



« Dynamise les entreprises sénégalaises »

SMALL ENTERPRISE COMPONENT REVIEW

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SUBMITTED BY: CHEMONICS INTERNATIONAL
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This report was prepared by Ms. Anita Campion and Mr. Andrew Baird of Chemonics International, Inc, prime contractor to the U.S. Agency for International Development for the DynaEnterprises Project in Senegal.

List of Acronyms

ALS	Appel d'offres
BDS	Business Development Services
CR	Contractor Results
CTO	Contracting Technical Officer
DES	<i>DynaEntreprises Senegalaises</i>
GERME	Gerer Mieux Votre Entreprise
GOS	Government of Senegal
GPS	Global positioning system
ICT	Information communication technology
M&E	Monitoring and Evaluation
ME	Microenterprise
MFI	Microfinance Institution
NGO	Non-governmental organization
PME	<i>Petite et moyen entreprise</i>
PMU	Project Management Unit
USAID	United States Agency for International Development
SME	Small and medium enterprise
SO	Strategic Objective
SOW	Scope of Work

I. Executive Summary

In March 2002, Chemonics International sent out two of its in-house enterprise development specialists, Anita Campion and Andrew Baird, to Senegal to review strategy and indicators used by the Biz-dev (i.e. business development services) component of the *DynaEntreprises Senegalaises* (DES) project in Senegal and to identify ways to increase its impact. This activity was in response to the receipt of the annual award letter from USAID/Senegal in February 2002.

BDS accomplishments to date. The BDS component team has made a number of significant achievements over the first two years of the project. Among those that are difficult to quantify, is the degree to which Dyna has begun to “change the landscape” for the provision of business development services (BDS). BDS providers who have worked with, or been exposed to, the Dyna project become much more aware of client rather than donor needs and are becoming responsive to client demands. BDS clients are turning to private providers and demonstrating a willingness to pay for services that have typically been provided by donors and donor funded projects. Many of Dyna’s accomplishments have been generated by sharing their approach and creating an environment for a dynamic BDS market. Dyna’s monitoring and evaluation unit is working to develop accurate accounting of accomplishments in the first two years of the project. This information will be provided to USAID/Senegal as soon as it is available. The following is a partial list of Dyna’s activities:

- Two TechnoFaires (Tambacounda and Kolda)
- Information days
- Business Forum
- Training – various topics
- Technical assistance/Follow-up to training
- Strengthening professional associations
- Sub-sector studies (banana and dairy)
- Appel d’offre web-site
- Sustainable soil conservation technologies (including Vetiver)
- Rural radio broadcasts
- Entrepreneur guide
- Business registration manual
- Internet “passport” guide

The approach. The two consultants reviewed reports and met with the Biz-dev team in Dakar to understand their approach, activities, indicators and vision for the future. They met with the Monitoring and Evaluation Specialist, Fatou Thiam, who assisted them in understanding the systems and went with them to the regional offices. They interviewed four of the five regional SME coordinators, eight service providers, and several SMEs that have worked with Dyna. They worked with the USAID and Biz-dev teams to develop new monitoring and evaluation indicators that satisfied both teams’ information needs and interests.

Key Issues. The consultants were pleased to learn that the DES project was having a significant impact on small and medium enterprise development. The review identified two key issues that were causing the Biz-dev component to appear less active than it really was:

- **Misunderstandings about the market-driven approach to business development services (BDS).** There was a disconnect between USAID and the project staff resulting in part from the lack of a common language and framework within which to discuss, understand and assess the impact of this market-driven approach to business development services. In addition, USAID's Strategic Objective indicators for BDS were more supply-oriented and did not connect well with Dyna's demand-driven approach.
- **Monitoring and evaluation indicators did not capture the full impact of the project.** The market-driven nature of the project made it difficult to predict what activities would be undertaken as the monitoring and evaluation system was initially designed. Now, with two years of experience, it is easier to forecast potential impact.

Hence, the consultants spent the majority of their time addressing these two issues. In collaboration with the Dyna office management team and the Chemonics Home Office management team, the consultants developed targets for the next three years of Dyna's BDS activities, which are presented in the table on page 18. These targets build on the results achieved in FY 2001, which were recalculated based on the new indicators and are presented in detail in Annex F.

Recommendations. While the consultants acknowledge that Dyna has had many successes in applying the approach to BDS, the Biz-dev team is spending a lot of time explaining the market-driven approach and could be more proactive in stimulating market demand for BDS services. Based on the findings of the review, the consultants made the following six recommendations to ensure greater impact of Biz-dev's activities:

1. Integrate monitoring and evaluation better into Biz-dev activities, through staff training, decentralizing systems and setting individual performance targets.
2. Strengthen the monitoring and evaluation unit and its relationship to both the Biz-Dev and Microfinance units. Regional technical staff should gain a clear understanding of their specific roles and responsibilities for conducting M&E, and its importance to successful project planning and implementation.
3. Increase the emphasis on stimulating demand by: expanding promotional activities, targeting sub-sectors that show market potential, minimizing time spent on analyzing enterprise constraints and use the tender process to help determine appropriate responses.
4. Improve links between Biz-dev and Microfinance by using sub-contracts to identify BDS providers and setting baseline for future monitoring, conducting a survey of MFI clients to better understand non-financial needs, asking MFIs to promote BDS providers in their regions and building MFIs' ability to target SMEs in certain sub-sectors.
5. Expand combined training and technical assistance programs, such as the ILO GERME training and those offered by Making Cents.
6. Support the development of new and improved products and services, such as tax and fiscal services, training in capital equipment maintenance, and sub-contracting strategies and contracts.

7. Continue creative use of new technologies to disseminate information such as websites, radio broadcasts, and linkages to cybercafes.

Requirements Needed to Support the Recommendations. The consultants identified the following two conditions that must be put in place for the above recommendations to be effectively implemented:

1. Consensus and Commitment to Market-Driven Approach to BDS, which can be achieved by having the key stakeholders including USAID/Senegal, Dyna project team, and other collaborating donors and NGOs, read best practice materials on BDS and by enhancing communication between Dyna and USAID staff.
2. Systematic collaboration between Biz-dev and Microfinance, which would require the two component teams to hold regular meetings and to follow up more on information shared across the two components.

This report summarizes the findings of the consultancy and proposes new reporting indicators and targets for monitoring and evaluation. The consultants would like to thank everyone who gave their valuable time and provided useful information and feedback, which contributed to this report. In particular, the consultants would like to acknowledge the USAID and Dyna teams for the openness and willingness to share information and speak frankly about the issues at hand. The consultants would also like to recognize Chemonics project management unit, especially Joel Schlesinger for his thoughtful comments and questions, and Mike Meyer for his administrative support.

II. Rationale for Consultancy and Approach

The DynaEnterprises (DES) project in Senegal recently underwent an in-depth review by USAID which determined that the project has been very successful, particularly in cost control and innovation. As a result, Chemonics received 90 percent of the contract award fee. Nonetheless, in the spirit of commitment to excellence, Chemonics responded to USAID's concerns by conducting a consultancy to address the issues that were raised in the award letter, specifically:

- To identify ways to maximize the results of the business development services (BDS) or "Biz-dev" component of the project; and
- To address the inconsistencies in the contract commitments and the Contractor Results (CR) indicators used to report on progress, as well as the lack of regional reporting.

Chemonics enlisted two of its in-house enterprise development specialists, Anita Champion and Andrew Baird, to conduct the review, propose new indicators and make recommendations on how to address USAID's concerns and to make the BDS component even more dynamic over the remaining three years of the contract. Both Ms. Champion and Mr. Baird have extensive experience in enterprise development (over 15 years each) and have direct experience promoting business development services in West Africa.

Specifically, the consultants were contracted to complete the following objectives:

1. Review the current DES/SME strategy and approach and its responsiveness to contract requirements as well as to market demands for DES-type services.
2. Identify opportunities for expanding DES-like SME activities, and accelerating their impact, within the Senegalese SME sector. Attention was paid to the role and capacity of Senegalese BDS providers and professional associations and the potential for associating them more fully in the project.
3. Identify new ways to build a more productive relationship between the micro-finance and SME components of the project.
4. Review the DES/SME practice of charging user fees for BDS events, including the origin of the fees and the sustainability of this approach.
5. Based on data collected and analysis, recommend realistic modifications to the DES/SME strategy to more rapidly and widely build the capacity of BDS institutions, and more closely connect BDS and micro-finance activities.
6. In light of the current Senegalese environment and DES experience, revise, clarify, and modify project M&E indicators to bring them in line with BDS best qualitative and quantitative measurement practices. The indicators should be presented in a format agreed to by the field office and USAID/Senegal SO team.

7. In coordination with USAID/Senegal, DES personnel, and other stakeholders, develop realistic targets for the revised indicators.

(See Annex A for the detailed scope of work for this assignment).

