

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded By U.S. Agency for International Development

Design the BDS Survey

Final Report

**Deliverable for MEI Component, Task No. 334.1
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This report was prepared by William Kedrock in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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Designing the BDS Questionnaire Executive Summary

The objective of this short assignment was to validate a draft BDS questionnaire through a focus group discussion before finalizing it for distribution to BDS providers in Jordan. A draft questionnaire was initially drawn up by the MEI team. This draft was reviewed and refined based on input from the consultant, the MEI team, and guidance from an in-house panel of Chemonics MSME specialists. The questionnaire was then tested in the field by a small group of BDS providers.

The objective of the BDS questionnaire is several fold.

- To understand the broad problems/issues for BDS providers in the consulting, training, and advisory fields and to identify areas of opportunities that AMIR MEI could address.
- To help identify the programs/interventions AMIR MEI component can offer to stimulate transactions between providers of services and MSEs.
- To establish a data base of potential BDS provider grant recipients, with the understanding that the data base will not be exhaustive; therefore, it should remain open to new eligible providers.

The idea is that, when coupled with the results of a MSE survey, the BDS questionnaire will clarify opportunities to address the imperfections in the market that impede transactions between supply (BDS providers) and demand (MSEs). Ideally we will uncover elements of the BDS provider market where some transactions already occur in an environment where there is effective supply but weak demand, weak supply but effective demand, or weak supply and demand.

It was determined that the BDS questionnaire would be a self-administered undertaking, imposing certain challenges. To overcome some of the disadvantages of self-administered questionnaire, the instrument was pre-tested by seven organizations. These same organizations were then invited to participate in a focus group to discuss the design, questions, and distribution of the questionnaire.

The focus group occurred on May 20. Annex A provides the focus group discussion plan and Annex B the focus group recommendations. The recommendations were largely incorporated in the final version of the BDS questionnaire, a copy of which is included as Annex C.

Data tables were drawn up based on the final revised questionnaire (see Annex D). These tables were briefly discussed with AMIRs subcontractor CDG, which will carry out data entry and first level statistical analysis. Based on this analysis, AMIR will conduct a more in-depth review of the findings generated from the questionnaire, draw conclusions on courses of action to assist the growth of BDS for MSEs, and make recommendations on program interventions accordingly.

The questionnaire is self-administered and not a statistically rigorous analysis. To encourage participation, AMIR will place an advertisement in local papers June 17 and 18. This will be followed by field trips to key Chambers in select governates to hold open forums regarding the objective of the questionnaire, answer questions, and encourage on the spot completion. AMIR will also send the questionnaire to its growing list of known BDS providers and facilitators (approximately 40) and to IMC (Institute of Management Consultants) with approximately 80 members. Finally, AMIR team members will solicit participation through various professional associations. Despite these efforts, based on experience, expectations are muted for a large return. Return estimates range from 50-60.

Respondents will have until Sunday, June 30 to return the questionnaire. How long CDG requires to complete its first level statistical analysis depends on the number of respondents. It is expected that the first and second level analytical work will be completed by the end of July.

The SOW for this engagement is in Annex E and a calendar of work completed during the five days is in Annex F.

Annex A
Focus Group Plan

Purpose: To solicit feedback on the BDS provider questionnaire.

Results:

⇒ Workshop facilitated with providers who took the pre-test, including following outputs:

- Review of specific questions (see below)
- Discussion of distribution techniques and response times
- Discuss how to increase response rates

Workshop Participants:

- Amira Yaaqbah, Al-Majdal
- Salwa Bamieh, MMIS
- Nabila Etyani, Integrated Mgt & info Consultant (IMIC)
- Rose Wazani, JABA
- Hanan Ghannoum, JABA
- Maqbouleh Hammoudeh, Team International
- Awni Qandour, NHF
- Dima Obeidat, JLGC/Empretec
- Mazen Khalaf, JLGC/Empretec

- Arwa Abu-Hamdieh, USAID
- Suhair Khatib, AMIR
- William Kedrock, AMIR

Material:

Flip charts and pens

Name plates

Coffee/tea etc

Copies of pre-test questionnaire (blank)

Pens and paper

15 min Introductions and Opening

- Suhair greeting and purpose of focus group and AMIR's interest in working with BDS providers
- WAK and participant introductions (note Arwa is timekeeper)
- WAK: review agenda, target respondents, objective of questionnaire and expected focus group, schedule for the next two hours, methodology (open discussion, brainstorming) and other details (coffee/tea available, no breaks)
- Agenda
 - ◊ Target respondents and objectives of questionnaire
 - ◊ Review standard queries for each of the four parts
 - ◊ Review questionnaire by section against the standard queries
 - ◊ Review questionnaire structure
- Target Respondents
 - ◊ BDS providers, in particular those offering training, consulting and advisory services for-profit (even if fees are subsidized) and not for-profit. This survey will also include formal and informal BDS, to the extent that the latter can be located.
- Questionnaire Objective
 - ◊ To understand broad problems/issues for BDS providers in the consulting, training, and advisory fields and to identify areas of opportunities that AMIR MEI could address.
 - ◊ To help identify the programs/interventions AMIR MEI component can offer to stimulate transactions between providers of services and MSEs. (We can't do it all, what are our priorities? What services will we focus on?)
 - ◊ To establish a data base of potential BDS provider grant recipients, with the understanding that the data base will not be exhaustive; therefore, it should remain open to new eligible providers.

