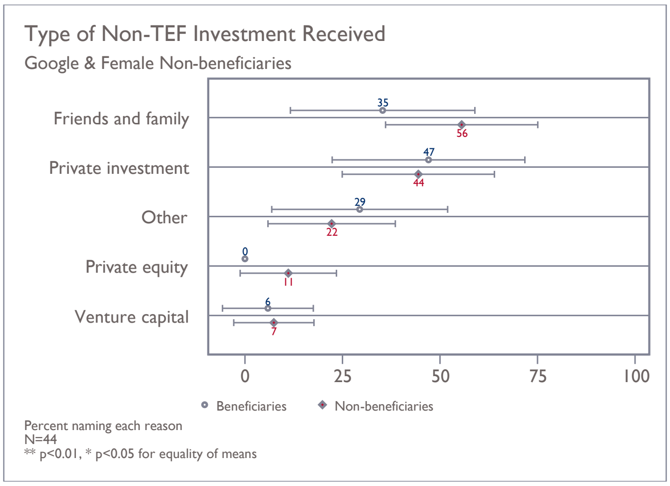


Figure 34 Type of non-TEF investment received



It is important to note that there is a large variance between the investments received from private investments and friends and family, indicating a variety of responses ranging from 15% to 75%.

This shows that TEF should encourage entrepreneurs to apply for additional funding and partner with others in their local entrepreneurial ecosystems to match investments and leverage their own funds. This method would help the business in two ways:

1. the business idea is validated if another business is willing to invest in it,
2. the business has more resources to grow.

By accessing additional funding and investments, Google beneficiaries are contributing to SDGs targeting poverty, decent work and economic growth, reducing inequalities, and partnerships.

Lastly, 22% of beneficiaries have received additional awards and recognition for their business.

These awards have included features in magazine throughout the region, including Google Hustle Academy, participating in the South African Breweries Ltd Foundation Tholana Enterprise Programme, and being recognized as one of the top 25 entrepreneurs in the Inventors Garage hosted by the South Africa Innovation Summit.

Key Learning:

Google beneficiaries were successful in acquiring funding and investments from outside sources, both through family and friends, as well as private investments. Beneficiaries have also went on to earn awards for their businesses and to join further entrepreneurial programmes such as the SAB Foundation Tholana Enterprise Programme. TEF would further benefit from encouraging beneficiaries to apply for additional funding opportunities and partner with other entrepreneurs in their communities after completing the programme. By doing so, beneficiaries will be able to acquire further investments in their business and gain more resources to grow.

Beneficiary from Cape Verde (Consulting)

Job Creation

Job creation is an aspect of the ecosystem that TEF has contributed greatly to and has the most impact.

Responding Google beneficiaries report employing a total of 254 employees before applying to TEF. At the time of the tracer study, responding Google beneficiaries report employing a total of 1,864 employees, suggesting 1,610 new jobs created by the 246 Google beneficiaries who participated in the tracer study. If we assume these responding Google beneficiaries are representative of the entire population of 500 female Google beneficiaries trained, it is estimated that 3,272 new jobs have been created by Google-supported businesses.

Google beneficiaries are also doing a great job in providing jobs to women, with on average **68%** of their current employees being women.

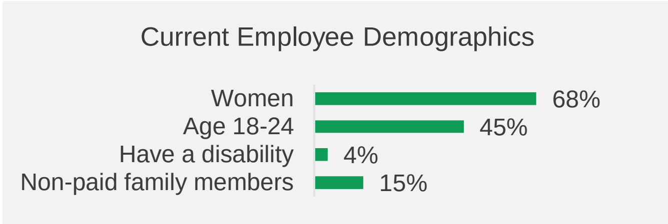
45% (nearly half) of Google beneficiaries' current employees are aged 18–24, indicating beneficiaries are fulfilling TEF's goals of providing more job opportunities for women and youth.

Human capital within an entrepreneurial ecosystem includes networks, labour, and educational institutions. This means that these three features are connected within each other to contribute to the larger ecosystem.

Networks refer to the system by which entrepreneurs connect with each other, labour includes decent jobs and the employees working, and educational institutions focus on the availability of educational opportunities for entrepreneurs. The program's efforts have generated a group of educated and trained entrepreneurs that can contribute to their local economies. As shown in the previous section, these beneficiaries have established networks with other entrepreneurs in their fields, effectively contributing to developing professional networks.

Furthermore, beneficiaries have provided jobs and opportunities to their local communities by hiring workers, serving as suppliers, and contributing to local charities.

Figure 35 Current employee demographics



Entrepreneurs impact local communities in various ways, including providing jobs, opportunities, and resources.

Looking at creation of jobs in particular, we specifically consider employment of marginalized groups (women, youth, and those with disability) and indicators of decent work (full-time employment, fair pay).

Google beneficiaries excelled in providing jobs to women, with **68%** of their current employees being women, up from **64%** at the time of applying to the TEF programme.

In addition, nearly half of Google beneficiaries' current employees (**45%**) are aged 18–24 (which is similar to their percentage at the time of applying to TEF, **47%**).

These high percentages of youth employment also reflect well on Google beneficiaries, given that youth unemployment is consistently very high compared to overall unemployment, so providing job opportunities for youth reflects a positive impact on the entrepreneurship ecosystem.

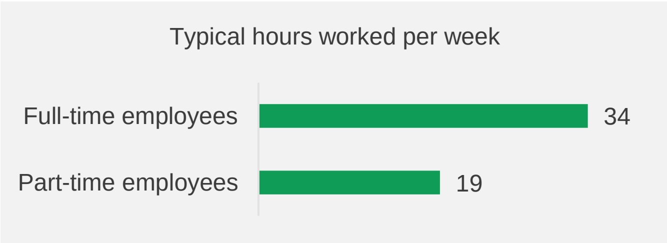
Google beneficiaries can improve in the employment of individuals with disabilities, because only **4%** of beneficiaries' current employees have a disability.

In addition, **15%** of Google beneficiaries' current employees are non-paid family members. Filling positions with family members who do not earn pay limits the extent of job opportunities in the larger community created by a business, in addition to limiting the earnings of those family members.

Another indicator of decent work is hours worked per week and fair pay.

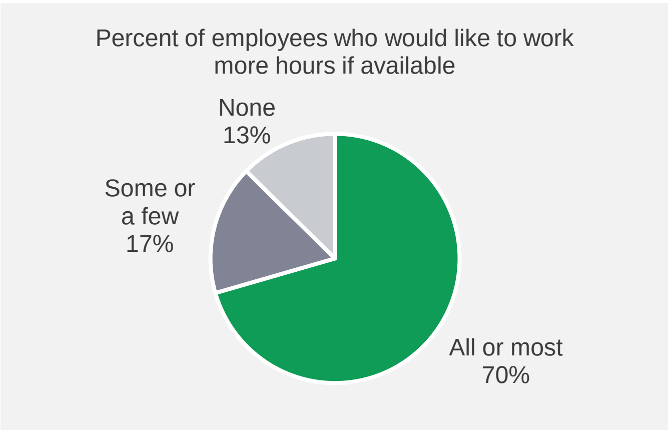
Findings suggest Google beneficiaries have room for improvement in both of these areas.

Figure 36 Typical hours worked per week



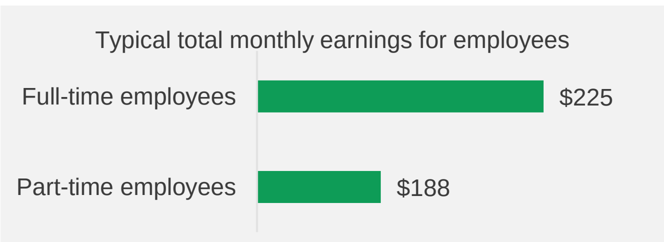
On average, Google beneficiaries' full-time employees work 34 hours per week, and part-time employees work 19 hours per week. However, nearly three-fourths of respondents (71%) report that their part-time employees would prefer to work more hours per week, if they were available.

Figure 37 Additional hours



Their employees' typical monthly earnings are $225 per month for full-time employees, and $188 per month for part-time employees.

Figure 38 Typical monthly earnings for employees



Comparing the typical monthly earnings of full-time employees to the average per capita income in the countries with the most beneficiaries reporting (at least 4), on average Google beneficiaries' full-time employees are making about 75% of their countries' average per capita income.

Typical monthly earnings of beneficiaries' full-time employees exceeded the average per capita income in only three of the seven countries with the most Google beneficiaries reporting.

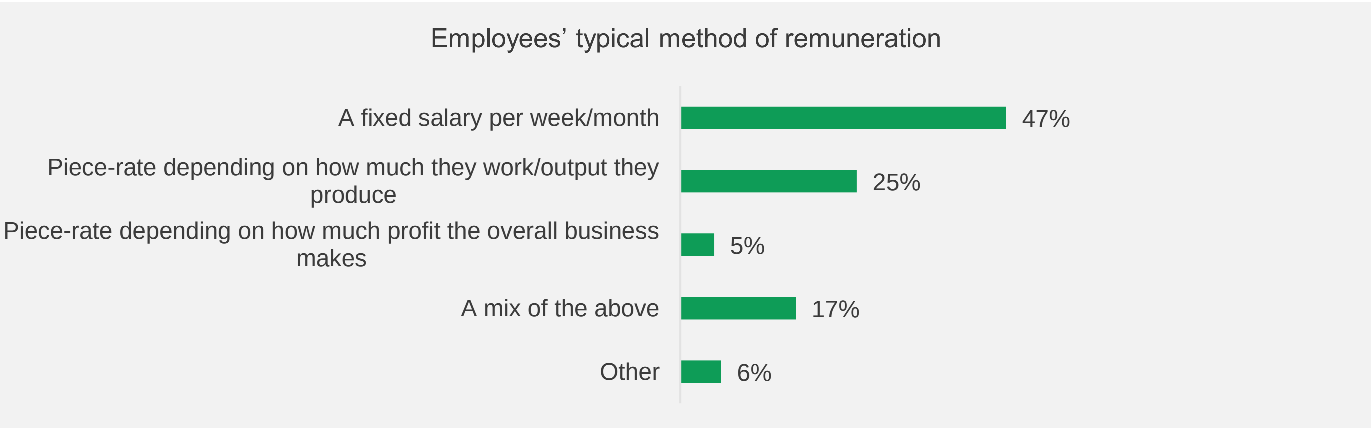
Again, however, it is important to interpret these findings with caution (and in the context of the mean, median, maximum, and minimum values presented in the table below), given the wide range of values reported and outsized weight that outlier values can have on mean values in the context of small sample sizes per country.

Beneficiary from Congo (Agribusiness)

Table 7 Employee earning comparison

	N reporting on employee earnings	Mean employee annual earnings	Median employee annual earnings	Max employee annual earnings	Min employee annual earnings	Avg annual income per capita
South Africa	**31**	**$3,504**	**$1,800**	**$18,000**	**$0**	**$6,994**
Nigeria	16	$900	$576	$6,000	$36	$2,085
Benin	13	$912	$720	$2,520	$0	$1,428
Chad	7	$720	$600	$1,200	$120	$696
Madagascar	5	$612	$600	$1,020	$240	$515
Burkina Faso	4	$1,116	$1,200	$1,200	$840	$918
Gabon	4	$1,692	$1,572	$3,600	$0	$8,017
Congo	3	$1,800	$1,800	$2,400	$1,200	$2,214
Guinea	3	$3,204	$600	$8,400	$600	$1,174
Kenya	3	$2,004	$2,400	$2,400	$1,200	$2,007
Senegal	3	$2,556	$3,600	$4,080	$0	$1,607
Togo	3	$816	$960	$1,200	$300	$992
Cameroon	2	$40,800	$40,800	$42,000	$39,600	$1,662
Congo, Democratic Republic of the	2	$1,200	$1,200	$1,800	$600	$584
Cote D'ivoire	1	$1,536	$1,536	$1,536	$1,536	$2,579
Mali	1	$2,400	$2,400	$2,400	$2,400	$918

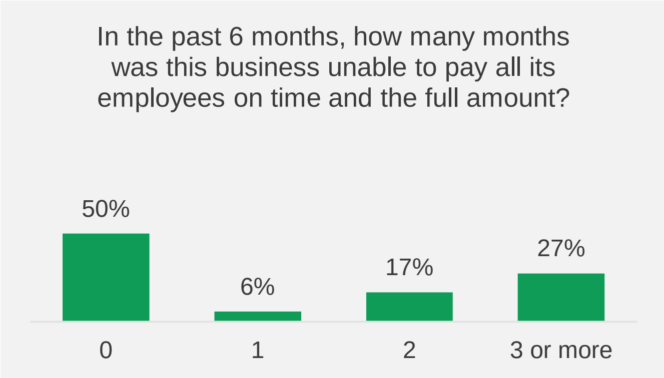
Figure 39 Typical method of renumeration



In addition, less than half of Google beneficiaries' employees are remunerated with a fixed salary per week or month (47%), with the next most common method of remuneration being piece-rate depending on how much they work or how much output they produce (25%).

Another 17% are paid as a mix of the above, while much smaller percentages are paid piece-rates depending on how much profit the business makes (5%), or another way (6%).

Figure 40 Inability to pay employees



Relatedly, half of Google beneficiaries reported being unable to pay their employees on time and in full at least one month over the past six months, with this problem occurring just one month for 6% of Google beneficiaries, but as much as two months for 17% of beneficiaries, and three or more months for another 27% of Google beneficiaries.

While unfortunate for the employees and reflective of business owners not having enough cash on hand, this is also a relatively common occurrence, especially among new businesses.

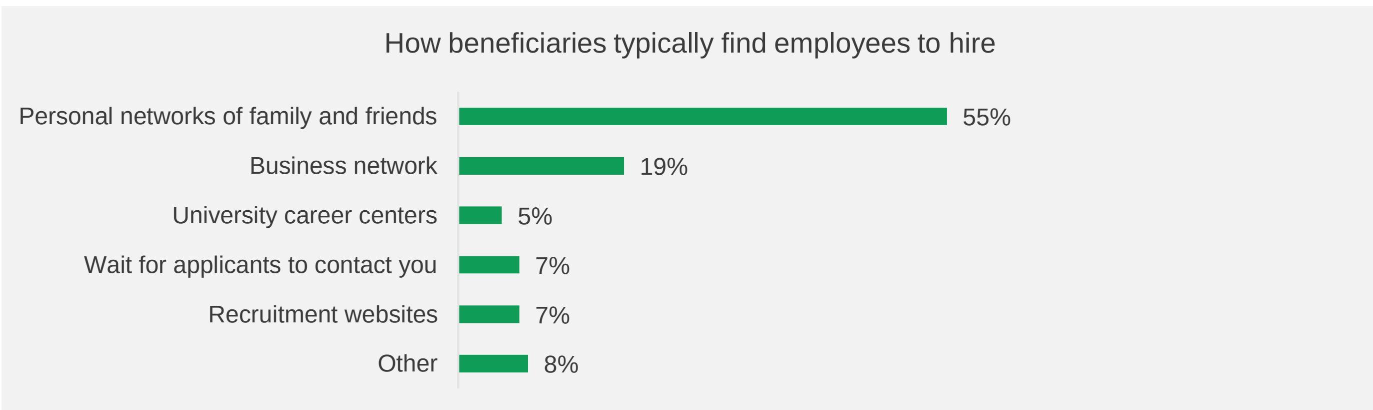
Over half of Google beneficiaries (55%) typically find employees to hire among personal networks of family and friends, while much smaller percentages find their employees through business networks (19%), waiting for applicants to contact them (7%), recruitment websites (7%), university career centres (5%), or another way (8%).

Hiring primarily among personal networks of family and friends restricts the job opportunities created for the larger communities by Google beneficiaries, and also limits the talent these businesses are able to recruit, although hiring among trusted personal networks is quite common, especially among small businesses.

Key Learning:

A majority of Google beneficiaries currently employ women and nearly half employ youth between 18-24, indicating that beneficiaries are reaching TEF's target goal of providing more jobs and opportunities for women and youth. An area the TEF programme can improve is by encouraging beneficiaries to not employ as many family members that do not get paid as this takes away opportunities from the community. Additionally, nearly three-fourths of respondents (71 percent) report that their part-time employees would prefer to work more hours if available, indicating there is a shortage of work available.

Figure 41 Finding employees to hire



Beneficiary from Nigeria (Fashion)

Entrepreneurship Culture

Google beneficiaries overwhelmingly feel their communities are supportive of entrepreneurship with:

82% reporting support

74% stating that entrepreneurs have a good social status in their communities

However, 55% of beneficiaries report that business failures are acceptable in their community, indicating that many entrepreneurs feel failure is not acceptable in their community. This belief points to a fragile entrepreneurship culture and an area TEF may seek to address through the training and mentorship programme.

Culture in an entrepreneurial ecosystem is an important aspect that plays an integral role in strengthening the ecosystem. Culture refers to the social culture in which entrepreneurs work within and indicators that speak to this include perceptions of business success and failures in a community, innovation, social status, and reputations. While entrepreneurial cultures may differ between countries in Africa, we aimed to gain a general understanding of beneficiaries' experiences with these previously outlined indicators.

Many Google beneficiaries report their communities are supportive of entrepreneurship and that entrepreneurs have good social status with 82% of Google beneficiaries reporting their communities are supportive. Additionally, many beneficiaries (74%) report entrepreneurs in their community have a good status.

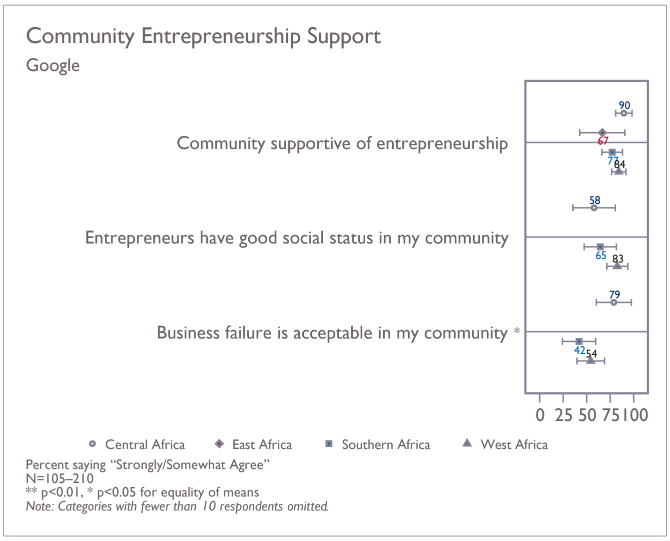
Figure 42 Community entrepreneurship support

E It is noteworthy that beneficiaries from East Africa report lower agreement to these statements, with 67% of East African beneficiaries stating their communities are supportive of entrepreneurship. Now compare this to Central Africa and West Africa that had a much higher percentage of agreement.

