



SBDC Performance Appraisal

Parent Organization (PO): Samawa Chamber of Commerce
Date PO Established: 1958
Date SBDC Established: The Samawa SBDC was established in October 2009
SBDC Maturity Stage: IV; 116/150
Assessment Date: August 20, 2012 (2nd Quarter Assessment, 2012)

BDS Advisor: Clifton Barton

Signature of BDS Advisor:

Comments by BDS Director:

The Samawa SBDC (S-SBDC) has continued making excellent progress over the past quarter implementing new services and working to achieve sustainable business operations to support SME development in Muthanna Province. With IYI activities nearing completion, the S-SBDC has begun to look ahead to identify additional programs and services they can undertake to help sustain their operations and serve the local business community. They have completed the requirements for two performance grants for their printing and marketing center and their business newsletter project. In addition, they have recently launched a new employment services program that will build on the capabilities they developed under the IYI program but will operate on a for-fee basis.

They have continued to be moderately successful in attracting funds from other donors and clients and are delivering for-fee services in areas such as translation services and English language and computer training. In addition, they have significantly expanded their community outreach efforts by conducting conferences, business forums, and special training programs. Altogether they are making good progress in developing their capabilities to serve as an effective local business development agency and business service provide.

BDS Component Leader: Husam Habibeh

Signature of BDS Director:



2. Purpose of Appraisal:

The purpose of this Appraisal is to evaluate the activities and achievements of the Small Business Development Centers (SBDCs) supported by USAID-Tijara with respect to their performance in promoting provincial economic growth and prosperity for all Iraqis.

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

- 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:

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

- .1.1 Training Programs: (HSB, HIB, Computers, Languages etc)
- .1.2 Business Consulting: (Legal Advice, Business Plans, Accounting Advice, Management Advice etc)
- .1.3 Community Activities: (Trade Shows, Rental of Halls, Economic Surveys etc)
- .1.4 Linkages with MFIs / Banks and Referrals for Loans
- .1.5 Summary of Impact Assessment Survey Participants Responses for that Quarter

Strengths:

- The S-SBDC has made excellent progress in implementing new programs to generate revenues from local businesses and other local clients. These include their Marketing Service Center, their business newsletter and advertising services program, and a new program to provide employee recruitment and job placement services. These activities are generating revenues that will help the S-SBDC fund their basic operating costs and help sustain their SBDC activities.
- The S-SBDC has occasionally offered some training programs beside HSB and HIB, including English and computer skills on an intermittent basis.
- The S-SBDC has developed and is offering additional for-fee services to respond to client needs, including translation services, feasibility studies, legal advisory services, managing business development events, and providing internet access.
- The S-SBDC's management is sound. The executive director and staff have benefitted from participation in Tijara-sponsored training programs and advice provided by BDS advisors and field coordinators.
- The S-SBDC had been actively engaged in implementing the IYI program and has been one of the top SBDC performers involved in this program.

Weaknesses:

- The S-SBDC needs to continue to build relationships with other organizations and services providers in order to strengthen and expand its service delivery capabilities.

Concerns/Issues:



- With the IYI program and other Tijara funding sources ending, the S-SBDC will need to redouble its efforts to seek funding from other sources to support economic development initiatives.
- It will need to carefully manage its client service programs (printing, advertising, and employment services) to generate revenues to sustain its operations during intervals when other program funds are not available.

Recommendations:

- The S-SBDC needs to continue to upgrade its promotional materials, including an English language website and a new capabilities statement in order to support its fund-raising efforts and community outreach.
- The S-SBDC needs to continue to work on diversifying its client base, revenue streams and funding sources by upgrading its capacity to develop good proposals and expanding contacts with potential corporate sponsors, government clients, and donor organizations.
- The SBDC should continue to work on developing its management and staff capabilities to improve organizational effectiveness and revenue generation goals.

.2 SBDC Deliverables

- .2.1 Business Plan for future sustainability
- .2.2 Self-Assessment
- .2.3 Monthly and Quarterly Program Reports
- .2.4 Financial reports
- .2.5 Updated work plan

Strengths:

- The S-SBDC has produced a 2012 Business Plan, Strategic Plan and beginning year Work Plan that is considerably better than those submitted in previous years
- S-SBDC provides Weekly, Monthly and Quarterly program reports in a timely manner.
- S-SBDC provides monthly Financial reports
- The S-SBDC has improved its financial accounting, including accounting for project income and expenses.

Weaknesses:

- The S-SBDC needs to prepare more regular work plan updates for its core services.

Concerns/Issues:

- The S-SBDC will need to carefully manage its current services while seeking additional projects and funding opportunities to enable it to serve effectively as a SME development organizations..

Recommendations:

The S-SBDC will need to carefully manage its current services while seeking additional projects and funding opportunities to enable it to serve effectively as a SME development organizations..



.3 Financial, Budgeting and Program Reporting

- .3.1 Record Keeping of Participants
- .3.2 Specific Revenue Generating Activities and Amounts
- .3.3 Monthly & Quarterly Financial Reports:
- .3.4 Monitoring & Evaluation of Activities
- .3.5 Monthly program tracking reports

Strengths:

- S-SBDC does a good job of reporting on its program activities
- The S-SBDC has been doing a much better job during the past year in reporting on project performance and success stories.

Weaknesses:

- The S-SBDC needs to continue to train its project managers to help the director handle financial and program reporting requirements.

