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99001

**Evaluation of OIC/Guinea Seminars
To Improve the Management
of Women-Owned Microenterprises**

Grant No. AFR-0463-G-SS-9065-00

by:

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Executive Summary

OIC/Guinea has successfully completed a series of four workshops, one in each region of Guinea, for 111 women entrepreneurs. The workshops addressed general business management, basic accounting, marketing, and financing a business. As specified in the one-year \$130,000-grant agreement for the project, OIC/Guinea conducted a needs assessment, designed and conducted the women entrepreneur's workshop at four sites, and conducted a follow-up survey of participants approximately three months after the end of the training. These activities took place from April 1990 through March 1991.

Based on end-of-training participant evaluations and the impact survey conducted during the follow-up mission, participants were stimulated by the training, and a number have made specific improvements to their business operations, particularly in financial management and customer relations. A number of participants also have seen other improvements in their businesses, such as increased sales or the receipt of a bank loan they were previously unable to get.

It is recommended that OIC/Guinea build on the structure developed for this first set of workshops by performing the following:

- Strengthen and document the training content and methodology.
- Tailor the management information system to better relate to the client base and improve program decision making.
- Strengthen and more tightly focus the proposed years two and three activities.

It also is recommended that USAID/Guinea continue support of the OIC/Guinea program, evaluating yearly on the basis of continued improvements in quality, effectiveness, and cost-benefit.

Evaluation of OIC/Guinea Seminars To Improve the Management of Women-Owned Microenterprises

I. Introduction

A. Background

As part of the evaluation of the USAID/Guinea Human Resource Development Assistance (HRDA) project conducted from April 13 to May 17, 1991, a separate evaluation of a \$130,000 grant to the Opportunities Industrialization Centers International affiliate in Guinea (OIC/Guinea) was conducted.

To assist the enhancement of the skill capacities of women and men in Guinea, USAID has participated in a number of centrally funded and regional A.I.D. training projects. Through the HRDA project, for which funds were first obligated in July 1988, the Mission has emphasized in-country and third-country training and has set specific goals for increasing the participation of women and private-sector participants in USAID-financed training activities.

One element of the FY88 Training Plan provided OIC/Guinea an institutional development grant over a five-year period. Funding was to be incremental, with the first-year grant totaling \$130,000 to carry out a series of four workshops for approximately 100 women owners of small and microenterprises throughout Guinea. The grant was issued and the workshops conducted in 1990. The evaluation of this program will provide input to USAID/Guinea staff for their decision on whether to extend the grant.

B. OIC/Guinea

OIC/Guinea is an informal skills training institute that began operations in 1987 with a grant from the International Foundation for Education and Self-Help (IFESH). Two of the program objectives are as follows:

- To train unskilled young Guineans in vocational technical skills for gainful employment or self-employment.
- To train and upgrade public- and private-sector entrepreneurs and managers in business and management skills.

OIC/Guinea has vocational education programs in masonry, carpentry, and secretarial skills, with plans to add electrical and plumbing skills. Activities in business and management programs commenced with the awarding of the A.I.D. grant.

C. Project Description

The goal of the one-year project, funded by USAID, was to help women involved in business activities improve their business management skills. During the implementation of the project, 100 women entrepreneurs were to attend one of four seminars to be held throughout Guinea. The overall project was to include the following major elements:

- Identify the target audience and the training needs.
- Design the training program.
- Conduct four seminars with approximately 25 participants in each region of Guinea:
 - one week each in Moyenne Guinea, Haute Guinea, and Guinea Forestiere.
 - two weeks in Basse Guinea.
- Follow up assessment and technical assistance. (This phase included identifying potential participants and their future training needs.)

In December 1989, A.I.D./Washington issued a one-year grant to OIC International (OICI) to end on November 30, 1990, and OIC/Guinea signed the agreement in February 1990. On April 15, 1990, the OIC project coordinator began work; on June 1, the first tranche of money was received; by the end of July 1990, two trainers were hired; and the needs assessments and seminars were conducted from July to December. After a project extension had been received, the follow-up assessment and technical assistance were completed from January to March 1991.

D. Evaluation Methodology

Approximately one week was allocated to the OIC/Guinea project evaluation. At the request of the evaluator, OIC/Guinea prepared and made available a broad range of reference materials (Table 8), which were reviewed along with USAID files. OIC/Guinea business and management (PME) training staff were interviewed, as were USAID staff with knowledge of the project. Videotapes of follow-up surveys conducted by the OIC/Guinea staff of seminar participants and interviews with six Conakry-based participants completed the evaluation. The evaluation addressed the following key components:

- Environmental and needs assessments
- Targeted clients
- Training design and implementation
- Training results
- Management and reporting

Prior to completing the evaluation report, the OIC/Guinea and USAID Training Office staffs met to review the principal findings and conclusions of the evaluator. After discussion and clarification of these points, and some final follow-up discussions, a draft report was completed and circulated to OIC/Guinea and USAID staff. Recommendations were discussed in a second meeting.

The report that follows, organized by the five components identified above, presents the key findings and conclusions.

II. Environmental and Needs Assessments

A. Findings

To identify potential clients for the OIC training program and to understand their training needs, OIC conducted approximately five to ten day-long needs assessments in each of the four regions of Guinea. In Moyenne and Basse Guinea, these assessments preceded the training by approximately one month. In Haute Guinea and Guinea Forestiere, the assessments were followed almost immediately by the training sessions (see Table 1).

A similar approach was used for data gathering in all four regions. Authorities at the prefecture level were contacted and interviewed; the regional representative of the Centre de Creation et de Developpement des Entreprises (CCDE) provided a list of small and mid-sized enterprises (PMEs); and OIC verified and revised the PME listing of women entrepreneurs, identifying potential participants and their training needs through personal interviews based on a needs assessment questionnaire (Table 2). During this phase, 112 enterprises (22 to 34 per region) were visited. Nearly all training participants were identified from the interviews, although several came from prefectures where visits were not made but information on the seminars was publicized.