This shows that beneficiaries in East Africa might not be receiving the same level of support from their local communities regarding entrepreneurship, and that being an entrepreneur in East Africa is a different experience than in regions such as Central or Western Africa.

This is a positive indicator for TEF beneficiaries being able to find success but more emphasis in training and mentorship of acceptance of business failure would help counteract community messaging around this issue.

Figure 43 Community entrepreneurship support regional breakdown



Key Learning:

Overall, Google beneficiaries feel supported in their local communities and report that entrepreneurs have good social status and reputations in their communities.

However, it is important for TEF to consider that beneficiaries from East Africa were less likely to report their communities support entrepreneurs.

Additionally, 55% of beneficiaries report that business failures are acceptable in their community, indicating that many entrepreneurs feel failure is not acceptable in their community. This is important for the programme to consider as it shows the experience of entrepreneurs varies between different regions in Africa.

“

The programme gave me a platform to meet amazing people with great ideas.

Beneficiary from Chad

Community Impact

Google beneficiaries impacted their local communities by supporting and mentoring charities and fellow entrepreneurs.

A majority of Google beneficiaries (68%) report they have pursued further education after TEF, showing that the programme serves as catalyst for participants and increases their capability to pursue further education.

Over half (59%) of respondents have mentored non-TEF entrepreneurs in their local community,

with 55% of them supporting charities in their communities.

This shows that entrepreneurs from the TEF programme are willing to give back to their community, in a similar manner that TEF gave them.

Similarly, 54% of non-beneficiaries report supporting community charities, displaying a sign of a strong entrepreneurial ecosystem where business owners, whether they completed TEF or not, are willing to give back to their local communities.

It should be noted that while there is no major difference in this aspect between beneficiaries and non-beneficiaries, it is worth keeping in mind that Google beneficiaries have only been out of the programme for a year compared to non-beneficiaries who have applied since 2015.

> "
>
> TEF gave me confidence in my company.
>
> **Beneficiary from Nigeria (Manufacturing)**

Beneficiary from Nigeria (Food & Beverage)

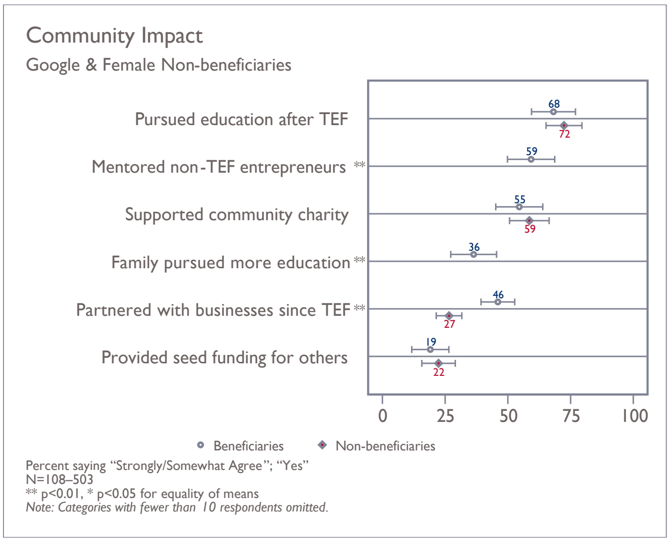
Additionally, Google beneficiaries report that the TEF programme has allowed them and their families to pursue further education.

Almost a majority (68%) of Google beneficiaries have pursued further education after TEF and 36% state their family members also pursued further education.

This shows that the TEF programme has given their beneficiaries the ambition to pursue further education, as well as enabling their families to gain more education.

Furthermore, almost half (46%) of Google beneficiaries support their communities by partnering with other business and 19% have even gone on to provide seed funding for other entrepreneurs.

Figure 44 Community Impact



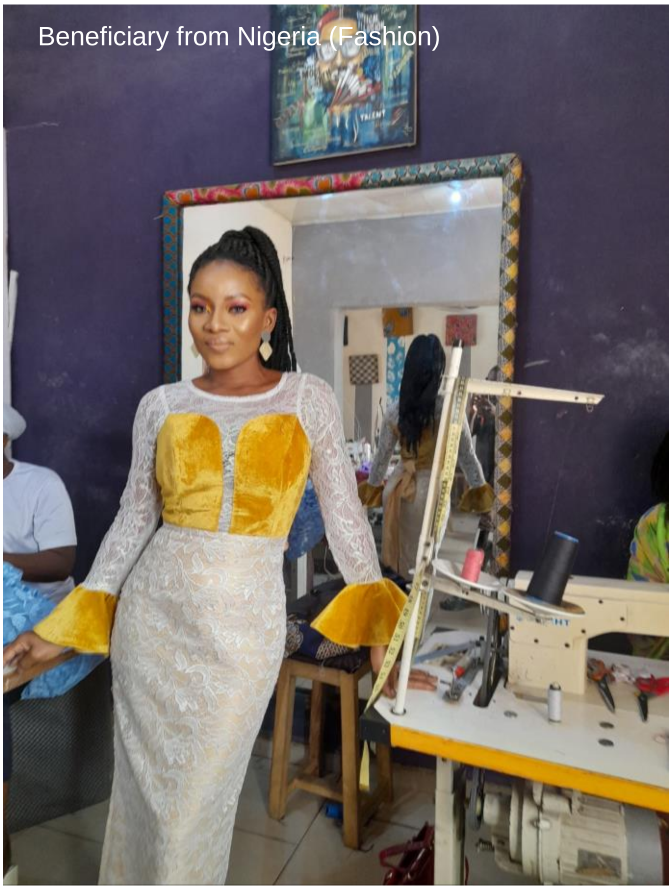
Beneficiary from Zimbabwe (Professional Services)

Key Learning:

The TEF programme has impacted the beneficiaries personally and professionally. Many beneficiaries report they have pursued further education after the programme, as well as their family members being able to pursue further education. This shows the TEF programme is increasing their beneficiaries' capability to pursue further opportunities for themselves and their families.

Additionally, beneficiaries have been impacting their own communities by providing mentorship to local entrepreneurs and supporting community charities. All of this is indicative that TEF is having a positive impact on beneficiaries, their families, and their local communities.

Beneficiary from Nigeria (Fashion)



Market access and supply-chain integration

Google beneficiaries report relatively strong access to markets in their countries and industries

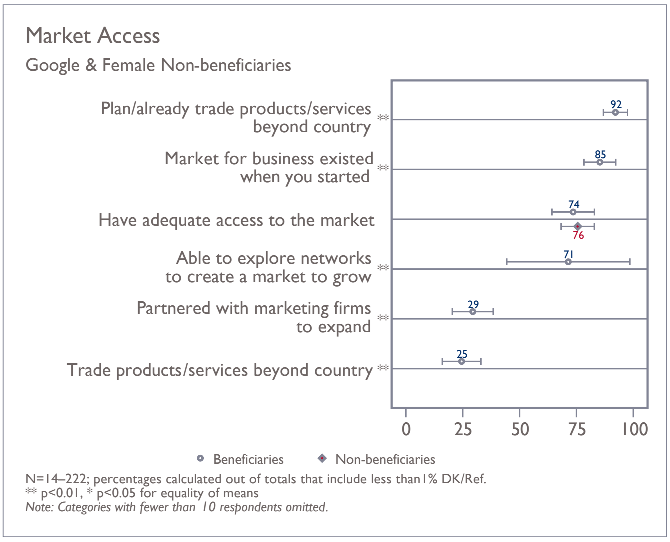
74% having adequate access

92% planning to or currently engaging in trading products and services beyond their country.

One important aspect of a strong entrepreneurial ecosystem is the market, and an entrepreneur's access to it. This aspect of the ecosystem focuses on the consumers, as well as the networks formed between business owners and the market system in their country.

These are all indications of TEF's impact on equipping beneficiaries with the necessary skills and knowledge to access markets, trade, and explore new markets.

Figure 45 Market access



One of the goals of the TEF programme is to equip beneficiaries with the knowledge to enter markets and provide opportunities to do so.

When they went to start their business, 85% of beneficiaries reported a market for their business in their country existed. Both beneficiaries and non-beneficiaries alike report having adequate access to their respective business markets.

A majority of beneficiaries (71%) report they are able to explore networks to enter markets. Additionally, while a majority of beneficiaries (92%) report they have plans to trade products and services beyond their country, only 25% have actually done so, and only 43% are aware of the African Continental Free Trade Area.

Additionally, beneficiaries are looking at different approaches to expanding their business, with 29% stating they have partnered with marketing firms to expand their business venture.

Yet nearly half of Google beneficiaries (42%) rank their most important clients as friends and relatives that they already know.

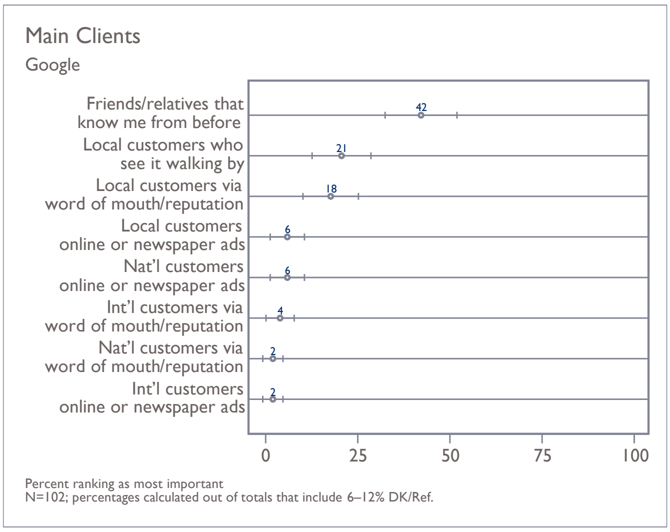
This suggests that beneficiaries largely rely on their immediate networks to help support their business venture development and makes business more vulnerable to shocks. Relying on immediate networks for sales can suggest vulnerable businesses for whom growth could pose a challenge.

The largest percentage of Google beneficiaries currently serve a relatively small numbers of clients in a typical month

with 51% selling products or services to less than 20 clients per month.

Average sales per client are most commonly under $20 (38% of Google beneficiaries).

Figure 46 Main clients

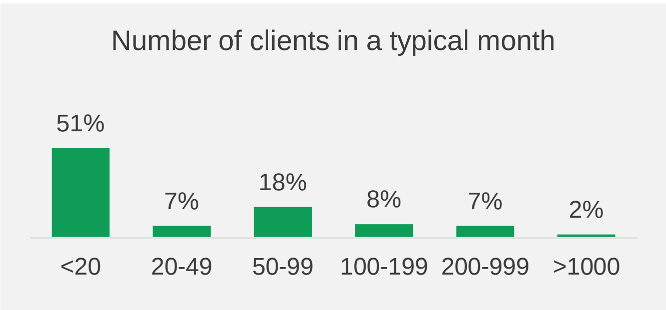


Being a supplier

The majority of both Google beneficiaries and non-beneficiaries report their business serving as a supplier or vendor to other businesses, although this is slightly more common among non-beneficiaries (67% of non-beneficiaries vs. 54% of Google beneficiaries).

Serving as a supplier to other business is a good indicator of a stronger business model being out of direct-to-consumer businesses, which tend to be less sustainable small stores or resale businesses.

Figure 47 Number of clients in a typical month

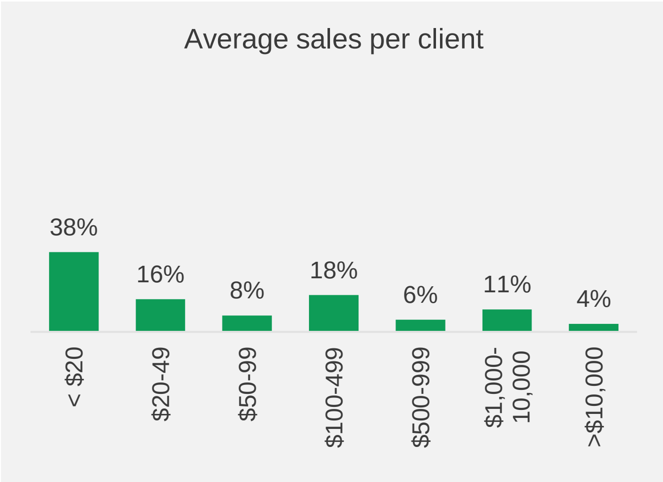


Using suppliers

The majority of both Google beneficiaries and non-beneficiaries use other business as a supplier: 54% of Google beneficiaries 67% and non-beneficiaries

Non-beneficiaries have typically operated their business for a longer time, so it is not surprising that they have a higher rate of serving as a supplier for other businesses.

Figure 48 Average sales per client

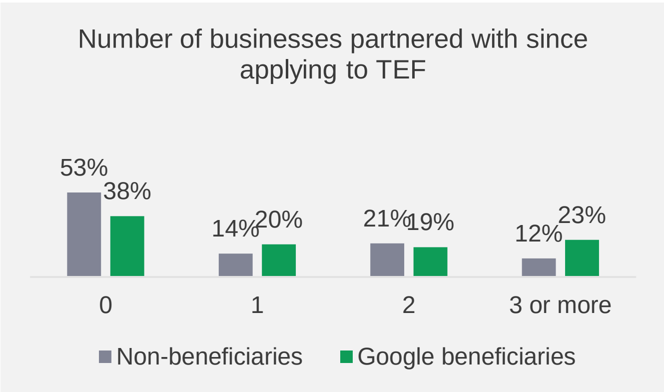



Beneficiary from Ghana (Commercial Retail)

Partnering with businesses

Google beneficiaries and non-beneficiaries have also partnered with comparable numbers of businesses in the time since applying to the TEF programme. The fact that Google beneficiaries have achieved similar rates as have non-beneficiaries is impressive, given on average several fewer years in business.

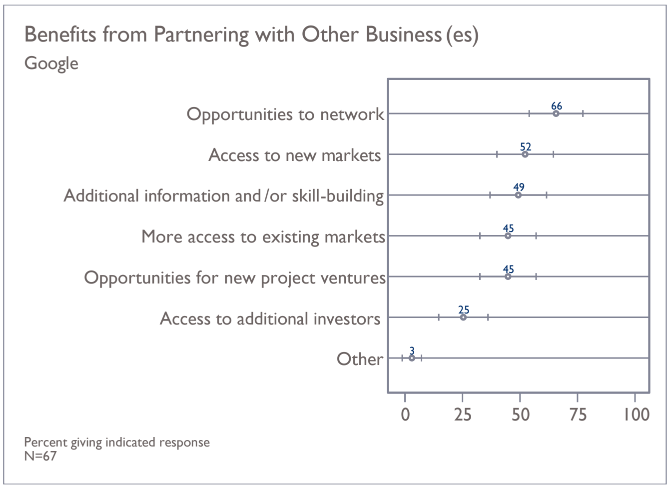
Figure 49 Number of business partnerships



Beneficiaries report numerous benefits from partnering with other businesses, with many beneficiaries (66%) stating opportunities to network as a strong benefit.

Additionally, beneficiaries also report access to new markets, skill-building, more access to existing markets, opportunities for new ventures, and additional investors as all benefits of business partnerships.

Figure 50 Benefits from partnerships

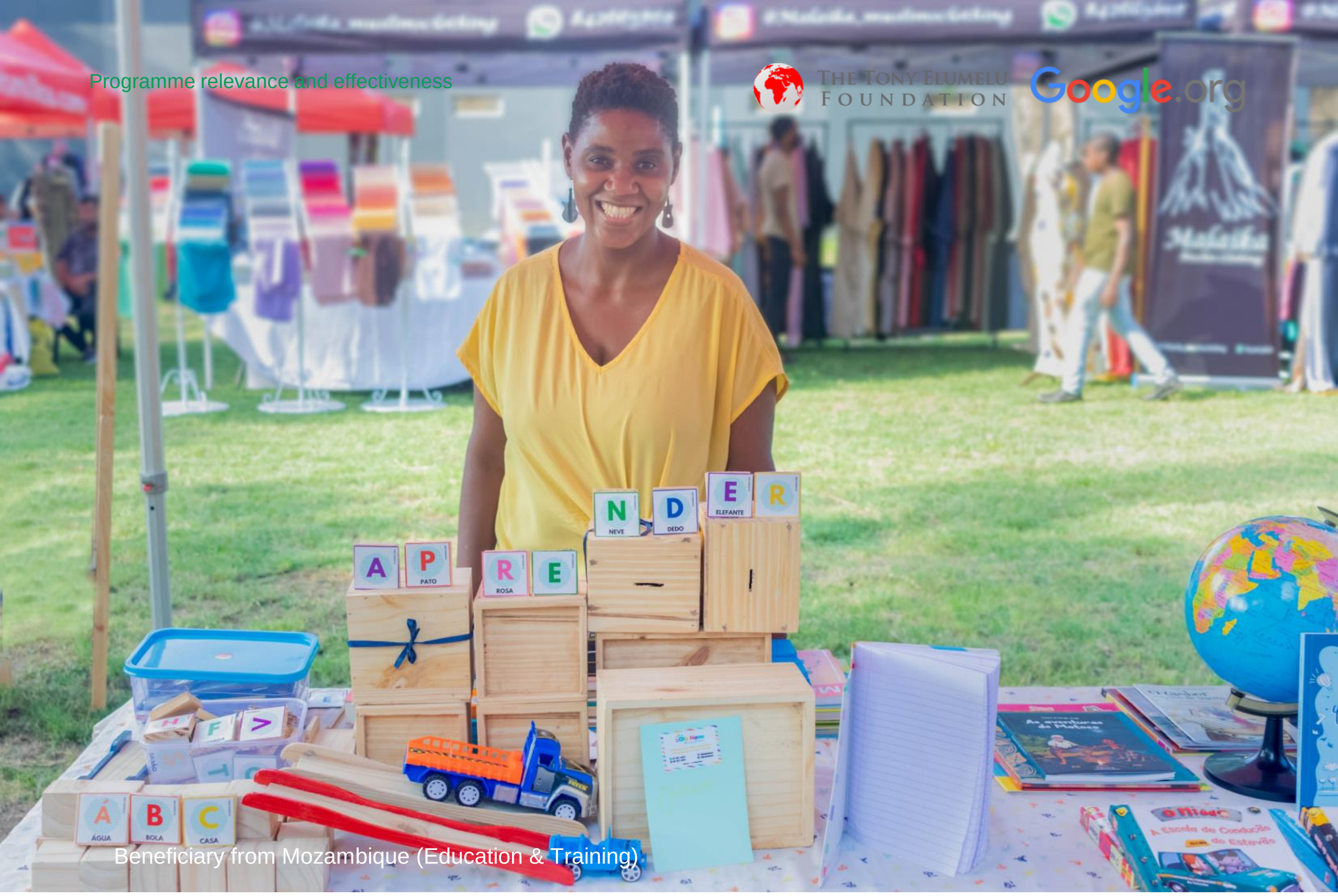


Key Learning:

Google beneficiaries report having adequate access to markets in their countries, with 92 percent reporting they plan to or are currently engaging in trade beyond their own country. While this shows that beneficiaries have fair access to a market to conduct business, nearly half of them rank their most important clients are friends and families.