10 min Review of questions to consider for all parts

- Are the questions relevant or are we asking questions because we can?
- What questions are we not asking that would be relevant?
- What questions are not clear?
- For rank-or-rate questions do we provide an accurate list of sample answers, i.e., did we provide sufficient options?

20 min Questionnaire Preface and Part 1 Organizational Profile

- Is the opening clear, convincing, sufficient?
- Rewards for completion clear? Adequate?
- Response options adequate?
- Review questions 6, 7, 8, 9
 - ◊ Q6: Is distinction between association and NGO valid?
 - ◊ Q7: Other services to add? Will 'brokering/sales' be understood? How about Information technology? (Would 'Information and Computer Services' be better?) Should we add Internet Services?
 - ◊ Q8: Are these the right educational milestones

- ◇ Q9: Are the categories (M, S, M, L) a deterrent to responding, i.e. too much detail? Is 'owned' the right word?

20 min Part II Demand for Services

- Review questions 11, 12, 13, 14, 16, 17
 - ◇ Qs 11/12: rate or rank?
 - ◇ Q13a/b: Alternatives for durable and consumable? Should we rank sectors or rate them on a scale of 1 to 5?
 - ◇ Qs14/17: Should we rank sectors or rate them on a scale of 1 to 5?
 - ◇ Q16: Should we use two columns?

20 min Part III Supply of Services

- Review questions Q20, 22, 23
 - ◇ Q 20: Rank or rate?
 - ◇ Q22: Down payment
 - ◇ Q23: Is 'In-kind' needed?

20 min Part IV Opportunities

- Review questions Q26
 - ◇ Q26: rank or rate?
 - ◇ Q28: Too specific? Should we ask what assistance AMIR can provide?

20 min. Review of questionnaire structure

- How can we reach the greatest number of BDS providers?
- What are useful incentives, e.g., demand survey results?
- How long (calendar days) should we provide people to respond?
- How much time did it take to complete the questionnaire?
- What is the maximum amount of time the survey should take to complete?
- By this standard then, is the questionnaire too long? If yes, where to cut?
- Should we put 'Confidential' on each page?
- Does it matter if we ask for percentages rather than absolutes?
- Should lists be presented in alphabetical order?
- Do questions that ask for a written response provide enough space?

10 min Wrap-Up

- Timeframe for this and MSE demand survey
- Thanks

Annex B
Focus Group Recommendations

Focus Group Pre-test of BDS Provider Questionnaire Focus Group Recommendations

(Note: Reference to question numbers refers to the pre-test questionnaire number, not the final revised version.)

Focus Group Comments	Consultant Response/Action
General Observations	
Easier for respondents to think quickly in terms of percentages (especially if interest is in tendencies rather than exactness) than it is in terms of absolute numbers.	A number of questions are changed to seek percentages rather than numbers.
Different definitions floating around for micro, small, medium etc. Besides the one used in the questionnaire, a different definition is now being used by some: Micro – 1-4 employees Small – 5-19 employees Medium – 20-49 employees Medium-large – 50-100 employees Large – >100 employees	Will stick with the current government definition, which defines MSEs as 1-25 employees. This will give MEI a larger target population.
With respect to 'rank' versus 'rate' questions, participants suggested it would be better to ask respondent to rate individual items on a scale, e.g., 1 to 5, rather than rank them in order of importance.	Agree. A number of rank questions have been changed to rate questions.
Be careful not to mix objectives: filling a data base v. finding opportunities for AMIR intervention	The point is a good one. This is a non-statistically accurate sounding of BDS opinions largely to help guide AMIR actions. In response, reviewed questions with notion that some information can be sought at the time BDS provider/facilitator applies for grant.
For distribution purposes consider: <ul style="list-style-type: none"> • Promoting with professional associations, e.g., accounting, engineering... • Place an ad in the papers. • Send a cover e-mail or letter directly to those BDS providers for which AMIR has contact information. • Use the Chambers to organize presentations to promote questionnaire among BDS providers. 	Agree.
Length of time: Provide 2 weeks from the time the advertisement runs in the paper to respond.	Agree.
Preface and Part I – Organizational Profile	
Need for clearer opening re: <ul style="list-style-type: none"> • Interest in tendencies rather than exactness • Define BDS better. • Target respondents are individuals as well as institutional BDS providers and may also include facilitators, explain this better. • Explain and highlight incentives better • Mixed feeling about including eligibility for grant funding 	To better clarify intent of questionnaire, reorganized the opening into sections – about AMIR, what is BDS, objective, who should respond, benefits of responding, how to respond. Grant funding as an incentive is left in, but with additional clarification. Draw back to this approach is that it extends the introduction from one page to two.