Documentation and summary reports of these assessments for all four regions are available. The detail presented varies from a several-paragraph summary of the types of enterprises visited in Haute Guinea and some general statistics in Moyenne Guinea to a broader base of information on businesses in the other two regions, along with a general economic overview for Guinea Forestiere. For Guinea Forestiere and Basse Guinea, enterprise data documented included location, sector of business, number of employees, initial capital investment, year the business started, and owner's level of education and training needs.

B. Conclusions

The OIC PME training staff seem to have a solid overall knowledge base on the economic conditions in Guinea. They can describe differences in economic activities and organizational approaches to enterprises in each of the four regions. However, the documentation of this information was limited primarily to one region (Forestiere), and no standard approach to data gathering was observed. It seems that the value of this knowledge in decision making was therefore reduced.

While the needs assessment questionnaire was quite detailed, a number of questions (such as on the training policy of the organization) did not seem appropriate for the types of organizations being targeted. The purpose of other information (such as on organizations' relations with clients and suppliers) was not clear because it did not seem to be analyzed and therefore provide input to the seminar design. However, some basic statistics and needs were identified and a baseline started that were used in the current set of seminars and, if maintained, could prove useful in the future.

III. Targeted Clients

A. Findings

OIC/Guinea was very focused in identifying the clients they were targeting for this set of seminars for women entrepreneurs. The staff established the following three selection criteria:

- Established business or business plan
- Three or more employees
- Fluent in reading and writing French

These criteria, along with the use of the regional PME organization for the initial identification of businesses, led to a focus on formal-sector activities.

There were a number of reasons for selecting these criteria. It was felt that, in general, the management of all PMEs is weak; there would be more economic benefit in improving existing organizations than to work with potential entrepreneurs. It also was felt that the requirement for French would enable existing resource materials to be more readily used and that French speakers could be more easily integrated into the business community.

A review of the data on the dates the enterprises interviewed in Guinea Forestiere and Basse Guinea (60 enterprises) were started indicates that 20 percent began in 1990, another 53 percent between 1986 and 1989, and 23 percent in 1984 or before (two start dates were unknown). The data on number of employees in these enterprises indicate a broad range, with the average being nine (a number of cooperatives and women's groups were included). Several businesses had only one employee.

In rural areas, such as in Guinea Forestiere, illiteracy is high, especially in the agriculture and commercial sectors. Group-run enterprises, such as were found in these areas, were represented at the training by an animatrice or member who met the French language requirement. In addition, national languages were used when needed during training to ensure that concepts were being understood.

Using the selection criteria established during the initial round of needs assessments in 1990, 112 enterprises were visited and 111 participants selected. In the second round of needs

assessments conducted in January 1991 in the three regions (Basse Guinea was not included), another 40 enterprises were identified and approximately 60 potential participants selected. Follow-up contact was made with 50 of the 108 enterprises that had participants in the initial set of seminars.

B. Conclusions

If the current selection criteria are maintained, the pool of women entrepreneurs, especially outside of Conakry, seems limited. The pool can be enlarged by including illiterate women entrepreneurs and men. Targeting individuals interested in starting enterprises also is a possibility.

IV. Training Design and Implementation

A. Findings

The training design included four modules: general management, accounting, marketing, and financing. The overall structure was developed based on the needs assessment in Moyenne Guinea and was piloted in Labe (July 30 to August 4). Resources from local training institutions (CNPGE, CPA), an OICI consultant, and the OIC/Guinea Executive Director were used. The three-member PME staff (two members started in July 1990) worked together to design and implement the program.

The base program (Table 3) has 39 hours of instruction, with 12 to 15 hours to be spent in each of the first two modules (management and accounting). Six hours are to be spent on each of the other two modules (marketing and financing). Approximately two-thirds of the time is to be spent on "theory," while one-third is to be spent on application (either exercises or site visits). A typed set of notes for each module was prepared and distributed to each participant.

The actual design varied by location. In the first three sessions, the seminar covered 6 days. At the last, in Conakry, the seminar took place over a two-week period. The staff indicated that the major content difference among programs was in the discussion of financial and other resources available to entrepreneurs in each region because this was tailored to each region and used local representatives. A more in-depth look at each topic was provided in Conakry because twice the time was available.

General training objectives were identified for each training module. No indicators of either short-term or longer term "success" were documented. However, a set of informal indicators of the value of the training was identified from a discussion with the PME staff. These indicators ranged from factors observed during training to longer term indicators of impact; they included level of interest of the participant (on time attendance), level of interest in the town and local government officials, participant evaluations at the end of training, and changes seen in an enterprise's operations during the follow-up survey (financial, marketing, client relations, bank account, and so forth). No detailed training plans were documented, although it was indicated that a participatory approach was used.

A workshop evaluation was prepared and used (Table 4). The evaluation asked participants to rank their level of satisfaction with each of the four modules, plus the time spent for participant exchanges. Ratings also were to be given to the trainers and to the general logistics of the seminar. Inputs for improving the seminar were sought. The evaluation did not address skills learned or potential applications of lessons learned.

A follow-up survey form (Table 5) also was developed and used during interviews with participants approximately three months after the completion of the training. The form was intended for measuring impact. While thorough in design, this survey was found to be too time consuming and detailed to be of great use in the field.

The three trainers who comprise the OIC PME staff were hired from April to July 1990. They implemented this series of seminars and developed OIC's ongoing PME program. All three have significant, relevant work experience and educational backgrounds in accounting, finance, management, and training. One brought training experience from CNPG and other institutions, one a number of years in banking and the private sector, and the third management of a national program of women's centers.

B. Conclusions

The four basic training modules are logical, but the quality of the training design cannot be assessed because the training approach was not documented. The amount of material covered in the program seems "overwhelming" and overly academic, based on the content of the participant materials reviewed and percent of time spent on "theory" (64 percent) as shown in the program design outline (Table 3).

The qualitative informal indicators defined by the staff are valid, but are likely to be insufficient for improving program design. The levels of skills acquisition and comprehension of new approaches by the participants are difficult to identify with the current indicators and end-of-training questionnaire used. This information is needed for any effective program design.

The follow-up survey was unable to provide much data on enterprises that could be used for comparative purposes. However, anecdotal evidence of management changes was identified through the follow-up effort.

