



# Women Entrepreneurship for Africa Tracer Study Report

Third-party Monitoring and Impact Evaluation Services

December 2022

Beneficiary from Mozambique (Education & Training)



PREPARED BY: ORB International  
206 East Market Street  
Charlottesville, VA 22902  
Office: +1 434 202-8441  
Cara Carter, Director  
ccarter@orb-international.com



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# Key concepts

BMZ	German Federal Ministry for Economic Cooperation and Development
WE4A	Women Entrepreneurship for Africa
FMCG	Fast-Moving Consumer Goods
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information and Communications Technology
KII	Key Informant Interview
MSMEs	Micro, Small, and Medium Enterprises
OACPS	Organization of African, Caribbean, and Pacific States
ORB	Opinion Research Business
SDG	Sustainable Development Goal
TEF	Tony Elumelu Foundation
TPM	Third-Party Monitoring
UN	United Nations

Beneficiary from Guinea (Commercial Retail)





## Executive Summary

Opinion Research Business (ORB) International presents this tracer study report as part of its Third-Party Monitoring (TPM) and Impact Evaluation Services for the Tony Elumelu Foundation (TEF). The TEF Entrepreneurship Programme, alongside Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), implements The Women Entrepreneurship for Africa (WE4A) Programme. This programme is supported by the European Union; the Organisation of African, Caribbean, and Pacific State (OACPS); and the Federal Ministry for Economic Cooperation and Development (BMZ). The partnership with the programme began in February 2021 and seeks to support women entrepreneurs across Africa.

The main objective of the WE4A Programme is to ‘Increase economic inclusion and empowerment of women as well as create more decent jobs in African economies,’ with a regional focus on sub-Saharan Africa. **TEF aims to achieve this objective through a comprehensive approach towards building entrepreneurial capacity, which includes**



**building skills through formal training**



**awarding seed capital**



**providing mentorship and networking opportunities.**

This evaluation addresses the programme’s relevance, effectiveness, impact on entrepreneurial ecosystem, and sustainability.

This report focuses on the tracer study of the Women Entrepreneurship for Africa (WE4A) cohort of beneficiaries, which we will refer to throughout this report as ‘WE4A beneficiaries’. WE4A beneficiaries are all women, selected from 38 countries across Africa, who received their funding in 2021.

To assess the programme’s impact, we report beneficiaries’ outcomes on a variety of indicators and compare key measures based on three data sources.

- 1) Our sample of 512 WE4A beneficiaries who participated in the 2022 tracer study conducted by ORB;
- 2) A control group of 290 women who applied to TEF between 2015-2020 but did not receive the funding, allowing us to compare the current status of sponsored WE4A beneficiaries from 2021 to outcomes of entrepreneurs who have been in business for several years without the support of TEF training or funding;
- 3) 2021 baseline data from the 38% of tracer study beneficiaries (194) who participated in both the baseline survey and the most recent tracer study conducted by ORB, allowing us to directly track the progress of those beneficiaries over time (comparing their 2022 data to their 2021 data).

Key informant interviews (KIIs) from funders are used to assess programming challenges and give context to working relationships between partners.



**512**

WE4A beneficiaries



**38**

Countries across Africa



**2021**



**290**

Control Group Respondents (TEF women-applicants who did not receive the funding).



## Impact

To assess the programme impact, ORB focused on the programme's contribution to the entrepreneurship ecosystem in Africa writ large, focusing on the outcomes for the following indicators:

### Business ownership and growth

-  **86%** of WE4A beneficiaries in this study started the business they pitched
-  **98%** still own that business
-  **80%** are making revenue
-  **72%** show enhanced business capacity in at least one area from baseline to Fall 2022

Many operate in the agriculture, fashion, food & beverage, and beauty & wellness sectors.

-  In the 18 countries with at least five WE4A beneficiaries reporting, average reported annual profit was on average nearly **8x** the average annual income per capita in that country.

### Barriers

-  **4%** who do not currently own a business most report that they could not find the proper equipment, or their business permanently closed.

The main reported barriers to business growth are:

-  **69%** resource issues
-  **52%** government regulation
-  **48%** corruption
-  **37%** infrastructural issues, such as roads

### Job creation

-  **11,523** estimated new jobs created by all WE4A-supported businesses (assuming extrapolation from responding sample)

WE4A beneficiaries are fulfilling TEF's goals of providing job opportunities for women and youth.

-  **77%** of their current employees are women
-  **45%** of their current employees are aged 18–24
-  Comparing responses to the baseline and fall 2022 surveys, we see on average an over **50%** increase in the number of staff employed per business.

### Entrepreneurship culture and ability to receive non-TEF support

WE4A beneficiaries overwhelmingly feel their communities are supportive of entrepreneurship:

-  **87%** reporting support
-  **83%** stating that entrepreneurs have a good social status in their communities.

After completing the TEF programme,

-  **18%** of WE4A beneficiaries acquired additional investors in their businesses
-  almost half of beneficiaries' report having received non-TEF mentorship through their own professional networks.



### Community impact

WE4A beneficiaries impacted their local communities by supporting and mentoring charities and fellow entrepreneurs.



**71%** of WE4A beneficiaries have pursued further education after TEF, showing that the programme serves as catalyst for participants and increases their capability to pursue further education.



### Comparisons to non-beneficiaries

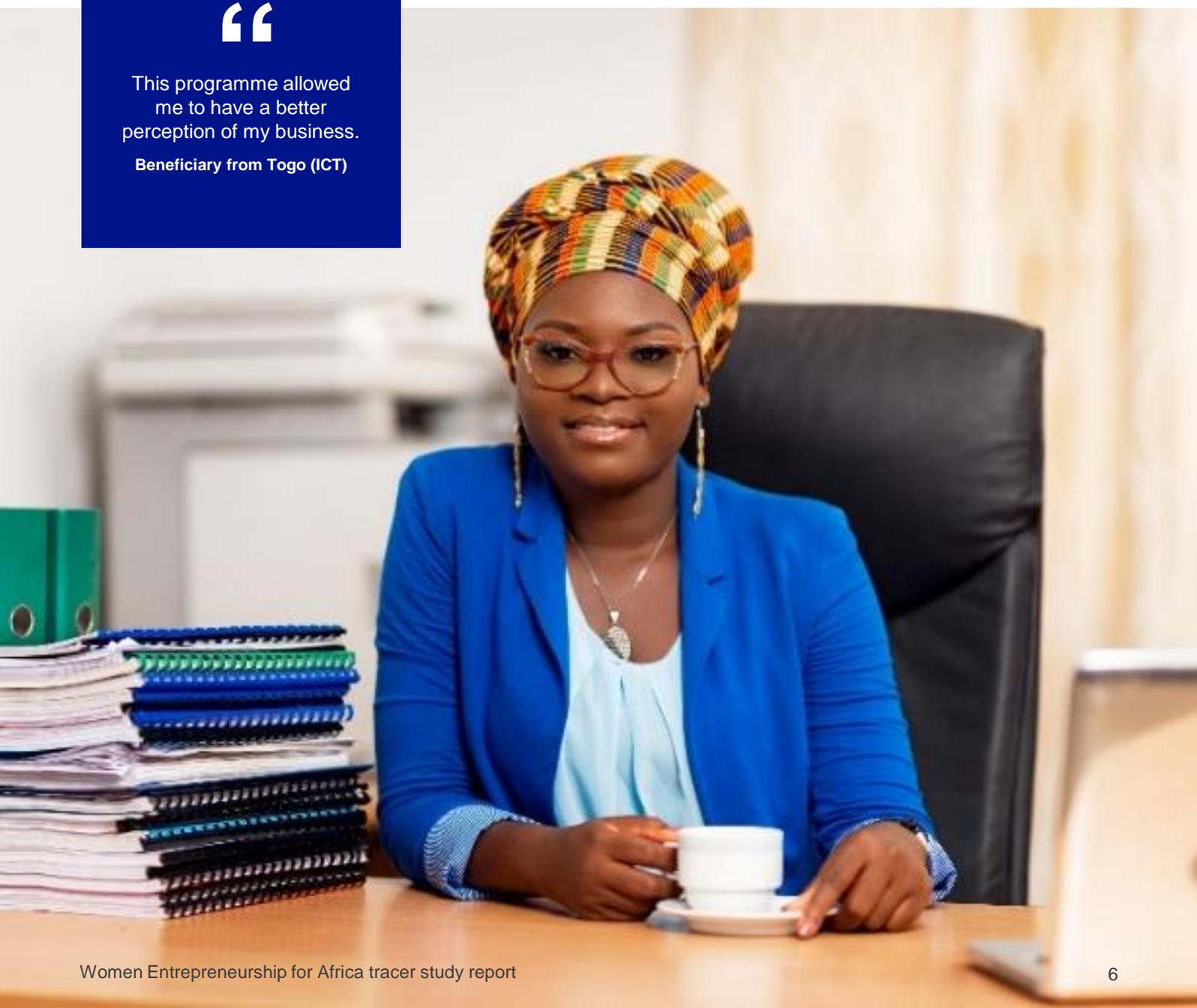
Findings suggest WE4A beneficiaries have already achieved comparable or better outcomes than non-beneficiaries on many indicators, including several indicators of profits and community impact.