Reliance on immediate networks makes businesses more vulnerable to shocks. This suggests that TEF should integrate more training for beneficiaries to learn techniques and ways to reach out to more networks in their country, as well as across Africa and the world.

Beneficiary from Nigeria (Construction)



Beneficiary from Mozambique (Education & Training)

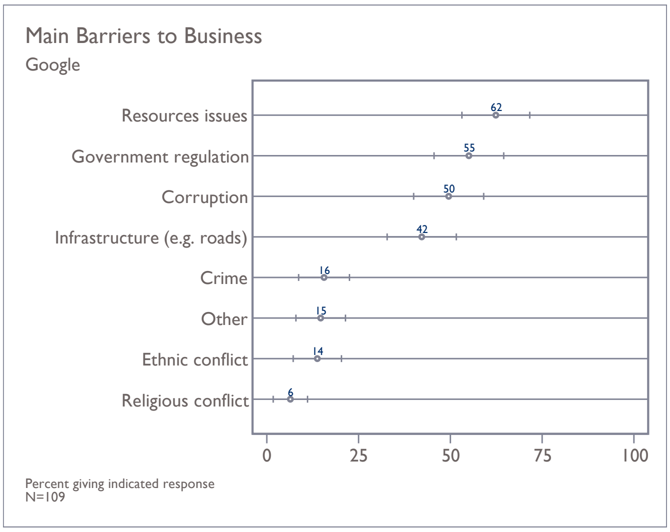
Business challenges and growth

Challenges to businesses vary and are caused by numerous issues: resources, funding, clientele, economy, and more.

The main barriers many Google beneficiaries are experiencing or have experienced with their businesses are:

- 62% resource issues
- 55% government regulation
- 50% corruption
- 42% infrastructural issues (e.g., roads)

Figure 51 Main barriers to business



As displayed in Figure 52, many beneficiaries report the biggest challenges to growing their business have been

51% access to finance. Non-beneficiaries report experiencing more challenges regarding access to finance, with 83% reporting difficulties.

43% inflation

Beneficiaries report various conditions that must be sufficient for their business.

84% of Google beneficiaries state communications as their top condition for a sufficient business

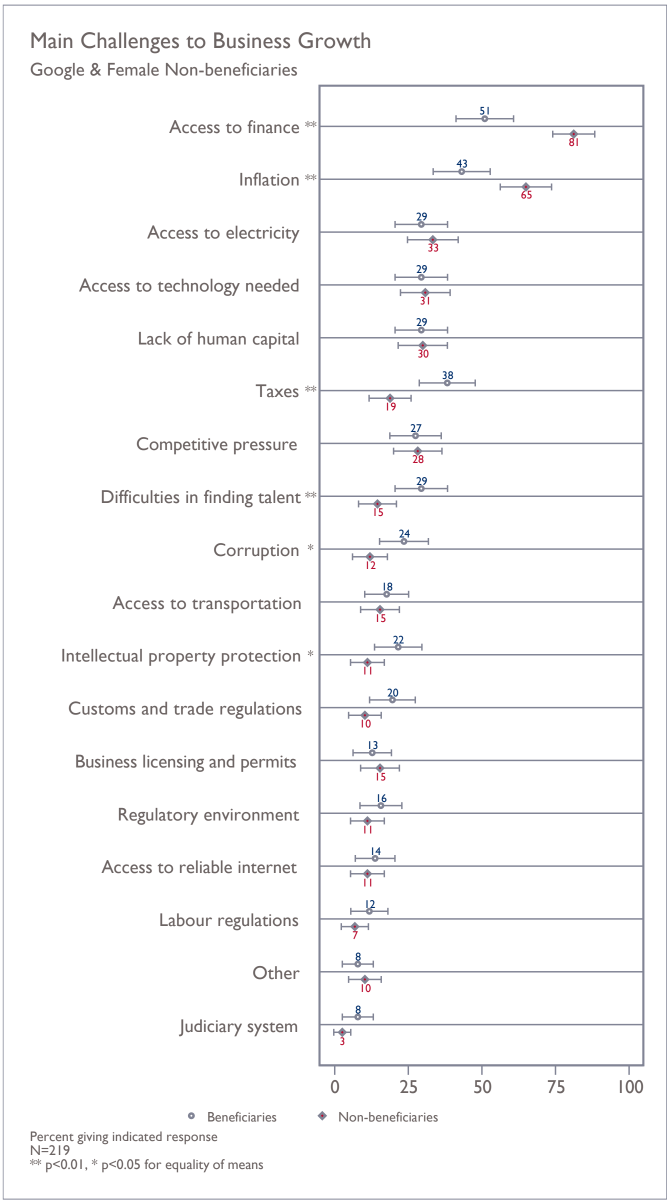
77% access to technology

77% business consultation about taxes and business registration

72% physical infrastructure as all necessary and important conditions for their business.

Moreover, in regard to the COVID-19 pandemic, both beneficiaries and non-beneficiaries report negative impacts of the pandemic on their business.

Figure 52 Main challenges to business growth



Beneficiary from Uganda (Food & Beverage)

Climate change

As climate change concerns grow across the world, Africa is faced with certain, difficult challenges concerning temperature increase, especially in West, Central, and East Africa. The Africa Climate Policy Centre has projected an increase in temperatures will decrease the continent's GDP between 2.25% and 12.12%.[8]

Figure 53 Plans for climate change map

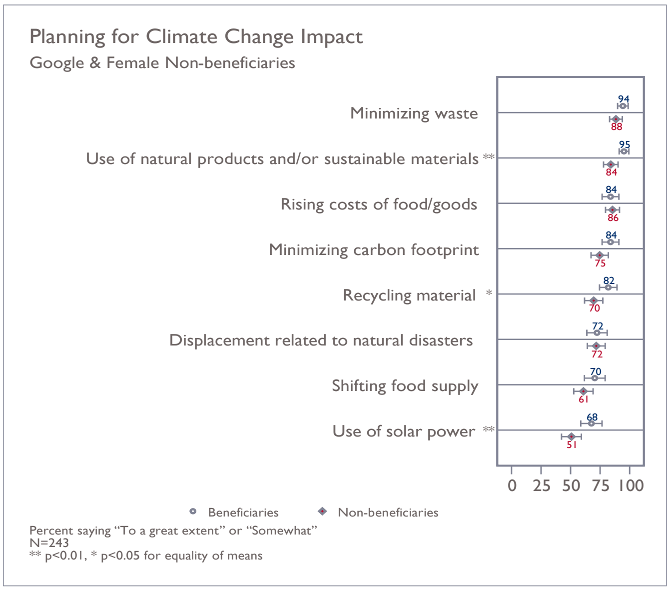
Entrepreneurs and business owners operating in the continent must be aware of these challenges and adapt their business. Google beneficiaries have begun doing this

with a majority of beneficiaries (95%) report that one of their plans to address climate change is to use natural and sustainable products and materials and to minimize waste (94%)

Other ways beneficiaries and non-beneficiaries alike are thinking about the impact of climate change is through minimizing their carbon footprint, recycling materials, and using solar power.

This is indicative of an increased support for green entrepreneurship and targets many goals within the UN's SDGs. Moreover, many beneficiaries (72%) report one of their main concerns regarding climate change is displacement related to natural disasters — both beneficiaries and non-beneficiaries hold the same concerns regarding climate change's impact on their business.

Figure 54 Plans for climate change



Key Learning:

Resource issues are the number one cause of concern for business owning beneficiaries. Additionally, government regulation, corruption, and infrastructural issues are all areas beneficiaries report as their main barriers with maintaining their business. These are important for TEF to consider when designing their training programme as they can create lessons on how to address these issues and overcome these obstacles.

Furthermore, beneficiaries report that their main cause of concern regarding climate change in their business is displacement related to natural disasters. To address climate change issues, beneficiaries report they plan to minimize waste and use natural and sustainable products and materials in their businesses.

[1] United Nations Framework Convention on Climate Change: https://unfccc.int/news/climate-change-is-an-increasing-threat-to-africa

Sustainability and stakeholder feedback

4

Beneficiary from Mauritius (Manufacturing)

Sustainability and stakeholder feedback

Programme sustainability includes two aspects:

1. the ability of the funded entrepreneurs to start and grow business over time and
2. the programme’s ability to maintain donors and successfully serve the large number of beneficiaries in a diverse and difficult environment.

Overall, Google beneficiaries are very optimistic about their future:

- 90% of beneficiaries are confident in maintaining their business for the next year
- 65% plan to improve their existing goods and services in the next six months to increase their business’ survival.

Hearing the success stories of the entrepreneurs, specifically as the Google beneficiaries are exclusively women, is impactful testimony in showing the effect of the TEF programme, with partner staff.

Members of the Google partner staff note the significance of interacting with the women directly, as they were able to engage with beneficiaries when members of their team attended a TEF event in Lagos.

Meeting the entrepreneurs in their local spaces provided context to the successes Google partner staff hear about, as they were able to see beneficiaries working in their own environments. As stated by Google partner staff:

> “It was quite special to see all these women entrepreneurs in the community.
>
> **Google Partner staff**

Google partner staff also note the success the TEF programme has in engaging women in Africa who may have an increased likelihood of being marginalized and have more limited access to funding, noting:

> “It is really quite moving to see the direct impact that some of these women have seen through the funding.
>
> **Google Partner staff**

> “Their ability to engage people, especially women entrepreneurs are nothing short of amazing.
>
> **Google Partner staff**

The sustainability of the programme is helped by the enthusiasm it inspires, most notably in the activities of many of the hub leads.

These individuals believe in the TEF programme and are willing to volunteer their time, and potentially some finances, to advocate and offer testimony to how the programme has changed their lives.

Overall, beneficiaries are optimistic about the future of their business (90%), though the rate is slightly higher among non-beneficiaries (98%), possibly due the difference in business longevity so far: Google beneficiaries are in their first year of business, while non-beneficiaries have been in business longer on average, and the first year of a business is well-known to be most difficult.

Most Google beneficiaries (90%) report being very or somewhat confident in maintaining their business for the next year at least.

This hope is well-founded for more than a third of beneficiaries (36%) who report their business increased operating revenues in the last month.

Notably, the optimism is the highest in Nigeria and Chad, while beneficiaries in Benin express less positivity.

Beneficiary from South Africa (Food & Beverage)

Figure 55 Business outlook map

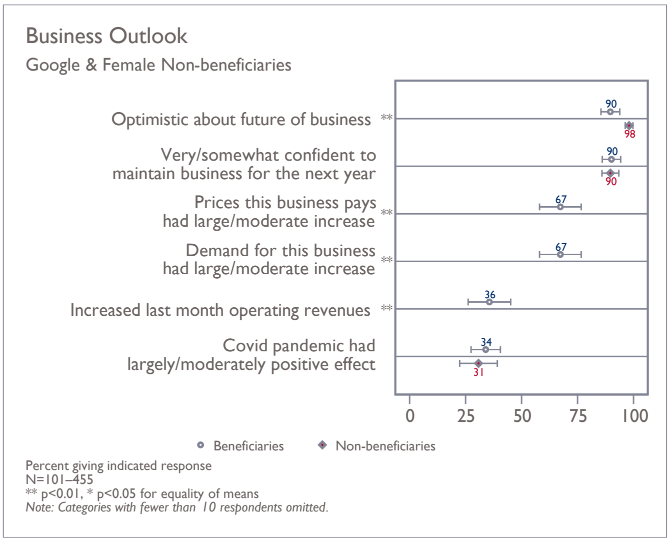
To further increase the chances of their business surviving, many beneficiaries report they plan to improve their existing goods and services in the next six months (65%), as well as their methods of production (62%).

Furthermore, beneficiaries mention improving logistics, changing business strategies, adopting/ expanding use of technology, introducing new goods or services, and changing management practices, all of each indicates active, engaged, and market responsive entrepreneurs.

This shows that the participants of the programme believe they have received the necessary skills to sustain their business, as well as expand it.

Additionally, this is indicative of an ecosystem that supports the growth of local businesses and targets partnership goals within the UN's SDG plan. At the same time, nearly half of Google beneficiaries (42%) rely on their immediate networks to help support their business venture development, raising concerns about vulnerability to shocks and limiting growth potential.

Figure 56 Business outlook



Key Learning:

Google beneficiaries are very optimistic about the future of their business and a majority are confident in maintaining their business for the next year. One of the goals of the TEF programme is to empower beneficiaries and allow them to grow their business confidence and capacity. This is seen through the Google beneficiaries, with many beneficiaries reporting different strategies they plan to take to further increase the chance of their business surviving, such as 65 percent reporting they plan to improve their existing goods and services in the next six months.

Beneficiary from Kenya (Healthcare)

Comparison to Baseline study

5

Beneficiary from Ghana(Beauty & Wellness)

Comparison to baseline study

For all analyses presented below comparing the 2021 baseline survey data to the 2022 Tracer study data, we limit the sample to only include the 104 beneficiaries who provided data at both timepoints.

In general, findings across several indicators measured at both timepoints point to several areas of growth among beneficiaries, likely suggesting that the TEF programme was effective in supporting its beneficiaries in improving their business practices, enhancing business capacity, positively contributing to the entrepreneurship ecosystem through creation of jobs, and acquiring second-stage funding.

Specifically, beneficiaries were asked in both the 2021 baseline survey and the 2022 tracer study whether they were using any standard business practices, including big management procedures, HSE standards, HR management systems, and finance mechanisms.

Of the 26 beneficiaries who reported not using any of those listed standard business practices at baseline:

54% are now using at least one of those standard business practices

1 **61%** of all reporting beneficiaries are currently using at least one standard business practice

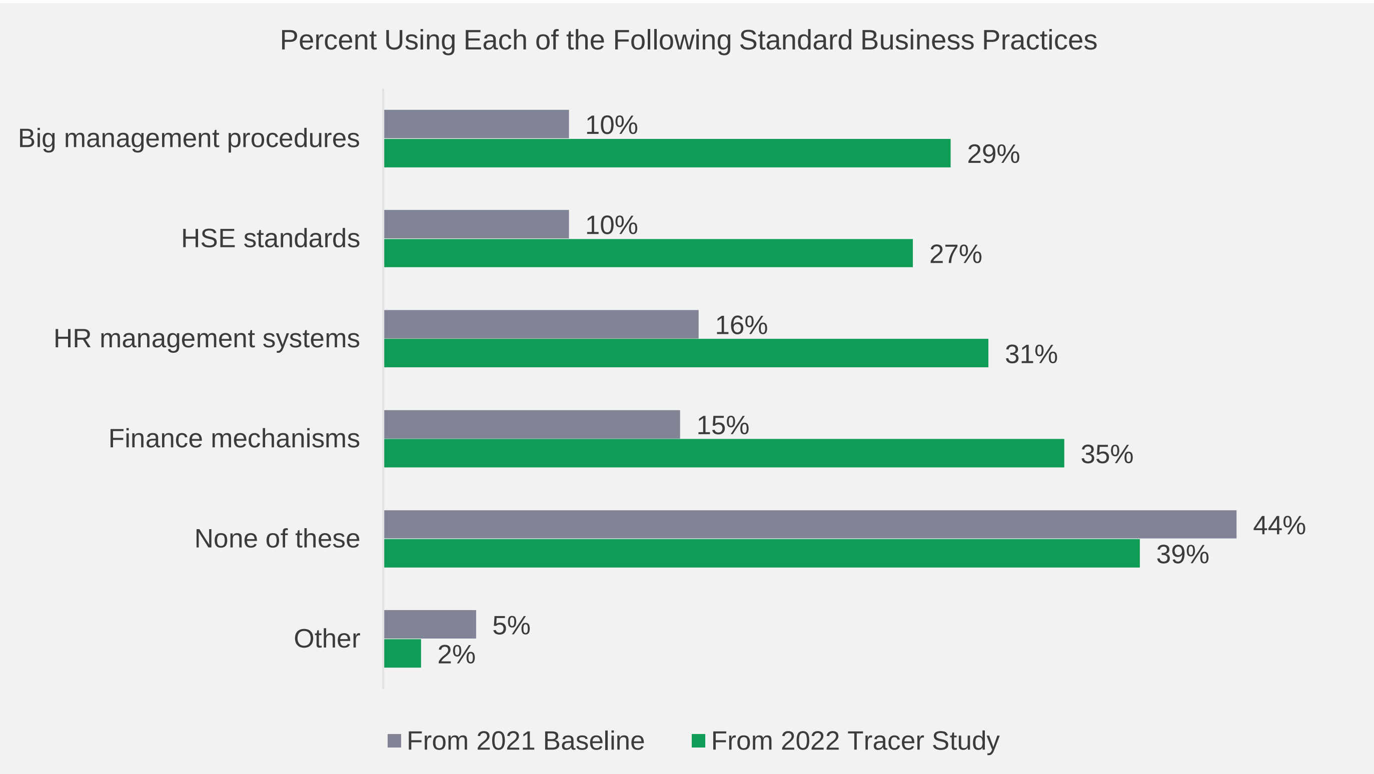
2 **18%** using two standard business practices

3 **8%** using three

4 **10%** using all four of the listed standard business practices

49% in contrast were using at least one standard business practice at baseline.

Figure 57 Comparing standard business practices



NOTE: At the 2021 baseline, the survey item only allowed beneficiaries to select one standard business practice from the list, whereas in the 2022 tracer study, the item allowed beneficiaries to select all that applied. Thus, the percentages for each specific business practice at 2021 baseline versus the 2022 tracer study are not directly comparable.

Additionally, findings suggest that through the TEF programme, beneficiaries achieved enhanced business capacity in several areas, with 71% of the beneficiaries who provided both 2021 baseline and 2022 Tracer study data showing enhanced business capacity in at least one area.