Focus Group Comments	Consultant Response/Action
Q6: Add training and cater to free lance individuals. Add University and research institutes.	Reorganized question to ask if for profit or not for profit and, if later, which type. However, chose to not mention university or research entities as separate selection under not-for-profit.
Q7: Include vocational training as a service. No need to add Internet Service. Change IT to Info and Computer Service.	Agree.
Q8: Define staff as full-time.	Agree. Asked for total number of fulltime staff and then for respondent to break this down.
Q9a: Combine micro and small enterprises into one category and carry this throughout questionnaire.	Agree. Easier for respondent if join these two for classification purposes. Moreover, for AMIR, important to know extent of work with MSEs overall.
Q9c: Drop	Agree.
Part II – Demand for Services	
Q11: Add technical improvement/upgrade; recommended by another; self-improvement; change in business environment.	Agree.
Q 12: Add lack of trust; extent of investment required; need to pay; inconvenient in terms of time and place of service delivery;	Agree.
Q13 a/b: Combine 13a and 13b. Add livestock and ICT, and drop retail consumable and durable in favor of just retail.	Agree.
Q14a: Add uniqueness of service; quality; and subsidized price. Feeling was that ‘service is free’, ‘least expensive service’ and ‘subsidized price’ are different.	Not sure about the need for three price-related responses but have included them and added others.
Q14b: Drop	Agree.
Q15: Change wording to state now or in the last 5 years.	Agree.
Q16a/b: Provide two columns for response.	Agree.
Q16c: Think about relevancy of question to objectives. If decide to keep add timeframe.	Would like to leave it in. May give us insight into the importance of donors to the BDS sector in general.
Q16d: Add disadvantages to the query.	Agree, though a bit reluctantly.
Part III – Supply of Services	
Q19: Ask respondent to list top 3 or 5.	Agree.
Q20: Add tailored to needs and convenience of time and place.	Agree.
Q22a: Change ‘down’ to ‘first’ payment.	Agree.
Q24: Drop.	Agree.
Part IV – Opportunities	
Q26: Add lack of awareness; mismatch between services available and needs of clients; lack of follow-up; understanding value of BDS. Also, drop ‘lack of demand’ as the list is largely explanations for lack of demand.	Agree.
Q28: Make it more generic and not focused on training.	Agree.

Annex C
Final BDS Questionnaire

About AMIR

AMIR is a USAID-funded project comprising several components. One component is the Micro-Enterprise Initiative, which seeks to assist and promote micro and small enterprise growth through increased access to micro-finance and the improved application of business development services, or BDS.

What is BDS?

BDS is the provision of non-financial services to enterprises by for-profit or not-for-profit operations. Such BDS Providers may be individuals, private companies, government institutions or agencies, donor projects, or take other forms. Business development services may also be facilitated by associations, projects, chambers of commerce, government agencies, etc. These BDS Facilitators do not actually perform the work but rather arrange or pay for (i.e., facilitate) the provision of BDS by a BDS Provider. Some Facilitators are also Providers.

What is Objective of the BDS Questionnaire?

The objective of this questionnaire is to better understand the demand and supply issues confronting the BDS market in order to better inform AMIR interventions. AMIR is keen on understanding the opinions of BDS Providers and Facilitators regarding the trends and tendencies in the business services sector. To complement this questionnaire, AMIR is also administering a survey of micro- and small enterprises to better understand demand for BDS.

Who Should Complete This Questionnaire?

Any individual, organization or company that currently provides or facilitates business services to micro- or small enterprises, or is interested in doing so, is encouraged to reply.

What are Benefits of Completing the Questionnaire?

The questionnaire should take approximately one hour or less to complete. For spending this time, those who complete and return the questionnaire to AMIR will benefit as follows:

- You will receive a summary of the micro and small enterprise demand survey. This summary should be a valuable tool in developing a strategy for targeting micro and small enterprises.
- You will receive a summary of this BDS provider questionnaire, which will give you insights into the supply of BDS and the issues and opportunities in the sector.
- In time, AMIR intends to offer grants to eligible BDS Providers and Facilitators. As part of the screening process, each grant applicant will be asked to complete this questionnaire as well as an application form. By completing the questionnaire now, you have already satisfied one of the grant criteria.
- AMIR will establish a BDS Provider/Facilitator ‘yellow pages’ on its website (www.amir-jordan.org). With your permission (see next page), AMIR will enter basic contact information about you, your company or organization on this site as means of free advertising.

How to Respond?

There are several options for replying:

- **E-mail**: If you would like to complete this survey electronically please email Muna Dahdaleh (mdahdaleh@amir-jordan.org) and an electronic version of this survey will be sent to you.
- **Website**: Visit the AMIR website (www.amir-jordan.org) and click on the BDS Survey link to complete the survey and e-mail it to AMIR.
- Request a questionnaire from Muna Dahdaleh (mdahdaleh@amir-jordan.org); telephone: 566-1831/21) and return it to the attention of Ms. Dahdaleh by:
 - * **Fax**: 560-3599
 - * **Mail**: P.O. Box 940503, Amman 11194
 - * **Hand Delivery**: 66, Abdul Hameed Badees Street, Shmeisani

Questions or Comments?

If you have questions or comments regarding any portion of this survey, please contact Muna Dahdaleh at the e-mail address above or telephone the AMIR project office at 566-1831/21.

**Thank you for taking the time to complete this survey.
We look forward to working with you.**

Would you like us to post information about your company, or organization on our website?

Please check the appropriate box below

- Yes, you may post our organization’s name, address and contact information, as well as general information about services we offer, on the AMIR web site. All other information will be treated as confidential.

- Please consider all of the information provided below as confidential. Please confirm with our organization before posting any information about us on the AMIR website.

NOTE: We encourage you to send us copies of any brochures, pamphlets, leaflets, and flyers, as well as training materials and modules (if available), that describe in more detail your organization and services.