This is impressive and an important preliminary indicator of the program's impact, given that the large majority of responding non-beneficiaries have been in business substantially longer than WE4A beneficiaries (an average of 6 years versus 2 years).



This programme allowed me to have a better perception of my business.

**Beneficiary from Togo (ICT)**





Beneficiary from Mali (Education & Training)



TEF allowed me to have more entrepreneurial ideas and gave me more confidence in the fact that I can create and lead my business to success

Beneficiary from Benin (Beauty & Wellness)

### Sustainability and stakeholder feedback

WE4A beneficiaries are optimistic about their future.



93%

WE4A beneficiaries state they have the skills to start a business



98%

WE4A beneficiaries report they have the skills to sustain and grow their business

The biggest unaddressed challenge is acquiring credentials and paperwork necessary for starting a business in their local communities, indicative of the need for stronger policy advocacy from the programme.

Based on findings from this project, we recommend the following:

1. *Reconsider the selection process and funding allocation* by focusing more on growth potential and scalable opportunities when considering funding and invest larger amounts in the most promising business ideas.
2. *Engage with local entrepreneurial ecosystems* within each country (e.g., through partnerships with other ecosystem actors in each country) to better support beneficiaries at achieving higher business growth, and to better impact the entrepreneurship ecosystem.
3. *Put more emphasis on entrepreneurs obtaining additional sources of funding and investment*, such as by partnering with others in each ecosystem and matching investments, as potentially more efficient ways to leverage funds.
4. *Increase beneficiaries' awareness of the mentorship opportunities* available to them and pay greater attention to language match in mentorship pairings.

# Introduction



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Beneficiary from Zimbabwe (Energy & Power)





# Introduction

**Opinion Research Business International (ORB)** is pleased to submit this WE4A tracer study report for the Women Entrepreneurship for Africa 2021 Cohort, which captures project findings for the Tony Elumelu Foundation Evaluation (TEF) Entrepreneurship Programme.

This report summarizes project design, implementation, and fielding for the WE4A tracer study. Additionally, ORB provides in-depth data analysis of findings from the tracer study survey.

The following report is structured in four sections:

1. research design
2. implementation of tracer study
3. results
4. recommendations and challenges for the project

The data highlighted within findings are organized in sections by evaluation categories beginning with general demographic information of respondents, followed by relevance, impact, and concluding with sustainability.

Beneficiary from Madagascar (Commercial & Retail)





## TEF Entrepreneurship Programme Overview

The Tony Elumelu Foundation Entrepreneurship Programme is a \$100 million commitment made to empower 10,000 African entrepreneurs across 54 countries over a period of 10 years. The programme seeks to train, mentor, and fund aspiring African entrepreneurs to create one million jobs and generate \$10 billion in revenue for Africa.

To achieve this, TEF has created a holistic one-year programme through four steps:

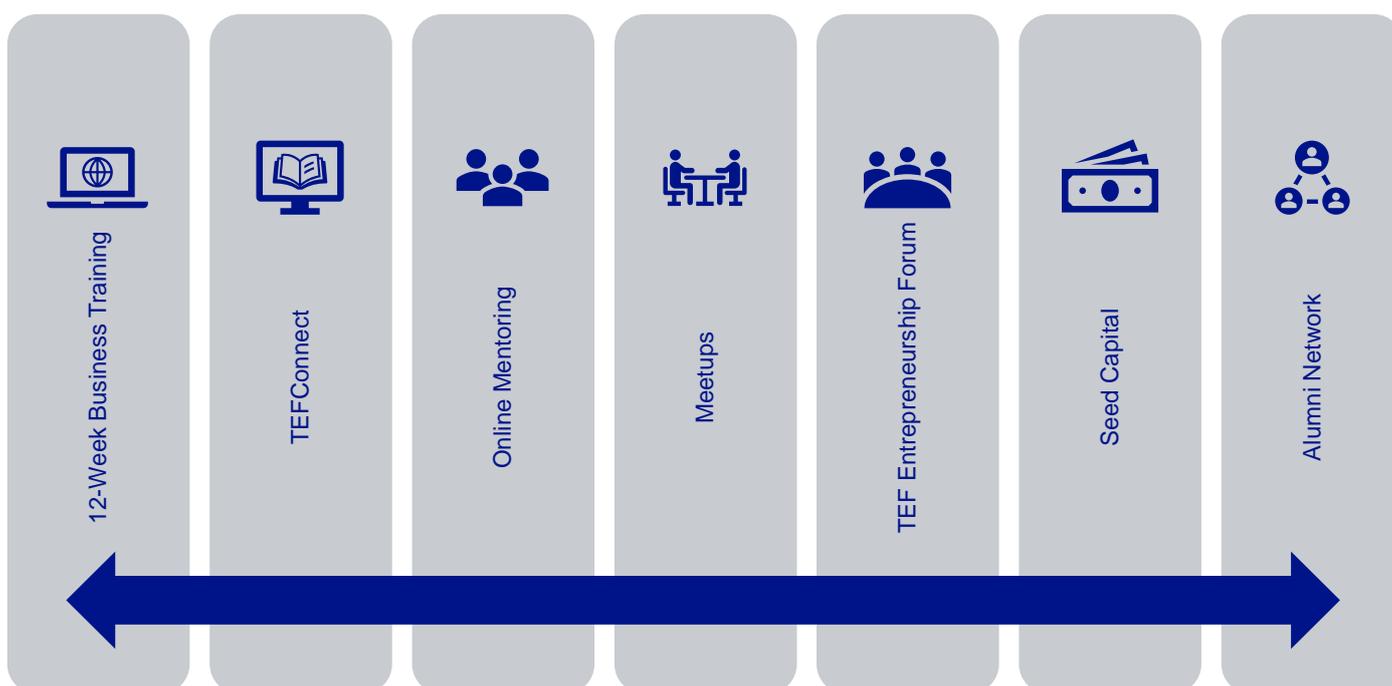
1. online training
2. mentorship
3. business plan preparation and review
4. seed capital investment.

Between 2015 and 2020, TEF has trained, mentored, and funded over 11,000 African entrepreneurs through its entrepreneurship programme. The programme focuses on seven pillars (Figure 1). The goal is for participants, by completing the training programme, to become equipped with robust business skills in a variety of sectors to launch and run their own businesses.

The programme seeks to support young, emerging entrepreneurs in Africa with a focus on start-ups and micro, small, and medium enterprises (MSMEs). To address challenges that start-ups and MSMEs face in Africa, the TEF programme has established a four-step process:

1. An online toolkit training programme through TEFConnect.com that programme applicants and participants can access to gain skills in business management, financial planning, and other thematic areas.
2. Preparing and reviewing a business plan.
3. Seed capital investment by which finalists are provided a \$5,000 investment towards their business pitch.
4. Mentorship for current programme participants by previous year participants. This has been done during the training programme and after.

Figure 1 TEF Training pillars





## WE4A - Women Entrepreneurship for Africa Partnership

The TEF Entrepreneurship Programme, alongside Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), implements The Women Entrepreneurship for Africa (WE4A) Programme. This programme is supported by the European Union; the Organisation of African, Caribbean, and Pacific State (OACPS); and the Federal Ministry for Economic Cooperation and Development (BMZ).

The partnership with the programme began in February 2021 and seeks to support women entrepreneurs across Africa. The formal objective of the WE4A Programme is to 'Increase economic inclusion and empowerment of women as well as create more decent jobs in African economies,' with a regional focus on sub-Saharan Africa.

The WE4A is divided in three components:

1. 2,420 female entrepreneurs from Sub-Saharan Africa will participate in the TEF Entrepreneurship Programme,
2. alumni of the programme who pass the start-up stage will be integrated into the supply chain of larger businesses and receive additional training, and
3. with support from the Swiss Association for Entrepreneurship in Emerging Markets (SAFEEM), alumni of this partnership will go through an additional acceleration programme separate from the TEF programme and receive additional funding.

Overall, the WE4A/TEF Partnership seeks to address and close existing gender gaps in the entrepreneurial community within Africa. For the purposes of this report, we will be referring to beneficiaries sponsored under this 2021 partnership as 'WE4A beneficiaries.'



Through the intensive training received from TEF, I learned to work hard in order to achieve my goal of scaling up my business and becoming a successful entrepreneur.