Prior to departure, the consultants reviewed all quarterly reports and a variety of best practices publications and information in preparation for the assignment (see Annex B). They spoke with Chemonics' Project Management Unit (PMU), including Joel Schlesinger, Project Supervisor, and Mike Meyer, Assistant Project Administrator, soliciting their input and insight into the project. They also met with the other consultant team that was going out to document successes of the Dyna project to date to understand their mission and to coordinate where the two assignments overlapped. In addition, the consultants held a teleconference with two of USAID's Microenterprise Development office experts, Jeanne Downing and Anicca Jansen, seeking their advice and input.

Upon arrival to Senegal on Wednesday, March 6, Ms. Campion and Mr. Baird met with USAID/Senegal's Joseph Van Meter, the CTO for the DES project and his team. (See Annex E for a list of all contacts met during the course of the assignment). The USAID/Senegal team shared some of their specific concerns about Dyna's BDS component:

- Overemphasis on vetiver grass;
- Minimal work to date with professional associations;
- Lack of impact reported in the areas of business planning and adopting appropriate technologies;
- Concern that Dyna's 100 percent money-back guarantee offer was not effectively communicated to people receiving trainings; and
- Desire to add clear links to the project's impact on agribusinesses.

Then, over the next few days, the consultants met with the project's Biz-dev team in Dakar to understand their approach, activities, indicators and vision for the future. They met with the person responsible for monitoring and evaluation (M&E), Fatou Thiam, who went with them to Kolda and Tambacounda for the second week of the assignment. Together, they met with the regional technicians and some of the service providers and SMEs that had worked with Dyna to understand the realities and limitations of BDS programming in the rural areas. At the end of the second week, the consultants held meetings with the USAID and Biz-dev teams to discuss the findings and to review proposed changes to the CR indicators to ensure buy-in from all stakeholders. During the third week, the regional office in Thiès was visited. The regional Biz-dev coordinator reviewed the draft indicators, and commented on the field offices' ability to provide the required information. In addition several partner service providers were interviewed. Several days were spent in the Dakar office working with the monitoring and evaluation unit to draft the regional reporting forms that will feed into the CR indicators. Upon return to Washington, the consultants debriefed the Chemonics PMU, held a briefing at USAID/Washington for the incoming CTO and other interested individuals from the Microenterprise office, and wrote this report.

It quickly became evident that the lack of adequate monitoring and evaluation instruments for the Biz-dev component was a major contributor to the general perception that this component was underachieving. Therefore, most of the level of effort was used on developing appropriate monitoring and evaluation indicators that would more accurately capture the project's activities and better reflect their impacts.

The next section discusses DynaEntreprise's approach to business development services, results to date and strategies for the future. The following sections propose new indicators and targets that could be used to better capture the full results and impact of these activities and offers recommendations for making Biz-dev even more dynamic by building on the solid foundation that has been laid. The report closes with a discussion of the requirements that are needed to ensure that the project can reap the full benefits of proposed changes and recommendations.

III. DynaEntreprise's Market-Driven Approach to BDS

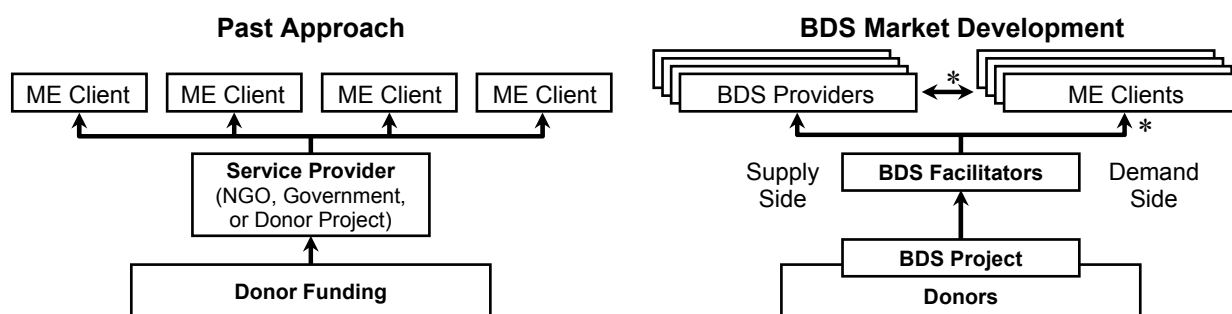
DynaEntreprise's BDS component, known as "Biz-dev," has already made an important contribution to the Senegalese enterprise sector in its first two years. In particular, Dyna's market-driven approach to enterprise development has made a significant impact on the mentality of Senegalese business development service providers and micro, small and medium enterprises (SMEs). The project's approach has encouraged BDS providers to focus more on understanding customer needs (i.e. the needs of SMEs) than on donor concerns and interests. Dyna requires SMEs to pay a substantial portion of the costs of providing the business development services they seek, in an effort to reduce donor dependence and encourage the development of for-profit BDS consulting services. This approach is helping BDS providers to become more responsive to their target markets and more willing and able to offer business development and consulting services for which SMEs will pay. However, Dyna's past BDS indicators did not capture the full impact of its activities. In addition, Dyna could be even more actively promoting and disseminating its approach and stimulating BDS markets. This section describes

Cultivating a Private Sector Approach to Ag-Technology

One of the key pillars of the DynaEnterprises approach is the use of the business sector as the means to introduce new concepts, ideas, and technology into Senegal, as well as develop markets for technologies that are profitable. This principle's success is well illustrated by the huge demand for the technology and its application by rural firms. During a TechnoFoire in Tambacounda, one exhibitor presented vetiver technology as an inexpensive way to combat soil erosion and improve soil quality, and provide income for rural enterprises. The amount of interest generated by vetiver's application was overwhelming. In collaboration with the business sector and other community-level partners, Dyna established demonstration sites in its targeted zones. In order to meet expected demands, partnerships were formed with local nurseries and service providers who rapidly became suppliers and advisors of the technology. The explosion of interest in vetiver has continued unabated. More and more sectors (banana, market-gardens, environment, reforestation, construction and individual farmers) are buying plants and paying service providers to implement the technology correctly. Current supply in the decentralized zones cannot keep pace with demand. Several recent orders have been for tens of thousands of plants. A Vetiver Club has formed in Senegal, and an increasing number of businesses have gone into nursery production. Through a minor investment in demonstration sites, training and involving the right private sector actors, Dyna has assisted a new market to take off in Senegal.

Dyna’s market-driven approach to business development services and discusses the pros and cons of its application in Senegal.

Dyna’s Biz-dev team is using a “state-of-the-art” BDS- market development methodology to strengthen SMEs in Senegal that focuses on developing the market for business development services. Many of these methodologies are considered to be best practices by USAID and are described in *Business Development Services for Small Enterprises: Guiding Principles for Donor Intervention*¹ and *Designing BDS Interventions as if Markets Matter*.² One of the fundamental differences between the market driven approach and others used in the past is the emphasis on creating a “level playing field” for BDS providers. Past and many current BDS programs typically focus



* Demand for BDS is stimulated through project and provider initiatives.

on developing the capacity of one or several BDS providers, thereby crowding out other private sector providers and establishing little incentive for the near monopolistic providers to be responsive to the needs of the BDS clients. Therefore in order to minimize market distortions, it is important for BDS providers to have broad access to the services of market facilitators. Facilitators are often donors or donor funded projects or NGOs who are working to develop both the supply and the demand for BDS. The diagram below serves to illustrate the distinction between the Dyna’s market development approach from that which was common with earlier BDS projects.³ Specifically, the Dyna approach works to simultaneously develop both the demand and the supply of business development services whereas past approaches most often focused uniquely on developing the supply of BDS.

In past approaches, donors or donor-funded projects often acted as a substitute for the market in the provision and allocation of BDS by acting directly as service providers and then later, by working through a few or single BDS provider. Dyna’s approach emphasizes working with and through multiple organizations or facilitators to develop the market for BDS.

¹ by Committee of Donor Agencies for Small Enterprise Development, February 2001.

² by Michael Field, Rob Hitchins and Marshal Bear, DAI, November 2000, available at www.mip.org.

³ Adapted from “Business Development Services for Small Enterprises: Guiding Principles for Donor Intervention,” Committee of Donor Agencies For Small Enterprise Development, February 2001.

3.1 Responding to demand

The example in the textbox below illustrates how this approach to BDS is applied by the Dyna project. Once a BDS need is identified, Dyna drafts a scope of work and puts a tender out to bid. BDS providers learn about the “appel d’offre” from the newspaper or website (www.appel_d_offres.sn) developed by Dyna. The BDS providers that respond include private consulting firms, professional associations as well as non-governmental organizations (NGOs) that work in enterprise

development. Dyna organizes a committee of technical staff to systematically review and evaluate all bids, using a pre-determined scoring sheet to assess each response. Dyna selects the winner based on its ability to provide quality services at a reasonable price. Dyna then communicates back to all bidders on the quality of their response with information as to what was good and how

How Dyna identifies BDS demand. According to Dyna’s BDS technical staff, needs for business development services are most often identified as constraints raised by an entrepreneur or service provider. For example, in Kolda a women’s group approached Dyna in search of a solution to their difficulty in selling traditional soap at a profitable price. The constraint was that the price of one of the main inputs, peanut oil, was going up quickly. For each constraint, Dyna analyzes the situation to identify the true need and determines whether or not it is a common constraint that could be addressed by a BDS provider and fits Dyna’s mandate (private sector constraint within target areas). In the case of the soap making sector, cheaper and locally available neem oil was substituted for the peanut oil. Six groups were trained to make soap using this new methodology by a local service provider.

they could have improved their response. By adhering to its committed timeframe and communicating the transparent and competitive process used, Dyna has had a substantial impact on the use of public tenders for contracting services in Senegal. In just one year, the web site Dyna created for tenders is now being used by a broad array of contractors, including public and private sectors. In 2001, Dyna issued 43 appels d’offres (ALS), 35 ALS PME and 25 ALS Microfinance tenders for BDS services. In March 2002, when the consultants reviewed the site, there were 45 tenders listed, of which only one was from Dyna. By setting the standards for how business is conducted, as one consultant working in Senegal put it, “Dyna is changing Senegal.”