V. Training Results

A. Findings

The purpose of the OIC/Guinea PME program is to assist in the development of the private sector in Guinea through a program of training seminars and follow-up assistance. As identified in the grant agreement, specific outputs of the one-year project were to include 100 women trained through four workshops—one in Conakry (two weeks) and three (one week each) in the other three regions of the country. A training needs assessment and some form of follow-up activities were also to be included.

These outputs were met or exceeded (111 participants versus 100 proposed) within a one-year time frame. In fact, even though project startup was delayed to February 1990 when the final agreements were signed, the needs assessments and seminars were completed as initially agreed, and the follow-up survey was completed within the project extension date.

The end-of-training evaluations indicated a high degree of satisfaction with the seminars (Table 6), and the anecdotal evidence presented in the OIC/Guinea seminar reports suggests that the informal indicators also were met.

OIC/Guinea staff list in their follow-up survey report nine areas of impact for their training and provide examples of participants who made changes in their operations in most of these categories. A small sample of six Conakry-based participants who were interviewed reiterated similar changes in their operations. Areas of impact described in this report include the following:

- Modernization of facilities and equipment.
- Formalization of the business by moving out of one's home.
- Improvement of the product quality and production methods.
- Better financial records and separation of home and business accounts.
- Knowledge passed on to others in enterprise.
- Better work organization and new employment.
- Use of new basic marketing tools, such as a sign over the door, better client relations, and shop appearance.
- Linkage with financial resources (loans).

The estimation of cost per participant (based on local ongoing program costs) was \$534. This is higher than other local training institutions providing similar types of programs (based on HRDA data, typical costs range between \$150 and \$350 per participant), but much less expensive than international organizations providing in-country training (\$1,200 to \$1,900 per participant). A comparison of the quality of training among various institutions was beyond the scope of this evaluation.

B. Conclusions

The basic requirements of the project were met. There are clear improvements in the operations of some businesses. Qualitatively, the seminars can be judged a success.

It is felt that some of the improvements were the result of participants attending a training program (it was the first for a number of participants). The results attributable to the quality of the program are more difficult to quantify. The need to better understand the level of

“technical skill” acquired, such as in financial management, will become more important to quantify as the “easier” and more obvious changes to better operations are made.

VI. Management and Reporting

A. Findings

OIC/Guinea provided good documentation on both program and financial aspects of the project, as can be seen from the list of documents reviewed (Table 7). Some of the tools used and analyses of the data collected varied in quality, as was described in the discussion on the environmental and needs assessments. Videotapes were made of some of the follow-up survey interviews.

The program reports required by USAID seemed to be complete. The financial reports were found to the end of FY90 in the USAID files. The OIC controller indicated some delay in current-year reporting to USAID because of an illness. Internal records seemed up to date. The financial records at OIC/Guinea were provided through the end of March 1991 and indicated that all but \$10,000 of the grant money had been received by OIC/Guinea. The remainder was at OICI. Of the \$120,000 received by OIC/Guinea (78 million FG at 650: \$1), \$115,000 has been spent (74,652,938 FG).

Staff at both USAID and OIC/Guinea indicate a good working relationship. USAID stated satisfaction with the timeliness and quality of reporting.

B. Conclusions

Project management and reporting seemed to have been handled well. The basic framework for setup and implementation seems solid.

Improvements, such as moving from anecdotal to quantitative assessments of impact, can be made in the quality of the analyses as the survey methodologies are refined.

VII. Summary Conclusions and Recommendations

OIC/Guinea has implemented a series of four successful workshops for 111 women entrepreneurs, one workshop in each region of Guinea. In doing so, the staff have met the requirements set forth in the one-year \$130,000-grant agreement and have set up a framework for offering business management training services to Guinean small and medium-sized entrepreneurs.

While the first-year program was successful, several improvements are suggested for this effort. As more Guineans participate in programs such as this, improvements to enterprise operations will be more difficult to attain. The quality of the programs they attend will need to increase so that operational changes can be more than obvious and relatively simple improvements. The following recommendations should assist OIC/Guinea staff in improving

their program and assuring USAID that an improved product will be provided to Guinean entrepreneurs.

A. For OIC/Guinea

1. Strengthen training methodology, design, and materials.
 - Document current seminars using the standard OIC/Guinea lesson plan format.
 - Use resource materials from other programs and organizations on entrepreneurship development efforts (MSI, OEF, PACT, GEMINI) and organization and project management (Manitoba Institute of Management, Direction Nord-Sud Montreal).
 - Develop participant handouts that allow further self-study to correctly use new concepts, such as in basic accounting or inventory control.
2. Build on the management information system framework developed.
 - Tailor survey instruments to better relate to the client base and identify key indicators for program decision making.
 - Identify key economic and environmental issues that may affect the economic results of PMEs to be tracked.
 - Make sure that data are comparable (time periods, and so forth).
 - Identify analyses to be conducted on both individual management changes and enterprise operational changes.
3. Strengthen and more tightly focus activities proposed for years two and three of the grant.
 - Use a logical framework approach to ensure identification of indicators both at individual and enterprise levels.
 - Address the issue of target clients and the appropriate niche for OIC/Guinea based on staff skills, entrepreneur needs, and services offered by other organizations.
 - Ensure that plans are made to add new activities built on the existing and developing skills of the staff.

B. For USAID/Guinea

1. Continue grant.
2. At the end of each year, work with OIC/Guinea to establish an improved set of indicators and a more rigorous evaluation and program improvement approach.

3. Assess OIC/Guinea efforts based on increased quality, effectiveness, and cost-benefit. The assessment should look at changes such as:
 - OIC/Guinea tracking and use of indicators of improved entrepreneur management performance.
 - OIC/Guinea development and use of end-of-training indicators of skills acquired.
 - Improved cost-benefit ratio of number of trainees per dollar invested.