Beneficiary from Zimbabwe (Agribusiness)





“  
The programme gave my business life when COVID-19 snuffed life out of it  
Beneficiary from Nigeria (Agribusiness)

### Theories of change and expected outcomes:

This evaluation covers three clusters with specific theories of change (Figure 2).

Figure 2 Theories of Change

Cluster	Theory of Change
 <p><b>1. Training:</b> Provide business training for all programme applicants and participants</p>	IF we provide online training and coaching for selected entrepreneurs THEN entrepreneurs' capacity to grow their businesses will increase.
 <p><b>2 Funding:</b> Award seed funding to select finalists from the training programme</p>	IF select beneficiaries are gifted a seed capital, THEN they will use it to start their own business or improve their current business.
 <p><b>3 Mentoring:</b> Provide mentorship and networking programmes for beneficiaries</p>	IF you provide mentorship opportunities for beneficiaries, THEN they will learn how to improve their entrepreneurial ability.



While the programme is far-reaching, the scope of this evaluation is narrowed to align with the immediate needs and interests of the programme. This evaluation will therefore focus on the following objectives:

Figure 3 Evaluation objectives

 <p><b>Relevance</b></p>	<p><b>Did the programme align with the needs of beneficiaries as well as the priorities of donor agencies?</b></p> <ul style="list-style-type: none"> <li>• Satisfaction with programme training</li> <li>• Applicability of training materials</li> </ul>
 <p><b>Effectiveness</b></p>	<p><b>Considering the programme's logic model and theory of change, were the planned outputs and outcomes around the building of the TEF Programme achieved?</b></p> <ul style="list-style-type: none"> <li>• Training and funding enabling the start/growth of business</li> <li>• Increased networking and collaboration amongst emerging entrepreneurs and relevant stakeholders</li> </ul>
 <p><b>Impact</b></p>	<p><b>What is the impact of the TEF Entrepreneurship Programme on the following key areas entrepreneurial ecosystem of Africa?</b></p> <ol style="list-style-type: none"> <li><b>1. Improving Business Development Capacity</b> <ul style="list-style-type: none"> <li>- Entrepreneurs demonstrate increased capacity to grow their businesses</li> <li>- Improving entrepreneurs' resilience and increased business survival rate</li> </ul> </li> <li><b>2. Economic Growth</b> <ul style="list-style-type: none"> <li>- Increasing per capital revenues from entrepreneurs across Africa</li> <li>- Creation of decent jobs</li> </ul> </li> </ol>
 <p><b>Sustainability</b></p>	<p><b>Which programme results are likely to continue after the programme ends, and which factors can this be attributed to?</b></p> <ul style="list-style-type: none"> <li>• Key stakeholders feedback</li> <li>• Optimism about the future of current businesses</li> </ul>



## Study methodology

The tracer study focused on WE4A beneficiaries of the 2021 cohort and included a quantitative survey with beneficiaries in fall of 2022, qualitative KIIs with stakeholders, and collections of photos in the field. **Data from the fall 2022 tracer study quantitative survey provides an up to date snapshot of these beneficiaries' current progress.**

To fully assess beneficiaries' progress, ORB also developed a control, non-beneficiary comparison group by reaching out to individuals who applied for TEF between 2015-2020 but were not selected to participate in the programme. Only female non-beneficiaries were selected to serve as control group to maximize similarities between WE4A beneficiaries and the control group. **This non-beneficiary sample allows us to compare the progress of recent beneficiaries to longer-term outcomes of comparable non-beneficiaries.**

Finally, to further assess beneficiaries' progress, ORB compared 2021 baseline data from 194 beneficiaries who participated in both the baseline survey and the 2022 tracer study survey (38% of those responding to our tracer study survey, and 29% of those responding to the baseline survey). **This baseline data allows for direct tracking of growth over time among a subsample of beneficiaries.**

Of the 1,200 beneficiaries invited to take the survey (out of the 2,420 total WE4A beneficiaries), 512 responded to the survey, and those results are presented in this report. It is important to note that there is a concern that a positive bias is

*Table 1 Tracer study samples for WE4A*



present

in both the beneficiary and non-beneficiary survey responses. Those who have more successful businesses are more likely to report them than those who may have not been able to start a business or had to close it. Assuming a positive bias is also present in the null cases, the comparison between the two groups should be balanced.

The sample size of the tracer study for WE4A beneficiaries and its target sample is outlined below:

ORB designed a 'funnel approach' for reaching tracer study participants, which followed the following steps:

- 1. A web survey:** considering that TEF programme is designed to emphasize digital engagement and includes regular communication with beneficiaries over email, this method follows established lines of communication for beneficiaries, building trust and encouraging them to complete the assessment.
- 2. Phone calls** to those respondents who only partially complete or do not start the web survey. The number of phone calls conducted for each country with TEF beneficiaries was allocated to be proportional to the number of TEF beneficiaries within each country. However, for countries with less than 20 eligible beneficiaries, attempts were made to contact all those beneficiaries to ensure that all countries across Africa are represented.



The completion across all methods is summarized in Table 2.

Table 2 Completion Across Methods

Country	Targeted sample	Email surveys completed	Phone surveys completed
Mali	10	3	0
Benin	10	31	1
Nigeria	10	122	18
Rwanda	10	14	0
Burkina Faso	10	6	0
Chad	10	26	5
Ghana	10	25	2
Côte d'Ivoire	10	4	0
Tanzania	10	11	0
North African Countries	10	0	0
<b>TOTAL</b>	100	242	26

All KIIs were conducted by the ORB team through virtual, one-on-one discussions with staff at WE4A partner organizations. The KIIs discussion covered the following topics: the TEF programme's ability to coordinate and meet expectations of the donors, observable impacts of the programme on the lives of the beneficiaries, gaps in programming, and the outlook of the TEF programme. The allocations for KIIs with WE4A partner organizations are outlined below:

Table 3 KII Allocations

GIZ Programme Staff	WE4A (WE4A) Programme Staff
2 KIIs	1 KII



Finally, ORB has collected more than 2,000 photos from beneficiaries highlighting their business storefronts, equipment, and activities. Beneficiaries were able to upload their business-related images directly to the web survey. ORB will share the photos it collected with the TEF programme. These photos were used to enrich our analysis and allow us to see firsthand business operations of beneficiaries who responded to the survey.



The TEF programme was a rescue in my career plans.

Beneficiary from Senegal (Food & Beverage)



## Instrument development



The Tracer Study survey was offered in the four main languages of the TEF programme:

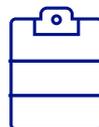
1. English
2. French
3. Portuguese
4. Arabic

ORB worked closely with highly skilled translators in Africa to translate the survey into the four languages and ensure that cross-cultural meanings were upheld between languages and regions. Offering the survey in these languages ensured that most participants were given the option to take the survey in a language they are most comfortable in.



To assess all aspects of the programme and the broad range of possible impact on the entrepreneurship ecosystem, the survey instrument included 150+ questions, aiming to gain the following insights from these sub-groups:

1. **Current business owners:** focus on business growth (revenue and spending) and its impact on their communities (decent jobs, education opportunities), ongoing challenges, and their sustainability in the future
2. **Beneficiaries who started a business that was later closed:** focus on challenges that caused it to shut down
3. **Beneficiaries who have not opened the businesses:** what issues they may have faced in getting started



To minimize respondent fatigue, the survey was split into three parts:

1. questions asked of all respondents
2. questions asked of respondents randomly assigned to Group A
3. questions asked of respondents randomly assigned to Group B.

This means that available sample size varies depending on the question.