- **Issue: Understanding of Market-driven BDS.** While the above is a significant impact in itself, Dyna has had less impact to date on the supply side of the equation, which is the primary cause for USAID/Senegal’s concerns. After initial discussions with USAID and Biz-dev staff, it became evident to the consultants that there was a disconnect between USAID and the project staff resulting in part from the lack of a common language and framework within which to discuss, understand and assess the impact of this market-driven approach to business development services. The Dyna office must place a greater emphasis on developing a common vision for the project, particularly the BDS component and its activities. Through this shared vision of the approach, a better understanding of the results and impacts will result.

In a related issue, by reviewing the Strategic Objectives (SOs) under which USAID was monitoring this project, it became clear that USAID/Senegal was still geared toward supply-oriented BDS interventions. The consultants spent time with both the

Dyna and USAID teams helping them to use the best practices framework for BDS Market Development, which is organized around the following four stakeholders in enterprise development:⁴

- **Customers**, who are usually entrepreneurs or farmers that will benefit from the services.
- **BDS providers**, who directly supply business development services to the customers. These include private consulting firms, professional associations, NGOs or cooperatives.
- **Facilitators**, who stimulate the market for BDS by designing and developing services and events, and providing seed funds to do so. In this project, Dyna acts as a BDS facilitator, but professional networks and associations can also play the role of a facilitator.
- **The Market**, which is the general population of people exchanging goods and services on a commercial basis. The Dyna project is attempting to demonstrate commercial viability and sustainability of its BDS services by encouraging others to replicate its services and offer them at full cost recovery throughout the market.

With this framework in hand, the USAID and Biz-dev teams should be able to communicate more effectively, which should minimize the potential for misunderstandings in the future. Hopefully, this framework will help USAID to understand and quantify the impact the Biz-dev team has had on developing market demand for BDS. Since the market-driven approach is so new to Senegal, the Biz-dev team has had to spend a lot of time explaining the approach to the various stakeholders. In the first year, Dyna organized several events to promote the approach and to stimulate demand for its services, including Information Days and Business Forums, in which microfinance institutions (MFIs), BDS providers and SMEs were invited. Dyna also emphasized the approach at every training cycle (12 held during the period), and in review discussions with all of the service providers. Nonetheless, Dyna's Biz-dev team could be even more proactive in stimulating market demand for BDS services and in improving the quality and quantity of BDS services available in the market. Recommendations for stimulating demand further are discussed in section V.

3.2 Summary of BDS activities to date

Despite the lack of activities reported in the quarterly reports to date, the consultants were pleased to note that the Dyna Biz-dev team had conducted a considerable number of activities, both in Dakar and in the target regions through their regional offices. As the quarterly reports are one of the principle ways in which the project team communicates its impact and activities to USAID, this weakness in reporting underscores the need to have a consistent reporting format originating from the regional offices that more

⁴ Performance Measurement for Business Development Services: A Preliminary Framework, by Mary McVay, DAI, August 1999.

accurately captures M&E data. The following list briefly summarizes the types of activities that Dyna has engaged in over the first two years and which form the basis from which to grow during the remainder of the project:

- *Training* (through service providers) – Dozens of service providers and more than 500 enterprises have been trained under project activities. Further, many service providers are now offering training on those topics in which they have been training, beginning the desired multiplier effect. Management, production techniques, accounting, tax/fiscal, and marketing have all been themes.
- *Technical assistance* – Follow up to each of the training themes offered above has been conducted in the form of individual consulting by service providers to each recipient. One follow-up visit occurs one month after training, the second occurs three months after training.
- *Sub-sector studies* – Dyna has identified a number of sub-sectors with particular growth potential and has commissioned sub-sector studies to be conducted by local service providers. These include studies of the dairy, cyber café, and banana sub-sectors.
- *BDS provider capacity building* – This is occurring at several different levels. BDS providers are benefiting from training and TA supported by Dyna. In addition, many have increased their capacity to respond to tenders through the feedback offered by the Dyna staff subsequent to the tender process. (Both winning and losing offerors to Dyna tenders are provided with extensive feedback on their proposals.) Those who have been awarded contracts have benefited from broadening their experiences, and often increased their market visibility. Dyna has given feedback to 121 offerors on their bids.
- *Market and technical information dissemination* – This has occurred in a number of ways including four business forums that bring private sector actors together to share information about markets, products and services:
 - Two TechnoFaires, with a third planned, that expose local populations to new technologies that are available locally or regionally;
 - radio broadcasts;
 - launching websites that introduce e-Commerce and e-Information; and
 - study tours dedicated to specific sub-sectors.

Through both the natural increase in demand, and re-doubling efforts to market Dyna's services and scale-up activities, these and other initiatives will continue to expand and have a larger impact on microenterprises and BDS providers throughout the life of the project.

3.3 Improving quantity and quality of supply

In its first two years, Dyna's Biz-dev team spent a substantial amount of time promoting its market-driven approach and in laying a market-oriented foundation from which to build. While many of its efforts focused on understanding needs and developing demand for BDS services, Dyna has also worked with several BDS providers to develop their

products and services and to strengthen their institutions. The tender process alone has had an impact on the supply-side of BDS. For example, M. Oumar Diallo, the General Director of one BDS provider in Kolda said that participating in the competitive tender process forced them to improve the quality of their proposals, which helped the NGO to win other contracts and improved its visibility. In the next three years, the Biz-dev teams plan to focus on the following three strategic challenges, which will serve to develop the supply of BDS providers and to improve the quality of their services:

- 1. Develop professional associations.** The Biz-dev team has begun to identify professional associations with which it could work to improve their representation (i.e. responsiveness to its member needs) and enhance the quality of the services they offer. Dyna is helping them to link with markets, such as for raw materials or retail outlets, to improve their managerial skills and, when possible, to access financial services at preferential rates. According to the framework discussed above, this will be an intervention at the facilitator level, as most of these associations will not be BDS providers but will promote and facilitate members' access to BDS providers and markets.
- 2. Develop decentralized regional BDS providers.** Dyna will work directly with BDS providers to develop their ability to offer high quality business development products and services. Dyna will help interpret customer demand for BDS services and will work with BDS providers to develop their capacity to satisfy that demand with quality products and services. Most of these BDS providers will be identified through the tender process. To ensure development of regional BDS providers, Dyna requires all winning bidders to team with a BDS provider in the region where the intervention or service provision will take place.
- 3. Improve competitiveness of enterprise markets.** In addition to work at the facilitator and BDS provider levels, Dyna also plans to monitor individual companies, particularly within certain industries or sub-sectors that offer market growth potential, including dairy, bananas, neem, vetiver, and fruit and vegetable transformation. Dyna has already conducted a number of sub-sector studies that have identified more clearly the constraints and needs of these sub-sectors. Dyna will build on those findings and work to develop communication networks through which SMEs can learn new technologies and share ideas and experiences. Dyna has initiated this strategy through its TechnoFaires, special session to training cycles and in the business forums. In addition, Dyna organizes sub-sector specific conferences that provide new information and technologies and that expand their role as facilitators in a manner that encourages a focus on solutions rather than problems.

These are excellent strategies for developing BDS and enterprise markets. However, without clear targets and indicators, the project risks losing focus and falling short of its potential for impact. The next section proposes changes that can be made to the monitoring and evaluation of the BDS component to ensure that it not only satisfies the

contractual commitments but maximizes the benefits and impact of the demand-driven approach to enterprise development.

IV. Monitoring and Evaluation

This section presents new indicators for DynaEntreprise to use to monitor and evaluate its BDS impact, discusses data collection and proposes targets for Biz-dev's team to work toward over the next three years.

4.1 Proposed Indicators

In revising the indicators used to monitor and evaluate the Dyna project, several considerations had to be weighed. First, the needs of USAID/Dakar and the contract requirements were reviewed. Second, the needs of the project and the Dyna staff's ability to monitor their own progress and to draw conclusions useful for directing project interventions were considered. Finally, the ability of the monitoring and evaluation unit and the regional technicians to gather the required information was factored in. Ultimately four indicators as detailed in Annex B are proposed.

