



SBDC Performance Appraisal

Name of SBDC: **Women Empowerment Organization (WEO)**
Date Established: **June 2004**
Date SBDC Established: **Dec 2006**
Registration: **WEO is registered with the NGO Office in the KRG**
BDC Maturity Stage: **Stage 4 (Stage 4 Range: 117/150)**
Assessment Date: **August 30, 2012 (2nd Quarter Assessment, 2012)**

BDS Advisor: Clifton Barton

Signature of BDS Advisor:

Comments by BDS Advisor:

The Women Empowerment Organization has continued to be highly successful in attracting funds from a broad range of funding organizations and is operating as a financially sustainable NGO. Its business center operations, however, still comprise a relatively small part of its programs and services. To maintain a viable SBDC, WEO will need to focus on developing new business services (including for-fee services) and establish a more stable SBDC management team and focus on expanding services to business clients. The Tijara team will continue to provide TA to build the capacity of WEO's SBDC and to assist them in identifying opportunities for expanding their business services to local entrepreneurs and business clients.

Signature of BDS Director:



2. Purpose of Appraisal:

The purpose of this Appraisal is to clearly evaluate the activities and achievements of the Small Business Development Centers (SBDCs) as it relates to promoting provincial economic growth and prosperity for all Iraqis.

In particular, this Appraisal is intended to evaluate the effectiveness of the SBDC's in order to judge the following:

- Expansion of the services by the SBDCs for the benefit of their communities.
- Improvements brought about in the SBDCs sustainability by access to multiple funding sources.
- Increasing the number of people able to take advantage of services of the SBDCs.

2. Major Components of the Evaluation:

2.1 Revenue Generating Activities through a program of improved product offering and services delivery

- 2.1.1 Training Programs: (HSB, HIB, Computers, Languages, business training for youth, agribusiness technical training, etc)
- 2.1.2 Business Consulting: (Legal Advice, Business Plans, Accounting Advice, Management Advice etc)
- 2.1.3 Community Activities: (Economic Surveys, various activities with several international organizations. etc)
- 2.1.4 Linkages with MFIs / Banks and Referrals for Loans
- 2.1.5 Summary of Impact Assessment Survey Participants Responses

Strengths:

- WEO as a whole continues to expand its training programs and advocacy efforts for women and the general population of Erbil. Its SBDC operations have complimented WEO's array of services that help to empower women and people in the community.
- WEO has a strong presence in the local community and with provincial and KRG government offices. It has developed an influential position as one of the thought leaders and implementers for human rights issues and programs in the KRG. It has cultivated relationships with:
 - The US Embassy
 - The French Consulate
 - The Netherlands Consulate
 - GIZ
 - The British Council
 - Diakonia, a Danish humanitarian organization
 - NCA, Norwegian Church Aid, a humanitarian organization
 - Qandil, a Swedish humanitarian organization
 - IREX, implementing media-related programs to promote advocacy
 - IOM
 - Ministry of Labor and Social Affairs (MOLSA)
 - USAID-INMA
 - TV-media outlets: Gali, NIGA, Aro, and Qalat TV
- WEO SBDC has a solid working relationship with Al Thiqa and Bright Future MFIs and has also developed an agreement with Al Thiqa MF to assist its clients graduating from its HSB courses in Dahuk Province with access to microfinance loans.



- WEO SBDC has done an excellent job in implementing the IYI program in the Kurdistan region.
- WEO SBDC is currently implementing a new job placement and employment service project that will build upon the capabilities and contacts it developed under the IYI YEP program and help to generate additional revenues to sustain the SBDC's operations.

Weaknesses:

- WEO and the WEO SBDC's revenue generating capabilities are limited to grants, which it has successfully expanded; however, it has less progress to date in generating revenues from fee-based BDS.
- The engagement of WEO's BOD appears to be minimal.
- The strength of WEO predominantly lies in one person, its Executive Director. Additional efforts are needed to build the management and staff capabilities of the SBDC
- The WEO SBDC does not have separate facilities or staff, which limits its ability to expand its business development services

Concerns/Issues:

- Dependence on grants-only revenues needs to be balanced with some recurring fee-based revenues.
- WEO appears to be pushing program managers, with each handling 2-3 or more programs.
- The WEO needs to maintain key staff, including the current SBDC project manager

Recommendations:

- WEO needs to diversify grant-only revenues with fee-based revenues.
- WEO should pursue a greater BOD development effort to leverage the good work started at WEO.
- WEO needs to assess its strategy for its SBDC, including options for generating revenues from for-fee services and building the SBDCs organizational capabilities.
- WEO should explore options for partnering with other organizations to establish a separate location for its SBDC in order to be more assessable to business clients.