Beneficiary from Democratic Republic of Congo  
(Food & Beverage)



# Tracer Study Implementation

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Beneficiary from Ghana (Beauty & Wellness)





# Tracer Study Implementation

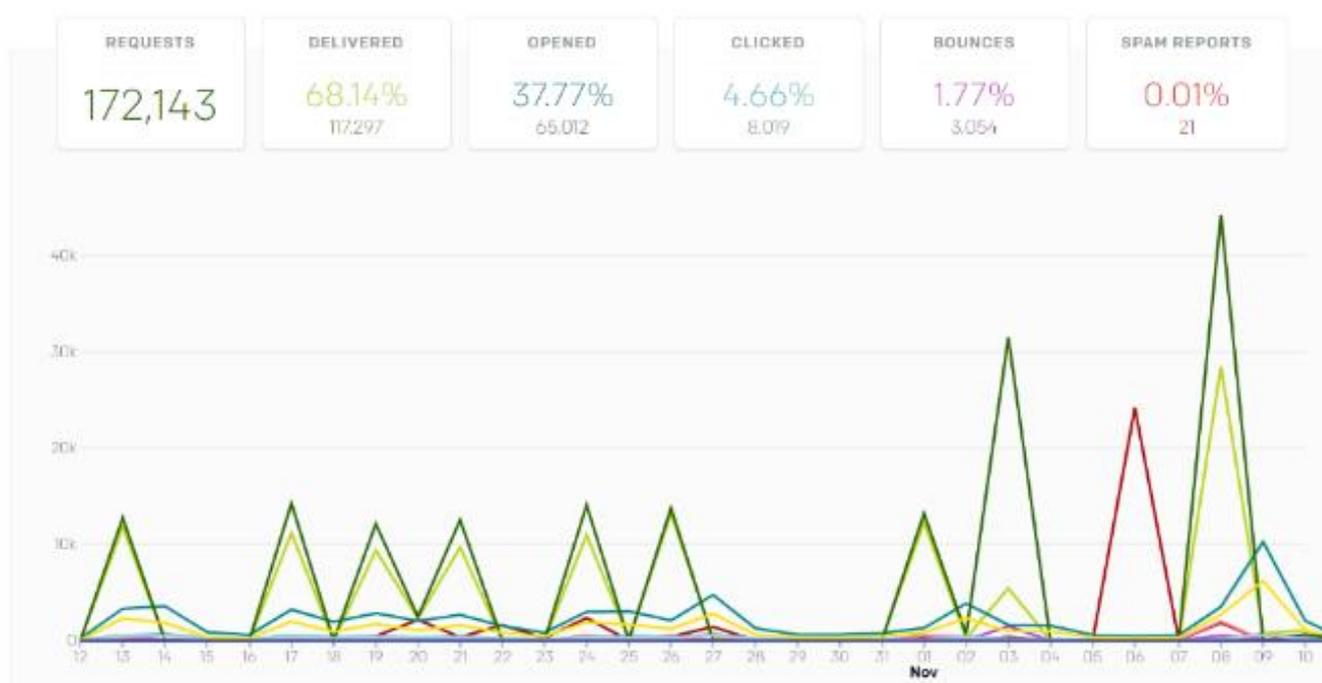
## Scripting

ORB utilized the survey platform SurveyToGo to create and distribute the survey. SurveyToGo is our tablet interviewing platform, with structure and scripting mechanisms that provide a flexible and technically sound platform to execute surveys with complicated routing. Additionally, ORB developed the Send Grid module within SurveyToGo for mass distribution of surveys to emails of the TEF Beneficiaries. Send Grid allows us to monitor the distribution of emails across all surveys to gain insights on the number of emails distributed, how many reached active emails, how many of the emails were opened, and other relevant trends in the email campaign.

Arabic was not included in communication because our Send Grid module does not support Arabic type; given that the number of beneficiaries responding to the survey in Arabic for past surveys was low, we were comfortable in excluding it from communication.

The Send Grid dashboard (as seen in Figure 4) is checked to ensure the module is running properly throughout the implementation of all the outlined surveys in this project. In the following section, we will break down the development and distribution of the survey. The survey script for the Impact Assessment is included in annex I and II to this report.

Figure 4 Send Grid Dashboard





## Data collection

ORB distributed the tracer study through email on October 13, 2022, to a randomly selected 1,200 beneficiaries of the total 2,420 beneficiaries funded by WE4A. Follow-up reminders were sent to all participants every two days to ensure a high response rate. ORB notes that responses to the survey increased dramatically after each round of reminder emails, averaging 100+ responses after most reminders. This report is based on data captured from the 512 WE4A beneficiaries (43 percent response rate) and 290 non-beneficiaries who responded to the survey by December 1, 2022. The final report will be updated with the additional data collected in the final week of fieldwork.

ORB offered the tracer study survey in four languages, English, French, Portuguese, and Arabic, to accommodate beneficiaries across the continent. Data shows that most survey respondents selected English and French as their main language for the survey, with Portuguese and Arabic selected less often. Language selection will help inform future designs of surveys and allow us to assess which languages

are most pertinent for TEF.

Demographic information was collected from all WE4A beneficiaries who participated in the tracer study to understand the key characteristics of this group and ensure the survey sample is representative of the broader WE4A beneficiaries and comparable to non-beneficiary population included in the study.

Since the WE4A partnership with the TEF programme is designed to support female entrepreneurs, 100 percent of the respondents to this survey were women. For comparability purposes, only female respondents to the non-beneficiary survey were included in this analysis. To ensure regional representativeness, ORB computed required sample sizes for each country to ensure the sample is representative of the programme's geographic reach. This table breakdown can be found in annex VI. ORB tracked responses per country on a weekly basis and targeted beneficiaries in less-responsive countries by reaching out through TEF hub leads and management to gain an accurate and representative sample from all regions in Africa.



As demonstrated in Table 4, the survey sample is both:

### Representative of broader WE4A beneficiary population, with the largest differences being:



**A larger percentage of those 35–44 years old** in the survey sample (26% vs. 21%)



**A larger percentage of respondents from East Africa** (35% vs. 28%) and smaller percentages from Central Africa (10% vs. 13%) and West Africa (46% vs. 52%) in the survey sample.

### Comparable to non-beneficiaries, with a few things to note:



**More of non-beneficiary survey respondents comes from West Africa** (79% vs 46%).



**Non-beneficiaries are slightly older:** 7% of the WE4A participants sample is in the 18–24 range vs. 2% percent in the non-beneficiary sample, and 61% in the 25–34 range vs. 47% in the non-beneficiary sample), whereas 35–44 years old is the most common range in the non-beneficiary sample (39% of non-beneficiary survey respondents vs. 26% of WE4A survey respondents). This is likely due to WE4A being the most recent cohort while non-beneficiaries come from the population of the last few years of the programme.

### Both groups are highly educated:



40% of WE4A respondents have a four-year degree, with an additional 22% possessing a post-graduate degree such as a master's or PhD. Non-beneficiaries attain similar education levels, with slightly more reporting having a four-year degree (45%).

These education data indicate that applicants and beneficiaries have a high level of education, which suggests the TEF programme acts as an accelerator, helping start-ups and ventures with defining and building their products, providing seed capital, and networking opportunities, as well as a pitching phase, rather than acting as initiation programme that gets people who have not been previously engaged to start business. This has implication for the types of training TEF should be providing, with more emphasis on later stage business development.



Beneficiary from Mali (Agribusiness)