VIII. Appendix

Table 1. Schedule of Project Activities

<i>Region</i>	<i>Needs Assessment</i>	<i>Training</i>	<i>Follow-up Mission</i>
Moyenne	May 30 to June 5, 1990	Jul 30 to August 4 (Labe)	January 2
Haute	August 21 to 28	September 3 to 8 (Kankan)	—
Forestiere	September 10 to 20 (est.)	September 24 to 29 (Gueckedou)	Jan 27, 1991
Basse	October 17 to ?	November 19 to December 1 (Conakry)	March 23 to 28

Table 2. Needs Assessment Questionnaire

O.I.C. GUINEE

Opportunities Industrialization Center

DIRECTION DE FORMATION

* ENQUETE RELATIVE AUX BESOINS DE FORMATION EN GESTION DES *
* FEMMES ENTREPRENEURS POUR LE SEMINAIRE A _____ 199_ *

N. B. Le but de cette forme est d'assembler les
data de base sur (1) l'état actuel de
l'entreprise et (2) mesurer les change-
ments par le temps de suivi. Pendant la
visite de suivi, nous voudrions mesurer,
aussi distinctement que possible, quels
étaient les conséquences quantifiables sur
la gestion de l'entreprise de laquelle la
directrice a participé, dans un séminaire
de l'OIC-Guinée

Rempli par _____

Date de l'entrevue _____

14

I. IDENTIFICATION DE L'ENTREPRISE

A. Données de base:

- 1. Sigle _____
- 2. Raison sociale _____
- 3. Date de création _____
- 4. Siège
 - Région naturelle _____ Préfecture _____
 - Sous-préfecture _____ Quartier _____
 - Forme juridique _____
- 5. Nom du gérant ou du directeur général _____
- 6. Nombre d'employés _____ d'ouvriers _____
d'apprentis _____
- 7. Registre de commerce: No. _____ à _____
- 8. Adresse:
 - postale = BP No. _____ à _____
 - téléphonique = No. _____

B. Activites:

- 1. Commerce
- 2. Transformation
- 3. Gamme de produits/services
- 4. Produit pilote
- 5. Autres (préciser)

C. Relations avec les tiers

- 1. Clients
 - âge moyen _____ sexe: M F fidélité + ou -
 - conditions d'achat: credit = _____ durée _____
comptant = _____ espèces cheque
 - exigence = produits souvent demandés
- 2. Fournisseurs:
 - listes = nombre _____
 - fidélité
 - delai de livraison
 - prix
 - condition de livraison
 - prix
 - condition de règlement

3. Sources du credit:

Prêt d'une banque _____ Prêt du communautè _____
Prêt d'une credit union _____ Autres _____

II. DONNEES LIEES A LA PERSONNE DE L'ENTREPRENEUR

A. Filiation

1. Nom _____ Prénom _____
2. Date de naissance _____ 3. Nationalité _____
4. Sexe: F __ M __

B. Etat civile

1. Célibataire _____ 2. Marié(e) _____
3. Divorcé(e) _____ 4. Veuf (veuve) _____
5. Avez-vous des enfants? _____

C. Niveau d'instruction

1. Ecole primaire = nombre d'années: _____
2. Ecole secondaire = nombre d'années _____
3. Ecole technique = nombre d'années: _____
4. Université = nombre d'années _____ Pays _____
discipline _____
5. Stage: Interne: _____
Externe: _____
6. Langues que vous pouvez parler _____

III. POLITIQUE DE FORMATION

1. Existe-t-il un plan de formation établi par l'entreprise?
Oui __ Non __

2. Dans quelle langue se fait elle? _____

3. A qui s'adresse cette formation?

- aux employes: nombre _____
- aux ouvriers: nombre _____
- aux apprentis: nombre _____

4. Quelles sont les disciplines enseignées?
[Empty box for answer]

5. Qui donne le cours?

- cadre de l'Entreprise _____ cadre externes _____
 - A quelles institutions relient-ils? _____
- _____

- 6. A quel moment sont donnés les cours?
 - matin _____ Combien des heures? _____
 - soir _____ Combien des heures? _____
 Pendant combien des jours? _____
- 7. Quel est l'impact de la formation sur la marche de l'entreprise? _____
- 8. Quelles techniques de gestion de l'entreprise? _____
- 9. Pourquoi ces techniques? _____
- 10. Quel est le niveau de formation
 - du patron
 - de son personnel
- 11. Existe-t-il une motivation pour la formation continue?
 - Pour l'entreprise?
 - Pour les bénéficiaires de la formation? _____
 - Pourquoi? _____

IV. LE SEMINAIRE DE L'OIC GUINEE

- 1. Le but de notre seminaire est de vous montrer comment votre entreprise peut augmenter son chiffre d'affaires et gagner plus de profit--par les techniques et les méthodes plus efficaces de gestion. Le séminaire prendra 6 (12) jours.
 - Pouvez vous assister pour cette durée? Oui ___ Non ___
- 2. Combien serait votre entreprise prêt à payer pour votre assistance au séminaire?
- 3. Ça ne coûterai pas votre entreprise aucun prix d'entrée.
- 4. Si vous n'habitez pas a (l'emplacement du seminaire) et il faut que vous logez la-bas pour y assister, nous pouvons vous donner 10,000 FG par jour pour la nourriture et vous rembourser jusqu'a 7,000 FG par nuit pour le logement, s'il faut que vous restez dans un hotel. Dans ce cas, nous aurons besoin d'une facture de l'hotel.
 - Accepteriez vous de vous rendre au séminaire selon ces conditions? Oui ___ Non ___

Table 3. OIC Program Design Outline

<i>Module</i>	<i>Number of Training Hours</i>		
	<i>Theory</i>	<i>Application</i>	<i>Total</i>
Management <ul style="list-style-type: none">• general introduction• types of enterprises• organization and management• legal aspects	7	5	12
Accounting <ul style="list-style-type: none">• general introduction• basic accounting methods	10	5	15
Marketing <ul style="list-style-type: none">• overview on marketing• choosing a product to make or sell	4	2	6
Financing an Enterprise <ul style="list-style-type: none">• internal methods• external methods	4	2	6

Table 4. End-of-Training Evaluation

O.I.C./GUINEE - USAID
 SEMINAIRE SUR LA GESTION
 DES MICRO-ENTREPRISES

Date : _____

FICHE D'EVALUATION

Lieu : _____

LEGENDE	
5	= Très satisfaite
4	= Satisfaite
3	= Assez Satisfaite
2	= Peu Satisfaite
1	= Non Satisfaite

I. THEMES SPECIFIQUES DU PROGRAMME

- 1°) Que vous a apporté le programme de formation quant à ses thèmes spécifiques (cocher une notation et si celle-ci est inférieure à 3, spécifier la raison :
 A = j'étais suffisamment outillé dans le domaine ; B = sujet survolé ;
 C = Sujet mal traité).