As mentioned earlier, the indicators previously used for the BDS monitoring and evaluation system were not adequately capturing the full range of activities and impacts of the project. This can be attributed to three main causes:

1. Project indicators primarily provided supply-side information and impacts in order to feed into the USAID/Dakar's supply-oriented SO indicators. These measures did not conform well to the market-driven approach and accomplishments of the project.
2. The market-driven nature of the project made it difficult to predict what activities would be undertaken and did not fit the monitoring and evaluation system initially designed. With two years of activities and impacts to draw upon, it is much easier to design indicators that will better capture the full range of project impacts.
3. The inherent difficulty in assigning attribution (i.e. causality) to BDS interventions, particularly as it pertains to the impact of training is clearly a factor. A combination of quantitative and qualitative data will be necessary to reflect the broad range of activities and project impacts.

With input from the stakeholders, new indicators were developed that address the general considerations cited above, as well as many specific concerns outlined in the following discussion of the four indicators agreed upon by USAID's SO team and the Dyna senior staff. In addition, three of the four regional SME coordinators were consulted with regard to two major concerns in establishing the indicators. The team attempted to identify indicators that would be accessible (i.e. collectable) and capture the majority of the results and impacts of the activities. After discussing a number of possibilities, the following four indicators are proposed:

Indicator 1.3.1 – *Number of participants from SMEs, consulting firms, associations and groups that purchase business training.*

This indicator reports on those purchasing training from BDS providers through Dyna supported events as well as those purchasing training from BDS providers who have received assistance from Dyna. For example, three service providers (among a number of other participants) in the region of Tambacounda participated in a Dyna-sponsored training using the International Labor Organization (ILO) training curriculum. Subsequent to this training, two of the three private sector BDS providers have offered the ILO management and accounting training. This indicator will count both the participation of the providers in the Dyna sponsored training, as well as the number of participants subsequently trained by those providers. As the project continues, exponential growth is expected in the number training participants as the number of BDS providers offering quality training services grows.

Three subcategories of this indicator will be reported on.

1. *Total number of fee paying participants* – The total number of Dyna sponsored training clients and Dyna-supported BDS providers' clients that purchase training. This addresses one of USAID/Dakar's reporting requirements under KIR 3, SO 1.
2. *Number from private sector* – Private sector refers to SMEs, for-profit consulting firms, associations and business networks when the organization's own funds are used to purchase training. The question of sustainability is addressed by distinguishing those paying for training with their own means, from those receiving training subsidized or paid for by an NGO or other donor. The project assumes private sector participants are not subsidized.
3. *Number from ag-related sectors* – Will quantify the demand coming from agricultural sectors including processing, production, and other ancillary sectors.

Each of these subcategories will be further disaggregated to show the number of females, youth (defined by the GOS as 30 years of age or less), and disabled.

Indicator 1.3.2 – *Number of new products and services offered by BDS providers.*

This indicator reports strictly at the BDS provider level and aims at providing an assessment of project impact on building the capacity of providers (ie. supply of BDS services). This indicator should go well beyond the new training offerings of BDS providers and include such services as product development, market information services, linkages, tax and fiscal services and products, business plans, sub-sector studies, etc. Dyna develops the capacity of providers both through the training and TA it supports, but also through the tenders it issues and the experience gained by local consulting firms. For example, after identifying the market potential in the dairy sub-sector in the region of Kolda, a tender was released to conduct a detailed sub-sector study. The firm who was awarded the contract, Sahel 3000, gained considerable experience while conducting this study and is now offering that service to other clients in the local market.

Two subcategories of this indicator will be reported on:

1. *Total number of new BDS products and services* – New BDS services will include those not previously offered by the provider, as well as those they may have been considerably improved.
2. *Number of ag-related products and services* – Will quantify the number of products aimed at the agriculture sector and in some measure reflect the demand for services in that sector.

A table has been developed (presented in Annex C) that will list the new products offered and the BDS provider offering them.

Indicator 1.3.3 – *Number of SMEs acquiring quality technical assistance (other than training) from BDS providers.*

This client-level indicator will capture the number of SMEs, individuals, etc. who purchase BDS services such as product design or development, business plans, individual tax consulting, market development, export market assistance, ICT, or TA related to other technologies. This will include the technical assistance provided as a part of the training package, but occurs on an individual or smaller group basis at intervals after the completion of training. A table (presented in draft form in Annex C) will detail the various types of non-training BDS services that are being demanded. This indicator will assist the project staff to observe potential opportunities where gaps in services may appear, or focus more closely on sub-sectors where there is a higher demand for services.

Indicator 1.3.4 – *Number of SMEs, consulting firms, associations and groups that access market and technical information.*

This indicator will capture many of the activities that have previously not been reported, but represent many of the important impacts of the project. The impacts of many of these activities are extremely difficult to quantify, but are clearly having an effect in such areas as the market for BDS, SME perceptions of technical assistance, sharing market information etc. For example, what is the real impact of organizing a *TechnoFoire*, where a number of innovative technologies are demonstrated to several thousand individuals? A number of anecdotal incidents suggest that there have been a number of productive contacts made during these events. Examples include finding new markets, procuring orders for a particular product, sourcing inputs, or discovering a new technology. Most of these impacts will occur outside the view of the project, however, and remain undocumented. Anecdotal information combined with accurate accounting of participants at business forums, information days or hits on the *appel-d-offres* website may serve as proxy indicators of larger impact.

Other information such as the sale of sub-sector studies, business registration manuals, entrepreneurial guides, or tax manuals will also be quantified. Each of these activities will be accounted for individually in the table found in Annex C.

4.2 Data collection

The responsibility for data collection begins with the technicians in the Dyna regional offices, but ultimately involves everyone in the Biz-dev team. Quarterly reporting from the regions must include both qualitative and quantitative data that feed directly into the project indicators. Regional data will now be accessible in both the regional offices and the main Dakar office. Reporting to USAID will be broken down by region as per the contract requirements. The draft forms referenced above and found in Annex C form the foundation of this reporting system.

In general, provider and facilitator level data required by the indicators can be gathered by the regional technicians on an on-going basis. Client level data and some provider level data will be gathered by a firm or firms sub-contracted to gather specific information. For example, an annual survey of providers will be conducted to obtain information on new products offered or developed, as well as the number of firms, individuals, etc to whom they have sold BDS.

In addition to the quantitative data being collected, the monitoring and evaluation unit will develop a short format to systematically collect anecdotal information on the project impacts. Success stories, events, or illustrative incidents will be collected on a quarterly basis and folded into the overall reporting on the projects activities and impacts.

This data will be collected and consolidated by the Monitoring and Evaluation specialist who will oversee its collection and prepare the tenders with input from the Biz-dev team for assistance needed to obtain data on several of the indicators.

4.3 Proposed Targets

The detailed results according to the new indicators for FY 2001 is provided in Annex F. With this information as a basis, the consultants proposed targets in consultation with the Dyna office management team and the Chemonics Home Office management team. Using these country-wide indicator targets, the Dyna Biz-dev team will also set targets for each of the regional field offices. Based on the results experienced to date, the consultant team anticipates that each of the five field offices will produce approximately 20 percent of the overall results, with slightly greater results in Tambacounda (due to its high levels of performance to date) and slightly fewer results from Ziguinchor (due to the fact that it is just beginning operations). The one outlier in the indicator data is in number of people accessing data (indicator 1.3.4), of which the majority of results will likely continue to be in Dakar, where more people have access to the Internet. The following table presents proposed targets for Biz-dev's future activities.

#	USAID SENEGAL PERFORMANCE INDICATOR	DYNAENTRPRISES PERFORMANCE INDICATOR	INDICATOR DEFINITION & UNIT OF MEASURE	12 – Month Targets	24 – Month Targets	36 – Month Targets	Totals
<i>KIR 1.3 Increased Use of Best Technical and Managerial Practices</i>							
1.3.1		Number of participants from SMEs, consulting firms, associations and groups that purchase business training. (1) <i>Dyna Units of Measure:</i>	Total # of fee paying participants*	400	600	800	1,800
			# from private sector* (5)	320	480	600	1400
			# from ag-related organizations*	60	200	300	560
			*total as well as # of females, youth and disabled (6)				
1.3.2		Number of new products and services offered by BDS providers. (2) <i>Dyna Units of Measure:</i>	Total # of new BDS products and services	30	40	60	130
			# of ag-related products and services	5	20	23	48
			See Table 1 listing products and services offered by BDS providers				
			# of products/services and # ag-related				
1.3.3		Number of SMEs acquiring quality technical assistance (other than training) from BDS providers. (3) <i>Dyna Units of Measure:</i>	Total # of SMEs receiving BDS support	250	300	400	950
			See Table 2 listing technical assistance offered by category.				
			# receiving BDS and appropriate technology assistance				
1.3.4		Number of SMEs, consulting firms, associations and groups that access market and technical information. (4) <i>Dyna Units of Measure:</i>	# of SMEs accessing information (7)	7,000	8,000	7,000	22,000
			# of SMEs purchasing information	300	400	600	1300
			See Table 3 for market information accessed by category				
			# accessing and purchasing information				

V. Recommendations to Make Biz-dev More Dynamic

Section III described the Biz-dev team's vision for the next three years, which if implemented as planned, will result in increased impact. Below are six additional recommendations that would serve to make Dyna's BDS Component even more dynamic.