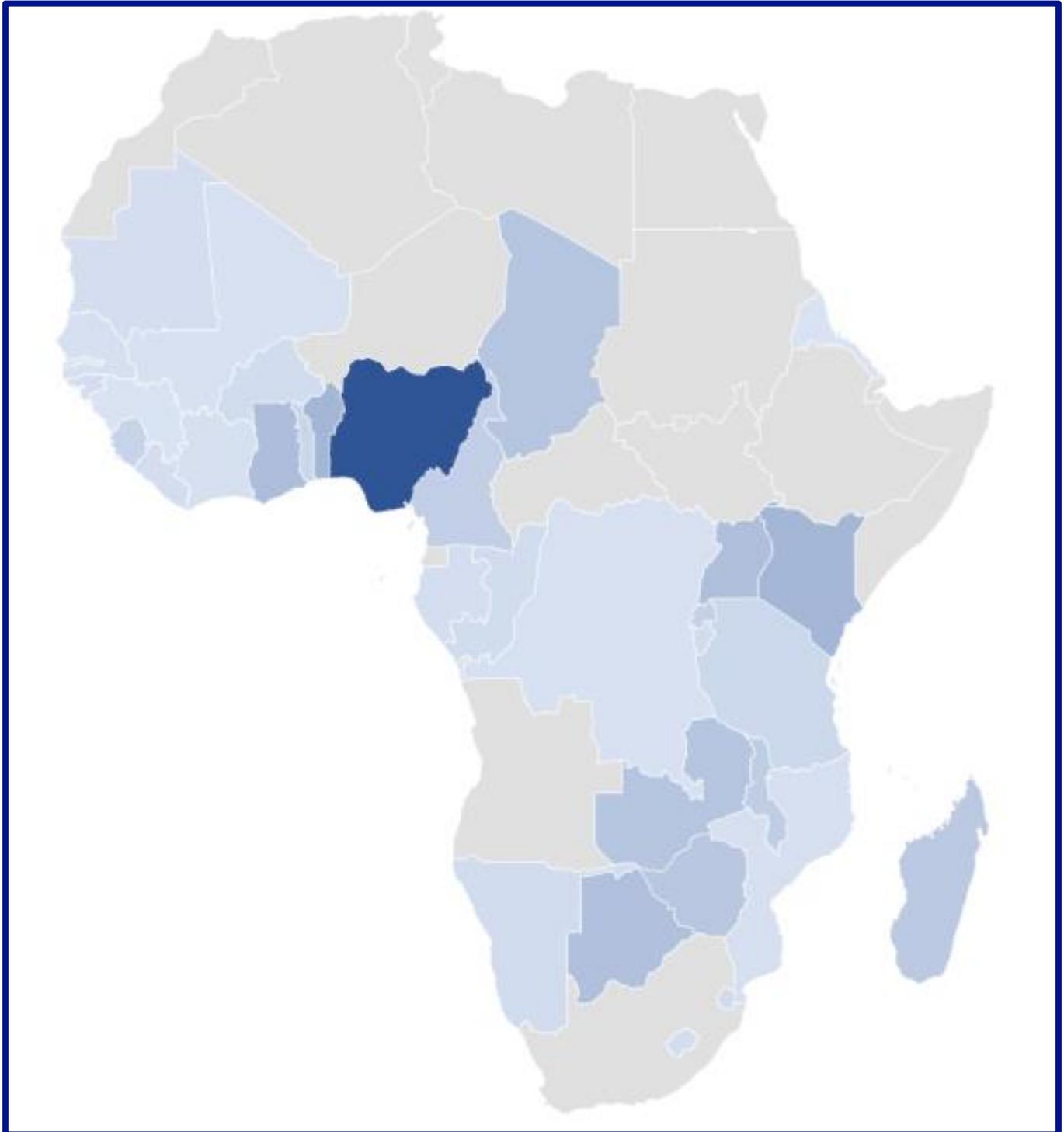


Table 4 Demographic Sample Comparisons

	WE4A Beneficiary population	WE4A Beneficiaries survey sample	Non-beneficiaries Survey sample
<b>Gender</b>			
Male	0%	0%	0%
Female	100%	100%	100%
<b>Age</b>			
18–24	11%	7%	2%
25–34	61%	61%	47%
35–44	21%	26%	39%
45–54	5%	5%	11%
55–64	1%	1%	2%
65+	1%	0%	0%
<b>Region</b>			
Central Africa	13%	10%	2%
East Africa	28%	35%	14%
North Africa	0%	0%	0%
South Africa	7%	9%	5%
West Africa	52%	46%	79%
<b>Education</b>			
No high school		2%	0%
High school		7%	4%
Some college		15%	9%
2-year college		8%	6%
4-year college		40%	45%
Post-graduate		22%	29%
Religious school		0%	0%
Other		6%	6%
<b>Language</b>			
English	78%	72%	97%
French	20%	25%	3%
Portuguese	2%	3%	0%
Arabic	<1%	<1%	0%



Figure 5 Response Rate Map



# Results



## 3

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Beneficiary from South Africa (Agribusiness)



## Results

The result section of the report is structured to address:

1. programme relevance and effectiveness (satisfaction in training, funding, and mentoring)
2. impact, focusing on business growth and jobs aspects
3. sustainability

Survey respondents in this section are referred to as 'WE4A beneficiaries' and non-beneficiaries. 'WE4A beneficiaries' refers to programme participants who were a part of the 2021 WE4A cohort and completed the programme and received funding, whereas 'non-beneficiaries' are defined as applicants to the programme who were not selected to participate and were not awarded seed funding.



Beneficiary from Mali (Agribusiness)



This programme changed my life. I finally decided to launch my project and formally set up my own company.

**Beneficiary from Madagascar  
(Waste Management)**



“  
TEF allowed me to gain more confidence and believe even more in my project. I went back to school and got more training to develop the company better.  
Beneficiary from Benin (Beauty & Wellness)

## Programme relevance and effectiveness

The programme is highly relevant to WE4A beneficiaries, who are extremely enthusiastic about all aspects of the programme and nearly unanimously find it helpful. Beneficiaries also find the programme to be effective and organized at delivery of the content and the funding. The WE4A partners seek to increase gender sensitivity and rural reach of the programme and have experienced coordination challenges with TEF.

This section discusses

1. programme relevance (through assessing the programme alignment with the needs of beneficiaries and donor priorities, and their satisfaction with the programme)
2. programme effectiveness (degree to which the programme achieved planned outputs, such as enabling beneficiaries to start their business) overall and for each aspect of the programme (training, funding, and mentoring).

We find that the programme is seen as extremely relevant by the beneficiary pool. An overwhelming majority of beneficiaries are satisfied with the programme and are unanimous in that they would recommend it to their friends.

Nearly everyone (99%) reports that the programme has increased their confidence in their ability to run a business and provided opportunities to interact with like-minded individuals who may also face similar challenges.

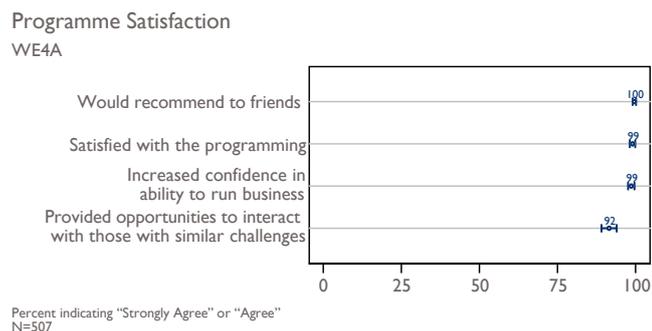
“  
This programme affected me personally. I became a different person in my community and started to empower young women.  
Beneficiary from Liberia (Fashion)

Many beneficiaries believe that the selection criteria for the programme are clear and that participants are selected fairly.

However, it is important to note that there might be a respondent bias present here as these responses come from programme participants who were accepted to the programme and funded, so they would be less likely to believe their selection was unfair.

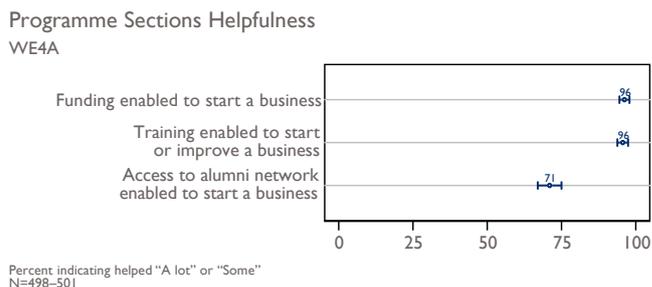


Figure 6 Programme Satisfaction



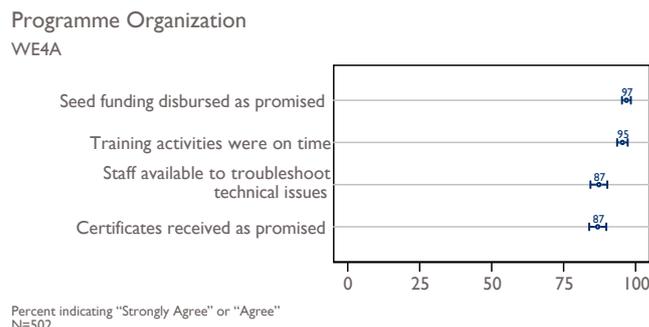
While beneficiaries give positive feedback for all aspects of the program, training and funding are seen as the most effective. Beneficiaries are nearly unanimous that those aspects of the programme enabled them to start or grow a business.

Figure 7 Programme Sections Helpfulness



Furthermore, participants find the programme implementation to be effective at the delivery of all programme components: beneficiaries are nearly unanimous (97%) that seed funding was disbursed as promised and training activities were on time and 87% agree that staff were available to troubleshoot issues and that certificates were received as promised.

Figure 8 Programme Organisation



“

The training covered everything I could need to improve my business.

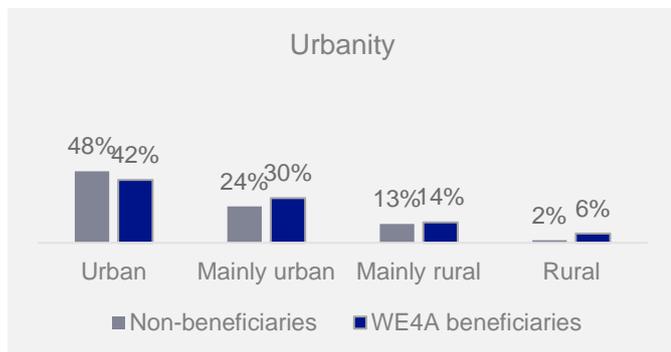
**Beneficiary from Sierra Leone (Education & Training)**



Beneficiary from Guinea (Education & Training)



Figure 9 Urban Breakdown



At the same time, the WE4A partner staff expresses concerns about the difficulty beneficiaries and applicants in rural areas might have in accessing the programme.

Due to inconsistency in electricity and internet access, programme delivery in rural areas might be less effective, thus affecting accessibility of modules, seminars, or other resources. While the donors are appreciative of the efforts to reach quotas of rural beneficiaries, total participant numbers may not be indicative to the quality of their experience or the accessibility of TEF’s resources.