Animateurs Pour Memoire	THEMES SPECIFIQUES	NOTATION					SI NOTE		
		5	4	3	2	1	A	B	C
Alpha Ibrahima Mouminy Barry	Gestion de l'Entreprise								
Mamadou Adama Barry	Gestion Comptable								
Alpha Ibrahima Mouminy Barry	Le Marketing								
Mamadou Adama Barry	Le Financement								
Spécial	Echange d'expérience Entre Seminaristes								

2°) a) - Les sujets discutés étaient-ils en rapport avec vos préoccupations ? _____

b) - Lesquels des sujets étaient les plus en rapport ?

c) - Le programme de formation était-il :

- Convénable ? _____

- Trop Court ? _____

- Trop long ? _____

d) - Quelles sont vos suggestions pour son perfectionnement ? _____

e) - Quels autres sujets touchant les micro-entreprises féminines souhaiteriez-vous discuter dans un prochain séminaire de l'OIC/Guinée ?

f) - Quelle sorte de suivi, l'OIC/Guinée pourrait apporter à vous et à votre entreprise ?

II ANIMATEURS

Quelle est votre satisfaction vis-à-vis des animateurs (si la note est inférieure à 3, explicitez la raison : A = a mal préparé son cours ; B = communique mal ; C = ne crée pas une ambiance propice à l'apprentissage ; D = ne maîtrise pas le sujet).

ANIMATEURS	NOTATION					SI NOTE 3			
	5	4	3	2	1	A	B	C	D
Alpha Ibrahima Mouminy Barry									
Mamadou Adama Barry									

III AUTRES

RUBRIQUES	NOTATION				
	5	4	3	2	1
Travaux pratiques					
Salle de Conférence					
Pause Sandwich					
Transport					
Visite en entreprise					

** Dans l'ensemble, vous êtes satisfaites à : (encercler le Pourcentage choisi)
 100 % 90 % 80 % 70 % 60 % 50 % 40 % 30 % 20 % 10 %

• Autres Commentaires : _____



OIC GUINEE
OPPORTUNITIES INDUSTRIALIZATION CENTERS
GUINEE

Table 5 - Followup Survey

**PROGRAMME DE SUIVI DANS LES DIFFERENTES
REGIONS NATURELLES DE LA GUINEE**

Période : décembre 90 - Janvier 1991

FICHE DE SUIVI DES SEMINARISTES

I. Identification et organisation de l'entreprise

A. Identification

- Nom de l'entreprise _____
- Siège _____
- Raison sociale _____
- Date de création _____
- Nombre d'employés ou d'adhérentes _____
- Siège de l'entreprise _____
- Préfecture _____
- Quartier _____
- Agrément ou décision préfectorale N° _____
- _____
- Responsable de l'entreprise _____
- Participantes au séminaire _____
- du _____ au _____ 1990

B. Organisation

1. Implantation de l'entreprise :

- Avant la formation _____
- Après la formation _____

2. Equipements :

- Avant la formation _____
- Nouvelles acquisitions _____
- Innovation _____

.../...

3. Structure du personnel

Poste de travail	Effectif avant la formation	Effectif après la formation	Observations

4. Processus de production

a. Approvisionnement

- Sources d'approvisionnement avant la formation

. Local National Externe

- Sources d'approvisionnement après la formation

. Local National Externe

- Nature des produits _____

- Moyens d'approvisionnement avant la formation _____

- Moyens d'approvisionnement après la formation _____

- Rythme d'approvisionnement avant la formation _____

- Rythme d'approvisionnement après la formation _____

- Valeur du stock avant la formation _____

- Valeur du stock après la formation _____

- Difficultés liées à l'approvisionnement _____

- Solutions à envisager _____

b. Transformation

- Méthodes de production avant la formation _____

- Méthodes de production après la formation _____

- Volume de production avant la formation _____

- Volume de production après la formation _____

- La qualité du produit : Améliorée stationnaire

- Difficultés liées à la transformation _____

- Solutions à envisager _____

c. Commercialisation : Position de l'entreprise face au marché

- Le marché avant la formation : Local National Externe

- Le marché après la formation : Local National Externe

- Le prix avant la formation

- Le prix après la formation

- Le prix concurrentiel _____

- Politique des prix avant la formation :

. Vente au comptant . Vente à crédit

- Politique des prix après la formation :

. Vente au comptant . Vente à crédit

- Existe-t-il des contrats ?

- Avec qui ? _____

- Payez-vous vos taxes et impôts ? Combien ? _____

- Difficultés avec vos clients : _____

- Solutions à envisager : _____

- Chiffre d'Affaires mensuel avant la formation

- Chiffre d'Affaires mensuel après la formation

- En quoi le séminaire tenu à _____

du _____ au _____ 1990

a-t-il contribué à l'augmentation de votre Chiffre d'Affaires ?