Concerns/Issues:

- Weekly and monthly reports do not adequately capture the progress being achieved by various activities, such as the performance grants.

Recommendations:

- The S-SBDC needs to provide more detailed information about the status of its grant activities and other services in its weekly and monthly reports.
- Particular attention should be devoted to reporting project accomplishments and success stories.

.4 Outreach, Communications and Community Awareness

- .4.1 Linkages with MFIs and Banks
- .4.2 Specific Market Led Training Programs Rolled Out
- .4.3 Linkages with Other Stakeholders
- .4.4 MSME Success Stories

Strengths:

- The S-SBDC director has excellent contacts in the local business community and does a good job in conducting conferences and marketing events.
- The S-SBDC performed well in implementing the IYI program, which required increased community outreach and efforts to work with local employers.
- The S-SBDC has been performing well in implementing business conferences and community outreach activities.
- The new Muthanna business newsletter and the employment services project offer new channels for communicating with the local business community and other local stakeholders.

Weaknesses:

- The S-SBDC needs to continue to build up its communication capabilities including taking full advantage of new communication channels, including an upgraded website and effective communications through its newsletter.



Concerns/Issues:

- The S-SBDC will need to continue to invest in training programs for its project managers, accountant, and sales staff.

Recommendations:

- The S-SBDC needs to build on its successful track record in conducting business conferences and roundtables to publicize its activities and build awareness of SME development opportunities in the local area.
- S-SBDC should seek to improve its abilities to use new media channels such as its website, the business newsletter, press releases, etc. to improve its external communications.

.5 HR Management and SBDC Staff:

- .5.1 Staff Qualifications & Turnover
- .5.2 Staff job descriptions updated and reflect the current SBDC organization structure
- .5.3 SBDC Director's efficiency in managing the Center
- .5.4 Training capabilities of the SBDC trainers
- .5.5 SBDC staff training needs

Strengths:

- The S-SBDC has a proper organization structure
- They have an adequate supply of high quality short-term trainers

Weaknesses:

- The S-SBDC has a very small core staff that is fully engaged in managing its core operations. New staff members that have been added for new activities such as their printing center and business newsletter and advertising services need additional training and close supervision.

Concerns/Issues:

- Retaining and building qualified staff with specialized business skills as programs are expanded, including staff with management, marketing, and technical skills to serve in their new marketing and printing center

Recommendations:

- The S-SBDC needs to focus upgrading the business management, sales management, and technical skills of its staff involved in operating their Marketing and Printing Center services
- The S-SBDC needs to conduct regular training programs for its staff and managers in order to improve operating effectiveness
- The S-SBDC should seek to expand its network of business consultants and technical specialists and look for ways to draw upon these additional resources to broaden and upgrade the SBDC's service offerings.

Technical Assistance Provided:



- .5.6 Observations during visits by Advisor / Field Coordinator:
- .5.7 Interactions on different initiatives:
- .5.8 Financial Support Provided:
- .5.9 General Comments

Comments:

- Advisor and Field Coordinator have a good working relationship with the S-SBDC executive director and staff
- The BDS team has ongoing conversations with the SBDC director regarding ideas for new services and grant-funded programs.

Recommendations:

- S-SBDC needs to continue its efforts to develop efficient management and marketing systems for its new client services.
- The S-SBDC management should continue to build up its staff and management capabilities in order to successfully implement its current and new business development plans.

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

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 sessions score 5 →	5
	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	3
		0 courses score 0 →	0
		3-5 courses score 1 →	
		6-8 courses score 2 →	
		9-11 courses score 3 →	3
		12 or more score 5 →	



		courses		
	# 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	3
		0 services	score 0 →	
		3-5 services	score 1 →	
		6-8 services	score 2 →	
		9-11 services	score 3 →	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 6 months (Feb-July)			\$101,169.10	no score
Year to Date Operating Expenses (total) for 6 months			\$105,316.30	no score
<i>(Use figures from financial reports)</i>				
	Actual %			
% of revenues from USAID-Tijara	55%	if Tijara is 100%	score 0→	



	% of revenues from GOI sources and other (Non Tijara)	10%	if Tijara is 75-100%	score 10-19 →	
	% of revenues from client fees (for-fee services)	35%	if Tijara is 50-74%	score 20-29 →	28
		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	28

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	28	116

Maturity Level: Stage IV (beginning step)

4. Summary of Recommendations:

- S-SBDC needs continue building its capacity to manage its programs and services, including training project managers and building its network of consultants and trainers.
- The S-SBDC should continue its efforts to diversify its funding sources, including increasing revenues from for-fee services.
- S-SBDC should continue to devote attention to community outreach efforts by conducting regular business forums and publicizing its activities through various media channels, including maintaining an SBDC website, developing a capability statement, and using social media channels to communicate with stakeholders.
- S-SBDC management needs to update its work plans on a regular basis and use these plans track and measure performance.

5. Specific Action Items and Timeline for Achievement:

- Implement new employment services project – May through October
- Implement marketing strategy to help generate funds from a broader network of sponsors and donors to replace Tijara funds. Immediate priority
- Work with other SBDCs under the umbrella of the new Ro'aa Foundation to undertake collective market development and promotional activities to promote the SBDC network and the capabilities of individual SBDCs to a wider audience of donors, sponsors, and clients.