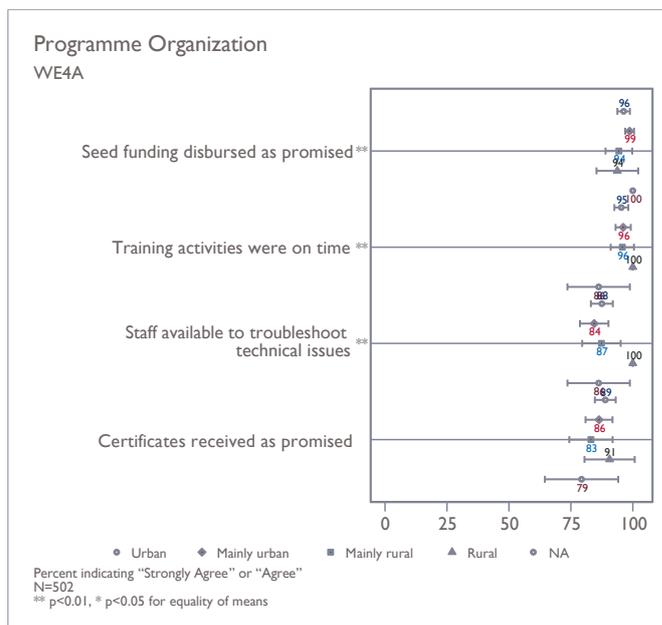


That said, the current study finds that experience of respondents from rural areas (which make up 6% of WE4A respondents) with the programme delivery is very similar to that from urban areas (42% of WE4A respondents): they are as likely to receive training activities on time, have staff available to troubleshoot, and receive their certificates as promised.



Rural respondents have slightly more trouble with funding distribution, with 94% saying the funding was distributed as promised compared to 96% of urban and 99% of mainly urban areas, no doubt due to lack of relevant infrastructure in some countries.

Figure 10 Programme Organization by Urbanity



**Key Learning:**

Nearly everyone (99%) reports that the programme has increased their confidence in their ability to run a business. Meanwhile, most WE4A beneficiaries report being from urban or mainly urban areas. Since rural beneficiaries make up six percent of survey respondents, more effort should be made to engage this relatively small number of beneficiaries to gain more insights on how programme delivery could be improved for them.

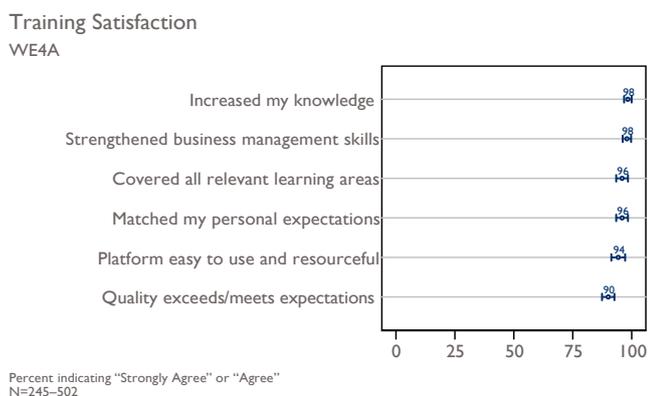




# Training

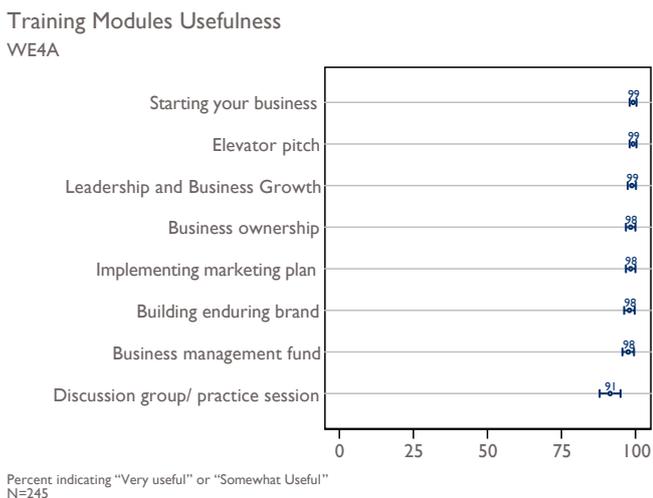
Beneficiaries rated the content of the programme on a number of measures, from increase in knowledge and skill building to platform accessibility and overall quality. Overwhelmingly, beneficiaries report that the training increased their knowledge and strengthened their business management skills.

Figure 11 Training Satisfaction



In addition, beneficiaries are expressing very high rates of satisfaction with the programme's content, unanimously rating modules on starting the business and the elevator pitch as useful.

Figure 12 Training Modules Usefulness



At the same time, WE4A partners seek to increase the relevance of the programme through increased gender sensitivity of the training. Currently, there is need to further increase the number of gender-focused elements in the programme to ensure more support for the women entrepreneurs:



### Key Learning:

Most beneficiaries report that the training increased their knowledge and strengthened their business management skills. The programme would benefit from an increase in the number of gender-focused elements in the programme to ensure more support for the women entrepreneurs.



# Funding



Many beneficiaries (96% respectively) state that funding and training helped develop their business capacity



72% find the funding adequate to start a business.

By expanding their business capacity, WE4A beneficiaries are targeting the quality education, industry, innovation, and infrastructure, and the reduced inequalities goals set out by the Sustainable Development Goals by the UN.



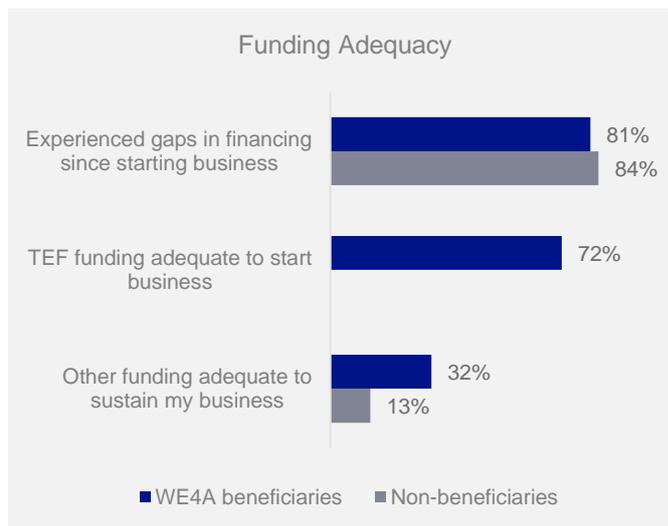
However, a majority of beneficiaries (81%) and non-beneficiaries (84%) report having experienced gaps in financing since starting their business.

This speaks to an issue with the TEF programme’s seed funding component and suggests an increase in the seed funding would be beneficial, so that beneficiaries receive adequate funding.

Later-stage financing is as a particular concern, as procuring grants and loans in African environments can require high collateral that entrepreneurs either rarely have or that will take a long time to accumulate; the length of time between TEF seed funding and receiving follow-up funding is often too long and too unpredictable

to result in sustainable businesses.

Figure 13 Funding Adequacy



### Key Learning:

With 72% of beneficiaries reporting that TEF funding was adequate to start their business and 81% reporting gaps in financing, the TEF Programme would benefit with an increase in seed funding to increase their beneficiary’s business sustainability.



That [funding] is a huge issue I think, for all the entrepreneurs in all stages, whether they’re still at the seed or early stage, or if they’re already growth-oriented, is access to finance

WE4A Partner Staff





# Mentoring

## Mentorship and networking are important components of the TEF programme.



Most WE4A participants (80%) report they are very or somewhat likely to reach out to the TEF alumni network for advice



only 43% report they have actually reached out to alumni for advice and support.

This points to beneficiaries wanting to reach out, but not actually doing it.

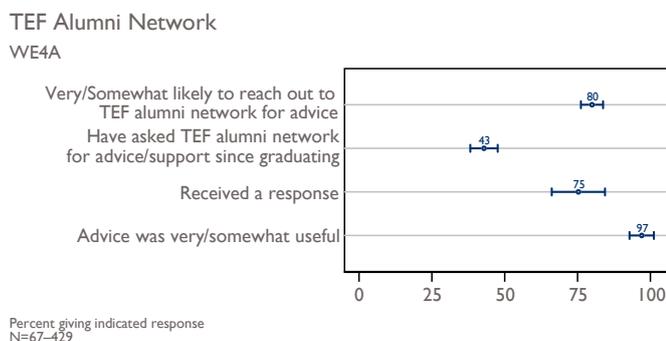


For those who do not wish to reach out to TEF alumni for networking, more than half (55%) of them report they do not know how.