This survey was completed by:

Name: _____

Title: _____

Organization: _____

Signature: _____ (not required if submitted electronically)

Date: _____

Telephone _____

Mobile _____

Fax _____

E-mail _____

Part I: BDS Provider Profile

1. **Name of company or organization.** (If responding as an individual, please give your name.)

2. **Address** (main office street and/or P.O. box)

Telephone _____ Mobile _____

Fax _____ E-mail _____

Web site _____

3. **Number of years in operation:** _____

4. **Do you have branch offices in Jordan:** Yes No

If yes, please check all that apply

Greater Amman Irbid Mafraq

Ajloun Jerash Zarqa

Balqaa Madaba Karak

Tafileh Maan Aqaba

5. **Please check the one box that best describes the organization**

For-profit Not-for profit

a. If for-profit please indicate whether it is as:

An individual Company (i.e., two or more shareholders)

b. If for-profit please indicate what percent of the ownership is held by women:

Ownership % Women _____

c. If not-for-profit please indicate whether it is as:

Non-governmental organization Government Agency Donor Project

Business or Trade Association/Chamber of Commerce

Other: _____

d. If not-for-profit do you consider yourself to be a:

Facilitator of BDS for others Direct provider of BDS Both

6. Which of the listed services do you provide or facilitate? (Please check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Accounting services | <input type="checkbox"/> Business management consulting |
| <input type="checkbox"/> Bookkeeping services | <input type="checkbox"/> Business management training |
| <input type="checkbox"/> Secretarial services | <input type="checkbox"/> Product development/design |
| <input type="checkbox"/> Engineering/architecture support services | <input type="checkbox"/> Production systems design |
| <input type="checkbox"/> Advertising support services (e.g., ad placement) | <input type="checkbox"/> Marketing consulting (e.g., planning) |
| <input type="checkbox"/> Marketing Services (e.g., distributor) | <input type="checkbox"/> Marketing training |
| <input type="checkbox"/> Legal support services (e.g., legal forms) | <input type="checkbox"/> Human resource development consulting |
| <input type="checkbox"/> Brokerage services | <input type="checkbox"/> Human resource development training |
| <input type="checkbox"/> Information technology (IT) support | <input type="checkbox"/> IT technical consulting |
| <input type="checkbox"/> Non IT technical support | <input type="checkbox"/> IT training |
| | <input type="checkbox"/> Non IT technical consulting |
| | <input type="checkbox"/> Non IT technical training |

Others: _____

7. a. What is the total number of full-time staff? _____

b. Of these how many are employed as:

Management _____, of which _____ are women

Professional/technical _____, of which _____ are women

Support/administrative _____, of which _____ are women

Other: _____, of which _____ are women

c. What level of education occurs the most frequently among the management and professional/technical staff? (H.S. Diploma, College Degree, Graduate Degree)

Management _____ Professional/technical _____

d. What is the average number of years of experience of the management and professional/technical staff?

Management _____ Professional/technical _____

8. a. Approximately how many current clients do you have that are:

Micro- and small enterprises (1 to 25 employees) # _____

Medium enterprises (26-100 employees) # _____

Large enterprises (more than 100 employees) # _____

b. Has the composition of your client base changed in the last two years?

- Yes No

If Yes, in what way?

Part II: Demand for Services

9. On a scale of 1 to 5 (with 1 being very aware and 5 being not aware at all), how aware is the typical MSE of your services?

10. Why do clients decide to use a business development service such as yours? (Please score each of the following on a scale of 1 to 5, with 1 being a very important reason and 5 not at all important.)

Score	Reason
_____	Business is growing
_____	Have a problem that requires outside assistance/expertise
_____	Service is free or subsidized
_____	Service is more cost effective than employing full-time employee(s)
_____	Service was recommended
_____	Business environment has changed
_____	Self-improvement
_____	Technical improvement/upgrade
_____	Other: _____

11. Why do small businesses not use a business development service such as yours, even when they should? (Please score each of the following on a scale of 1 to 5, with 1 being a very important reason and 5 not at all important.)

Rank	Reason
_____	Don't know that they need assistance
_____	Don't know any business service suppliers or how to contact them
_____	Reluctance to admit that they need assistance
_____	Services are too expensive
_____	Service providers are not conveniently located
_____	Services do not represent good value in their opinion
_____	Concerned they will look naïve when talking with a service provider
_____	Lack of trust in service provider
_____	Concerned that investment in follow-up activities will be too expensive
_____	Place and time of delivery of service is inconvenient
_____	Reluctance to pay anything for service
_____	Other: _____

12. a. How important was each of the following sectors as a source of clients during the last 12 months. (Please score each of the following on a scale of 1 to 5, with 1 being a very important reason and 5 not at all important.)

<u>Score</u>	<u>Sector</u>	<u>Score</u>	<u>Sector</u>
_____	Agriculture production	_____	Agriculture processing
_____	Livestock	_____	Heavy manufacturing
_____	Light manufacturing	_____	Retail
_____	Wholesale	_____	Restaurant
_____	Tourism	_____	Transportation
_____	Garment	_____	Services
_____	Government	_____	Information/communications
_____	Other _____	_____	Other _____

b. Do you foresee the rating changing for any sectors over the next two years?

- Yes No

If Yes, in what way?

13. Why do clients choose your service over other BDS providers? (Please score each of the following on a scale of 1 to 5, with 1 being a very important reason and 5 not at all important.)