Evolution du Chiffre d'Affaires 1990

Période	Janvier	Février	Mars	Avril	Mai	Juin
Chiffre d'Affaires avant la formation						
Période	Juillet	Août	Septembre	Octobre	Novembre	Décembre
Chiffre d'Affaires après la formation						

II. Comptabilité

Existe-t-il une distinction de patrimoine ? _____

- Documents tenus : Livre de caisse [] états des recettes et des déboursés [] carnets de reçus [] fiche de stock []

- Personnel comptable : interne [] externe []

Nature des dépenses pour une période allant du _____ au _____ 1990

Nature des dépenses	Montants	Recettes	Montants
- Location		- Vente : _____	
- Electricité		_____	
- Eau		_____	
- Salaire		_____	
- Contribution diverses		_____	

- Résultat déclaré par l'entreprise au cours de la période :

- Bénéfice

- Perte

- Cause ; _____

III. Sources de financement

Capitaux investis	Avant formation	Après formation	Observations
- Fonds propres	---	---	
- Emprunts	---	---	
Taux			

- Avez-vous un compte en banque ? _____

- Des fonds consignés au trésor ? _____

- La caisse du crédit mutuel ? _____

- Avez-vous bénéficié d'un crédit ? _____

- Son montant sa durée le taux d'intérêt

- Existe-t-il à votre niveau une caisse de tontine ? _____

- Avez-vous bénéficié d'une subvention ?

d'un don ?

d'un leg ?

- Comment avez-vous repercuté les travaux du séminaire au niveau de l'entreprise ? _____

- Quel est le nombre des bénéficiaires ? _____

- Que souhaiteriez-vous en plus du séminaire précédant recevoir de l'OIC/Guinée ? _____

- Quel est l'impact du projet sur la vie des participantes (éducation des enfants, niveau sanitaire, niveau de vie de la famille)

- Quelles sont vos perspectives d'avenir ? _____

- Observations

Pour l'entreprise visitée

Pour l'équipe de suivi de P.M.E. de l'OIC/Guinée

TABLE 6 - END-OF-TRAINING EVALUATION RESULTS

- A. LABE
- B. KANKAN
- C. GUECKEDOU
- D. CONAKRY

A. LABE

DEPOUILLEMENT DES FICHES D'EVALUATION

TABLEAU DE SYNTHESE

5 et 4 OBS

N°	RUBRIQUES	5	4	3	2	1	Tot. Rép.	Moy. Nbre	%	Abs tention	
1	Gestion générale de l'entreprise	29	0	0	0	0	29	5	29	100	-
2	Gestion comptable	27	2	0	0	0	29	4,93	29	100	-
3	Marketing	24	5	0	0	0	29	4,82	29	100	-
4	Financement	27	2	0	0	0	29	4,93	29	100	-
5	Echange Expérience/Séminaristes	28	1	0	0	0	29	4,96	29	100	-
7	Alpha Ibrahima Mouminy Barry	27	0	0	0	0	27	5	27	100	2
7	Mamadou Adama Barry	27	0	0	0	0	27	5	27	100	2
8	Travaux pratiques	20	0	0	0	0	20	5	20	100	9
9	Salle de conférence	17	0	0	0	0	17	5	17	100	12
10	Pause/Sandwich - Jus	14	3	3	1	0	21	3,20	17	80	8
11	Transport	8	1	2	2	10	23	2,70	9	39	6
12	Visite entreprise	20	1	1	0	1	23	4,69	21	91	6

N.B. : Une des femmes n'a pas pu évaluer le séminaire pour raison de décès du père ce qui a amené le nombre total de réponses à 29

Table 6 - End-of-Training Evaluation Results

B. KANKAN

6. Tableau de synthèse des fiches

Le tableau de synthèse ci-dessous résume les satisfactions des séminaristes.

Dépouillement des fiches d'évaluation par les séminaristes

I. Tableau de synthèse

N° 0	Rubriques	5	4	3	2	1	Nombre total de réponses	Moyenne	Nombre	%	Abstentions
1	Gestion générale entreprise	25	0	0	0	0	25	5	25	100	-
2	Gestion comptable	24	1	0	0	0	25	4,96	25	100	-
3	Marketing	24	1	0	0	0	25	4,96	25	100	-
4	Financement	24	1	0	0	0	25	4,96	25	100	-
5	Echange/Expériences/Séminaire	20	1	0	0	0	21	4,95	21	100	4
6	A.I. Moumouny Barry	23	0	0	0	0	23	5	23	100	2
7	Mamadou Adama Barry	19	4	0	0	0	23	4,82	23	100	2
8	Moussoukoro Kéïta	23	-	-	-	-	23	5	23	100	2
9	Travaux pratiques	23	0	0	0	0	23	5	23	100	2
10	Salle de conférence	24	0	0	0	0	24	5	24	100	1
11	Pause Sandwich par jus	24	0	0	0	0	24	5	24	100	1
12	Transport	19	0	0	0	0	19	5	19	100	6
13	Visite d'entreprise	21	2	0	0	0	23	4,91	23	100	2

Le tableau ci-joint, élaboré sur la base des fiches d'évaluation remplies par les participants livre sans autres commentaires la réussite technique de ce séminaire.

Table 6 - End-of-Training Evaluation Results

C. GUECKEDOU

Tableau d'évaluation

N°0		5	4	3	2	1	Nbre	Moyenne	5 et 4	
									Nbre	%
1	Gestion générale de l'entreprise	26	0	0	0	0	26	5	26	100
2	Gestion comptable	23	3	0	0	0	26	4,88	26	100
3	Marketing	23	3	0	0	0	26	4,88	26	100
4	Financement	25	1	0	0	0	26	4,96	26	100
5	Echange expériences séminaristes	25	1	0	0	0	26	4,96	26	100
6	Alpha Ibrahima M. BARRY	26	0	0	0	0	25	5	26	100
7	Mamadou Adama BARRY	24	5	0	0	0	26	4,81	26	100
8	Moussokoro KEITA	26	0	0	0	0	26	5	26	100
9	Travaux pratiques	24	2	0	0	0	26	4,92	26	100
10	Salle de conférence	24	2	0	0	0	26	4,92	26	100
11	Pose-sandwich	22	1	3	0	0	26	4,73	23	88,46
12	Transport	18	1	3	1	3	26	4,15	19	73,08
13	Visite d'entreprises	23	2	1	0	0	26	4,84	25	26,15
										95,37

Table 6 - End-of-Training Evaluation Results

D. CONAKRY

TABLEAU DE SYNTHÈSE DE L'ÉVALUATION DU SEMINAIRE PAR LES PARTICIPANTES/CONAKRY

		5	4	3	2	1	Nbre Total Réponse	Moyenne	5	et	4	OBSERVATION ABSTENTION
									Nombre		%	
1	Gestion de l'entreprise	25	2	1	-	-	28	4,86	27		96	2
2	Gestion Comptable	18	10	1	-	-	29	4,59	28		97	1
3	Marketing	25	4	-	-	-	29	4,86	29		100	1
4	Financement	22	6	-	-	-	28	4,78	28		100	2
5	Echange Expérience	18	4	-	-	-	22	4,82	22		100	8
6	Mouminy Barry	28	-	-	-	-	28	5	28		100	2
7	Adama Barry	19	9	-	-	-	28	4,66	28		100	2
8	Moussokoro Keïta	25	3	-	-	-	28	4,89	28		100	2
9	Travaux pratiques	20	5	-	-	-	25	4,80	25		100	5
10	Salle Conférence	19	5	1	1	1	27	4,48	24		88,88	3
11	Sandwich	15	8	4	-	1	28	4,29	23		82,14	2

.../...