This points to a concern for the TEF programme in regard to organizing the alumni network and informing beneficiaries of the mentorship aspect of the programme

Of those who report not asking the TEF network advice for a reason other than those listed, the most common theme is concern about the alumni responses. These concerns include a delay or lack of response from the alumni, as well as the responses they receive being negative or dismissive. Other reasons include not needing alumni advice and having more accessible networks available.

Figure 14 TEF Alumni Network

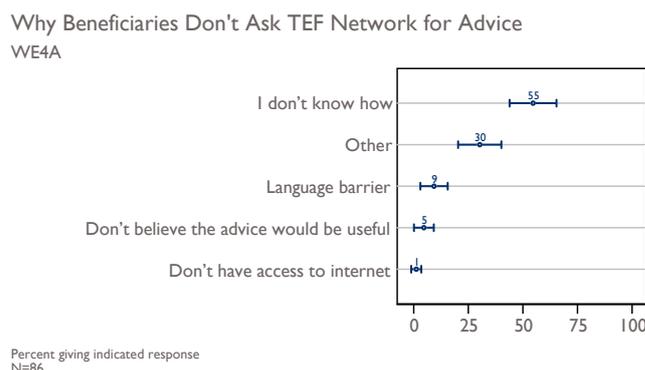


WE4A Partner staff also note accessing a mentor who speaks the same language as the beneficiary has been a concern, particularly for francophone and Portuguese-speaking beneficiaries, stating:



In fact, 9% point to language barrier as the reason they do not ask for advice.

Figure 15 Why Not Ask TEF Network for Advice

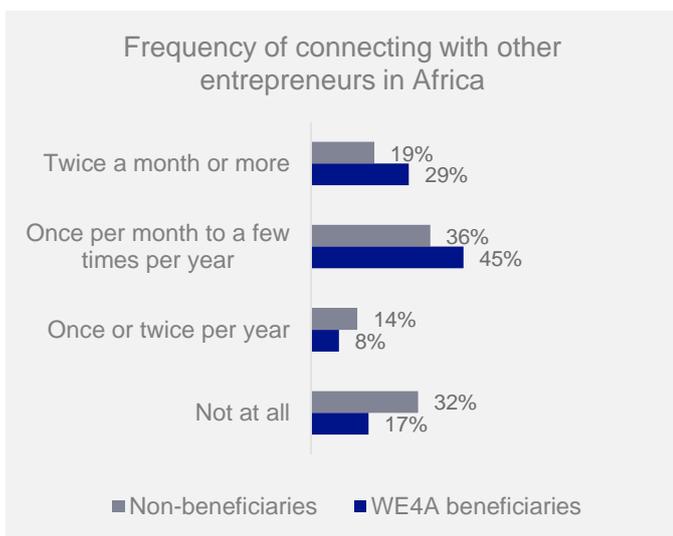




**Despite the challenges, WE4A beneficiaries are still more successful in establishing networks than non-beneficiaries.**

Specifically, WE4A beneficiaries were more likely to report connecting with other entrepreneurs in Africa at least once per month to a few times per year (45% among WE4A beneficiaries, versus 36% among non-beneficiaries), and were less likely than non-beneficiaries to report not connecting with other entrepreneurs at all in the past year (17% among WE4A beneficiaries, versus 32% among non-beneficiaries). This may reflect use of the alumni network among WE4A beneficiaries or may point to WE4A beneficiaries being more likely to build their networks in general.

Figure 16 Connecting with Other Entrepreneurs



Indeed, WE4A participants report turning to professional networks outside of TEF, with 65% of beneficiaries reporting they have developed their professional networks outside of TEF. A majority of the beneficiaries (96%) report they are very or somewhat likely to reach out to a non-TEF professional network for advice, with 82% having turned to this network since graduating.

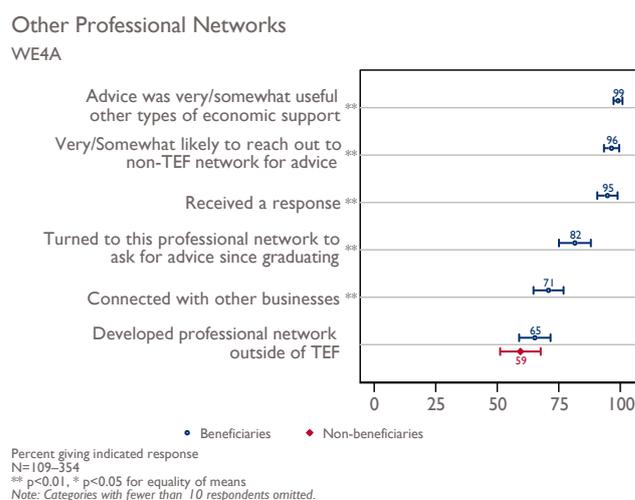
Comparing the TEF alumni network with the non-TEF professional network, it seems that beneficiaries are more likely to turn to professional networks instead of TEF networks for business-related questions. This could be for a variety of reasons, including language comfortability, local networks, and in-country networks being more

beneficial than cross-continental.

The partner staff at WE4A largely reflect positively on the notoriety and impact of name recognition for TEF beneficiaries, stating that some opportunities are more accessible to people who have participated in the TEF programme, such as networking both in and outside of the TEF network. Partners reference larger benefits of the TEF programme, stating:



Figure 17 Other Professional Networks



**Key Learning:**

The mentorship aspect of the TEF Programme could be strengthened so that beneficiaries are more aware of it and are comfortable reaching out and connecting with mentors. Additionally, the programme should emphasize to mentors the importance of providing prompt response to mentees and working with them to foster a beneficial relationship.



Beneficiary from Mali (Professional Services)



Beneficiary from Zambia (Energy & Power)



“  
TEF has allowed me a sense of belonging and responsibility to the global village were we are connected  
Beneficiary from Zambia (Agribusiness)

## Impact

To assess the programme impact ORB focused on the programme’s contribution to the overall entrepreneurship ecosystem in Africa, as agreed upon with TEF and ORB’s macroeconomic specialist. Mason and Brown (2014) define an entrepreneurial ecosystem as interconnected entrepreneurial actors, institutions, and processes which connect and perform in a local, entrepreneurial environment.<sup>[1]</sup>

Drawing upon literature and discussion with a macroeconomic expert, we utilized industry indicators to inform our qualitative and

quantitative instruments. These ecosystem indicators were derived from Abouelhassan et al., 2021.<sup>[2]</sup> Furthermore, Isenberg (2010) outlines conditions of a strong entrepreneurship ecosystem, which often includes governments and leaders, culture, sources of capital, availability of education, and public infrastructure, amongst many others.<sup>[3]</sup>

[1] Mason, C., & Brown, R. (2014). Entrepreneurial Ecosystems And Growth Oriented Entrepreneurship Background paper prepared for the workshop organised by the OECD LEED Programme and the Dutch Ministry of Economic Affairs on <https://www.oecd.org/cfe/leed/entrepreneurial-ecosystems.pdf>

[2] Abouelhassan, M., Kabil, M., Alayan, R., Magda, R., & Dávid, L. (2021). Entrepreneurship Ecosystem Performance in Egypt: An Empirical Study Based on the Global Entrepreneurship Index (GEI). Sustainability. 13. 7171. doi:10.3390/su13137171

[3] Isenberg, D.J. (2010). How to Start an Entrepreneurial Revolution. <https://institute.coop/sites/default/files/resources/Isenberg%20-%20How%20to%20Start%20an%20Entrepreneurial%20Revolution.pdf>



Figure 18 Entrepreneurship Ecosystem



**The final instrument includes measures of how the TEF programme may contribute, strengthen, and impact the African entrepreneurial ecosystem (e.g., market access, human capital, and societal norms) using indicators for the Sustainable Development Goals (SDGs) and indicators relating to policy and entrepreneurship from the World Economic Forum and the Global Entrepreneurship Monitor**

In this section, we present findings on key outcomes of entrepreneurship by concentrating on the following measures of an entrepreneurial ecosystem as outlined above:

1. business ownership
2. business practices and procedures
3. business closure
4. ability to acquire non-TEF support
5. job creation
6. entrepreneurship culture
7. community impact
8. market access and supply chain
9. business challenges and growth integration. When possible, we compare information from beneficiaries to non-beneficiaries to assess specific effects of the TEF programme.



# Business Ownership

## By establishing this partnership

TEF seeks to equip the WE4A beneficiaries with the skills and mindset to establish and sustain businesses of various sizes and within different industries.



The vast majority (**86%**) of WE4A beneficiaries started the business they pitched to TEF



**98%** still own that business



**80%** of their business makes revenue.

Many business owners operate in agriculture, fashion, food and beverage, and beauty and wellness.



In the 18 countries with at least five WE4A beneficiaries reporting, the average reported annual profit was nearly **8 times** the average annual income per capita in that country.



and ranged from 1 to 17 times the average annual income per capita across countries.