Rank	Reason
_____	Are not aware of other competing service providers
_____	It is the least expensive service
_____	Word of mouth
_____	Advertisements
_____	Proximity to their place of business
_____	Service is free
_____	Confidentiality
_____	Flexibility to meet their needs in terms of price, payment, delivery time
_____	Quality of service
_____	Uniqueness of service
_____	Lower price
_____	Other: _____

14. Is your operation, company, or organization a preferred provider of services for any government- or donor-funded initiatives or projects?

- Yes No

If Yes, please answer question 15. If no, proceed to question 16.

15. a. Please list the names of the initiatives or projects and the beneficiary group these initiatives or projects target for assistance, if applicable.

Table with 2 columns: Title of Initiative or Project, Target Beneficiary Group. Includes 6 rows of empty lines for data entry.

b. Do any of these initiatives or projects pay any part of your fee to deliver services to the target beneficiary group?

- Yes No

If Yes, please provide the name of the initiative or project and indicate the percent of cost paid by the initiative or project

Table with 2 columns: Title of Initiative or Project, Percent of Cost Paid. Includes 6 rows of empty lines for data entry.

c. What percent of your total annual revenue do these initiatives or projects represent?

_____ %

d. What other benefits do you realize as a result of your working relationship with the government- or donor-funded initiative or project?

Table with 2 columns: Title of Initiative or Project, Other Benefits of Relationship. Includes 6 rows of empty lines for data entry.

16. a. Please rate each of the following locations as a source of current clients. (Please score each of the following on a scale of 1 to 5, with 1 being a very important location and 5 not at all important.)

Rank	Location	Rank	Location	Rank	Location
_____	Greater Amman	_____	Irbid	_____	Mafraq
_____	Ajloun	_____	Jerash	_____	Zarqa
_____	Balqaa	_____	Madaba	_____	Karak
_____	Tafileh	_____	Maan	_____	Aqaba

b. Do you foresee the importance of some locations changing over the next two years?

- Yes No

If Yes, in what way?

Part III: Supply of Services

17. Do you advertise?

- Yes No

If Yes, do you advertise in: (please check all that apply)

- Television – list program name, date advertised on program, and time program airs:

- Radio – list program name, date advertised on program, and time program airs:

- Newspaper – list name of paper, date advertised in paper, section of paper ad appeared in:

- Journal – list name of magazine, date advertised in magazine, page ad appeared on:

- Internet – please give website address

- Flyers – date written, approximately how many distributed and where

18. Please identify (name and phone number) 3 other BDS providers or facilitators that you are aware of who target to some degree the MSE sector?

19. On a scale of 1 to 5, with 1 being very important and 5 not at all important, how important are each of the following service attributes to your clients?

Rank	Attribute
_____	Ease of accessing service
_____	Reliability of service
_____	Cost of service – affordability
_____	On-time delivery
_____	Multiple payment options
_____	Convenience of time and place of service delivery
_____	Confidentiality
_____	Services tailored to client needs
_____	Other: _____

20. For each client group that you serve, on average what percent of your total fee is paid by the client and what percent is paid by others?

Paid for by:	<u>Client</u>	<u>Others*</u>
Micro- and small enterprises (1 to 25 employees)	_____ %	_____ %
Medium enterprises (26-100 employees)	_____ %	_____ %
Large enterprises (more than 100 employees)	_____ %	_____ %

*Others can include your own organization.

21. a. Please indicate what percent of the time payments are received as follows.

	<u>Frequency</u>
Paid in full before service is provided	_____ %
Paid in full after service is completed	_____ %
Paid in installments (with a first payment)	_____ %
Paid in installments (without a first payment)	_____ %

b. For installment payments, what is the average number of payments including any first payments?

22. Please indicate what percent of the time payments take the following forms.

	<u>Frequency</u>
Cash	_____ %
Check or bank order	_____ %
Credit card	_____ %
Voucher	_____ %
In-kind (non-financial payment)	_____ %
Other _____	_____ %

23. a. How do you price the majority of your services? (Please check one box.)

- By the hour/day/week (variable price)
- By the job (fixed price)
- By client ability to pay

b. Do you vary your pricing depending on the client?

- Yes
- No

If Yes, in what way?

Part IV: Opportunities

24. What factors constrain the growth of business development services among small businesses? (Please score each of the following on a scale of 1 to 5, with 1 being a very important factor and 5 not at all important.)

Rank	Factor
_____	Availability of BDS does not match client needs
_____	Lack of BDS marketing/advertising
_____	Competition from subsidized services
_____	Services and products are not packaged for small businesses (i.e., price, delivery, location, etc.)
_____	Skill level of most BDS providers is inadequate
_____	BDS providers are largely unreliable
_____	Lack of potential client awareness and understanding of the value of BDS
_____	Poor follow up by BDS providers after assistance given
_____	Other: _____

25. How would you increase demand among small businesses for needed business development services? (Please attach additional sheets as required.)