Figure 58 Comparing indicators of business capacity

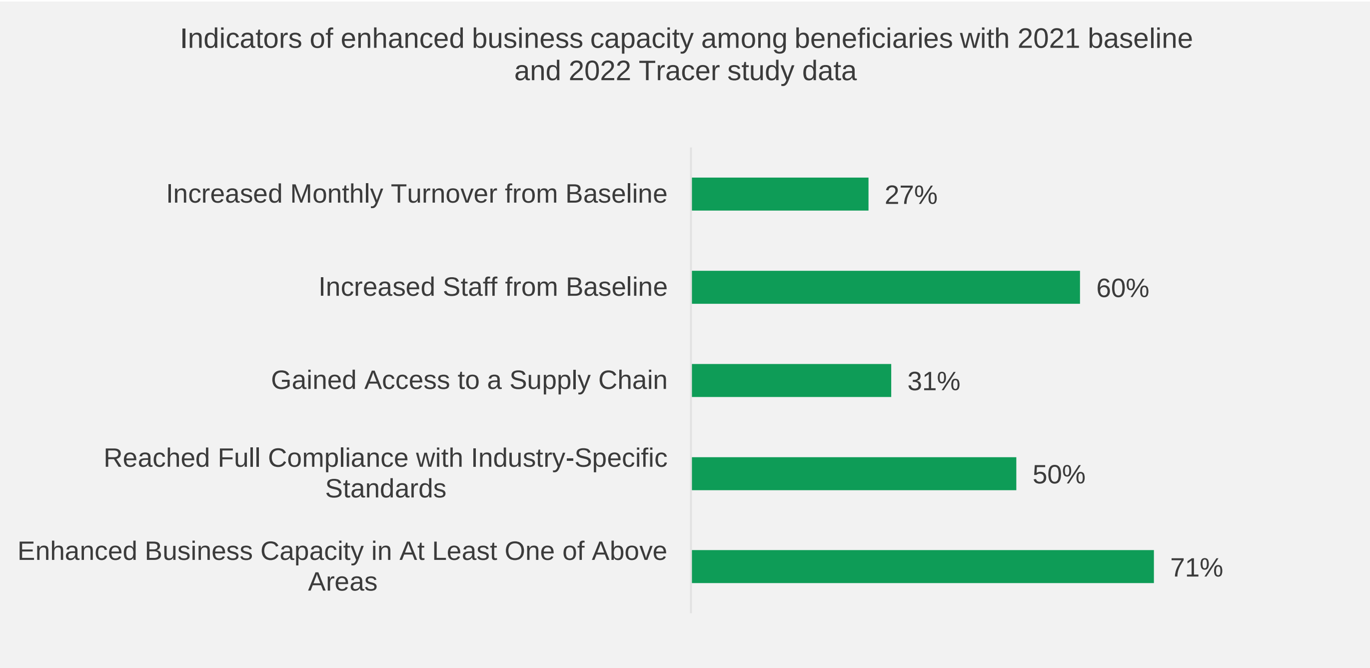
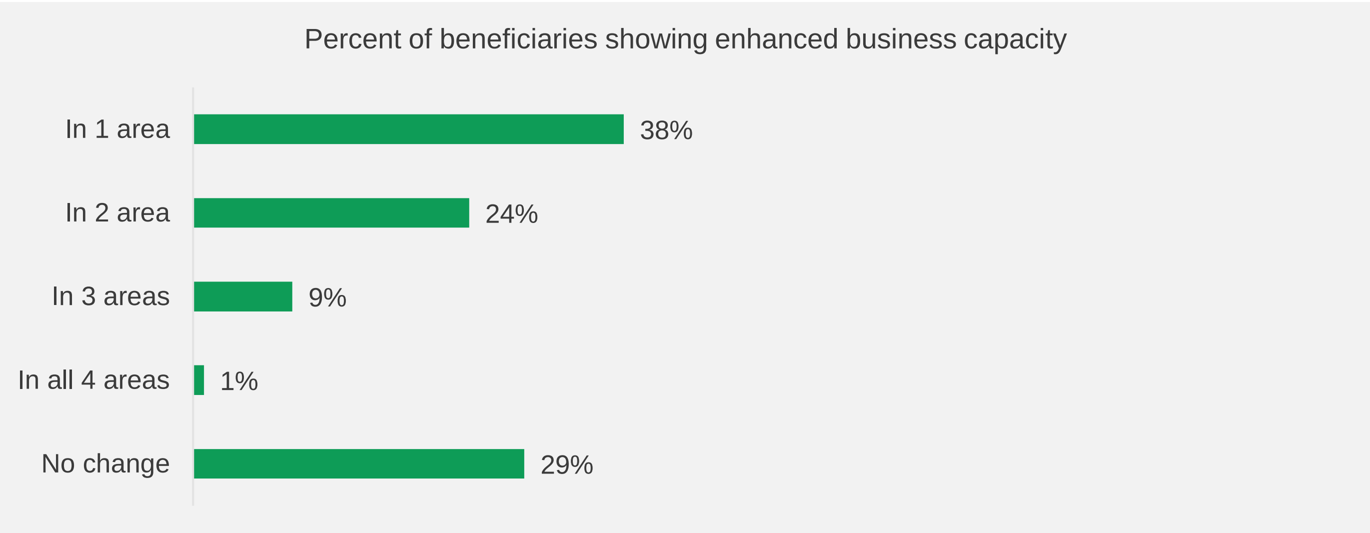


Figure 59 Percent of beneficiaries showing enhanced business capacity

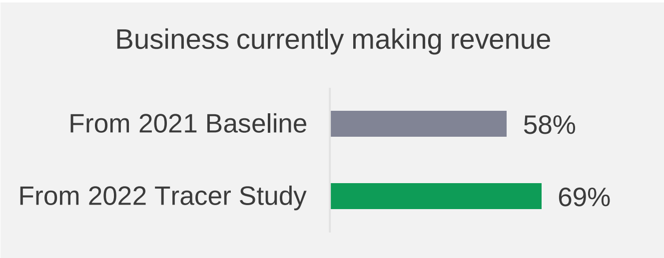


Comparisons to baseline data also point to positive evidence of business growth among beneficiaries:

58% of those with data at both timepoints reported making revenue at the time of the 2021 baseline survey

69% reported making revenue at the time of the 2022 tracer study

Figure 60 Comparing business currently making revenue



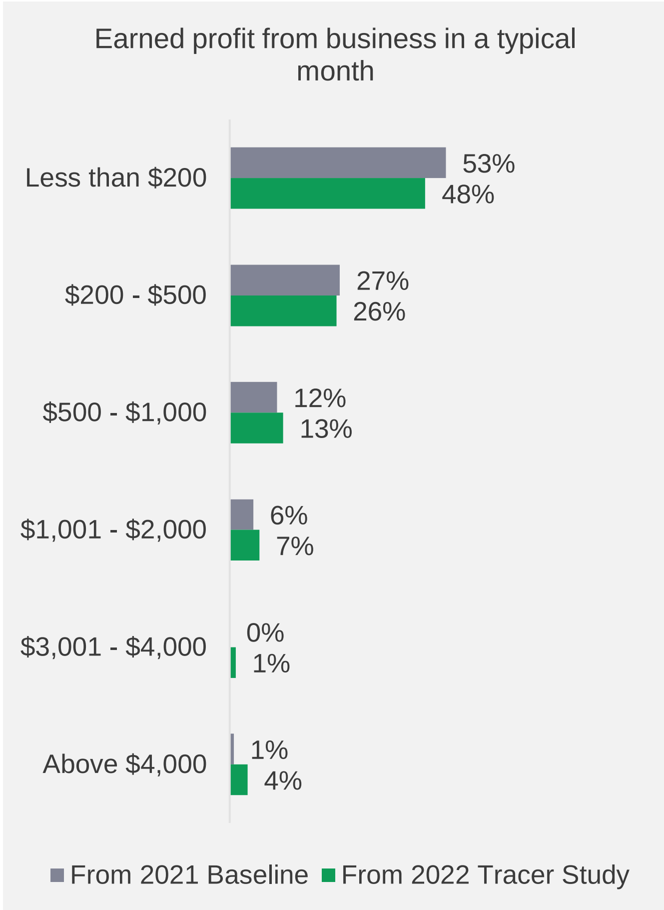
Moreover, comparison of monthly profits earned at 2021 baseline versus the 2022 Tracer study also hint at evidence of business growth.

Slightly larger percentages of respondents reported making $500 or less per month at baseline (80%) than at the time of the 2022 tracer study (74%), whereas slightly larger percentages reported making larger amounts per month. for instance, only 1% were making above $4,000 at baseline, which increased to 4% making above $4,000 at the time of the tracer study.

These differences are relatively small however, and thus they should be interpreted with caution.

Beneficiary from Guinea (Beauty & Wellness)

Figure 61 Comparing profits in a typical month



“

We thank TEF for being there for young African entrepreneurs.

Beneficiary from Madagascar

Between the 2021 baseline and 2022 tracer study, additional jobs were created:

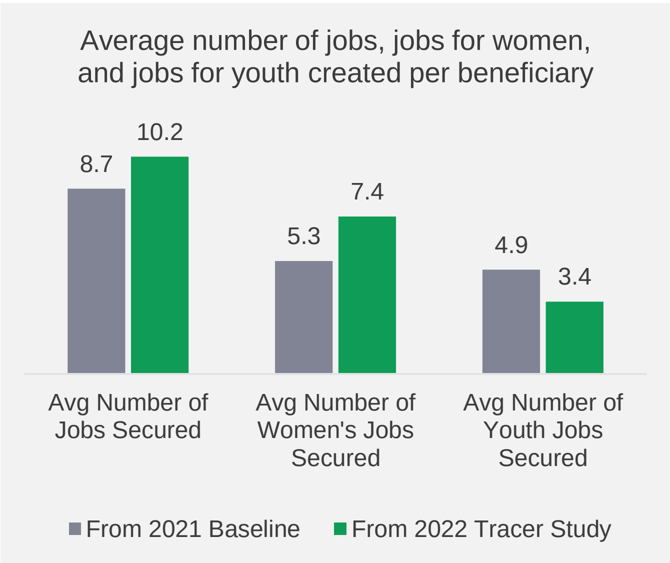
Among those participating in the 2021 baseline and 2022 tracer study

Google beneficiaries were employing on average just under 9 employees per beneficiary at baseline. This number increase to an average of over 10 employees per beneficiary by the time of the 2022 tracer study.

The average number of female employees also increased even more substantially during this time period with an average of 5.3 women employees per beneficiary at baseline, versus an average of 7.4 women employees per beneficiary at the time of the 2022 tracer study.

The average number of youth employees, however, decreased during this time period, from an average of 4.9 per beneficiary at baseline, versus an average of 3.4 per beneficiary at the time of the tracer study. Together, these findings suggest that a significant number of new jobs were created since receiving seed funding, especially among women, although the majority were among those over the age of 24.

Figure 62 Comparing jobs created



Focusing specifically on the numbers of decent jobs created, defined as jobs where employees work an average of 20-40 hours per week, we also see positive changes.

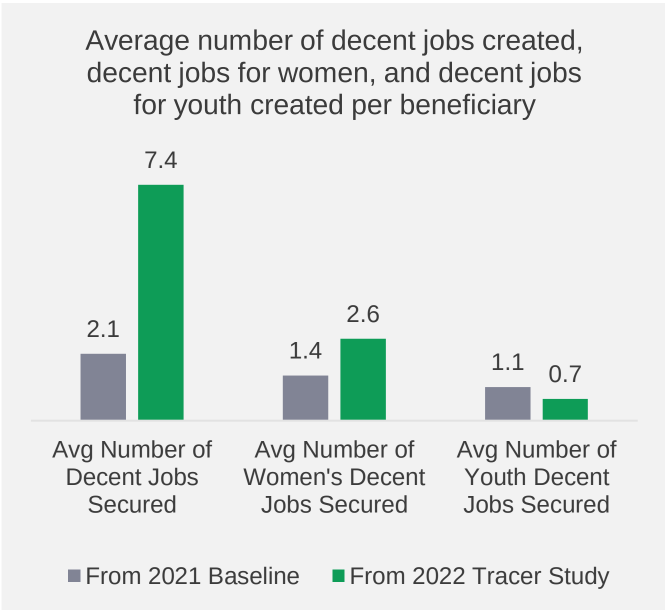
Between the 2021 baseline and 2022 tracer study, Google beneficiaries went from having an average of 2 decent jobs secured per beneficiary to 7.4 decent jobs secured per beneficiary.

Numbers of decent jobs secured among women also increased during this time period, from 1.4 at baseline to 2.6 in the tracer study.

The number of decent jobs among youth slightly decreased, however, from 1.1 at baseline to 0.7 in the tracer study.

Considering these findings together, this suggests improvements both in the number of jobs created overall and for women, as well as in the proportions of all jobs, women's jobs, and youth jobs that qualify as "decent jobs".

Figure 63 Comparing decent jobs created



The proportion of all decent jobs that are filled by women and youth, on the other hand, decreased from the 2021 baseline to the 2022 tracer study.

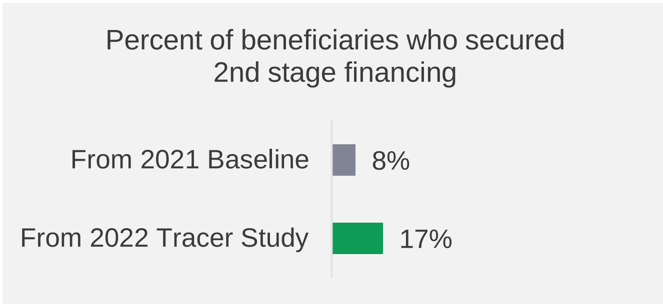
This slight decline in decent jobs could be attributed to increasing economic hardships on business owners caused by rising costs across the continent. This also speaks to the need to increase seed funding, as beneficiaries could need more assistance sustaining their business and hiring more people.

Thus, while this cohort of beneficiaries has been successful in creating a substantial number of jobs and decent jobs, this suggests room for improvement in creation of decent jobs for women and youth specifically.

Finally, we see a substantial increase in the percent of Google beneficiaries who secured second stage financing between the 2021 baseline and the 2022 tracer study:

while only 8% of Google beneficiaries had secured second stage financing by the time of the 2021 baseline survey, 17% of Google beneficiaries had secured second stage financing by the time of the 2022 Tracer study.

Figure 64 Comparing second stage funding



Beneficiary from Botswana (Food & Beverage)

Conclusion and recommendations

6

Beneficiary from Lesotho (Agribusiness)

Conclusion and recommendations

Overall, the TEF programme was highly effective at providing business training to diverse groups of participants and awarding funding in a timely manner.

Programme beneficiaries show incredible enthusiasm for the programme and a unanimous in that it provides a valuable service to them and their communities. TEF's efficacy comes from addressing some of the biggest barriers for prospective entrepreneurs—funding and knowledge. As the programme considers its future, it needs to focus on programme sustainability and policy advocacy and review the best ways to allocate funding.

Foundations for success

Relevancy. Most beneficiaries and stakeholders view the TEF programme as relevant to the needs of the community. Most beneficiaries and stakeholders believe beneficiary selection was fair and transparent.

Beneficiary enthusiasm and optimism. This study finds that a lot of beneficiaries are highly engaged and are actively looking to grow or otherwise improve their businesses. An overwhelming majority of beneficiaries would recommend the programme to friends and family, signaling that they believe the programme provides valuable knowledge and experience for emerging African entrepreneurs to expand and develop their business ventures..

Successful skills training activities. Unanimous positive ratings of the training content show the success of the training in building start-up business skills. Additionally, improved business practices and several indicators of enhanced business capacity and growth among those with both baseline and tracer study survey data demonstrate the improved business skills of beneficiaries. Stakeholders ask for more gender-specific content in the training and better inclusion of rural populations..

Substantive revenue from current businesses. Beneficiaries report much higher incomes than the countries' averages as well as improved revenue and profits since baseline, demonstrating how TEF programming fuels economic revitalization and helps beneficiaries secure a source of income. This is a step in a positive programme impact on women's economic empowerment.

Comparable or better outcomes of Google beneficiaries relative to responding non-beneficiaries who have been in business several years longer demonstrate impressive business growth, market access and partnerships, and community impact of Google beneficiaries in a short period of time.

The programmes' varied partnerships strengthen entrepreneurial networks. An entrepreneurial ecosystem requires strong support from many stakeholders: governments, industries, individuals, and many different institutions. Some of these institutions include nongovernmental organizations, banks, private companies, start-ups, incubators, and much more. The TEF programme is contributing to this aspect through partnerships with organizations such as Google for this specific group of beneficiaries. These partner organizations support the programme through funds, as well as ensuring underrepresented entrepreneurs are provided opportunities to participate, such as the case with the Google partnership focusing on empowering female entrepreneurs.

Emerging networks. By providing education and networking opportunities, TEF is contributing strongly to the human capital aspect of the entrepreneurship ecosystem. The programme's efforts have generated a group of educated and trained entrepreneurs that can contribute to their local economies.


Beneficiary business from Zambia (Energy & Power)

"

This programme opened our eyes to the opportunities that are available not just within Kenya, but in the continent.

Beneficiary from Kenya

Addressing programmatic challenges

Beneficiary selection. Consider creating more selective methods for determining who receives funds from TEF, targeting the most promising opportunities to ensure partner and TEF funds are optimized and will last into future years.

Training content. Offer specific programming, whether within the training or as supplemental materials, that addresses specific gaps, such as:

- Gender-specific issues, such as managing childcare while running a business
- Assessing and complying with specific standards within their operating industry

Funding. Consider restructuring funding to subsidize fewer entrepreneurs over a longer period of time, such as providing second-stage funding for those businesses that show promise two or three years after the start of the programme.

Mentoring. Facilitate more in-person events to supplement the online material to both bolster the TEF network through face-to-face connection, as well as offer alternatives to primarily online content that can be difficult to access for rural entrepreneurs. Additionally, strengthening the mentorship and alumni programmes could help business owners learn how to navigate issues around business permissions and market access because they are more likely to arise when the business is established.

Partnerships. Work to maintain and find additional partnerships with African banks and other organizations that can facilitate easier access to funding beyond the initial TEF seed funding. TEF would also benefit from partnering with local universities and educational institutions to provide more opportunities and networks between the programme and local communities.

Policy advocacy. TEF would benefit from strengthening its contribution to the policy aspect of the ecosystem. Because this aspect deals with leadership and government support, TEF should develop more robust advocacy and connections with local governments and organizations to provide more incentives, legislation, and support for entrepreneurship across the continent. While work may be underway in this field for the programme, it is not very apparent in talking with beneficiaries.

Urbanity. Increase engagement with rural and mainly rural areas to gain more representation from beneficiaries in these regions

Research recommendations

This evaluation attempts to standardize some of the evaluation efforts, but more consistent research is needed to track the programme's success over time. Assessing results on the vast scale at which TEF is operating is complex because the beneficiaries are not a monolith; beneficiaries are from different countries with different regulations and economic scenarios and are starting business at varied stages.