2.2 SBDC Deliverables

- 2.2.1 Business Plan for future sustainability
- 2.2.2 Self Assessment.
- 2.2.3 Monthly and Quarterly Program Reports
- 2.2.4 Financial reports.
- 2.2.5 Updated work plan

Strengths:

- WEO has a 2012 Business Plan
- WEO produces monthly Jamsheed financials statements for its SBDC
- They do have an action plan for 2012
- WEO provides BDS with Weekly & Monthly reports

Weaknesses:

- The SBDC Jamsheed financial statements need to have English sub-tiles and need to balance.
- WEO needs to develop more detailed project accounting
- WEO needs to develop a business plan and action plan for its SBDC

Concerns/Issues:

- None

Recommendations:

- WEO SBDC should consider having its own Business Plan or at least Work Plan for 2012.
- SBDC reports should include success stories as well as reporting on new project activities

2.3 Financial, Budgeting and Program Reporting

- 2.3.1 Record Keeping of Participants
- 2.3.2 Specific Revenue Generating Activities and Amounts
- 2.3.3 Monthly & Quarterly Financial Reports:
- 2.3.4 Monitoring & Evaluation of Activities
- 2.3.5 Monthly program tracking reports

Strengths:

- WEO is doing a good job of record-keeping for all of their different contracts
- WEO is recording all of their financial activity and is producing monthly financial statements

Weaknesses:

- WEO does not provide sufficient project-level detail to judge the overall financial position of any project.

Concerns/Issues:

- WEO SBDC needs to improve project-level accounting for the SBDC



Recommendations:

- Balance and reconcile the monthly SBDC financial statements.
- At year-end, WEO's auditors should make necessary adjustment to the SBDC books
- BDS is providing TA to the accountant as he works through the bugs in Jamsheed.

2.4 Outreach, Communications and Community Awareness

- 2.4.1 Linkages with MFIs and Banks
- 2.4.2 Specific Market Led Training Programs Rolled Out
- 2.4.3 Linkages with Other Stakeholders
- 2.4.4 MSME Success Stories

Strengths:

- WEO conducts regular meeting with the Government agencies, banks, international agencies and embassies. WEO wins new proposals for services because it is aware of its clients needs
- WEO SBDC has a solid working relationship with Al Thiqa and Bright Future MFIs. During the last month WEO SBDC signed an MOU with Al Thiqa MF designed to assist it clients graduating from its HSB courses in Dahuk Province with access to microfinance loans.
- WEO radio station provides an excellent means of publicizing WEO activities to the local community.
- WEO has recently updated its website with excellent graphics and layout.

Concerns/Issues:

- None

Recommendations:

- WEO should raise the profile of SBDC activities on its website

2.5 HR Management and SBDC Staff:

- 2.5.1 Staff Qualifications & Turnover
- 2.5.2 Staff job descriptions updated and reflect the current SBDC organization structure
- 2.5.3 SBDC Director's efficiency in managing the Center
- 2.5.4 Training capabilities of the SBDC trainers
- 2.5.5 SBDC staff training needs

Strengths:

- WEO has proper organization structure and has good staff and task distribution.
- WEO is capable of developing appropriate management systems to meet operational priorities



Weaknesses:

- WEO's SBDC director recently resigned and needs to be replaced

Concerns/Issues:

- WEO needs to strengthen its SBDC management team if it intends to maintain the operations of its SBDC

Recommendations:

- Continue staff training as necessary, especially in service delivery and marketing functions.