5.1 Integrate M&E into Biz-dev activities

Much of the Dyna's success is due to the dynamic and innovated style of the project leadership. While this leadership needs to continue its forward looking nature, the importance of periodically reviewing where one has been needs to be emphasized. The use and value of monitoring and evaluation activities to more effectively manage future activities needs to be stressed among all project management staff. This will empower the M&E unit to collect the information necessary to create useful tools to help guide the project.

Making the proposed changes to the BDS indicators and setting targets will be helpful in showing the full impact that Biz-dev activities are having on enterprise development in Senegal. However, unless these changes are fully integrated into the monitoring and evaluation systems and supported by the Biz-dev team, the project will not fully benefit from them. The consultants made efforts to ensure "buy-in" (i.e. acceptance) of the proposed indicators, but recommend the following additional measures to guarantee that the new indicators and targets are used to guide, monitor and evaluate the Biz-dev team's activities:

- **Train staff.** All Dyna's technical staff should receive training on monitoring and evaluation in the next two months. This training should be done by an outside consultant who is familiar with USAID's approach to project monitoring and evaluation, in collaboration with Dyna's Monitoring and Evaluation Specialist, Fatou Thiam. The training should emphasize the importance of M&E and discuss the roles and responsibilities of technical staff in collecting and updating M&E data. The training should be participatory in nature, and help staff to see the value the M&E system has in ensuring quality project results.
- **Decentralize systems.** Dyna should work with the regional offices to develop regional M&E databases and create templates for the regional offices to use to store data and have it systematically feed into the central M&E database in Dakar on a quarterly basis. Reporting templates or formats should solicit qualitative as well as quantitative data, to ensure the full range of results is recorded. The Component leaders should regularly check to ensure that the regional data for their component are captured in an accurate and timely manner.
- **Set individual targets for performance monitoring.** The Biz-dev Component leader should break down the proposed project-level targets and allocate responsibility for achieving part of the impact to individual technical staff. By so doing, the technical staff will have a better sense of what they are expected to

achieve and by when. While it is understood that the market-driven approach makes accurate prediction of demand challenging, the results of the first two years of the project should be used to inform the process of establishing regional targets. Progress towards these individual target results should be linked to performance appraisal and the Component leaders should monitor individual progress and hold technical staff accountable for results.

5.2 Increase emphasis on stimulating demand

In conducting the review, the consultants noted that the Biz-dev technical staff were spending a lot of time communicating the market-driven approach to BDS, as the approach is new and unfamiliar to most Senegalese SMEs and BDS providers. Often these orientations are given to people coming to the Dyna offices one at a time. To help the Biz-dev team be more efficient in communicating the approach so they can achieve results faster, the following efforts could be used to stimulate demand:

- **Create a CD ROM to explain the market approach to BDS.** Building on the success of the “Scenarios du Sahel” CD ROM for increasing awareness about HIV/AIDS in Senegal, Dyna could create a CD ROM that would explain its market-led approach to enterprise development that it could show to all people interested in understanding the Dyna project. The CD ROM could be stored on information kiosks and placed on the Internet for all interested parties to access, and distributed through cyber cafes. This would reduce the technical staff’s time and frustration with having to repeatedly explain the approach and free up time to work on facilitating BDS interventions. The Dyna project already has much of the necessary computer equipment, but would probably need additional technical support to create such a CD ROM.
- **Minimize time spent on analyzing enterprise constraints and use the tender process to help determine appropriate responses.** Another finding was that the Biz-dev technical staff spends a lot of time analyzing enterprise constraints and trying to identify potential solutions. Using the market driven approach, Dyna operates as a facilitator and in some cases a funder of activities and not as an implementer or direct provider of services. While a certain amount of analysis is necessary, the consultants felt that the Biz-dev team could use the tender process to assist in the analysis and in determining the best course of action to overcome the enterprise’s constraint. In addition, the Biz-dev team could issue tenders for BDS support services in areas that the team identifies as a need, even if an expressed demand has not yet arisen. For example, a tender could be issued to help SMEs improve their understanding of the importance of investing in maintenance of their capital assets, or developing market linkages.
- **Expand use of promotional activities.** In the first two years, Dyna held a number of “Information Days,” Business Forums and TechnoFaires at which they disseminated information on the Dyna approach to enterprise development. The consultants recommend that Dyna continue to hold such events that can simultaneously communicate the new approach to BDS as well as work to transfer

BDS knowledge, especially for targeted sub-sectors or client groups. In addition, Dyna can develop brand name recognition for participating BDS providers by reducing the emphasis on promoting “Dyna” and by ensuring that the marketing (e.g. newspaper advertisements or promotional flyers) highlights the name of the consulting firm or professional association holding or organizing the event.

- **Pro-actively target sub-sectors that show market potential.** Dyna has already conducted a number of sub-sector studies to gain a better understanding of certain market niches, such as for dairy and bananas. With the information gained in the studies, Dyna could proactively issue tenders to stimulate these markets by supporting the creation of the missing links identified in the studies. For example, rather than waiting for the dairy producers to organize and make a request for BDS support, Dyna could establish a tender to create an opportunity that would motivate the dairy producers to organize and work together, such as organizing a training on dairy production processes or packaging. Following the model used to stimulate demand for vetiver grass, Biz-dev could nurture other sub-sectors that have market potential, such as for neem, sesame seed oil, honey, karité, and fruit and vegetable processing.
- **Improve enabling environment for BDS market approach.** Dyna could seek opportunities to share its approach, impact and results with other donors and NGO’s working in enterprise development. While there is evidence that other donors are beginning to mimic some of Dyna’s methods, the more quickly that this occurs, the faster a “level playing field” can be created for the development of the BDS market.

5.3 Improve links between Biz-dev and Microfinance

By working together more closely, the Biz-dev and microfinance components could create synergies and achieve greater impact. Below are just a few ways Biz-dev could leverage its impact by collaborating with the microfinance stakeholders:

- **Use sub-contracts to identify BDS providers and set baseline.** Building on the activity started by the Microfinance team, Biz-dev could use GPS positioning to identify where all the BDS providers are in target areas. By overlaying this information with the mapping of microfinance institutions, Biz-dev could identify potential collaboration links and note gaps in services available in that region or sector. In addition to location, such a mapping should also include a listing of what each BDS provider does, along with its institutional structure, funding sources and target markets, and set a baseline for number of clients served.
- **Conduct survey of MFI clients to better understand non-financial needs.** The Biz-dev team could also be proactive in identifying common non-financial constraints to enterprise development by conducting a market survey of MFIs’ SME clients and to identify concentrations by subsector. The results of this market survey combined with the mapping exercise above could offer Biz-dev insight into how to satisfy SME needs by addressing gaps in BDS services.

- **Ask MFIs to promote BDS providers in their areas.** The Biz-dev team could benefit from the relationships built with MFIs by asking them to provide information on BDS providers in their regions, for example, by putting up promotional posters in branches or distributing brochures. By facilitating the development of marketing materials for multiple BDS providers in the region, Biz-dev could reduce their costs of promotion and help them establish market linkages with MFIs. The MFIs would benefit from having their clients' businesses strengthened and, therefore, more able to put loans to productive use.
- **Build MFIs' ability to target SMEs in certain subsectors.** Many MFIs in Senegal are offering standard microfinance loan products, with little flexibility to respond to the diverse needs of their clients. Dyna could support those MFIs interested in developing more specialized loan products that target SMEs in productive sub-sectors, such as SMEs that work in dairy production or the processing of fruits, vegetables and neem. At a minimum, microfinance in Senegal could benefit from learning about the latest approaches to rural and agricultural microfinance lending, in which loan officers develop knowledge of agricultural markets and risk. Currently, rural SMEs have a difficult time accessing loans because of the lack of rural land titling needed for guarantees and banks' refusal to accept livestock as collateral. These policy issues will need to be addressed before a significant impact on rural SMEs can be made.
- **Have Biz-dev and MF teams (in Dakar and in regional offices) collaborate more regularly.** Dyna's Biz-dev and Microfinance teams should hold monthly meetings so that they have a systematic way to share information and identify potential for further collaboration. In addition, Dyna management should encourage more integration of BDS and Microfinance components in project activities, such as sub-sector specific TechnoFaires.

5.4 Expand combined training and technical assistance

The Biz-dev team should recognize that what it has been calling BDS training is in fact a combination of training and technical assistance. This type of activity should be expanded and applied to the sub-sector groups that offer the most market potential. By combining training and technical assistance in one "training package," Biz-dev is strengthening the training and ensuring quality control. For example, Biz-dev offers the following two part (five steps) managerial and technical training:

Sustainability of charging participation fees. In general, Biz-dev requires users to pay at least 25% of the costs of the BDS service. For the GERME trainings, Biz-dev charges participation fees that cover the direct costs of the training (other than for development of the training module), but the fees do not cover the follow-up technical assistance costs. This approach is consistent with BDS best practices that suggest such follow-up technical assistance act as an evaluative measure, which simultaneously provides feedback to the BDS provider on the training and can be used to improve the quality of the training for each progressive training cycle. However, based on input from the regional offices, it is likely that a move toward full cost recovery for such a training package would be slower in the remote areas than in Dakar, because of the need for Dyna to spend more time strengthening the BDS providers in places, such as Kolda and Tambacounda. To test the market's ability to pay full costs, Dyna should gradually increase participation fees over time.