In addition, ORB advised a separate project focusing on people who have not started their businesses or whose businesses shut down shortly after opening. This is a hard-to-reach group because they are less likely to respond to the survey, so employing different types of analysis, such as KIIs and snowball sampling, would be required.

Finally, consider using The Global Accelerator Learning Initiative's (GALI) 'value-for-money' approach designed to explore and answer key questions about enterprise acceleration, such as the following: Do acceleration programmes contribute to revenue growth? Do they help early-stage ventures attract investment? Do they work differently for different types of entrepreneurs?

Beneficiary from Nigeria (Agribusiness)

Annexes

7

Beneficiary from Zambia (Healthcare)

Annex I. Tracer study beneficiary survey

Main Questionnaire - Language Preference

Question ID	Question	Answer
1	[Lang_1] Please choose your preferred language for the survey.	<1> English <2> Arabic <3> French <4> Portuguese

Main Questionnaire - Respondent Identification

Question ID	Question	Answer
2	[Q_2] Set respondent's data	
3	[email] Respondent's electronic mail address	
4	[TEFID] Respondent's ID code	
5	[Year] Year	
6	[Partner] Respondent's partner	
7	[FirstName] First Name	
8	[LastName] Last Name	
9	[Contact_Gender] Contact's gender	
10	[DOB] Contact's date of birth	
11	[Phone] Respondent's telephone number	
12	[St_Address] Street Address	
13	[BusinessCountry] Respondent's business country	
14	[BusinessSector] Contact's business sector	
15	[Business_Name] Business Name	
16	[CT_Language] Contact's language	
18	[QRID] Questionnaire Number	
19	Respondent ID: {0}	

Main Questionnaire – Introduction

Question ID	Question	Answer
20	Hello, we are ORB International, a research firm working with the Tony Elumelu Foundation Entrepreneurship Programme to learn more about your experience as a beneficiary of the TEF Entrepreneurship Programme. As a previous programme participant, we value your insights regarding the programme. If you could, please take the time to fill out this survey, which will ask you questions regarding your experience during the programme, your current business venture, and general questions about the programme. Your responses will remain confidential, so feel free to provide honest feedback. Your response will help the TEF Entrepreneurship Programme better understand and improve the programme for all participants. Thank you.	

Main Questionnaire – Background

Question ID	Question	Answer
21	[Field_1] Please confirm your name:	<1> {0} {1} <2> This is not me
22	[B_3] As a graduate of the TEF Entrepreneurship Programme, you completed training and were awarded seed funding. Please tell us what year did you complete TEF and receive funding?	<1> 2015 <2> 2016 <3> 2017 <4> 2018 <5> 2019 <6> 2020 <7> 2021 <8> 2022

Main Questionnaire - Select Group

Question ID	Question	Answer
24	[Q_24] Set respondent's group assignment	
25	[Group] Respondent randomly assigned group	<1> Group 1 <2> Group 2

Main Questionnaire - Satisfaction (All)

Question ID	Question	Answer
26	Please tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.	
	[SAT_1_A] Programme participation provided me opportunities to interact with other people facing similar challenges.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_1_B] Programme participation increased my confidence in being able to run my own business.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_1_C] I am satisfied with the programming I participated in.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_1_D] If given the opportunity, I would recommend this programme to my friends.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree

Main Questionnaire - Satisfaction (Group 2)

Question ID	Question	Answer
27	[SAT_G2_2] How clear were the selection criteria to receive the funding?	<1> Very clear <2> Somewhat clear <3> Somewhat unclear <4> Very unclear
28	Thinking again about other programme participants, please tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.	
	[SAT_G2_3_A] I deserve to be in this programme MORE than other people participating in the programme.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_G2_3_B] I have a lot in common with people in this programme.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_G2_3_C] Compared to most other people in the programme, I face more challenges and difficulties in my life.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_G2_3_D] For the most part, the programme selected participants fairly	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree

Main Questionnaire - Relevance (All)

Question ID	Question	Answer
29	[SAT_G2_1] What kind of support would be helpful to you that the programme does NOT provide at the moment?	
30	Using a scale from 1 to 4, where 1 means strongly agree and 4 means strongly disagree, please tell me if you agree or disagree with the following statements about TEF's programme activities.	
	[R_5_A] Training activities took place on time	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_5_B] TEF staff were available when needed for troubleshooting technical issues	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree

Main Questionnaire - Relevance (All)

Question ID	Question	Answer
29	[SAT_G2_1] What kind of support would be helpful to you that the programme does NOT provide at the moment?	
30	Using a scale from 1 to 4, where 1 means strongly agree and 4 means strongly disagree, please tell me if you agree or disagree with the following statements about TEF’s programme activities.	
	[R_5_C] Certificates were received when promised	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_5_D] Seed funding was disbursed as promised	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
31	[R_2] How would you rate the overall quality of the training?	<1> Exceeds expectations <2> Meets expectations <3> Needs improvement <4> Does not meet expectations
32	[R_1] To what extent has the training that you have received enabled you to start a business or improve on your existing business?	<1> A lot <2> Some <3> A little <4> Not helped at all
33	[R_4] To what extent has the access to alumni network that you have received enabled you to start a business?	<1> A lot <2> Some <3> A little <4> Not helped at all
34	[R_3] To what extent has the funding that you have received enabled you to start a business?	<1> A lot <2> Some <3> A little <4> Not helped at all

Main Questionnaire - Training (Group 2)

Question ID	Question	Answer
35	Using a scale from 1 to 4, where 1 means strongly agree and 4 means strongly disagree, please indicate the extent to which you agree or disagree with the following statements:	
	[R_G2_1_A] The training adequately covered all relevant learning areas	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_G2_1_B] The training matched my personal expectations	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_G2_1_C] The training platform was easy to use and resourceful	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_G2_1_D] The training increased my knowledge of entrepreneurship development	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_G2_1_E] The training strengthened my capacity and technical skills to work on business management	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
36	Now rate each individual training module: (Very useful/ Somewhat useful/ Not particularly useful/ Not at all useful)	
	[R_G2_2_A] Module 1 - Starting your business	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_B] Module 2 - Business ownership	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_C] Module 3 - Leadership and Business Growth	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_D] Module 4 - Business management fund	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_E] Module 5 - Implementing marketing plan	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful

Main Questionnaire - Training (Group 2) cont…

Question ID	Question	Answer
	[R_G2_2_F] Module 6 - Building enduring brand	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_G] Module 7 - Discussion group and practice session	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_H] Module 8 - Elevator pitch 1	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
37	[R_G2_3] In your opinion, what was missing from the training?	
39	[I_1A] At the time of applying to the TEF Programme, did you already own the business that you pitched to TEF?	<1> Yes <2> No
41	[B_5] What was the stage of your business at the time of applying to the TEF programme?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know
43	[B_6] What was the stage of your business at the time of funding?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know
44	[I_1] Following the completion of the TEF Programme and receipt of the funding, did you start the business you pitched?	<1> Yes <2> No
45	[I_1B] What year did you start that business?	<1> 2010 <2> 2011 <3> 2012 <4> 2013 <5> 2014 <6> 2015 <7> 2016 <8> 2017 <9> 2018 <10> 2019 <11> 2020 <12> 2021 <13> 2022

Main Questionnaire – Impact cont…

Question ID	Question	Answer
46	[I_11/Q_46_S] In what industry is the business you pitched?	<1> Agribusiness <2> Aviation <3> Beauty & Wellness <4> Commercial/ Retail <5> Construction <6> Consulting <7> Education & Training <8> Energy/ Power <9> Event Planning <10> Fashion <11> Financial Services <12> FMCG <13> Food & Beverage <14> Haulage/ Logistics <15> Healthcare <16> ICT <17> Intellectual Property Services <18> Manufacturing <19> Media & Entertainment <20> Oil & Gas <21> Professional Services <22> Renewable Energy <23> Telecommunications <24> Textile <25> Tourism/ Hospitality <26> Transportation <27> Waste Management <97> Other (SPECIFY) <98> Don't know
47	[I_2] Do you still own that business?	<1> Yes <2> No
49	[B_4] What is the current stage of your business?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know

Main Questionnaire – Impact cont…

Question ID	Question	Answer
50	[I_3/Q_50_S] Why not? Select all that apply.	[A_I_3_1] <1/0-1> Sold business to someone else [A_I_3_2] <1/0-2> Business permanently closed [A_I_3_3] <1/0-3> Could not find the proper equipment [A_I_3_4] <1/0-4> Could not find/hire the people I needed [A_I_3_5] <1/0-5> Could not get proper permissions/permits for opening a business [A_I_3_6] <1/0-6> Seed funding not enough for starting business [A_I_3_97] <1/0-97> Other (please specify)
51	[I_4] How long did you have that business for?	<1> Less than 6 months <2> 6m-12 month <3> 1 year + less than 2 <4> More than 2 but less than 3 years <5> 3 years+
53	[I_5] What was the stage of your business at the time of closure or sale of your business?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know
54	[I_6] In the time since applying to TEF, have you started a different business besides the one you pitched?	<1> Yes <2> No

Main Questionnaire – Impact cont…

Question ID	Question	Answer
55	[I_6A/I_6A_Other] What industry is that business in?	<1> Agribusiness <2> Aviation <3> Beauty & Wellness <4> Commercial/ Retail <5> Construction <6> Consulting <7> Education & Training <8> Energy/ Power <9> Event Planning <10> Fashion <11> Financial Services <12> FMCG <13> Food & Beverage <14> Haulage/ Logistics <15> Healthcare <16> ICT <17> Intellectual Property Services <18> Manufacturing <19> Media & Entertainment <20> Oil & Gas <21> Professional Services <22> Renewable Energy <23> Telecommunications <24> Textile <25> Tourism/ Hospitality <26> Transportation <27> Waste Management <97> Other (SPECIFY) <98> Don't know
56	[I_7] Are you still planning on opening a business?	<1> Yes <2> No <98> Don't know
57	[I_8] Why are you not planning on opening a business?	

Main Questionnaire – Impact cont…

Question ID	Question	Answer
58	[I_9] What year did you start that business?	<1> 2015 <2> 2016 <3> 2017 <4> 2018 <5> 2019 <6> 2020 <7> 2021 <8> 2022
59	[I_2B] Do you still own that business?	<1> Yes <2> No
61	[B_4B] What is the current stage of your business?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don’t know
62	[I_3B/Q_62_S] Why not? Select all that apply.	[A_I_3B_1] <1/0-1> Sold business to someone else [A_I_3B_2] <1/0-2> Business permanently closed [A_I_3B_3] <1/0-3> Could not find the proper equipment [A_I_3B_4] <1/0-4> Could not find/hire the people I needed [A_I_3B_5] <1/0-5> Could not get proper permissions/permits for opening a business [A_I_3B_6] <1/0-6> Seed funding not enough for starting business [A_I_3B_97] <1/0-97> Other (please specify)
63	[I_4B] How long did you have that business for?	<1> Less than 6 months <2> 6m-12 month <3> 1 year + less than 2 <4> More than 2 but less than 3 years <5> 3 years+

Main Questionnaire – Impact cont…

Question ID	Question	Answer
65	[I_5B] What was the stage of your business at the time of closure or sale of your business?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don’t know

Main Questionnaire - Business Status

Question ID	Question	Answer
66	[Q_66] Set Respondent's Business Status	
67	[BS_Stat] Business Status	<1> Business started <2> No current business

Main Questionnaire - Impact (All - Business Stat=1)

Question ID	Question	Answer
71	[I_12] Please select an option that best describes your business neighborhood.	<1> Urban: I am in the middle of a city <2> Mainly urban: I am nearby a city <3> Mainly rural: I am quite far from the nearest city (e.g., 30 minutes by car) <4> Rural: there are no cities nearby
72	[I_13] Before the TEF Entrepreneurship Programme, was your business making any revenue?	<1> Yes <2> No
73	[I_14] What was your average monthly revenue? (Please insert response in US Dollars)	
74	[I_15] Does your business currently make any revenue?	<1> Yes <2> No
75	[I_16] What was the monthly turnover of your business in the typical month in the last business year? (Please insert response in US Dollars)	
76	[I_17] In a typical month, how much money do you make from your business (after paying all the business costs including payments to others)? (Please insert response in US Dollars)	
77	[I_10/Q_77_S] Since receiving seed funding from TEF, has the business you pitched or any businesses you have opened since then won or received any awards / features / accolades / recognitions?	<1> Yes (please specify) <2> No
78	[I_G1_1] In the last month, how much did you spend in terms of the recurring costs of your business? Include purchases of inventory, materials for production, wages or piece rates, etc. but do not include payments to yourself or purchases on equipment, buildings, etc. (Please insert response in US Dollars)	

Main Questionnaire - Impact (Group 1 Business_status=1

Question ID	Question	Answer
79	[I_G1_2] In the coming one month, how much would you spend in terms of the recurring costs of your business? Include purchases of inventory, materials for production, wages or piece rates, etc. but do not include payments to yourself or purchases on equipment, buildings, etc. (Please insert response in US Dollars)	
80	[I_G1_3] How much did you spend on purchases of equipment, buildings, etc. in the last year for your business? (Please insert response in US Dollars)	
81	[I_G1_4] Did your business apply for any external funding (e.g., a bank loan) in the past year?	<1> Yes <2> No
82	[I_G1_5] Do you have a record of your business financials?	<1> Yes <2> No
83	[I_G1_6] In a typical week, how many hours do you work on your business?	<1> Less than 10 hours <2> 10-19 hours <3> 20-29 hours <4> 30-40 hours <5> 41-50 hours <6> 51-60 hours <7> More than 60 hours
84	[I_G1_7] Do you currently work for any other employer, excluding self-employment?	<1> Yes <2> No
85	[I_G1_8] In a typical month, how much do you earn in these other jobs? (Please insert response in US Dollars)	
86	[I_G1_9] In a typical week, how many hours do you work in these other jobs?	<1> Less than 10 hours <2> 10-19 hours <3> 20-29 hours <4> 30-40 hours <5> 41-50 hours <6> 51-60 hours <7> More than 60 hours
87	[I_G1_10] Do you currently have other income from self-employment?	<1> Yes <2> No
88	[I_G1_11] In a typical month how much do you earn from these activities?	
89	[I_G1_12] In a typical week how many hours do you work on these activities?	<1> Less than 10 hours <2> 10-19 <3> 20-29 <4> 30-40 <5> 41-50 <6> 51-60 <7> More than 60 hours

Main Questionnaire - Impact (Group 1 Business_status=1) cont…

Question ID	Question	Answer
90	[I_G1_13] How would you describe the current availability of cash on hand for this business, including any financial assistance or loans? Currently, cash on hand will cover:	<1> 1-7 days of business operations <2> 1-2 weeks of business operations <3> 3-4 weeks of business operations <4> 1-2 months of business operations <5> 3 or more months of business operations <6> No cash available for business operations <98> Don't know
91	[I_G1_14] What effect did participation in this programme have on your ability to provide for your family?	<1> Increased ability to provide in a major way <2> Increased somewhat <3> No effect <4> Decreased somewhat <5> Decreased a lot
92	Thinking about the last 6 months, how many months would you say you:	
	[T_I_G1_15_1] Earned profit from your business?	
	[T_I_G1_15_2] Came out even?	
	[T_I_G1_15_3] Your spending was higher than your revenues?	
93	[I_G1_16] How much of the income is this business providing for your household?	<1> Only income <2> Most of the income (more than half) <3> Some income <4> Little income <5> No income
94	[I_G1_17] In a typical month, what is the total monthly income of all household members from all sources? (Please insert response in US Dollars)	
95	[I_G1_18] Do you or have you ever put money away (saved)?	<1> Yes <2> No
96	[I_G1_19] How have you used the money that you had saved?	

Main Questionnaire - Entrepreneurship Ecosystem (All Business_status= 1 and 2)

Question ID	Question	Answer
97	[EE_1] Please rate the extent to which you agree or disagree with the following statement: In my community, people are supportive and encouraging of entrepreneurship.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree

Main Questionnaire - Entrepreneurship Ecosystem (Group 1 Business_status= 1 and 2)

Question ID	Question	Answer
98	[EE_G1_1/Q_98_S] What do you consider to be the most serious barriers to running a successful business in your country?	[A_EE_G1_1_1] <1/0-1> Corruption [A_EE_G1_1_2] <1/0-2> Crime [A_EE_G1_1_3] <1/0-3> Ethnic conflict [A_EE_G1_1_4] <1/0-4> Religious conflict [A_EE_G1_1_5] <1/0-5> Government regulation [A_EE_G1_1_6] <1/0-6> Resources issues (technology, water, electricity, land, human capital, etc.) [A_EE_G1_1_7] <1/0-7> Infrastructure (i.e. roads) [A_EE_G1_1_97] <1/0-97> Other (SPECIFY)

Main Questionnaire - Entrepreneurship Ecosystem (Group 2 Business_status= 1 and 2)

Question ID	Question	Answer
99	[EE_G2_1] Are you involved in any sort of charity or support causes for your community as a result of your business?	<1> Yes <2> No
100	[EE_G2_2] Have you provided seed funding for other entrepreneurs?	<1> Yes <2> No
101	To what extent do you agree/disagree with the following statements:	
	[EE_G2_3A] The seed funding I received from TEF was adequate to start my business	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[EE_G2_3B] The funding I have received from other investors in my business has been adequate to sustain my business	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[EE_G2_3C] Since starting my business, I have experienced gaps in financing	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
102	[EE_G2_4] Since applying to the TEF Programme, have you pursued any formal or informal education (e.g., online courses)?	<1> Yes <2> No
103	[EE_G2_5] Has TEF's seed funding and/or resulting revenues from your business allowed anyone in your family to pursue more education than they otherwise would have?	<1> Yes <2> No
104	To what extent do you agree or disagree with the following statements:	
	[EE_G2_6A] I have the required skills and knowledge to sustain and grow my business.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[EE_G2_6B] I have the required skills and knowledge to start a new business.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
105	Please rate the extent to which you agree or disagree with the following statements:	
	[EE_G2_7A] Entrepreneurs have good social status in my community	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[EE_G2_7B] Business failure is acceptable in my community	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
106	[EE_G2_8] Are you aware of the African Continental Free Trade Area Agreement (AfCFTA)?	<1> Yes <2> No

Main Questionnaire - Creating Jobs (All Business_status=1)

Question ID	Question	Answer
107	[C_1/Q_107_S] Who is the main person in-charge of day-to-day operations of your business?	<1> I am <2> My spouse <3> Another male family member <4> Another female family member <5> Other male (please specify relationship) <6> Other female (please specify relationship)
108	[C_2] What do you expect the average monthly turnover to be over the next 12 months? (Please insert response in US Dollars)	
109	[C_3] How many people total are you currently employing for your business? Please include the owner if he/she works on the business, full time and part time employees, as well as family members not paid a wage.	
110	[C_4] Do you have additional full-time or part-time positions available that you are currently looking to fill?	<1> Yes <2> No

Main Questionnaire - Before TEF (Group 2)

Question ID	Question	Answer
111	[BT_1] How many people total were you employing for your business at the time of applying to the TEF Programme?	
112	Thinking about your business at the time of applying to TEF, please tell us how many of those employees were…..	
	[BT_G2_1] ….women	
	[BT_G2_2] …age 18 to 24	
113	Now, we would like to know more about the current employees of your business. This will help us to understand what impact the TEF Programme has and how to make it better!	
114	First, we are going to ask about full-time employees (those who work 35-40 hours a week). How many of them…	
	[C_G2_1] …...are women?	
	[C_G2_2] ……are between the ages of 18 and 24?	
	[C_G2_3] …...have a disability?	
115	Now, we are going to ask about part-time employees (those who work less than 35 hours a week). How many of them…	
	[T_C_G2_A_1] …...are women?	
	[T_C_G2_A_2] ……are between the ages of 18 and 24?	
	[T_C_G2_A_3] …...have a disability?	
116	[C_G2_7] Of the employees you are currently employing for your business, how many are family members that are not paid a salary for their work?	