Annex D
Final Revised Data Table

Final BDS Questionnaire Data Tables

Summary of Question	Data Table
Part I – BDS Provider Profile	
1. Name of company... 2. Address and contact information	<ul style="list-style-type: none"> Address and contact data bases. Number of respondents with email. Number of respondents with a website. Subset: how many for-profit have email or a website.
3. Number of years in operation	<ul style="list-style-type: none"> Average age and mode of distribution of BDS respondents by type of actor (Provider or Facilitator) and how organized (for-profit or not-for-profit)
4. Branch offices and, if yes, location.	<ul style="list-style-type: none"> Number of respondents by type of actor and by how organized with branch offices. Number of branches per locale.
5. Type of organization, for- or not-for-profit. a. Individual or company for-profit b. % ownership women c. Type of not-for-profit organization d. Role of not-for-profit in BDS	<ul style="list-style-type: none"> Number and percent of respondents who are either or. Number and percent of for-profits that are either or Number and percent of for-profits that have women ownership. Number with ownership that fall in following ranges: 1-10%, 11-25%, 26-50%; >51% Number and percent of not-for-profits that are ... List and frequency of 'Other' responses. Number and percent of not-for-profits that are either/or, or both.
6. Which of the listed services do you provide?	<ul style="list-style-type: none"> Percent of respondents who offer each service. Percent of respondents by actor and by how organized that offer each service List and frequency of 'Other' responses
7a. Number of full-time staff b. Staff positions c. Management and professional/technical staff education d. Management and professional/technical staff experience	<ul style="list-style-type: none"> Average staff size by actor type and by how organized. Mode of distribution Average staff size by position by actor and how organized Mode of distribution Average level of education by type of actor and how organized. Mode of distribution Average years of experience by type of actor and how organized. Mode of distribution
8a. Number of clients by category: • micro/small 1-25 employees • medium 26-100 employees • large more than 100 employees b. Change in client base	<ul style="list-style-type: none"> Total number of clients by category % of total that are MSE (1-25 employees) % of clients by type of actor and how organized that are MSEs % of respondents that say 'yes' Summary of written responses by type of actor and how organized
Part II – Demand for Services	
9. Knowledge of MSE of BDS availability as offered by respondent	<ul style="list-style-type: none"> Average rating and mode of responses Average rating and mode by type of actor and how organized

Summary of Question	Data Table
10. Why do clients use a business development service? Rate on 1-5 scale.	<ul style="list-style-type: none"> • Average rating and mode of responses for each reason • Average rating and mode by type of actor and how organized for each reason • Summary of ‘Other’ responses
11. Why MSEs do not use BDS? Rate on 1-5 scale.	<ul style="list-style-type: none"> • Average rating and mode of responses for each reason • Average rating and mode by type of actor and how organized for each reason • Summary of ‘Other’ responses
12a. How important each listed sector is to the respondent? Rated on scale of 1-5 b. Do you foresee this rating changing?	<ul style="list-style-type: none"> • Average rating and mode of responses for each sector • Average rating and mode by type of actor and how organized for each sector • Summary of ‘Other’ responses • % of respondents that say ‘yes’ • Summary of written responses.
13. Why clients choose your service over others? Rate importance of reason on a 1-5 scale.	<ul style="list-style-type: none"> • Average rating and mode of responses for each reason • Average rating and mode by type of actor and how organized for each reason • Summary of ‘Other’ reasons given
14. Are you a preferred provider of services for any government- or donor-funded initiatives? Yes/No	<ul style="list-style-type: none"> • Number and % of respondents that say ‘yes’ • % of respondents that say ‘yes’ by type of actor and how organized.
15a. If yes, please list title of project etc. and the target beneficiary group. b. Do any of these initiatives pay any part of your fee? Yes/No Please list the initiative and percent of cost paid. c. Percent of total annual revenue represented by preferred provider status? d. What other benefits do you realize as a result of preferred status?	<ul style="list-style-type: none"> • % of respondents that say ‘yes’ to #14 that complete the question • Text table of project titles and beneficiary group • Number and % of respondents that say ‘yes’ • % of respondents that say ‘yes’ by type of actor and how organized. • % of respondents that say ‘yes’ to #14 that complete the question • Text table of project titles • Average contribution and mode of contribution • Average percent of revenues • Mode of responses • Average percent by type of actor and how organized. • Text table of other benefits
16a. Please rate the locations as source of clients. Rate importance of reason on a 1-5 scale. b. Will rating change in two years? Yes/No If yes, how so?	<ul style="list-style-type: none"> • Average rating and mode of responses for each location • Average rating and mode by type of actor and how organized for each location • Number and % of respondents that say ‘yes’ • % of respondents that say ‘yes’ by type of actor and how organized. • Text table summarizing responses
Part III – Supply of Services	
17. Do you advertise? Yes/No	<ul style="list-style-type: none"> • Number and % of respondents that say ‘yes’ • % that say ‘yes’ by type of actor and how organized.