2.6 Technical Assistance Provided:

2.6.1 Observations during visits by Advisor / Field Coordinator:

2.6.2 Interactions on different initiatives:

2.6.3 Financial Support Provided:

2.6.4 General Comments

Comments:

- The WEO needs a good program manager for its SBDC activities
- WEO has not been successful to date in generating revenues from business clients

Recommendations:

- The BDS team will need to work with WEO management to help identify opportunities for generating revenues from business clients and expanding its services to local SMEs



3. Maturity Stage Check List

SBDC INSTITUTIONAL CAPACITY DEVELOPMENT		
GOVERNANCE, LEADERSHIP AND ORGANIZATIONAL ISSUES	value	score
LEGAL REQUIREMENTS	0-2	2
Initial legal requirements met (registration of SBDC & MOU)	n=0, y=1	1
Legal requirements current, including current registration and MOU between Tijara and SBDC	n=0, y=1	1
STRATEGIC PLANS, BUSINESS PLANS, AND ACTION PLANS	0-15	15
Vision and Mission defined	n=0, y=1	1
Development of a long-term strategic plan (2-5 years)	n=0, y=1	1
Development of SMART short-term goals (12 months or less) in the business plan; these goals should be aligned with and prioritized from the long-term strategic plan	n=0, y=1	1
Development of action plans	n=0, y=1	1
Evaluation of stakeholder needs	n=0, y=2	2
Evaluation of customer needs	n=0, y=2	2
Identified markets segments (customers) and delivery levels of key services to the local market	n=0, y=2	2
Role of the SBDC in its provincial economic development effort	n=0, y=2	2
SBDC is achieving results listed in business plans and action plans	n=0, y=3	3
BOARD OF DIRECTORS, BY-LAWS, AND ORGANIZATIONAL SUPPORT	0-6	6
Board of Directors initiated, parent organization buy-in	n=0, y=1	1
Clear and strong management, leadership, and governing structure	n=0, y=1	1
Board of Directors meet regularly	n=0, y=2	2
Board of Directors is providing effective oversight	n=0, y=2	2
STAFFING AND RESOURCE UTILIZATION	0-12	12
The SBDC's organizational structure must be consistent with the SBDC's mission, goals and funding ability. The SBDC must be capable of supporting the strategic plan.	n=0, y=2	2
SBDC leader systematically sets direction, addresses current and future opportunities, communicates and deploys performance expectations	n=0, y=2	2
Business advisors/counselors, research assistants, program directors, etc., have appropriate qualifications and experience	n=0, y=2	2
Position descriptions developed and the SBDC demonstrates that its staffing pattern is appropriate and adequate	n=0, y=2	2
Operations manual developed	n=0, y=1	1
Executive director and staff trained in basic SBDC functions	n=0, y=1	1
Staff and managers have been trained and achieved acceptable competency levels in advanced operations (accounting, proposal writing, reporting, etc.	n=0, y=1	1
Facilities and equipment are adequate	n=0, y=1	1
GOVERNANCE, LEADERSHIP AND ORGANIZATIONAL ISSUES Score	0-35	35



PROGRAM DELIVERY AND MANAGEMENT		value	score
PROJECT MANAGEMENT AND REPORTING SYSTEMS		0-13	13
	Project management procedures documented	n=0, y=1	1
	Project managers consistently following project management guidelines	n=0, y=1	1
	The SBDC has systems in place that ensures sound fiscal and contractual management of its programs	n=0, y=1	1
	Budget management and cost-effectiveness of results achieved	n=0, y=2	2
	Achievement of action plans, short-term goals and strategy	n=0, y=2	2
	The SBDC has a system in place to document its work performance and outcomes	n=0, y=2	2
	SBDC staff produces/delivers regular performance reports	n=0, y=2	2
	The SBDC produces/delivers adequate and accurate financial reports on a regular basis	n=0, y=2	2
BUSINESS DEVELOPMENT AND FUND RAISING CAPABILITIES		0-17	17
	The SBDC demonstrates it has a systematic process or processes to analyze the needs of its small business community	n=0, y=1	1
	Regular customer satisfaction and needs assessments conducted	n=0, y=1	1
	The SBDC demonstrates it utilized the results of the analyses to develop and deliver programs to meet identified needs	n=0, y=2	2
	The SBDC systematically promotes its programs and services to the general public and particularly to the small business community	n=0, y=2	2
	The SBDC produces and distributes publications, pamphlets, brochures, audio/video aids, web site and/or other information and materials for use by small businesses	n=0, y=2	2
	The SBDC is capable of building strong stakeholder relationships and is able to determine stakeholders' level of satisfaction	n=0, y=3	3
	The SBDC is able to demonstrate a strategy for seeking supplemental funding that is consistent with the SBDC strategic plan	n=0, y=3	3
	Evidence of extensive networking, linkages, cooperation and integration with the chambers of commerce, business and trade associations and economic development entities in the province	n=0, y=3	3
CONSULTANTS AND ADVISORS NETWORK		0-5	5
	Database or roster of advisors and consultants to support SBDC service delivery is being developed	n=0, y=1	1
	Advisory and consultants network expanded and being used to help deliver training and consulting services	n=0, y=2	2
	Partnerships developed with universities and other service providers and being used to expand training and other service delivery capabilities	n=0, y=2	2
PROGRAM DELIVERY AND MANAGEMENT Score		0-35	35