Main Questionnaire - Before TEF (Group 2) cont…

Question ID	Question	Answer
117	[C_G2_8] Consider the typical permanent employee/worker in the business (excluding yourself). What is the typical total monthly earnings for such an employee from the business? (Please insert response in US Dollars)	
118	[C_G2_9] How many hours per week would the typical full time worker work in a typical week?	
119	[C_G2_10] Consider now the typical temporary/part-time employee/worker. What is the typical total monthly earnings for such an employee from the business? (Please insert response in US Dollars)	
120	[C_G2_11] How many hours per week would the typical temporary/part time worker work in a typical week?	
121	[C_G2_12/Q_121_S] How are employees typically remunerated?	<1> A fixed salary per week/month <2> Piece-rate depending on how much they work/output they produce <3> Piece-rate depending on how much profit the overall business makes <4> A mix of the above <97> Other (SPECIFY)
122	[C_G2_13/Q_122_S] How do you typically find the employees to hire?	<1> Personal networks of family and friends <2> Business network <3> University career centers <4> Wait for applicants to contact you <5> Recruitment websites <97> Other (SPECIFY)
123	[C_G2_14] Thinking about your part time employees, how many of them do you think would like to work more hours, if you can provide them?	<1> All <2> Most <3> Some <4> Few <5> None <98> Don't know
124	[C_G2_15] A lot of businesses on occasion struggle paying their employees in full and on time. In the last 6 months, how many months would you say this business was not able to pay all the employees on time and the full amount?	

Main Questionnaire - Networking (All Business_status= 1 and 2)

Question ID	Question	Answer
125	[N_1] Since applying to the TEF Programme, have you partnered with any businesses?	<1> Yes <2> No
126	[N_2] If you have a question or a problem related to your business or business plans, how likely are you to reach out to TEF alumni network for advice?	<1> Very likely <2> Somewhat likely <3> Not very likely <4> Not at all likely
127	[N_G1_3/Q_127_S] Why would you not ask the alumni network for advice?	<1> I don't know how <2> Language barrier <3> Don't believe the advice would be useful <4> Don't have access to internet <97> Other (SPECIFY)
128	[N_3] Have you ever turned to the TEF alumni network to ask for advice/support since graduating?	<1> Yes <2> No

Main Questionnaire - Networking (Group 1 Business_status= 1 and 2)

Question ID	Question	Answer
129	[N_G1_1] Did you receive a response?	<1> Yes <2> No
130	[N_G1_2] How useful was the advice you received?	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
131	[N_G1_4] In your opinion, when is it more helpful to receive mentorship?	<1> During training <2> After training
132	[N_G1_5] Have you developed a professional network outside of the TEF alumni network?	<1> Yes <2> No
133	[N_G1_6] Have you ever turned to this professional network to ask for advice/support since graduating?	<1> Yes <2> No
134	[N_G1_7] Did you receive a response?	<1> Yes <2> No
135	[N_G1_9] How useful was the advice you received?	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful

Main Questionnaire - Networking (Group 1 Business_status= 1 and 2)

Question ID	Question	Answer
136	[N_G1_8] Thinking about your professional network outside of TEF, if you have a question or a problem in your business, how likely are you to reach out to this professional network for advice?	<1> Very likely <2> Somewhat likely <3> Not very likely <4> Not at all likely
137	[N_G1_10/Q_137_S] Why would you not ask your professional network for advice?	<1> I don't know how <2> Language barrier <3> Don't believe the advice would be useful <4> Don't have access to internet <97> Other (SPECIFY)
138	[N_G1_11] Have you connected with any other businesses within your region or in your sector?	<1> Yes <2> No
139	[N_G1_12] On average over the past year, how often have you connected or been in contact with other entrepreneurs in Africa?	<1> Once a week or more <2> 2-3 times per month <3> Once per month <4> A few times over the past year <5> Twice over the past year <6> Once over the past year <7> Not at all
140	[N_G1_13] How many businesses have you partnered with since applying to the TEF Programme?	
141	[N_G1_14/Q_141_S] To what extent do you feel that you have experienced each of the following potential benefits from partnering with other business(es)?	<1> More access to existing markets <2> Access to new markets <3> Access to additional investors or financing opportunities <4> Opportunities to network with like-minded entrepreneurs <5> Opportunities to enter into new project ventures <6> Access to additional information and/or skill-building <97> Other (SPECIFY)

Main Questionnaire - Networking (Group 1 Business_status= 1 and 2)

Question ID	Question	Answer
142	[N_G1_15] Have you mentored any other entrepreneurs, outside of those you may have mentored through the TEF Programme?	<1> Yes <2> No
143	[N_G1_16] Have you received access to any additional mentoring, outside of the TEF Programme?	<1> Yes <2> No

Main Questionnaire - Part 2 - Support & Barriers (All Business Status=1)

Question ID	Question	Answer
144	[S_A_1] Have you acquired additional investors in your business since receiving seed funding?	<1> Yes <2> No

Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1)

Question ID	Question	Answer
145	[S_A_2/Q_145_S] What kind of investment did you receive?	[A_S_A_2_1] <1/0-1> Private investment [A_S_A_2_2] <1/0-2> Friends and family [A_S_A_2_3] <1/0-3> Venture capital [A_S_A_2_4] <1/0-4> Private equity [A_S_A_2_97] <1/0-97> Other – specify
146	[S_1/Q_146_S] What are the most important challenges to growth that your business faces today	[A_S_1_1] <1/0-1> Access to finance [A_S_1_2] <1/0-2> Taxes [A_S_1_3] <1/0-3> Business licensing and permits [A_S_1_4] <1/0-4> Regulatory environment [A_S_1_5] <1/0-5> Corruption [A_S_1_6] <1/0-6> Judiciary system and lack of court enforcement [A_S_1_7] <1/0-7> Customs and trade regulations [A_S_1_8] <1/0-8> Access to electricity [A_S_1_9] <1/0-9> Access to reliable internet

Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont…

Question ID	Question	Answer
146	[S_1/Q_146_S] What are the most important challenges to growth that your business faces today	[A_S_1_10] <1/0-10> Access to technology needed for my business [A_S_1_11] <1/0-11> Inflation, currency, and macroeconomic conditions [A_S_1_12] <1/0-12> Access to transportation [A_S_1_13] <1/0-13> Labour regulations [A_S_1_14] <1/0-14> Difficulties in finding talent [A_S_1_15] <1/0-15> Competitive pressure [A_S_1_16] <1/0-16> Lack of human capital (i.e., individuals with enough education and capacity to be hired) [A_S_1_17] <1/0-17> Intellectual property protection [A_S_1_97] <1/0-97> Other, please specify
147	To what extent is access to the following sufficient for your business?	
	[S_2_A] Business - related consultation i.e. about taxes, legal, or business registration	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[S_2_B] Physical infrastructure (roads, utilities, communications, waste disposal)	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[S_2_C] Communications (telephone, internet, etc)	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[S_2_D] Access to technology needed for my business	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all

Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont…

Question ID	Question	Answer
148	Who are your most important/biggest clients? Rank them with 1 being the most important and 8 being the least common.	[A_S_3_1] <1/0> Friends/relatives that know me from before [A_S_3_2] <1/0> Local customers or intermediaries that live near the premise of my business and see it walking by [A_S_3_3] <1/0> Local customers or intermediaries that know of the business through word of mouth/reputation [A_S_3_4] <1/0> Local customers or intermediaries that find the business through online or newspaper ads [A_S_3_5] <1/0> National customers or intermediaries that know of the business through word of mouth/reputation
149	[S_4] To how many individual clients (e.g. final user, intermediaries, or retail chain) does your business sell products/services in a typical month?	
150	[S_5] What is your average sales per client?	
151	[S_6/Q_151_S] What standard business practices is your business currently using?	[A_S_6_1] <1/0-1> Big management procedures ; creating and implementing policies and procedures for your business [A_S_6_2] <1/0-2> HSE standards (Health and Safety Executive) ; maintaining health and safety standards for your business [A_S_6_3] <1/0-3> Human resource management systems; the practice of recruiting, hiring, and managing business employees [A_S_6_4] <1/0-4> Finance mechanism; maintaining bookkeeping records and finances for business

Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont…

Question ID	Question	Answer
151	[S_6/Q_151_S] What standard business practices is your business currently using?	[A_S_6_5] <1/0-5> None of these [A_S_6_97] <1/0-97> Other – specify
152	[S_8] Has your business partnered with a supplier? A supplier is a person, business, or entity that provides products or services to another entity. In the world of business to business (B2B), suppliers can refer to distributors (e.g., component manufacturers), vendors (organizations that sell products or services to customers), or contract manufacturers	<1> Yes <2> No <98> Not applicable – my business does not need a supplier
153	Have you encountered any of the following challenges in gaining access to a supply chain?	
	[S_9_A] Difficulty locating an appropriate supplier	<1> Yes <2> No
	[S_9_B] Difficulty maintaining relationship with supplier	<1> Yes <2> No
	[S_9_C] Suppliers inaccessible due to cost	<1> Yes <2> No
154	[S_9_Other/Q_154_S] Have you encountered any other challenges in gaining access to a supply chain?	<1> Yes, please specify <2> No
155	[S_10] Has your business served as a supplier/vendor to other businesses?	<1> Yes <2> No <98> Not applicable – I provide services/products directly to customers
156	Have you encountered any of the following challenges when serving or seeking to serve as a supplier to other businesses?	
	[S_11_A] Competitively pricing your products	<1> Yes <2> No
	[S_11_B] Being able to market or advertise	<1> Yes <2> No
	[S_11_C] Gaining entry into networks without familial connections	<1> Yes <2> No
	[S_11_D] Winning contracts without paying bribes	<1> Yes <2> No
157	[S_11_Other/Q_157_S] Have you encountered any other challenges when serving or seeking to serve as a supplier to other businesses?	<1> Yes, please specify <2> No
158	[S_12] Are you aware of any industry specific standards that apply to your business in your country?	<1> Yes <2> No
159	[S_13] To the best of your knowledge, how compliant is your business with industry standards?	<1> Fully compliant <2> Somewhat compliant <3> Partially compliant <4> Not at all compliant

Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont…

Question ID	Question	Answer
160	[S_14] Comparing now to six months ago, how has demand for this business's goods or services changed?	<1> Large increase in demand <2> Moderate increase in demand <3> Little or no change in demand <4> Moderate decrease in demand <5> Large decrease in demand
161	[S_15] Comparing now to six months ago, how have the prices this business pays for goods and services changed?	<1> Large increase in prices <2> Moderate increase in prices <3> Little or no change in prices <4> Moderate decrease in prices <5> Large decrease in prices

Main Questionnaire - Part 2 - Covid & Sustaining Business (All Business Status=1)

Question ID	Question	Answer
162	[SB_C_1] Overall, how has this business been affected by the Coronavirus pandemic?	<1> Large positive effect <2> Moderate positive effect <3> Little or no effect <4> Moderate negative effect <5> Large negative effect
163	[SB_C_2] How confident do you feel that you will be able to maintain your business for the next year?	<1> Very confident <2> Somewhat confident <3> Slightly confident <4> Not at all confident
164	[SAT_G2_4] In general, what would you say you mostly feel about the future of your business:	<1> Optimistic <2> Neutral <3> Hopeless

Main Questionnaire - Part 2 - Sustaining Business (Group 1 Business Status=1)

Question ID	Question	Answer
165	[SB_G1_1] In the last month, did this business have a change in operating revenues/sales/receipts, not including any financial assistance or loans?	<1> Yes, increased <2> No change <3> Yes, decreased
166	[SB_G1_2] In the next six months, do you think this business will do any of the following?	[A_SB_G1_2_1] <1/0-1> Adopt or expand use of digital technologies [A_SB_G1_2_2] <1/0-2> Change management practices [A_SB_G1_2_3] <1/0-3> Change business strategies [A_SB_G1_2_4] <1/0-4> Introduce new goods or services [A_SB_G1_2_5] <1/0-5> Improve existing goods or services [A_SB_G1_2_6] <1/0-6> Improve methods of producing goods or services [A_SB_G1_2_7] <1/0-7> Improve methods of logistics, delivery, or distribution [A_SB_G1_2_99] <1/0-99> None of the above

Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont…

Question ID	Question	Answer
167	[SB_G1_3] In the next six months, do you think this business will need to do any of the following?	<1> Obtain financial assistance or additional capital <2> Identify new supply chain options <3> Develop online sales or website <4> Increase marketing or sales <5> Identify and hire new employee <6> Make a capital expenditure <7> Cancel or postpone a planned capital expenditure <8> Identify potential markets for exporting goods or services <9> Permanently close this business <10> None of the above
168	[AM_G2_1] Was there an existing market for your business when you started?	<1> Yes <2> No <98> Don't know
169	[AM_G2_2] Do you have adequate access to the market for your business?	<1> Yes <2> No
170	[AM_G2_3] Has your business been able to explore networks and innovative channels tocreate a market to grow?	<1> Yes <2> No
171	[AM_G2_4] Has your business partnered with any marketing firms to expand your sales?	<1> Yes <2> No
172	[AM_G2_5] Do you trade your products and services beyond your business country?	<1> Yes <2> No
173	[AM_G2_6] Do you plan to engage in trading your products and services beyond your country?	<1> I already have <2> I plan to <3> I do not plan to
174	To what extent did/do you take each of the following potential impacts of climate change into account when planning and running your businesses?	
	[EP_G2_1_A] Geographic shifting / displacement of business and/or client base related to natural disasters	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all

Main Questionnaire - Part 2 - Environmental Preservation (Group 2 Business_status= 1 And 2)

Question ID	Question	Answer
174	To what extent did/do you take each of the following potential impacts of climate change into account when planning and running your businesses?	
	[EP_G2_1_B] Shifting food supply related to rising temperatures and sea levels (e.g., shifts in crop yield, ocean ecosystems, etc)	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_1_C] Rising costs of food and goods following supply shortages	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
175	To what extent did / do you take the following environmental sustainability goals into consideration when planning and running your business?	
	[EP_G2_2_A] Minimizing carbon footprint	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_2_B] Minimizing waste	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_2_C] Use of natural products and/or sustainable materials	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_2_D] Use of solar power	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_2_E] Recycling material	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all

Main Questionnaire - Part 2 - Final (All Business_status= 1 And 2)

Question ID	Question	Answer
176	[FIN_1] How has this programme affected you personally?	

Main Questionnaire - Part 2 - Demographics (All Business_status= 1 and 2)

Question ID	Question	Answer
177	[D_1] What is your gender?	<1> Male <2> Female
178	[D_2] What is your age	
179	[D2_Range] What is your age?	<1> 18 - 24 <2> 25 - 34 <3> 35 - 44 <4> 45 - 54 <5> 55 - 64 <6> 65+
180	[D_3/Q_180_S] What is your religion?	<1> Christian <2> Muslim <3> Jewish <97> Other - specify
181	[D_4] Please tell me your country of residence	<1> Algeria <2> Angola <3> Benin <4> Botswana <5> Burkina Faso <6> Burundi <7> Cameroon <8> Cape Verde <9> Central African Republic <10> Chad <11> Comoros <12> Congo <13> Democratic Republic Of The Congo <14> Cote D'ivoire <15> Djibouti <16> Egypt <17> Equatorial Guinea <18> Eritrea <19> Ethiopia <20> Gabon <21> Gambia <22> Ghana

Main Questionnaire - Part 2 - Demographics (All Business_status= 1 and 2)

Question ID	Question	Answer
181	[D_4] Please tell me your country of residence	<23> Guinea <24> Guinea-Bissau <25> Kenya <26> Lesotho <27> Liberia <28> Libya <29> Madagascar <30> Malawi <31> Mali <32> Mauritania <33> Mauritius <34> Morocco <35> Mozambique <36> Namibia <37> Niger <38> Nigeria <39> Rwanda <40> Sao Tome And Principe <41> Senegal <42> Seychelles <43> Sierra Leone <44> Somalia <45> South Africa <46> South Sudan <47> Sudan <48> Swaziland <49> United Republic of Tanzania <50> Togo <51> Tunisia <52> Uganda <53> Zambia <54> Zimbabwe
182	[D_5] Please tell me the region you reside in	<1> Central Africa <2> East Africa <3> North Africa <4> Southern Africa <5> West Africa

Main Questionnaire - Part 2 - Demographics (All Business_status= 1 and 2)

Question ID	Question	Answer
183	[D_6] How would you describe the neighborhood in which you live?	<1> Urban: I am in the middle of a city <2> Mainly urban: I am nearby a city <3> Mainly rural: I am quite far from the nearest city (e.g. 30 minutes by car) <4> Rural: there are no cities nearby
184	[D_7/Q_184_S] Tribe / Ethnic Group	<1> Afrikaner <2> Akan <3> Amhara <4> Arab <5> Berber <6> Chewa <7> Fula <8> Hausa <9> Hutu <10> Igbo <11> Ijaw <12> Kikuyu <13> Kongo <14> Luhya <15> Luo <16> Nubian <17> Oromo <18> Ovimbundu <19> Shona <20> Somali <21> Tutsi <22> Xhosa <23> Yoruba <24> Zulu <97> Other - specify <98> Don’t know

Main Questionnaire - Part 2 - Demographics (All Business_status= 1 and 2)

Question ID	Question	Answer
185	[D_8/Q_185_S] What is the highest level of education you have completed?	<1> No high school <2> High school graduate <3> Some college <4> 2 - year degree <5> 4 - year degree <6> Post - graduate studies complete (e.g. Masters, PhD) <7> Religious school <97> Other - specify
186	[D_9/Q_186_S] Please tell me your marital status	<1> Married <2> Divorced <3> Single <4> Widow <97> Other - specify
187	[D_10] Please tell me the total number of people in your household, including adults and children	
188	[D_11] How many members of your household are dependent on you?	
189	This questions asks about difficulties you may have doing certain activities because of a health problem.	
	[D_12_A] Do you have difficulty seeing, even if wearing glasses?	<1> No, no difficulty at all <2> Yes, some difficulty <3> Yes, a lot of difficulty <4> Cannot do at all
	[D_12_B] Do you have difficulty hearing, even if using a hearing aid?	<1> No, no difficulty at all <2> Yes, some difficulty <3> Yes, a lot of difficulty <4> Cannot do at all
	[D_12_C] Do you have difficulty walking or climbing steps?	<1> No, no difficulty at all <2> Yes, some difficulty <3> Yes, a lot of difficulty <4> Cannot do at all
	[D_12_D] Do you have difficulty remembering or concentrating?	<1> No, no difficulty at all <2> Yes, some difficulty <3> Yes, a lot of difficulty <4> Cannot do at all
190	[D_13] Please share your preferred phone number	

Main Questionnaire - Part 2 - Chapter 32

Question ID	Question	Answer
191	Thank you for taking the time to complete this survey. We know you've worked hard on developing your business, and would love to see its current stage. If you would be willing, please share a picture of your storefront, equipment, or other business-related image and upload it here.	