Table 7. Documents Reviewed—OIC

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- OIC Guinea Proposal to Support Small Enterprise Development Workshop (English)
 - AID Grant No. AFR-0463-G-SS-9065-00, December 14, 1989
 - Rapport de synthèse des séminaires régionaux des Micro-Entreprises Féminines Guinéennes, Août à Décembre 1990, OIC/Guinea
 - Rapport relatif à la mission de suivi effectuée en janvier et en mars 1991 dans les quatre régions naturelles de la Guinée, Avril 1991, OIC/Guinea
 - Rapport de synthèse sur le Séminaire Régional de la Moyenne Guinée, 30 juillet-04 août 1990, Labe, OIC/Guinea
 - Rapport de synthèse sur le Séminaire Régional de la Haute Guinée, 3 au 8 septembre 1990, Kankan, OIC/Guinea
 - Mission en Guinée Forestière effectuée du 28 au 30 septembre 1990
 - Rapport de Synthèse sur les enquêtes menées sur les microentreprises féminines de la région
 - Rapport de Synthèse sur le séminaire tenu à Guéckédou du 24 au 29 septembre, OIC/Guinea
 - Rapport sur le séminaire régionale de la Basse Guinée tenu à Conakry, le 19 novembre au 1er décembre 1990
 - Gestion des microentreprises féminines, OIC/Guinea
 - Fiches d'enquête
 - Listing des femmes entrepreneurs
 - Cours dispensés aux séminaristes
 - Contrat des séminaristes
 - Fiche d'évaluation des séminaristes
 - Fiche de suivi
 - Proposition OIC Guinée pour le support du secteur privé (original proposal, French), OIC/Guinea, 1989
 - Women Entrepreneurs and Management Training Project, Two-Years (Circa 1991-1992), OIC/Guinea, November 1990
 - OIC/Guinea Background Materials
 - Philosophie de l'OIC/G
 - Extrait rapport annuel (1990)
 - Résumé de l'évaluation de mai 1990 de l'OIC/G (French)
 - Photos stagiaires OIC (Technique)
 - Photos femmes entrepreneurs
 - Extraits from Report on Evaluation of OIC/G, May 14-31, 1990 (English)
 - Liste des membres du Conseil d'Administration
 - Liste des comités du Conseil d'Administration
 - Organigramme de l'OIC/G
 - Plan de Travail 1991 (PTT), OIC/G
 - Coupures journaux

- Accords affiliations
 - Calendrier de séjour Mme. Zimmerman
 - Liste des documents à remettre à Mme. Zimmerman, Mission d'Evaluation

 - Correspondance, various issues, OIC and A.I.D., 1989–1990
 - PIO/T 675-0463-3-80017
 - Quarterly Financial Reports, OICI, April–June 1990, July–September 1990, October–December 1990
 - Quarterly Program Reports, OIC/Guinea, April–June 1990, August–October 1990
 - Grant Amendment #1, Jan 24, 1991
 - Project Financial records, OIC/Guinea, 1990–1991
 - Videotapes, follow-up visits, OIC/Guinea, 1991
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Table 8. OIC Program Evaluation Schedule

<i>Date</i>	<i>Time</i>	<i>Work</i>
Saturday, April 13	a.m.	Meet OIC staff; receive documents
Sunday, April 14		Read documents; prepare general organization questions
Monday, April 15	11-3	OIC Training Manager, PME staff group discussion
Tuesday, April 16		Read documents; prepare OIC staff, A.I.D., and participant questions
Wednesday, April 17	9-12 1-4:30	OIC staff interviews A.I.D. interviews
Thursday, April 18	9-3	OIC participant interviews
Friday, April 19	8:30-12	OIC staff interviews; videos; documentation review
Saturday, April 20		Prepare initial findings and conclusions; start draft report
Monday, April 22	10-11:30	OIC/A.I.D. meeting on initial findings/conclusions at OIC after OIC Executive Director, Accountant interviews; complete draft report
Tuesday, April 23	p.m.	Distribute draft report (or Wednesday April 24)
Friday, April 26	9-10:30	OIC/AID review of draft report at A.I.D.

Table 9. Summary Questions—OIC General

1. Role of Board in link to communities, women, private sector
 - any changes in membership since 1990 evaluationRole of staff
How else to get private sector input: formal, informal
 2. Describe client base/needs, especially women entrepreneurs
 - urban (individual?)
 - rural (individual and group?)
 - formal versus informal sector
 - participant/enterprise selection criteria
 3. Strengths/weaknesses of reaching client base
Strengths/weaknesses of training—medium term vocational education, short term SED
Key lessons learned since startup; key modifications to date; major next steps and needs
 4. Describe overall strategy for SED
 - urban versus rural
 - new versus existing
 - men versus women
 - “productive” versus service
 - organization financing strategy(how did women-only SED project impact organization)
(how to add skill base: staffing, training, technical assistance)
 5. Key issues/recommendations from 1990 evaluation; what done in last year
 6. Internal procedures: participants, financial
Facilities
OIC production unit
 7. Describe mission of OIC/Guinea vis a vis
 - skills training versus management training versus business training versus support services versus credit
 - level of agreement on these: board, staff, OICI
 - SED focus: formal versus informal
 - starting another Center outside Conakry
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Table 10. Questions for OIC PME Training Staff

Environmental Assessment

1. Describe process for assessing economic aspects of regions where training to take place.
 - demographics, including education level
 - key economic activities
 - survey of women-owned businesses
 - who/what were sources of information (include number)
2. Describe two to three key results; describe several key differences between regions.
3. How was this information obtained; how was it used; how comfortable are you with the quality of data obtained?