Part I – Management Training

- 1) Accounting Training – classroom training
- 2) Marketing Training – follow up one-on-one technical assistance

Part II – Technical Training

- 3) Technical training #1 - practicum
- 4) GERME – integration of accounting, marketing and technical information
- 5) Technical training #2 – follow up one-on-one technical assistance to ensure learning

The follow-up technical assistance acts as a check, ensuring that the participant has not only grasped the concepts taught in the training but also that he or she is applying them effectively to the enterprise. This mechanism virtually negates the need for the 100 percent money-back guarantee since participants who argue they did not learn the material from the training will receive the necessary technical assistance in the form of two visits following the training that will further improve their capacity. The textbox above discusses the practice of charging participation fees, including how they are determined and extent of cost recovery. After completing a training and technical assistance cycle, Dyna should factor in additional institutional building support time for rural BDS providers and monitor their ability to sell the trainings after the initial Dyna support has ended. While the implicit subsidies supporting the provision of technical assistance are justified in helping to develop quality training and TA modules, Dyna should begin to explore ways in which technical assistance can be delivered in more cost effective manners. Bundling TA with other services, embedding it in relationships with other firms, or providing it to small groups are all ways that may be worth exploring.

5.5 Support the development of new and improved products and services

Upon award of the tenders, Biz-dev's technical staff has spent a lot of time working with the winning BDS providers to develop a new product or service that meet's Dyna's high quality standards. Now that the Biz-dev team has worked with several BDS providers building their technical capacity in delivering the initial round of services to SMEs, there is likely to be a multiplier effect in terms of impact as these BDS providers begin to replicate what they learned from the Biz-dev team and replicate the concepts in developing and delivering new products and services with a larger and larger body of SME clients. So, rather than the linear growth in impact that traditional BDS projects have, the Dyna project will likely experience a more exponential growth curve as the project's supported activities are replicated in the market. Since replication of services and future SME clients of the BDS partners will be some of the most important measures of impact of this project, Dyna should sub-contract a local consulting firm to assess the BDS component's impact beyond its initial support. Every year, Dyna should hire a subcontractor to contact all its BDS provider partners to see how many additional clients were served as a result of the initial intervention. For this measure to be effective, Dyna will also need to collect client information from each of its BDS provider partners at the onset to set the baseline.

5.6 Continue creative use of new technologies to disseminate information

Dyna has been extremely innovative in the use of modern technologies, including computer technology, video, and the Internet to promote the project and to disseminate its results. The use of multimedia CD ROMs to promote AIDS awareness and making BDS market research and sub-sector studies available for download from the Internet are cost effective means for distributing information widely. In addition, the use of new technologies generates enthusiasm and promotes innovation, which are crucial to the market-led approach to BDS. The consultants suggest that the Biz-dev team continue to push the BDS frontiers forward by using new technologies to promote enterprise development in Senegal. Senegal's future competitiveness depends largely in its ability to harness the use of these new technologies while balancing concerns for the appropriateness of the technologies for the Senegalese environment.

VI. Requirements Needed to Support the Recommendations

There are several conditions that must be met for the above recommendations to be fully implemented and effective, which are discussed below.

6.1 Consensus and Commitment to Market-Driven Approach to BDS

The first condition that must be met is that all stakeholders agree to a framework for this market-driven approach. While the consultants began the initial work on providing the framework based on best practices in BDS, Dyna must go further to ensure that all stakeholders have a clear understanding of this framework, are using the same language to communicate and are committed to the agreed upon objectives against which the project will later be measured.

- **Read best practice materials on BDS.** To build understanding and consensus for the framework, all stakeholders, especially Biz-dev team members and USAID staff, should read the best practices documents, such as *Business Development Services for Small Enterprises: Guiding Principles for Donor Intervention*⁵, *Performance Measurements for BDS: A Preliminary Framework*⁶ and *Designing BDS Interventions as if Markets Matter*.⁷ Then, the Biz-dev team should organize discussion sessions to ensure understanding, address concerns and build commitment for the framework.
- **Enhance communication between Dyna and USAID staff.** Biz-dev should work toward better communication with USAID/Senegal. For example, Biz-dev should hold quarterly information sharing meetings to update USAID staff on the project's progress and performance and to seek input. Quarterly reports must reflect the information that is necessary to accurately communicate project activities and impact. Project leadership must ensure the USAID staff is given the opportunity to become more fully engaged in project activities and build a clearer understanding of project goals, philosophies and achievements. Among other strategies, joint field trips with USAID staff should be encouraged.

⁵ by Committee of Donor Agencies for Small Enterprise Development, February 2001.

⁶ by Mary McVay, DAI, August 1999, available at www.mip.org.

⁷ by Michael Field, Rob Hitchins and Marshal Bear, DAI, November 2000, available at www.mip.org.

6.2. Systematic collaboration between Biz-dev and Microfinance

Dyna could achieve additional synergies if the Biz-dev and Microfinance teams had more systematic ways of collaborating.

- **Hold regular meetings.** The consultants recommend that the Biz-dev and Microfinance teams hold regular meetings, at least monthly, at both the headquarters and regional office levels. By setting aside one hour on the first Monday of every month, for example, the two teams could ensure that they find time to share information and bounce ideas for potential collaboration off one another. For these meetings to be effective in achieving greater collaboration and project impact, a strong commitment from Dyna's management and a greater level of involvement of the COP in the Biz-dev activities is required.
- **Follow up on information shared.** While information has been shared across the Biz-dev and Microfinance components, such as sub-sector reports, more follow up would be useful to ensure that the information is understood and used, and would result in even more impact. For example, Dyna could help MFIs interpret the results of sub-sector studies and determine the relevant implications, such as how to target SME markets that offer the most growth potential.

Annex A. Scope of Work

SENEGAL/DES SMALL ENTERPRISE COMPONENT REVIEW

A. Background

The Senegal DES project has been operational for just over two years. The purpose of the project is to help Senegal achieve sustained increases in private sector income generation. In this context, DES implements multiple activities targeted, ultimately, at micro, small, and medium scale enterprises within the Senegalese private sector.

From the Field Office HQ in Dakar, a small and medium enterprise team (PME) plans and supports an overall program of activities aimed at contracting with, and strengthening the institutional capacity of, Senegalese institutions and individuals that directly support small and medium scale entrepreneurs. DES also has established field offices and operates programs in four regions outside of Dakar.

Recently, DES underwent an extremely positive in-depth review as part of the annual contract award fee process. The review noted, however, that the progress of the enterprise component of the project did not match the scope and depth of impact of the micro-finance component. The mission therefore would like to see a “scaling up of business development support” activities under the new work plan. In addition, the review process pointed to the need to revise and modify the indicators and targets established under the DES contract in light of experience and lessons learned since the project began.

Another related review of the project, carried out under separate scope of work, will document the results of the overall project to date (“looking back”). It may take place concurrently with this assignment. However, the work to be carried out under the scope of work proposed herein, while interrelated with that other review, will focus on how to accelerate the program, and expand the impact, of the small enterprise component over the remaining three project years (“looking ahead”). The implementers of this scope of work will no doubt benefit from interaction with the personnel carrying out the related review of progress to date.

The personnel selected to carry out this proposed scope of work will collaborate closely with USAID/Senegal SO staff and the Mission program officer responsible for M&E as well as the DES/SME division.

B. Objectives

Working as a team, the two implementers will be responsible for completing the following objectives:

1. Review the current DES/SME strategy and approach and its responsiveness to contract requirements as well as to market demands for DES-type services.
2. Identify opportunities for expanding the spread of DES-like SME activities, and accelerating their impact, within the Senegalese SME sector. Attention should be paid to the role and capacity of Senegalese BDS providers and professional associations and the potential for associating them more fully in the project.
3. Identify new ways to build a more productive relationship between the micro-finance and SME components of the project.
4. Review the DES/SME practice of charging user fees for BDS events, including the origin of the fees and the sustainability of this approach.
5. Based on data collected and analysis, recommend realistic modifications to the DES/SME strategy to more rapidly and widely build the capacity of BDS institutions, and more closely connect BDS and micro-finance activities.
6. In light of the current Senegalese environment and DES experience, revise, clarify, and modify project M&E indicators to bring them in line with BDS best qualitative and quantitative measurement practices. The indicators should be presented in a format agreed to by the FO and USAID/Senegal SO team.
7. In coordination with USAID/Senegal, DES personnel, and other informants, develop realistic targets for the revised indicators.

C. Deliverables

1. The implementers of this scope of work will provide a draft oral report before leaving Senegal. The draft, and subsequent final, report will cover, at a minimum, information that fully satisfies the objectives listed above in section B.
2. A final report will be written and delivered to the DES office and Chemonics Home Office. This report will be finalized and delivered within two weeks of departure from Senegal. The main body of the report should not exceed thirty pages including all visuals. There is no limit to the number or type of annexes. While the field work will be carried out largely in French, the report should be written in English.