Main Questionnaire - Part 2 - Video Recruitment

Question ID	Question	Answer
192	[VR_1] We are looking for TEF beneficiaries to provide recorded video testimonials about their experience in the programme. These videos will be shared with TEF for marketing materials and can help you build your brand and business. Are you interested in participating?	<1> Yes <2> No
193	Thank you for your interest in participating. Please provide us with your most up to date contact information	
	[T_VR_1_A_1] Phone:	
	[T_VR_1_A_2] Business Address:	

Main Questionnaire - Part 2 - End of Survey

Question ID	Question	Answer
194	Thank you for your time in completing this survey. Remain connected with the TonyElumeluFoundation: Instagram (@tonyelumelufoundation) Facebook (thetonyelumelufoundation) Linkedin (tony-elumelu-foundation) Twitter (TonyElumeluFDN) Youtube (Tony Elumelu Foundation) Tiktok (tonyelumelufdn) Whatsapp (+23417006713)	
195	Unfortunately, you are not eligible to continue with this survey. Thank you for your time.	

Annex II. Tracer study non-beneficiary survey

Language Preference

Question ID	Question	Answer
1	[Lang_1] Please choose your preferred language for the survey.	<1> English <2> Arabic <3> French <4> Portuguese

Respondent Identification

Question ID	Question	Answer
2	Set respondent's data	
3	Applicant's Name	
4	Applicant's electronic mail address	
5	Application ID	
6	User ID	
7	Applicant's country	
8	Year	
9	Respondent's telephone number	
10	Respondent's mobile phone	
11	Applicant's score	
12	Contact's business sector	
13	Business Name	
14	Contact's language	
16	Questionnaire Number	
17	Respondent ID: {0}	

introduction

Question ID	Question	Answer
18	Hello, we are ORB International, a research firm working with the Tony Elumelu Foundation Entrepreneurship Programme to learn more about the experience of applicants to the TEF Entrepreneurship Programme. As a previous programme applicant, we value your insights regarding the process, as well as getting to know your current endeavors. If you can, please take the time to fill out this survey, which will ask you questions regarding your experience with the programme, your current business venture, and general questions about the programme. Your responses will remain confidential, so feel free to provide honest feedback. Your response will help the TEF Entrepreneurship Programme better understand and improve the programme for all applicants. Thank you.	

Background

Question ID	Question	Answer
19	Please confirm your name:	{0} This is not me
20	What year did you first apply for the TEF Programme?	2015 2016 2017 2018 2019 2020 2021 2022
21	How many times did you apply to the TEF Programme?	1 2 3 4 5 or more
22	Have you ever been accepted to the TEF Programme?	Yes No

Select group

Question ID	Question	Answer
24	[Q_24] Set respondent's group assignment	
25	[Group] Respondent randomly assigned group	<1> Group 1 <2> Group 2

Impact

Question ID	Question	Answer
25	At the time of applying to the TEF Programme, did you already own a business?	Yes No
27	What was the stage of your business at the time of applying to the TEF Programme?	Idea Stage Start-up Intermediate Advanced Don't know
28	In the time since applying to the TEF Programme, have you started a business?	Yes No

Impact cont…

Question ID	Question	Answer
29	If you currently own more than one business, think about the business you started first. What year did you start that business?	2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022
30	In what industry was your business idea?	Agribusiness Aviation Beauty & Wellness Commercial/ Retail Construction Consulting Education & Training Energy/ Power Event Planning Fashion Financial Services FMCG Food & Beverage Haulage/ Logistics Healthcare ICT Intellectual Property Services Manufacturing Media & Entertainment Oil & Gas Professional Services Renewable Energy Telecommunications Textile Tourism/ Hospitality Transportation Waste Management Other (SPECIFY) Don't know

Impact cont…

Question ID	Question	Answer
31	Do you still own that business?	Yes No
33	What is the current stage of your business?	Idea Stage Start-up Intermediate Advanced Don’t know
34	Why not? Select all that apply	Sold business to someone else Business permanently closed Could not find the proper equipment Could not find/hire the people I needed Could not get proper permissions/permits for opening a business Seed funding not enough for starting business Other (please specify)
35	How long did you have that business for?	Less than 6 months 6m-12 month 1 year + less than 2 More than 2 but less than 3 years 3 years+
37	What was the stage of your business at the time of closure or sale of your business?	Idea Stage Start-up Intermediate Advanced Don’t know
38	In the time since opening your first business, have you since opened any other businesses?	Yes No
39	Do you still own that business?	Yes No

Business Status

Question ID	Question	Answer
40	Set Respondent's Business Status	
41	Business Status	Current business No current business

Impact (All - Business Stat=1)

Question ID	Question	Answer
42	Please select an option that best describes your business neighborhood.	Urban: I am in the middle of a city Mainly urban: I am nearby a city Mainly rural: I am quite far from the nearest city (e.g., 30 minutes by car) Rural: there are no cities nearby
43	Does your business currently make any revenue?	Yes No

Impact (Group 1 - Business Stat=1)

Question ID	Question	Answer
44	Did your business apply for any external funding (e.g., a bank loan) in the past year?	Yes No
45	What is your current income? (Please insert response in US dollars)	
46	Thinking about the last 6 months, how many months would you say you:	
	Earned profit from your business?	
	Came out even?	
	Your spending was higher than your revenues?	
47	How much does your current income provide for your household?	Only income Most of the income (more than half) Some income Little income No income

Entrepreneurship Ecosystem (Group 2 Business_Status= 1 and 2)

Question ID	Question	Answer
48	Are you involved in any sort of charity or support causes for your community as a result of your business?	Yes No
49	Have you provided seed funding for other entrepreneurs?	Yes No
50	To what extent do you agree/disagree with the following statements:	
	I am satisfied with my current living conditions	*Strongly agree* *Somewhat agree* *Somewhat disagree* *Strongly disagree*
	The funding I have received from other investors in my business has been adequate to sustain my business	*Strongly agree* *Somewhat agree* *Somewhat disagree* *Strongly disagree*
	Since starting my business, I have experienced gaps in financing	*Strongly agree* *Somewhat agree* *Somewhat disagree* *Strongly disagree*
51	Since applying to the TEF programme, have you received any kind of business-related education? (e.g., online courses)?	Yes No

Creating Jobs (All Business_status=1)

Question ID	Question	Answer
52	Who is the main person in-charge of day-to-day operations of your business?	I am My spouse Another male family member Another female family member Other male (please specify relationship) Other female (please specify relationship)
53	How many people total are you currently employing for your business? Please include the owner if he/she works on the business, full time and part time employees, as well as family members not paid a wage.	

Networking (All Business_status= 1 and 2)

Question ID	Question	Answer
54	Since applying to the TEF Programme, have you partnered with any businesses?	Yes No
55	Have you mentored any other entrepreneurs since applying to the TEF Programme?	Yes No
56	Have you received access to any mentoring since applying to the TEF Programme?	Yes No
57	Have you acquired any investors in your business since applying to the TEF Programme?	Yes No
58	What kind of investment did you receive?	Private investment Friends and family Venture capital Private equity Other - specify

Networking (Group 1 Business_status= 1 and 2)

Question ID	Question	Answer
59	Have you developed a professional network?	Yes No
60	On average over the past year, how often have you connected or been in contact with other entrepreneurs in Africa?	Once a week or more 2-3 times per month Once per month A few times over the past year Twice over the past year Once over the past year Not at all
61	How many businesses have you partnered with since applying to the TEF Programme?	

Support & Barriers (Group 1 Business Status=1)

Question ID	Question	Answer
62	What are the most important challenges to growth that your business faces today	Access to finance Taxes Business licensing and permits Regulatory environment Corruption Judiciary system and lack of court enforcement Customs and trade regulations Access to electricity Access to reliable internet Access to technology needed for my business Inflation, currency, and macroeconomic conditions Access to transportation Labour regulations Difficulties in finding talent Competitive pressure Lack of human capital (i.e., individuals with enough education and capacity to be hired) Intellectual property protection Other, please specify
63	Has your business partnered with a supplier? A supplier is a person, business, or entity that provides products or services to another entity. In the world of business to business (B2B), suppliers can refer to distributors (e.g., component manufacturers), vendors (organizations that sell products or services to customers), or contract manufacturers	Yes No Not applicable – my business does not need a supplier
64	Has your business served as a supplier/vendor to other businesses?	Yes No Not applicable – I provide services/products directly to customers

COVID & Sustaining Business (All Business Status=1)

Question ID	Question	Answer
65	How confident do you feel that you will be able to maintain your business for the next year?	Very confident Somewhat confident Slightly confident Not at all confident
66	In general, what would you say you mostly feel about the future of your business:	Optimistic Hopeless

Sustaining Business (Group 1 Business Status=1)

Question ID	Question	Answer
67	Overall, how has this business been affected by the Coronavirus pandemic?	Large positive effect Moderate positive effect Little or no effect Moderate negative effect Large negative effect

Access to Markets (Group 2 Business Status=1)

Question ID	Question	Answer
68	Do you have adequate access to the market for your business?	Yes No

Environmental Preservation (Group 2 Business_Status= 1 and 2)

Question ID	Question	Answer
69	To what extent did/do you take each of the following potential impacts of climate change into account when planning and running your businesses?	
	Geographic shifting / displacement of business and/or client base related to natural disasters	*To a great extent* *Somewhat* *Very little* *Not at all*
	Shifting food supply related to rising temperatures and sea levels (e.g., shifts in crop yield, ocean ecosystems, etc)	*To a great extent* *Somewhat* *Very little* *Not at all*
	Rising costs of food and goods following supply shortages	*To a great extent* *Somewhat* *Very little* *Not at all*

Environmental Preservation (Group 2 Business_Status= 1 and 2) cont…

Question ID	Question	Answer
70	To what extent did / do you take the following environmental sustainability goals into consideration when planning and running your business?	
	Minimizing carbon footprint	*To a great extent* *Somewhat* *Very little* *Not at all*
	Minimizing waste	*To a great extent* *Somewhat* *Very little* *Not at all*
	Use of natural products and/or sustainable materials	*To a great extent* *Somewhat* *Very little* *Not at all*
	Use of solar power	*To a great extent* *Somewhat* *Very little* *Not at all*
	Recycling material	*To a great extent* *Somewhat* *Very little* *Not at all*

Demographics (All Business_status= 1 And 2)

Question ID	Question	Answer
71	What is your gender?	Male Female
72	What is your age	
73	What is your age?	18 - 24 25 - 34 35 - 44 45 - 54 55 - 64 65+
74	What is your religion?	Christian Muslim Jewish Other - specify

Demographics (All Business_status= 1 And 2) cont…

Question ID	Question	Answer
75	Please tell me your country of residence	Algeria Angola Benin Botswana Burkina Faso Burundi Cameroon Cape Verde Central African Republic Chad Comoros Congo Democratic Republic Of The Congo Cote D'ivoire Djibouti Egypt Equatorial Guinea Eritrea Ethiopia Gabon Gambia Ghana Guinea Guinea-Bissau Kenya Lesotho Liberia Libya Madagascar Malawi Mali Mauritania Mauritius Morocco Mozambique Namibia Niger Nigeria Rwanda Sao Tome and Principe

Demographics (All Business_status= 1 And 2) cont…

Question ID	Question	Answer
75	Please tell me your country of residence	Senegal Seychelles Sierra Leone Somalia South Africa South Sudan Sudan Swaziland United Republic of Tanzania Togo Tunisia Uganda Zambia Zimbabwe
76	Please tell me the region you reside in	Central Africa East Africa North Africa Southern Africa West Africa
77	How would you describe the neighborhood in which you live?	Urban: I am in the middle of a city Mainly urban: I am nearby a city Mainly rural: I am quite far from the nearest city (e.g. 30 minutes by car) Rural: there are no cities nearby
78	Tribe / Ethnic Group	Afrikaner Akan Amhara Arab Berber Chewa Fula Hausa Hutu Igbo Ijaw Kikuyu Kongo Luhya Luo Nubian

Demographics (All Business_status= 1 And 2) cont…

Question ID	Question	Answer
78	Tribe / Ethnic Group	Oromo Ovimbundu Shona Somali Tutsi Xhosa Yoruba Zulu Other - specify Don't know
79	What is the highest level of education you have completed?	No high school High school graduate Some college 2 - year degree 4 - year degree Post - graduate studies complete (e.g. Masters, PhD) Religious school Other - specify
80	Please tell me your marital status	Married Divorced Single Widow Other - specify
81	Please tell me the total number of people in your household, including adults and children	
82	How many members of your household are dependent on you?	
83	This questions asks about difficulties you may have doing certain activities because of a health problem.	
	Do you have difficulty seeing, even if wearing glasses?	*No, no difficulty at all* *Yes, some difficulty* *Yes, a lot of difficulty* *Cannot do at all*
	Do you have difficulty hearing, even if using a hearing aid?	*No, no difficulty at all* *Yes, some difficulty* *Yes, a lot of difficulty* *Cannot do at all*
	Do you have difficulty walking or climbing steps?	*No, no difficulty at all* *Yes, some difficulty* *Yes, a lot of difficulty* *Cannot do at all*
	Do you have difficulty remembering or concentrating?	*No, no difficulty at all* *Yes, some difficulty* *Yes, a lot of difficulty* *Cannot do at all*

End of Survey

Question ID	Question	Answer
84	Thank you for your time in completing this survey. Remain connected with the TonyElumeluFoundation: Instagram (@tonyelumelufoundation) Facebook (thetonyelumelufoundation) Linkedin (tony-elumelu-foundation) Twitter (TonyElumeluFDN) Youtube (Tony Elumelu Foundation) Tiktok (tonyelumelufdn) Whatsapp (+23417006713)	
85	Unfortunately, you are not eligible to continue with this survey. Thank you for your time.	

Annex III. Key informant interview guide for partners

KII – Funders: TEF, Google, GIZ, ICRC, UNDP, and AfbB

Introduction

Aim – Introduce yourself. Outline the purpose of the discussion today: to discuss the Tony Elumelu Foundation's ability to meet predetermined outcomes as well as potential barriers and areas for growth within the program.

Explain the presence and purpose of recording equipment – We will be using an audio recorder today to help with note taking. This information will not be made public. The recording is to ensure we have a record for our summary report we need to write.

Confidentiality – Everything that you say will be confidential, and anything you say today will remain anonymous including your name and any attributions. We will not share any personal or identifying information in your responses with anyone else. I hope this encourages you to speak openly.

Greeting: (Introduction & Informed Consent)

Good morning/Good afternoon:

My name is ___________,

I am with a team that is talking to people and learning more about your experiences with the Tony Elumelu Foundation. We are not affiliated with this program, but we are working with them. It will be useful to help our partners understand how their programming efforts are succeeding, as well as potential areas for improvement. This can be used to inform future actions of the program.

This interview will last approximately ______. The information you will provide will remain confidential. The information you provide will not be linked to you personally in the report. You may choose to refuse to participate or not answer all the questions or stop the interview any time. Therefore, we request that you are open and can feel comfortable telling us what you know or have observed about the project operation and performance, including the support the project has provided to beneficiaries and their surrounding communities.

Please let us know if you have any objection to participating in this interview and if you have any questions before we start. If you have any questions after you have completed the interview, you can always contact a study team member.

To get started, please tell me a little bit about yourself.

- What is your position title and what role do you play at the Tony Elumelu Foundation, Google, GIZ, ICRC, or UNDP AFDB?
- How long have you been working with this group?
- Have you been working in this capacity the entire time you've worked here? If not, what other roles have you taken on?

Relevance: experiences with and thoughts about the Tony Elumelu Foundation.

- What do you think are the main issues facing entrepreneurs in Africa?
- Do you think the needs of beneficiaries are being met through the Tony Elumelu Foundation? Why or why not?
- What are the main benefits for participants of the Tony Elumelu Foundation?
- Do you think the needs/requests of the donors for the Tony Elumelu Foundation are being met? Why or why not?
- When and how are monitoring and evaluation activities carried out?
  - Are these sufficient? What have you learned through carrying out this monitoring?
- Can you tell me about your experience coordinating with TEF/Partner organizations?
  - What have been the biggest gaps in coordination? What was done differently to address them?
  - What more can be done to improve coordination?

- How effective are coordination efforts between TEF and the partner organizations? Are challenges in coordination being addressed?
  - What are the biggest successes and gaps in coordination?
- Are the coordinated project activities and communications operating as planned and on-schedule and with partner input? Why or why not?
- Was the work plan and resource schedule for TEF available to be used by relevant parties in your organization? Were these used?
- In which areas have the project successfully identified and addressed key gaps?
- To what extent was a gender-sensitive approach used in the design and implementation of this project? Were these successfully implemented into the design?

Impact: overall impact of the Tony Elumelu Foundation on African communities.