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SERVICE DELIVERY PERFORMANCE			
SERVICE DELIVERY		value	score
Average number of donor-funded training sessions conducted/quarter		0-5	5
	3-5 sessions	score 1 →	
	6-8 sessions	score 2 →	
	9-11 sessions	score 3 →	
	12 or more	score 5 →	5



		sessions		
	Ave. number of other donor-funded programs conducted/quarter (not training programs)		0-5	0
		0 programs	score 0 →	0
		3-5 programs	score 1 →	
		6-8 programs	score 2 →	
		9-11 programs	score 3 →	
		12 or more programs	score 5 →	
	Number of for-fee training courses offered /quarter		0-5	5
		0 courses	score 0 →	
		3-5 courses	score 1 →	
		6-8 courses	score 2 →	
		9-11 courses	score 3 →	
		12 or more courses	score 5 →	5
	# of clients who paid to participate in training programs/quarter		0-5	2
		0 clients	score 0 →	
		10-29 clients	score 1 →	
		30-59 clients	score 2 →	2
		60-89 clients	score 3 →	
		90 or more clients	score 5 →	
	Number of for-fee business services offered during the quarter		0-5	1
		0 services	score 0 →	
		3-5 services	score 1 →	1
		6-8 services	score 2 →	
		9-11 services	score 3 →	
		12 or more services	score 5 →	
	# of clients who paid for business services during the quarter		0-5	5
		0 clients	score 0 →	
		1-5 clients	score 1 →	
		6-8 clients	score 2 →	
		9-11 clients	score 3 →	
		12 or more clients	score 5 →	5
	SERVICE DELIVERY PERFORMANCE Score		0-30	18
SBDC INSTITUTIONAL CAPACITY DEVELOPMENT Total Score			0-100	88
FINANCIAL PERFORMANCE AND VIABILITY			values	score
Year to Date Revenues (total) for 3 months (May 2012-July 2012)			\$168,000.0 0	no score



Year to Date Operating Expenses (total) for 3months			\$139,750.00	no score
<i>(Use figures from financial reports)</i>				
	Actual %			
% of revenues from USAID-Tijara	70%	if Tijara is 100%	score 0→	
% of revenues from GOI sources and other (Non Tijara)	4%	if Tijara is 75-100%	score 10-19 →	
% of revenues from client fees (for-fee services)	26%	if Tijara is 50-74%	score 20-29 →	29
	100%	if Tijara is 40-49%	score 30-39 →	
		if Tijara is 25-39%	score 40-49 →	
		if Tijara is 0 %	score 50 →	
FINANCIAL VIABILITY Score			0-50	29

MATURITY INDEX	INSTITUTIONAL CAPACITY SCORE	VIABILITY SCORE	TOTAL SCORE
Stage I Maturity Level	0-35	0-12	0-47
Stage II Maturity Level	36-65	13-25	49-90
Stage III Maturity Level	66 - 80	26-35	92-115
Stage IV Maturity Level	80-100	36-50	116-150
SBDC SCORE	88	29	117

Total Score: 119/150 , Stage 4

4. Summary of Recommendations:

- WEO needs to develop a strategy for generating revenues from for-fee business services
- WEO needs to strengthen the organizational capabilities of the SBDC to enable it to offer services to business clients.
- WEO should pursue a greater BOD development effort to leverage the good work started at WEO.
- WEO should update their website, especially the SBDC unit, and consider other social media networks and communication forms.
- Continue staff training as necessary, especially in marketing functions.

5. Specific Action Items and Timeline for Achievement:

- Review business plan and action plan for SBDC activities (June 2012)



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- The BDS Advisor will provide technical support to help the WEO SBDC implement the Employment Services Project.(June-July 2012)