D. Level of Effort

1. Achievement of this scope of work will require a period of intense consultation in a limited timeframe. The assignment should begin on/about March 3, 2002, and the workdays will follow consecutively until the work is completed on/about March 29, 2002. The principle duty post will be

Dakar, Senegal. However, in-country travel to at least three of the four DES regional offices will be included.

2. This assignment will require a very significant amount of information to be collected, analyzed, and organized into a final report. To ensure efficiency, the consultants will be allowed to work six day work weeks. The total number of workdays proposed is 41 divided between two implementers as described below.

Person days

1. 2 days. One for each implementer in the US for briefing, organization, and reading of appropriate documents.
2. 29 days. One implementer will spend 15 workdays in country plus two travel days, and the second will spend 10 plus two travel days.
3. 10 days. Five workdays for each implementer to prepare and send the final report, once preliminary feedback on the draft oral report has been received from the DES office.

E. Supervision and Logistics

1. The implementers will work under the general supervision of the DES COP. For day to day support and guidance the consultants will report to the director of the DES/PME unit or other individuals as designated by the COP.
2. Implementers will use local transportation for travel within Dakar. Travel in-country will be coordinated by the director of the DES/PME unit. Basic office space will likely not be available at the DES office and the implementers should bring laptops.

Annex B. Monitoring and Evaluation Indicators

(See notes on following page)

#	USAID SENEGAL PERFORMANCE INDICATOR	DYNAENTREPRISES PERFORMANCE INDICATOR	INDICATOR DEFINITION & UNIT OF MEASURE	DATA SOURCES	Method & Approach to Data Collect. & Calc.	Dyna Data Acquisition		Dyna Analysis & Reporting		
						Frequency	Team(s)	Frequency	Team(s)	
KIR 1.3 : Increased Use of Best Technical and Managerial Practices										
1.3.1		Number of participants from SMEs, consulting firms, associations and groups that purchase business training. (1)	Total # of fee paying participants*	Dyna SME partners	training reports	on-going	PME & MEAC	quarter	PME & MEAC	
			# from private sector* (5)	Dyna SME partners	training reports	on-going	PME & MEAC	quarter	PME & MEAC	
			# from ag-related organizations*	Dyna SME partners	training reports	on-going	PME & MEAC	quarter	PME & MEAC	
			Dyna Units of Measure: *total as well as number of females, youth and disabled (6)							
1.3.2		Number of new products and services offered by BDS providers. (2)	Total # of new BDS products and services	Dyna SME partners	survey, report & sum figures	annual & quarter	PME & MEAC	annual & quarter	PME & MEAC	
			# of ag-related products and services	Dyna SME partners	survey, report & sum figures	annual & quarter	PME & MEAC	annual & quarter	PME & MEAC	
			See Table 1 listing products and services offered by BDS providers.							
			Dyna Units of Measure: number of products/services and # ag-related							
1.3.3		Number of SMEs acquiring quality technical assistance (other than training) from BDS providers. (3)	Total # of SMEs receiving BDS support	Dyna SME partners	survey, report & sum figures	annual & quarter	PME & MEAC	annual & quarter	PME & MEAC	
			See Table 2 listing technical assistance offered by category.	Dyna SME partners	survey, report & sum figures	annual & quarter	PME & MEAC	annual & quarter	PME & MEAC	
			Dyna Units of Measure: number receiving BDS and appropriate technology assistance							
1.3.4		Number of SMEs, consulting firms, associations and groups that access market and technical information. (4)	# of SME's accessing information (7)	Dyna SME partners	reports and web site hits	on-going	PME & MEAC	quarter	PME & MEAC	
			# of SMEs purchasing information	Dyna SME partners	reports and invoices	on-going	PME & MEAC	quarter	PME & MEAC	
			See Table 3 listing market information accessed by category.							
			Dyna Units of Measure: number accessing and purchasing information							

Definitions:

1. This indicator includes Dyna-sponsored group training as well as training given by BDS providers who have received assistance through Dyna. BDS providers are consulting firms, associations and networks that offer business-related training and technical assistance to SMEs.
2. New products offered by BDS providers include those that have been improved as a result of Dyna interventions. For example, an improved accounting training offered as a result of Dyna supported training will be included.
3. Technical assistance are those services offered as a part of the training package, as well as other non-training services purchased from Dyna supported BDS providers. Technical assistance includes one-on-one capacity building as well as customized group practicums.
4. This indicator captures the number of people accessing and purchasing various forms of market information. These include sub-sector studies and reports sold, "appel d'offre" web site hits, paying participants at Information Days, TechnoFaires, and Business Forums.
5. Private sector refers to SMEs, for-profit consulting firms, associations and business networks when the organization's own funds are used to purchase training.
6. Youth is defined as 18 to 30 (inclusive) and conforms to the definition used by the Government of Senegal. Disabled refers to those whose are physically challenged.
7. SMEs include: groups, associations, networks, micro and small enterprises and other private sector firms.

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Annex C. Draft Regional Indicator Reporting Documents

Reporting Region:	Dakar
PME INDICATOR 1.3.1	Number of Participants from Consulting firms, Associations, Groups, and SMEs that purchase business training
Reporting Period:	Fiscal Year 2001 (October 1-September 30)
Data entered by:	

#	Region	Period	Training Organization		Training Event		Fee Paying Training Participants					
			Category	Training Org. Name	Training Name	Training Dates	TOTAL TRAINED	# Private Sector	# Ag. Related	# Women	# Youth (18-30 yrs)	# Disabled
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Consulting Firm									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001	Association/Group									
1.3.1	Dakar	FY2001										
1.3.1	Dakar	FY2001	Dyna Project									
1.3.1	Dakar	FY2001										
1.3.1	Dakar	FY2001										
1.3.1	Dakar	FY2001	Other									
1.3.1	Dakar	FY2001										
1.3.1	Dakar	FY2001										
1.3.1	Dakar	FY2001	TOTALS					0	0	0	0	0

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Reporting REGION:	Dakar
PME INDICATOR 1.3.2 : Number of new products and services offered by BDS providers	
Reporting Period:	FY 2001 (Oct 1-Sep 30)
Data entered by:	

#	Region	Period	Service and/or Product Provider		Product or Service			TOTAL # New Products or Services	# Ag. Related
			Category	Provider Name	Type	Description			
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Consulting Firm						
1.3.2	Dakar	FY2001	Association/Group						
1.3.2	Dakar	FY2001	Association/Group						
1.3.2	Dakar	FY2001	Association/Group						
1.3.2	Dakar	FY2001	Association/Group						
1.3.2	Dakar	FY2001	Association/Group						
1.3.2	Dakar	FY2001	Association/Group						
1.3.2	Dakar	FY2001	Association/Group						
1.3.2	Dakar	FY2001							
1.3.2	Dakar	FY2001							
1.3.2	Dakar	FY2001							
1.3.2	Dakar	FY2001	Other						
1.3.2	Dakar	FY2001	Other						
1.3.2	Dakar	FY2001	Other						
1.3.2	Dakar	FY2001							
1.3.2	Dakar	FY2001	TOTALS					0	0

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REGION:	Dakar
PME INDICATOR 1.3.4 :	Number of SMEs, Consulting firms, Associations and Groups that access market information
Reporting Period:	FY 2001 (Oct 1-Sep 30)
Data entered by:	

#	Region	Period	Activities	# of SMEs Accessing Market Information	# of SMEs Purchasing Information
1.3.4	Dakar	FY2001	Banana Seminar on Sub-sector Study		
1.3.4	Dakar	FY2001	Banana Study Tour		
1.3.4	Dakar	FY2001	Banana Sub-sector Study		
1.3.4	Dakar	FY2001	Banana Sub-sector Study on CD		
1.3.4	Dakar	FY2001	Business Family		
1.3.4	Dakar	FY2001	Business Forum		
1.3.4	Dakar	FY2001	Business Registration Manual		
1.3.4	Dakar	FY2001	Cyber Directory		
1.3.4	Dakar	FY2001	Dairy Seminar on Sub-sector Study		
1.3.4	Dakar	FY2001	Dairy Study Tour		
1.3.4	Dakar	FY2001	Dairy Sub-sector Study		
1.3.4	Dakar	FY2001	Dairy Sub-sector Study on CD		
1.3.4	Dakar	FY2001	Entrepreneur Guide		
1.3.4	Dakar	FY2001	NTIC Day		
1.3.4	Dakar	FY2001	Gardening management and planning		
1.3.4	Dakar	FY2001	Radio Broadcast		
1.3.4	Dakar	FY2001	SME Expositions		
1.3.4	Dakar	FY2001	Soil & Water Conservation		
1.3.4	Dakar	FY2001	Sustainable Agriculture		
1.3.4	Dakar	FY2001	Technical Fair (exhibitors)		
1.3.4	Dakar	FY2001	Technical Fair (visitors)		
1.3.4	Dakar	FY2001	Web site hits "Call for Bids"		
1.3.4	Dakar	FY2001	Web site hits Technical Fair Dakar		
1.3.4	Dakar	FY2001			
1.3.4	Dakar	FY2001			
1.3.4	Dakar	FY2001			
1.3.4	Dakar	FY2001			
1.3.4	Dakar	FY2001			
1.3.4	Dakar	FY2001			
1.3.4	Dakar	FY2001			
1.3.5	Dakar	FY2001	TOTALS		

Annex D. Reference Materials Used for Assignment

Designing BDS Interventions as if Markets Matter, by Rob Hitchins, Michael Field and Marshal Bear, DAI, November 2000.