- Thinking about your beneficiaries now compared to what it was like before the Tony Elumelu Foundation program began, are you aware of how their lives changed? If so, in what way?
  - To what extent do you think these changes can be attributed to the Tony Elumelu Foundation program?
  - Has this program changed your perspective on the development of the African economy? In what way?
  - What impact has the Tony Elumelu Foundation had on the way people view entrepreneurship in Africa?
- Do you think the program design is the best fit for African Communities?
  - Are the goals of the project appropriate for African Communities?
- What are the main challenges of implementing this program?
  - Were the challenges related to budget, other resources, beneficiaries, external influences/ elements? Something else?
- What are the barriers you see to the Tony Elumelu Foundation reaching the target audience?
  - Do you believe these are being addressed?
- Were there any gender-related differences in engagement, experience, and impacts?
- Do you think the Tony Elumelu Foundation is achieving their intended outcomes? Why or why not?
  - Training related goals (i.e., completing training, engaging in mentorship program, engaging with alumni)
  - Furthering entrepreneurial goals (i.e., increasing business capacity, networking abilities, increasing the scale of business, gaining more seed money past the Tony Elumelu Foundation)
  - Creating partnerships and networking opportunities throughout Africa
  - Larger, Africapitalism-oriented goals (i.e., increasing the private sector in Africa, policy advocacy)
- Do you feel that the programme's resources, including funds, time, and expertise, are appropriate and adequate to achieve the TEF programme's objectives?

Sustainability: the future of programming in African communities

- What positive or negative impacts, have you seen from the Tony Elumelu Foundation program?
  - Have you seen any unexpected outcomes, positive or negative, from the Tony Elumelu Foundation program?
- What are the easily observed outcomes of this program to beneficiaries, intended or unintended?
- What do you think will be the long-term impact of the Tony Elumelu Entrepreneurship program?
- What are some obstacles you foresee in maintaining this program in the future?
- Do you think this program will contribute to the continent’s economic development? Why/Why not?
- What improvements would be most helpful to the program now? What about for future cohorts?

Final Conclusions

- Given the chance, what change would you like to see in how the program is implemented?

Annex IV. Key informant interview guide for hub lead

KII – Tony Elumelu Foundation hub leaders

Introduction:

Aim – Introduce yourself. Outline the purpose of the discussion today: to discuss barriers and areas for growth within the Tony Elumelu Foundation, how this program affected your ability to become an entrepreneur, and your experiences as a hub leader

Explain the presence and purpose of recording equipment – We will be using an audio recorder today to help with note taking. This information will not be made public. The recording is to ensure we have a record for our summary report we need to write.

Confidentiality – Everything that you say will be confidential, and anything you say today will remain anonymous including your name and any attributions. We will not share any personal or identifying information in your responses with anyone else. I hope this encourages you to speak openly.

Greeting: (Introduction & Informed Consent)

Good morning/Good afternoon:

My name is __________, and my colleague (s) is (are) ____________________.

I am with a team that is talking to people and learning more about your experiences with the Tony Elumelu Foundation. We are not affiliated with this program. It will be useful to help our partners understand how their programming efforts are succeeding, as well as potential areas for improvement. This can be used to inform future actions of the program.

This interview will last approximately an hour. The information you will provide will remain confidential. The information you provide will not be linked to you personally in the report. You may choose to refuse to participate or not answer all the questions or stop the interview any time.

Therefore, we request that you are open and can feel comfortable telling us what you know or have observed about the project operation and performance, including the support the project has provided to beneficiaries and their surrounding communities.

Please let us know if you have any objection to participating in this interview and if you have any questions before we start. If you have any questions after you have completed the interview, you can always contact a study team member.

To get started, please tell me a little bit about yourself.

- Tell me about yourself and if you are currently running a business
- Are you currently operating as a hub lead for the TEF program?
  - How long have you been working in this position?

Relevance: experiences with and thoughts about the Tony Elumelu Foundation.

- What factors led you to want to be an entrepreneur?
- What issues got in your way of starting a business?
- What are the most helpful aspects of the TEF program? Can you give me a specific example of how TEF program helped you?
- What was the most challenging part of the participating in the program? Why do you think it was?

Impact: overall impact of the Tony Elumelu Foundation on African communities

- Application
- What was the application process like for you?
  - What was the easiest part of the application process? The most challenging part?

Impact

- Please tell me what you changed about how you run your business since participating in the program.
- What are the easily observed outcomes of this program to you as a beneficiaries, intended or unintended?
- How did your life change, if at all, since participating in the program? Personally? Professionally?

Program Specific Feedback

- Thinking about the three parts of the program – training, funding, and mentorship – which do you think is the most important?
- Thinking about the training specifically, what was the most interesting and the most helpful part?
  - Is there anything not covered in the TEF training that you believe would have been helpful for your personal business?
- Thinking about receiving the funds – did you have any issues receiving the funds?
  - How did you use that initial funding?
- Now thinking about mentorship specifically – did you participate in that part of the program? Tell me about your experience or why you have not participated in it.
  - Any suggestions for organizing mentorship program in a way that would be more useful for you?
- Do you feel there are any improvements to be made in the implementation of the TEF program?

Hub Leader Experience

- How did you become aware of the hub lead position?
- Can you please tell me about the communication between the TEF program and hub leads?
  - What have been the biggest gaps in communication with TEF? Have you seen efforts to address these gaps?
- Do you feel the needs of beneficiaries are able to be addressed through communication with hub leads?
  - Are there any barriers you've experienced in communicating with beneficiaries? What could be done to address these issues?
- Do you believe you have a clear understanding of TEF's expectations has for hub leaders?
  - If not, what could be done to clarify these expectations?
- Do you feel the structure of the hub lead program is effective?
  - What improvements do you feel could be made to the Hub lead program?

Sustainability: the future of programming in African communities

- Has TEF changed the outlook of your business?
  - If so, how?
- What plans do you have for your current business?
- What obstacles are you most concerned about when thinking about the future of your business?
- What do you think makes running business difficult in your country?
- What else could the TEF program do to reduce business closure?

Final Conclusions

- Would you recommend this program to others? Why or why not?

Annex V. Key informant interview guide for TEF beneficiaries

KII – Tony Elumelu Foundation beneficiaries

Introduction:

Aim – Introduce yourself. Outline the purpose of the discussion today: to discuss your experience with the Tony Elumelu Foundation's and how it affected your ability to become an entrepreneur.

Explain the presence and purpose of recording equipment – We will be using an audio recorder today to help with note taking. This information will not be made public. The recording is to ensure we have a record for our summary report we need to write.

Confidentiality – Everything that you say will be confidential, and anything you say today will remain anonymous including your name and any attributions. We will not share any personal or identifying information in your responses with anyone else. I hope this encourages you to speak openly.

Greeting: (Introduction & Informed Consent)

Good morning/Good afternoon:

My name is ___________, and my colleague (s) is (are) ______________________.

I am with a team that is talking to people and learning more about your experiences with the Tony Elumelu Foundation. We are not affiliated with this program, but we are working for ____. It will be useful to help our partners understand how their programming efforts are succeeding, as well as potential areas for improvement. This can be used to inform future actions of the program.

This interview will last approximately ______. The information you will provide will remain confidential. The information you provide will not be linked to you personally in the report. You may choose to refuse to participate or not answer all the questions or stop the interview any time. Therefore, we request that you are open and can feel comfortable telling us what you know or have observed about the project operation and performance, including the support the project has provided to beneficiaries and their surrounding communities.

Please let us know if you have any objection to participating in this interview and if you have any questions before we start. If you have any questions after you have completed the interview, you can always contact a study team member.

To get started, please tell me a little bit about yourself.

- Tell me about yourself and the business you are running.

Relevance: experiences with and thoughts about the Tony Elumelu Foundation.

- How long have you been considering being an entrepreneur?
- What factors led you to want to be an entrepreneur?
- What issues got in your way of starting a business?
- What drew you to the TEF program? Where did you learned about the program?
- What are the most helpful aspects of the TEF program? Can you give me a specific example of how TEF program helped you?
- What was the most challenging part of the participating in the program? Why do you think it was?

Impact: overall impact of the Tony Elumelu Foundation on African communities

- Application
- What was the application process like for you?
  - What was the easiest part of the application process?
  - What was the most challenging part of the application process?
- What would you change about the application process?

Impact

- Please tell me the impact of the program on your business – in terms of revenue, job creation.
  - Do you currently or in the future plan to employ any individuals who are considered a refugee, migrant, or having a disability?
- Please tell me what you changed about how you run your business since participating in the program.
- What environmental concerns did/do you take into consideration when planning and running your business?
- What are the easily observed outcomes of this program to you as a beneficiaries, intended or unintended?
- How did your life change, if at all, since participating in the program?
- Has this program impacted you on a personal level? If so, how?

Program Specific Feedback

- Thinking about the three parts of the program – training, funding, and mentorship – which do you think is the most important?
- Thinking about the training specifically, what was the most interesting and the most helpful part?
  - How well, in your opinion is training organized?
  - Is there anything not covered in the TEF training that you believe would have been helpful for your personal business?
- Thinking about receiving the funds – did you have any issues with that part?
  - How did you use that initial funding?
  - Anything you planned to use the funds for, but you were not able to?
- Now thinking about mentorship specifically – did you participate in that part of the program? Tell me about your experience or why you have not participated in it.
  - Any suggestions for organizing mentorship program in a way that would be more useful for you?
- Do you feel there are any improvements to be made in the implementation of the TEF program?
- Do you feel that the programme's resources, including funds, time, and expertise, are appropriate and adequate to achieve the TEF programme's objectives?
- Are you aware of TEF advocacy in your country? If so, has it been effective at pro
- Sustainability: the future of programming in African communities
- Has TEF changed the outlook of your business?
  - If so, how?
- What plans do you have for your current business?
- Has your business been negatively or positively affected by the Coronavirus? If so, how?
- What obstacles are you most concerned about when thinking about the future of your business?
- What do you think makes running business difficult in your country?
- What factors could be addressed to increase the sustainability of your business’ success?
- What else could the TEF program do to reduce business closure?

Final Conclusions

- Would you recommend this program to others? Why or why not?

Annex VI. Impact assessment phone survey allocations by country

Country	Total # of Beneficiaries	Sample Allocation	Google Completions
Algeria	14	14	0
Angola	24	23	0
Benin	304	170	27
Botswana	131	98	0
Burkina Faso	322	176	7
Burundi	84	70	0
Cameroon	575	231	6
Cape Verde	21	20	0
Central African Republic	13	13	0
Chad	412	200	22
Comoros	25	24	0
Congo	45	41	6
Congo, Democratic Republic of The	170	119	9
Cote D'ivoire	105	83	5
Djibouti	10	10	0
Egypt	12	12	0
Equatorial Guinea	10	10	0
Eritrea	8	8	0
Ethiopia	106	84	0
Gabon	54	48	5
Gambia	22	21	0
Ghana	250	152	0
Guinea	38	35	4
Guinea-Bissau	66	57	0
Kenya	579	232	6
Lesotho	19	19	1
Liberia	51	46	0
Libya	5	5	0
Madagascar	104	83	9
Malawi	87	72	0
Mali	2202	328	0
Mauritania	290	166	0
Mauritius	19	19	0
Morocco	17	17	0
Mozambique	26	25	3
Namibia	38	35	0
Niger	302	170	0
Nigeria	4227	353	34
Rwanda	231	145	0
Sao Tome and Principe	20	20	0
Senegal	53	47	4
Seychelles	5	5	0
Sierra Leone	34	32	0
Somalia	6	6	0
South Africa	215	139	55
South Sudan	37	34	0
Sudan	4	4	0
Swaziland	38	35	1
Tanzania, United Republic of	207	135	0
Togo	76	64	5
Tunisia	13	13	1
Uganda	700	249	0
Zambia	179	123	0
Zimbabwe	135	101	0
Total	**12740**	**4441**	**210**

Annex VII. Baseline to endline comparisons for all variables and respondents for which data is available at both timepoints

	2021 Baseline	2022 Tracer Study
Total Number of Employees	8.7	10.2
Average number of female employees	5.3	7.4
Average number of youth employees (age 18-24)	4.9	3.4
Typical total monthly earnings for full-time employees		
Less than $50	16%	16%
$50 - 74	21%	16%
$75 - 99	16%	9%
$100 - 150	13%	20%
$150 - 200	12%	4%
$200 - $300	8%	13%
$300 - $400	9%	16%
Above $400	6%	7%
Hours per week of typical full-time employee		
Less than 20 hours	13%	16%
20 - 40 hours per week	59%	27%
41 - 60 hours per week	27%	2%
Above 60 hours per week	2%	100%
Typical total monthly earnings for temporary/part-time employees		
Less than $50	42%	38%
$50 - 99	35%	25%
$100 - 150	11%	18%
$150 - 200	10%	7%
Above $200	3%	13%
Hours per week of typical part-time employee		
Less than 10 hours	38%	33%
10 - 20 hours per week	46%	22%
20 - 40 hours per week	14%	42%
Above 40 hours per week	2%	2%
How are employees typically remunerated?		
A fixed salary per week/month	44%	47%
Piece-rate depending on how much they work/output they produce	20%	24%
Piece-rate depending on how much profit the overall business makes	5%	4%
A mix of the above	27%	16%
Other	4%	9%
How do you typically find the employees to hire?		
Personal networks of family and friends	37%	62%
Business network	34%	11%
University career centers	6%	2%
Wait for applicants to contact you	4%	7%
Recruitment websites	12%	7%
Other	9%	11%

	2021 Baseline	2022 Tracer Study
What standard business practices is your business currently using? [1]		
Big management procedures	10%	29%
HSE standards	10%	27%
HR management systems	16%	31%
Finance mechanisms	15%	35%
None of these	44%	39%
Other	5%	2%
What are the most important challenges to growth that your business faces today? [2]		
Access to finance	79%	63%
Taxes	62%	53%
Business licensing and permits	47%	20%
Regulatory environment	33%	18%
Corruption	18%	26%
Judiciary system and lack of court enforcement	16%	10%
Customs and trade regulations	15%	26%
Access to electricity	16%	29%
Access to reliable internet	18%	12%
Inflation, currency, and macroeconomic conditions	21%	55%
Access to transportation	20%	22%
Labor regulations	9%	8%
Difficulties in finding talent	15%	41%
Competitive pressure	17%	22%
Intellectual property protection	14%	26%
Who are your most important/biggest clients? Rank from 1 (most important) to 8 (least common). Average ranking:		
Friends/relatives that know me from before	3	2.75
Local customers or intermediaries that live near the premise of my business and see it walking by	2.95	2.96
Local customers or intermediaries that know of the business through word of mouth/reputation	3.12	3.67
Local customers or intermediaries that find the business through online or newspaper ads	3.88	4.18
National customers or intermediaries that know of the business through word of mouth/reputation	4.77	4.76
National customers or intermediaries that find the business through online or newspaper ads	5.27	5.4
International customers or intermediaries that knew of the business through word of mouth/reputation	6.2	6.42
International customers or intermediaries that found the business through online or newspaper ads	6.81	6.62
To how many individual clients (e.g., final user, or intermediaries, or retail chain) does your business sell products/services in a typical month?		
Less than 10 clients	38%	66%
10 - 50 clients	31%	21%
50 - 100 clients	14%	8%
100 - 200 clients	11%	4%
More than 200 clients	7%	101%
What is your average sales per client?		
Mean	$2,709.46	$697.53
Median	$12.50	$40.00

	2021 Baseline	2022 Tracer Study
How much of the income is this business providing for your household?		
Only source of income	37%	8%
Main source of income	30%	24%
Some/a little income, not the main source	10%	43%
Not a source of income yet	24%	26%
In a typical month, how much money do you make from your business (after paying all the business costs including payments to others)?		
Less than $200	53%	48%
$200 - $500	27%	26%
$500 - $1,000	12%	13%
$1,001 - $2,000	6%	7%
$2,001 - $3,000	0%	0%
$3,001 - $4,000	0%	1%
Above $4,000	1%	4%
In a typical week how many hours do you work on your business?		
Less than 10 hours per week	8%	12%
10 - 20 hours per week	20%	10%
More than 20 hours per week	72%	46%
Currently work for another employer (excluding self-employment)	27%	15%
If work for another employer: in a typical month, how much do you earn in these other jobs?		
Mean	$2,927.52	$532.33
Median	$300.00	$531.50
If work for another employer: in a typical week how many hours do you work in these other jobs?		
Mean	35.22	3.88
Median	40	4.5
Currently have other income from self-employment	33%	35%
If earn income from self-employment: In a typical month, how much do you earn from these activities?		
Mean	$12,498.69	$349.59
Median	$300.00	$200.00
If earn income from self-employment: In a typical week, how many hours do you work on these activities?		
Mean	23.9	3.3
Median	20	3
Current household size		
1	9%	5%
2	12%	7%
3	16%	15%
4	26%	17%
5	12%	15%
More than 5	26%	41%

	2021 Baseline	2022 Tracer Study
How many members of your household are your dependants?		
None	24%	18%
1	14%	20%
2	26%	23%
3	17%	16%
4	5%	10%
5	8%	4%
More than 5	6%	10%
In a typical month, what is the total monthly income of all household members from all sources?		
Mean	$26,546.21	$906.45
Median	$581.00	$500.00
Business currently makes revenue	58%	69%
Monthly turnover in the typical month in the last business year		
Less than $1,000	79%	62%
$1,000 - $2,000	10%	17%
$2,001 - $3,000	6%	9%
$3,001 - $4,000	2%	1%
More than $4,000	4%	10%
Expected average monthly turnover over next 12 months		
Less than $1,000	25%	33%
$1,000 - $2,000	19%	19%
$2,001 - $3,000	14%	11%
$3,001 - $4,000	7%	4%
More than $4,000	36%	33%
Expected next month spending on recurring costs of business (e.g., purchases of inventory, materials for production, wages or piece rates etc)		
Mean	$36,760.41	$1,426.27
Median	$725.00	$500.00
Past year business spending on purchases of equipment, buildings etc.		
Mean	$65,154.25	$2,786.65
Median	$890.00	$2,000.00
Did your business apply for any external funding (e.g., a bank loan) in the past year?	17%	12%
Acquired Additional Investors in Business Since Seed Funding	8%	17%
Do you have a record of your business financials?	51%	52%

	2021 Baseline	2022 Tracer Study
Mean perceptions of TEF Programme Training (scale of 1 = strongly agree to 5 = strongly disagree)		
The training adequately covered all relevant learning areas	1.5	1.6
The training matched my personal expectations	1.5	1.6
The training platform was easy to use and resourceful	1.5	1.6
The training increased my knowledge of entrepreneurship development	1.4	1.3
The training strengthened my capacity and technical skills to work on business management	1.5	1.3

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