Summary of Question	Data Table
Where do they advertise?	<ul style="list-style-type: none"> • Frequency of listed medium use among those that say yes • Frequency of listed medium use among those that say yes by type of actor and how organized
18. List other BDS providers/facilitators	<ul style="list-style-type: none"> • Test table of names and numbers given
19. Rate importance of the listed attributes on 1-5 scale.	<ul style="list-style-type: none"> • Average rating and mode of responses for each sector • Average rating and mode by type of actor and how organized for each sector • Summary of ‘Other’ responses
20. For each client group that you serve, on average what percent of your total fee is paid by the client and by others?	<ul style="list-style-type: none"> • % of fee paid on average by ‘Client’ and ‘Others’ within each category • Response mode by category by ‘Client’ and ‘Others’ • % of fee paid on average by ‘Client’ and ‘Others’ within each category by type of actor and how organized.
21a. Payment method b. Number of installments	<ul style="list-style-type: none"> • Frequency of payment method for each type listed • Frequency of payment method by type of actor and how organized • Average number of installments and mode of distribution • Average number of installments by type of actor and how organized.
22. Form of payment	<ul style="list-style-type: none"> • Frequency of payment form for each type listed • Frequency of payment form by type of actor and how organized • Text table of ‘Other’ payment forms.
23a. How do you price the majority of your services? b. Do you vary your pricing depending on the client? Yes/No	<ul style="list-style-type: none"> • Frequency of method used the majority of time • Frequency of method used by type of actor and how organized • Number and % of respondents that say ‘yes’ by type and how organized • Text summary of responses given by type and how organized
Part IV – Opportunities	
24. Rate importance of factors as a constraint to growth on a 1-5 scale.	<ul style="list-style-type: none"> • Average rating and mode of responses for each factor • Average rating and mode by type of actor and how organized for each factor • Summary of other responses
25. How to increase demand for BDS among MSEs?	<ul style="list-style-type: none"> • Text summary of responses given by type of actor and how organized
26. Assistance respondent would like to have.	<ul style="list-style-type: none"> • Text summary of responses given by type of actor and how organized
27. Other comments.	<ul style="list-style-type: none"> • Text summary of responses given by type of actor and how organized

Annex E
Scope of Work

Annex D

Scope of Work: Specific Tasks of the Consultant(s)

Activity Name: 334.1 BDS Providers / Facilitators Survey
 SOW Title: Design BDS Survey
 Modification No: Original
 SOW Date: Monday, April 01, 2002
 SOW: Final
 Total LOE: 16
 Task and Consultant

LOE/F/Design BDS Survey
 WAK William A Kedrock

I. Specific Challenges Addressed by this Consultancy

The AMIR (Access to Microfinance and Improved Implementation of Policy Reform) Program commenced operations in February, 1998. One of its key goals is the establishment of a sustainable microfinance industry. Since inception, the AMIR Program has helped establish and support at least three MFIs, and together with the U.S. Agency for International Development (USAID), is working with a fourth MFI.

There are considerable differences between these four MFIs, and the other microfinance providers, of which the most important are the commitment to attaining operational sustainability, and to operate in accordance with the "best practices" of microfinance.

In 2002, the second phase of the AMIR Program, (Achievement of Market-Friendly Initiatives and Results) was launched. The goal of AMIR Program is "To promote economic growth and prosperity for all Jordanians by developing a more market-friendly environment for broad-based economic opportunity and business expansion." This four component initiative has devoted one component, Micro-Enterprise Initiatives, to the development of micro-entrepreneurs in Jordan with specific focus on commercially viable financing and non-financial service opportunities available for micro-entrepreneurs.

In addition to micro credit, the MEI component seeks to increase income and employment through the creation and growth of MSEs in Jordan by encouraging greater use of improved and expanded business development services. AMIR Program will accomplish this by 1) increasing the efficiency and effectiveness of the business development services (BDS) market – providers and facilitators – to identify and respond to MSE service demands and 2) stimulating MSE demand for BDS services.

It is important to note that the approach encompasses supply and demand sides of BDS.

BDS is the provision of non-financial service to business by business. Often these services are sold through NGOs on a partial cost recovery basis and by private BDS providers on a for-profit basis, whether paid by the recipient or by a third party or both. If AMIR is to provide effective assistance to BDS providers, it is incumbent on AMIR to understand the BDS sector in all its myriad forms.

On the supply side, if the AMIR MEI component is to encourage increased demand for BDS by MSEs, then it is necessary to understand the state of BDS for MSEs. It is understood that there are numerous BDS providers in the market, though a detailed analysis of those service providers is not available. Before designing interventions to develop the BDS markets, it is critical to understand, along with the MSE demand side, the BDS provider, to identify the strengths, weaknesses, opportunities, market distortions and the reasons behind the lack of demand or supply of such services from the provider perspective. It is the intention of this two-phase consultancy to determine who is providing business development services for micro and small entrepreneurs, perform field level assessment of these activities and conclude by prioritizing the BDS providers to determine which of those identified may be able to facilitate the growth of the industry. The particular challenge of this consultancy is to do this in a transparent and inclusive manner despite knowing very little about current providers, while keeping the survey manageable and successfully completed within two-month timeframe.

II. Objective

The goal of this survey is to assist the MEI component team design appropriate interventions that will satisfy MSEs needs through BDS Providers/ Facilitators, and to select BDS Providers/ Facilitators to work with. In other words, the survey must provide information that will help select at least three BDS Providers/ Facilitators that can provide full or partial cost-recovery services to microentrepreneur, particularly those outside Amman.

The objective of the survey is multi-faceted:

- To gain an understanding of the variety of BDS that exists in Jordan and to categorize them by legal form, services offered and client base.
- To determine the full capacity of the provider market.
- To understand the degree of MSE subsidization that already exist in Jordan for BDS.
- To estimate the number of providers that is servicing the MSE sector.
- To understand from the provider perspective the reasons for purchasing or not their services.