Client Description

1. Describe characteristics of women selected as potential trainees.
2. How large is this target group; who were *not* included as target group?
3. How was target group reached; how comfortable are you with the quality of the information obtained?

Needs Assessment

1. Describe process for conducting needs assessment of target group.
 - how do you differentiate between training needs and other needs?
 - how do you judge validity of described needs?
 - what/who were sources of information (include number)?
 - what is role of Board, GOG, local government, local organizations, potential participants, etc.?
2. How are data used in designing the training program?

Training Design and Implementation

1. Describe differences in training program by region; why?
 - were there differences in content, format/methodology, etc.; why?
2. Who designed the training program?
 - what were sources of information and training resources used?
 - describe training methodology
 - what were the objectives of the training and indicators for measuring results?
3. How was training program implemented?
 - who handled which section?
 - use of adult learning techniques
 - what materials did participants take with them?
 - were individual problems addressed?
 - how were local enterprises selected for visits; purpose/results?

4. Describe results of training program in each region.
 - indicators used for training itself
 - indicators used in follow-up impact review
 5. What do you think were the strengths and weaknesses of the program?
 - did it work better in one region; why?
 - what content, format, methodology was more successful?
 - how do you determine "success"?
 6. What would you do differently next time?
 - needs assessment
 - client identification; participant selection
 - training design (content, format, methodology)
 - logistics
 - implementation/trainers
 7. Describe your background and your strengths/weaknesses as a trainer or business advisor in needs assessment, training design, training implementation, data gathering, and analysis.
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Table 11. A.I.D. Questions for OIC Evaluation

Environmental Assessment

1. Your relationship, knowledge of OIC, OIC/Guinea A.I.D. grant.
2. Your view on economic environment in Guinea, especially PME, micro versus informal, male/female.
3. View of OIC target group:
 - speak/write French
 - three or more employees
 - existing or have business plan
4. What others are doing (niche for OIC).

Client Description

1. What is different in this training versus that by CNPG, 1989?
2. Quality of information presented.
3. Your assessment of "appropriateness" of client group versus ??.

Needs Assessment

1. What indicators were described; what do you look for concerning "success"?

Training Design and Implementation

1. Did you observe training; what is your feeling on content, methodology?
2. Have you read reports; what is your feeling on results of training: skills, knowledge, impact?
3. Strengths/weaknesses of training staff.
4. Strengths/weaknesses of project design.
5. Compare quality with other training institution; what are indicators you use?

Administration/Finance

1. Meeting requirements of contract reporting: program, financial.
2. Budget, actual versus proposed.
3. Accuracy, timeliness of reporting.
4. Compare quality versus other training and impact; what indicators do you use?

Future

1. Your assessment of OIC; ability for PME to branch out.
 2. Your assessment of need; need for PME to branch out.
-

Table 12. Questions—OIC Training Participants/Conakry

1. Quelle type d'entreprise avez-vous?
Combien d'employés avez-vous dans votre entreprise?
En quelle année votre entreprise a-t-elle vu le jour?
 2. Existent-ils d'autres entreprises exerçant la même activité que la votre dans ce quartier?
- Si oui, comment pensez-vous avoir du succès face à la compétition qui s'imposera?
 3. Au cours de l'année dernière, votre entreprise: s'est-elle agrandie, restée la même, ou diminuée?
- dans la quantité de production? (nombre de clients) _____
- dans les ventes? _____
- dans le profit? _____
A quoi est dû votre résultat? Aujourd'hui, quelle est la meilleure issue pour vous?
 4. Pourquoi avez-vous participé à la formation de l'OIC?
 5. Pouvez-vous me citer 2 ou 3 exemples que vous avez retenu de ce séminaire?
- Et pourquoi sont-ils importants pour vous?
 6. Depuis cette formation, avez-vous effectué des changements dans votre entreprise?
- Quels types de changements?
- Pourquoi ces changements?:
- Quels ont été les résultats?:
 7. Présentement, comment gérez-vous:
- les finances?
- les opérations?
- les décisions techniques?
- les approvisionnements?
Avez-vous noté un ou (des) changement (s)? Si oui citez le (s):
 8. Avez-vous participé à la formation dans d'autres organisations?
- Quand?
- Quels ont été les sujets?
- Qui ont été les organisateurs?
 9. Si l'OIC parvenait à offrir le même séminaire à d'autres femmes, quels changements suggériez-vous?
 10. Si l'OIC offrait plus d'assistance aux participants de séminaire, quels sujets suggériez-vous?
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Table 13. Interviews—OIC Evaluation

OIC/Guinea Staff

Moussoukoro Traore Keita, PME Formatrice, OIC/Guinea
Alpha Ibrahima Mouminy Barry, PME Formateur, OIC/Guinea
Michael Keita, Directeur de Formation, OIC/Guinea
Mamadou Cire Diallo, Executive Director, OIC/Guinea
Anne Marie Saulonier, Conseillere Canadienne—PME, OIC/Guinea
Sidibe Bani, Accountant, OIC/Guinea

OIC Training Participants—Conakry

Dielia Sow, Coiffeuse
Fatoumata Yattara, Bobo Coiffure
Tiranke Fofanah, Couturiere
Kanny Barry, Couturiere
Mariama Cire Bah, Couturiere
Marie-Angele Foly, Couture ENDA

USAID OIC Guinea Staff

Moustapha Diallo, A.I.D. Training Officer
Stephen Grant, A.I.D./HRD
Hadja Arabiou Diallo, Training Assistant, Public Sector, A.I.D./TO
Boubacar Keita, Chief Accountant, A.I.D./CONT
Alpha Souleymane Diallo, Training Assistant, Private Sector, A.I.D./TO