“First Annual Report,” DynaEntreprises Senegalaises, Chemonics International, October 1999 - September 2000.

“Initialization Report,” DynaEntreprises Senegalaises, Chemonics International, March 31, 2001.

Performance Measurements for BDS: A Preliminary Framework, by Mary McVay for DAI, August 1999.

“Quarterly Performance Report,” DynaEntreprises Senegalaises, Chemonics International, November 1999 - March 2000.

“Quarterly Performance Report,” DynaEntreprises Senegalaises, Chemonics International, April – July 2000.

“Quarterly Performance Report,” DynaEntreprises Senegalaises, Chemonics International, August - October 2000.

“Quarterly Performance Report,” DynaEntreprises Senegalaises, Chemonics International, October - December 2000.

“Quarterly Performance Report,” DynaEntreprises Senegalaises, Chemonics International, January - March 2001.

“Self-Assessment and Award Fee Report,” DynaEntreprises Senegalaises, Chemonics International, October 1 to September 30, 2001.

“Strategic Workplan 2000,” DynaEntreprises Senegalaises, Chemonics International, 2000.

USAID Contract Number 685-C-00-00-00002-00 for the DynaEntreprises Senegalaises project, signed by Chemonics International, November 8, 1999.

Annex E. List of Contacts

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Annex F. FY 2001 Results Data

PME INDICATOR 1.3.1 : Number of participants from SMEs, consulting firms, associations and groups that purchase business training. (1)	FY 2001
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Region	Trainer	Training Type	Training Dates	Total Trained	Private Sector	Ag. Related	Women	Youth (18-30 yrs)	Disabled
Dakar	Gestion Plus	ACCOUNTING	Jun. 25-28, 2001	18	18	12	16	2	0
Dakar	Yinternet.org & LHOU AFAGO	GESTION CYBERCAFE	Jun. 26-29, 2001	15	15	0	2	6	1
Dakar	I.P.G	ACCOUNTING	Jun. 19 - 21, 2001	21	21	5	12	3	0
Kolda	Sud Consultance	ACCOUNTING	Feb. 13-15, 2001	16	16	6	1	6	0
Kolda	Pool des formateurs GERME de kolda	ACCOUNTING, MARKETING, COST	Sept. 10 -14, 2001	8	8	2	0	4	0
Kolda	ASADE	NEEM	Apr. 21-26, 2001	15	15	15	11	7	4
Tamba	Gestion Plus	MARKETING	Nov. 23-28, 2000	43	43	21	41	11	0
Tamba	Hodar Conseil	MARKETING	Dec. 18-20, 2000	22	22	20	22	4	0
Tamba	Max Consulting Group	MARKETING	Aug. 30-Sept. 1, 2001	16	16	0	1	12	0
Tamba	Vie Active	SERIGRAPHIE	Jan. 21-28, 2001	14	14	0	4	14	14
Tamba	BIT GERME	TRAINING OF TRAINERS	May 1-11, 2001	20	20	4	3	2	0
Thies	Gestion Plus	ACCOUNTING	Sept. 1-3, 2001	15	15	15	10	8	0
Thies	Yinternet.org & LHOU AFAGO	GESTION CYBERCAFE	Jun. 20-23, 2001	6	6	0	0	6	1
TOTAL				229	229	100	123	85	20

PME INDICATOR 1.3.2 : Number of new products and services offered by BDS providers	FY 2001
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Region	Provider Name	Product/Service Type	New Products	Ag. Related
Dakar	PMII	Web site development	1	
Dakar	PMII	Events web site	1	
Dakar	Ynترنت.org	Cyber training	1	
Dakar	Ynترنت.org	Global positioning mapping	1	
Dakar	DIRECO	Data base web site	1	
Dakar	Gestion Plus	Training needs assessment	1	
Dakar	Flourikounda	Soil & water conservation product	1	1
Dakar	GMV Enterprises	Soil & water conservation product	1	1
Dakar	RADI	Soil & water conservation product	1	1
Dakar	Hort Taouey Guier	Soil & water conservation product	1	1
Dakar	Ri Espace Vert Environement	Soil & water conservation product	1	1
Kolda	GRAD	Accounting	1	1
Kolda	GRAD	Marketing	1	1
Kolda	ONG 7A	Marketing	1	1
Kolda	ONG 7A	Accounting	1	1
Kolda	ONG Sahel 3000	Accounting	1	1
Kolda	ONG Sahel 3000	Marketing	1	1
Kolda	Fuladu Net	Cyber training	1	
Thies	CAPG	Accounting	1	1
Thies	CAPG	Marketing	1	1
Thies	ACDA	Accounting	1	1
Thies	ACDA	Marketing	1	1
Thies	Trade Point Thies	Internet Business Service	1	
Thies	Bambaji	Cyber Training	1	
Thies	Art et Métier Réuni	Accounting	1	1
Thies	Art et Métier Réuni	Marketing	1	1
Thies	EPFI	Accounting	1	0
Thies	EPFI	Marketing	1	0
Thies	Groupe Chalenger	Accounting	1	1
Thies	Groupe Chalenger	Marketing	1	1
Thies	Unacois/MBOUR	Accounting	1	0
Thies	Unacois/MBOUR	Marketing	1	0
Thies	PMI	Accounting	1	0
Thies	PMI	Marketing	1	0
Tamba	Agro Bio Services	Accounting	1	1
Tamba	Agro Bio Services	Marketing	1	1
Tamba	Directoire Femmes Eleveurs	Accounting	1	1
Tamba	Directoire Femmes Eleveurs	Marketing	1	1
Tamba	FEGAP	Accounting	1	1
Tamba	FEGAP	Accounting	1	1
Ziguinchor	Action Sud	Marketing	1	0
Ziguinchor	Action Sud	Accounting	1	0

TOTAL**42****25**

PME Indicator 1.3.3: Number of SMEs acquiring quality technical assistance (other than training) from BDS providers	FY 2001
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#	Region	Fiscal Year	Provider Name	Description	Product/Service Category	Product/Service Type	Number SMEs Receiving BDS Support
1.3.3	Dakar	2001	Gestion Plus	Training Follow up	GERME	ACCOUNTING	18
1.3.3	Dakar	2001	Institut Privé de Gestion	Training Follow up	GERME	ACCOUNTING	21
1.3.3	Dakar	2001	Internet.Org & Lou Afagho	Training Follow up	NTIC	GESTION CYBERCAFE	15
1.3.3	Kolda	2001	ASADE	Training Follow up	TRANSFORMATION	NEEM	15
1.3.3	Kolda	2001	Sud Consultance	Training Follow up	GERME	ACCOUNTING	16
1.3.3	Tamba	2001	Gestion Plus	Training Follow up	GERME	MARKETING	43
1.3.3	Tamba	2001	Hodar Conseil	Training Follow up	GERME	MARKETING	22
1.3.3	Tamba	2001	Max Consulting Group	Training Follow up	GERME	MARKETING	16
1.3.3	Tamba	2001	Vie Active	Training Follow up	SERIGRAPHIE	SERIGRAPHIE	14
1.3.3	Tamba	2001	BIT GERME	Training Follow up	GERME	TRAINING OF TRAINERS	20
1.3.3	Thies	2001	Gestion Plus	Training Follow up	GERME	ACCOUNTING	15
1.3.3	Thies	2001	Internet.Org & Lou Afagho	Training Follow up	NTIC	GESTION CYBERCAFE	6
						TOTAL	221

PME Indicator 1.3.4: Number of SMEs, consulting firms, associations, and groups that access market information	FY 2001
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#	Region	Fiscal Year	Activities	# of SMEs Accessing Market Information	# of SMEs Purchasing Information
1.3.4	Dakar	2001	Radio Broadcast	105	0
1.3.4	Dakar	2001	Web site "Call for Bids"	5,671	0
1.3.4	Kolda	2001	Business Forum	38	38
1.3.4	Kolda	2001	Dairy Sub-sector Study on CD	5	5
1.3.4	Kolda	2001	NTIC Day	6	6
1.3.4	Kolda	2001	SME Expositions	30	30
1.3.4	Kolda	2001	Soil & Water Conservation	13	13
1.3.4	Tamba	2001	Business Forum	77	77
1.3.4	Tamba	2001	Improved Stoves Study on CD	16	16
1.3.4	Thies	2001	Business Forum	50	50
1.3.4	Thies	2001	Soil & Water Conservation	40	0
			TOTAL	6,051	235