The expected result is a completed survey and analysis; along with a defined selection criteria for Providers/ Facilitators that will be used by the MEI team to select at least three Providers/ Facilitators that will be assisted by AMIR. In addition the consultant shall make recommendations for BDS Providers assistance program in which AMIR's assistance can reasonably expect to have a positive impact on the supply side of the BDS transaction, along with a specific implementation action plan for the assistance program.

The objective of this SOW is to implement Phase I, as specified in section III.C.

III. Specific Tasks of the Consultant(s)

Under this Scope of Work, the Consultant(s) shall perform, but not be limited to, the tasks specified under the following categories:

A. Background Reading Related to Understanding the Work and Its

Consultant(s) shall read, but is/are not limited to, the following materials related to fully understanding the work specified under this consultancy:

- William Kedrock
 1. Research, Evaluation and Proposed Design for a Microbusiness Multiplier Report
 2. Analysis and Recommendations for the Establishment of a Backward Linkage Program in Jordan Report
 3. Microentrepreneur Roadmap Phase I
 4. Enterprising Connections Program Pilot Program Assessment

B. Background Interviews Related to Understanding the Work and Its

The Consultant(s) shall interview, but is/are not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- William Kedrock
 - IMC (Institute of Management Consultants)
 - Winner of EDC project
 - Richard Dreiman (HO)
 - Anita Champion (HO)
 - Andrew Baird (HO)
 - Terri Kristalski (AMIR Program)
 - CDG (Community Development Group) – for survey work

C. Tasks Related to Achieving the Consultancy's Objectives.

The Consultant(s) shall use his/her education, considerable experience, and additional understanding gleaned from the tasks specified in A. and B. above to:

- William Kedrock
 - Phase I – BDS Survey
 - Redesign the existing survey instrument, in cooperation with the MEI component team. The instrument will consider the overall objective in its design.
 - In preparing the survey instrument, the consultant should consider, among other things:
 - Information objectives
 - Segmentation of the BDS provider market by appropriate characteristics, e.g., legal form of business, services offered, client base, level of client payment, etc.
 - Determine the sample size

- Creation of data tables
- Data analysis and reporting description
- Questionnaire flow
- Future BDS Provider MIS requirements
- Coordinate with the consultant who will be working on the MSE survey.
- Coordinate with CDG closely during the design and implementation of the survey.
- Identify the parameters for a pre-test of the survey and oversee the pre-test.
- Oversee the implementation of the survey.
- Carry out analysis of the survey results, drawing conclusions and making recommendations on service sectors.
- Prepare an implementation action plan with clear time frame prior to coming to Jordan
- Write scope of work for Phase II.

Time frame details:

Design of survey instrument to be completed by May 7th, 02.

Field work (Jordan, survey finalization) May 17-24, 02

US Follow up (initial analysis of results and other tasks mentioned above) to be completed by July 5th, 02

Phase II – Ground Truth Information and Analysis

- Using focus groups, determine if conclusions are accurate and if the selected BDS program of AMIR assistance is pertinent, and to solicit feedback on the program.
- Carry out an analysis of focus group findings.
- Cross focus group findings and conclusions with those from the survey to design AMIR interventions in the selected services. The consultant should then establish criteria under which at least three BDS Providers will be selected, along with recommendations for a BDS Providers assistance program in which AMIR’s assistance can reasonably expect to have a positive impact on the supply side of the BDS transaction, with specific implementation action plan.

IV. Time frame for the Consultancy.

Unless otherwise specified, the following time frame will govern the timing for the completion of this consultancy:

	Start	LOE	To Post	From Post	Field Work	3rd Country	U.S.A.
William Kedrock	23-Apr-2002	16	1 days	1 days	5 days	0 days	9 days

V. LOE for the Consultancy.

This consultancy will require the effort of the following consultants:

<u>Consultant Name</u>	<u>Travel</u>	<u>Field</u>	<u>U.S.</u>	<u>3rd</u>	<u>Total</u>
William Kedrock	2	5	9	0	16
<i>Subtotal</i>	2	5	9	0	16

VI. Consultancy Qualifications

The Consultant(s) shall have the following minimum requirements:

- **William Kedrock**

- Phase 1

- 1. *Educational Qualifications*

- Chartered Financial Analyst
 - M.B.A., International Management, University of Virginia
 - B.S., Accounting, Arizona State University

- 2. *Work Experience Qualifications*

- 19 years experience in leading and managing large development assistance projects in Africa and Caribbean.
 - Particular technical strengths in business development, including strategic planning, business and sector operations assessment and evaluation.
 - Proven experience in building local capacity in private sector organizations.
 - Proven experience in creating a BDS project that focuses on providers/facilitators of services to businesses.

Annex F
Calendar

Sunday, 19 May 02

- Review focus group format, questions, participants, location, material, etc. with AMIR MEI and prepare necessary material.
- Review pre-tests

Monday, 20 May 02

- Prepare for focus group
- Meet w/ Arwa Abu-Hamdieh, USAID
- BDS provider focus group

Tuesday, 21 May 02

- Review focus group feedback.
- Amend questionnaire as appropriate

Wednesday, 22 May 02

- Finalize questionnaire and review with MEI
- Discuss and re-write data analysis table
- Settle on timetable for questionnaire distribution, response, and analysis

Thursday, 23 May 02

- Exit interview: Jim Barnhart, USAID
- Make final corrections to questionnaire and data tables
- Meet with CDG
- Interview EDC contractors: MMIS and IMI
- Pass material via email to MEI