All of this displays an increase in business development capacity for programme participants.

## At the time of applying to the TEF programme



**77%** of non-beneficiaries were more likely to already own a business vs **66%** of WE4A beneficiaries.

In other words, those who did not yet own a business were more likely to be selected as WE4A beneficiaries. This is consistent with the TEF programme's goals of encouraging new entrepreneurs.

## Since completing the program



**86%** of WE4A beneficiaries who did not yet own a business report starting the business they pitched to TEF. In contrast, among non-beneficiaries, **74%** of those who did not yet own a business started the business idea they applied to TEF with.

This shows that the programme improves business ownership by a **difference of 12%**, pointing to the value of training and funding for the ability to start a new business.

Beneficiary from Mozambique (Commercial & Retail)

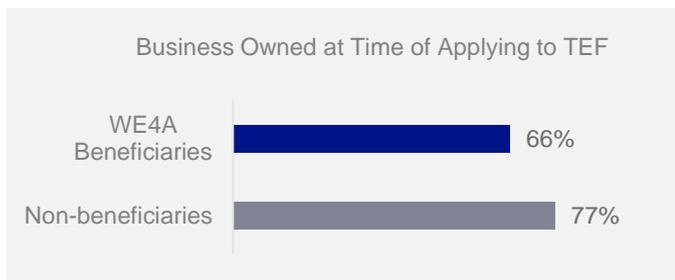


TEF has improved my personal life. It has enabled me to earn income from my business

Beneficiary from Kenya (Agribusiness)



Figure 19 Business Owned at Application



“ Through the TEF training and funding, I am able not just to have started the business, but also able to sustain the business  
Beneficiary from Uganda (Professional Services)



Of those who already owned or started the business they pitched to TEF, 98% percent of WE4A participants still own that business, while 84% of non-beneficiaries who started the business they came to TEF with still own that business.

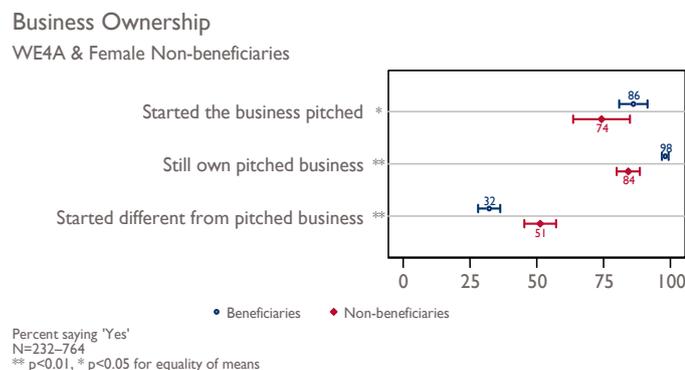


In addition, 32% of beneficiaries started a different business besides the one they pitched, versus 51% of non-beneficiaries.

Considered together, these findings suggest that beneficiaries who completed the training programme and received the seed funding were better equipped to establish the business idea they came to TEF with, and were also more successful at sustaining their business, compared to the ones who did not engage in the training programme.

While the differences are relatively modest, it is important to keep in mind that non-beneficiaries have had more time in which to start their business (having applied to the programme between 2015 and 2020).

Figure 20 Business Ownership



Beneficiaries operate in a wide variety of industries. Many responding WE4A beneficiaries operate in Agribusiness (31%), with Fashion (10%), Food & Beverage (10%), and Beauty & Wellness (8%) following.

These results follow similar trends to the 1,200 randomly selected WE4A beneficiaries who were invited to complete the Tracer Study survey, and are consistent with the fact that Agribusiness is one of the leading industries within the programme overall, as well as on the African continent.

Table 5 Business Industry WE4A Comparison

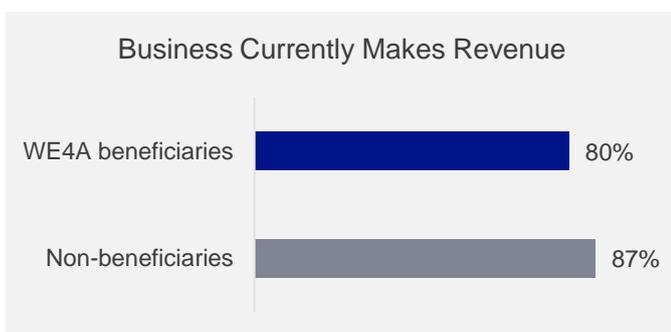
Industry	WE4A survey respondents	All WE4A beneficiaries
Agriculture	31%	31%
Fashion	10%	12%
Food & Beverage	10%	12%
Beauty & Wellness	8%	8%
Other	7%	0%
Education & Training	5%	5%
Commercial/Retail	4%	3%
Manufacturing	4%	5%
Healthcare	3%	5%
ICT	3%	3%
Professional Services	2%	2%
Tourism/Hospitality	2%	1%
Waste Management	1%	2%
Energy/Power Generation	1%	1%
Transportation	1%	1%
Construction	1%	1%
Financial Services	1%	1%
Media & Entertainment	1%	1%
Consulting	1%	1%
Event Planning	1%	1%
Haulage/ Logistics	1%	0%
Textile	<1%	1%
FMCG	<1%	2%



Among current business owners, the majority of both WE4A beneficiaries (80%) and non-beneficiaries (87%) report that their business is currently making revenue.

The slightly larger percentage of non-beneficiaries currently making revenue makes sense, given that the majority of WE4A beneficiary business owners opened their business more recently due to their relatively more recent timing of applying to and completing the TEF programme compared to our sample of non-beneficiaries (i.e., applying to the programme between 2015 and 2020 for non-beneficiaries vs. 2021–22 for WE4A beneficiaries).

Figure 21 Current Business Revenue



Among current business owners, WE4A beneficiaries have owned their current business for an average of two years, whereas non-beneficiaries have owned their current business for an average of six years.



Similarly, while the majority of both WE4A beneficiaries and non-beneficiaries earned profit from their business at least three of the past six months, this was less common among WE4A participants (59%) than among non-beneficiaries (69%).



Conversely, WE4A participants were more likely than non-beneficiaries to experience spending higher than revenue for at least three of the past six months (31% of WE4A participants vs. 25% of non-beneficiaries).

Again, this is to be expected, given WE4A participants had relatively newer businesses on average than non-beneficiaries.



Yet on average, WE4A beneficiaries who own a business report earning an average monthly profit (after paying all business costs) of \$956, which equates to an average annual profit of \$11,476.

This figure is impressive and suggests strong businesses and successful entrepreneurialism among WE4A beneficiaries.

Comparing average reported monthly profits per country to the average 2021 annual incomes per capita in these same countries, we see WE4A beneficiaries consistently making more than the average annual income in their countries. For instance, in the 18 countries with at least five WE4A beneficiaries reporting, average reported annual profit was on average over 8 times the average annual income per capita in that country and ranged from 1 to 17 times the average annual income per capita across countries.

Figure 22 Length of Business Ownership

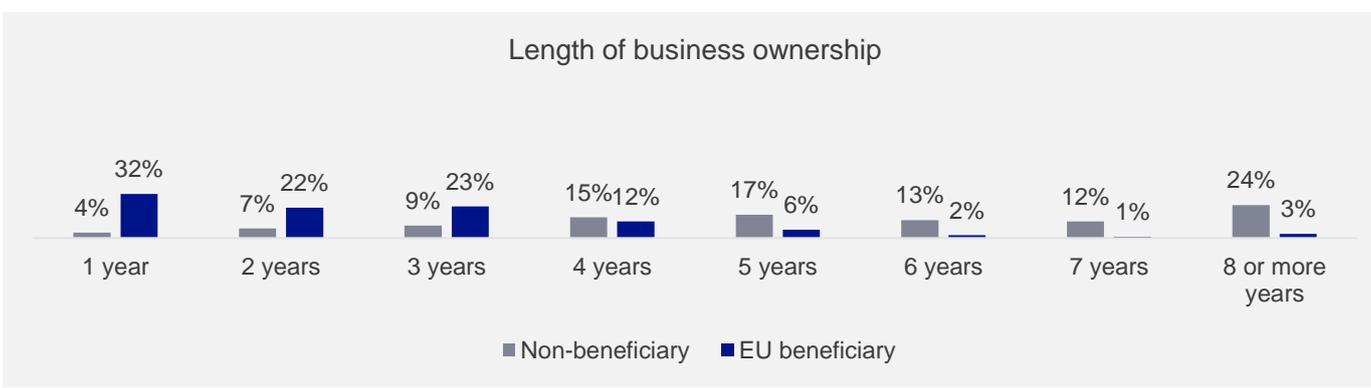
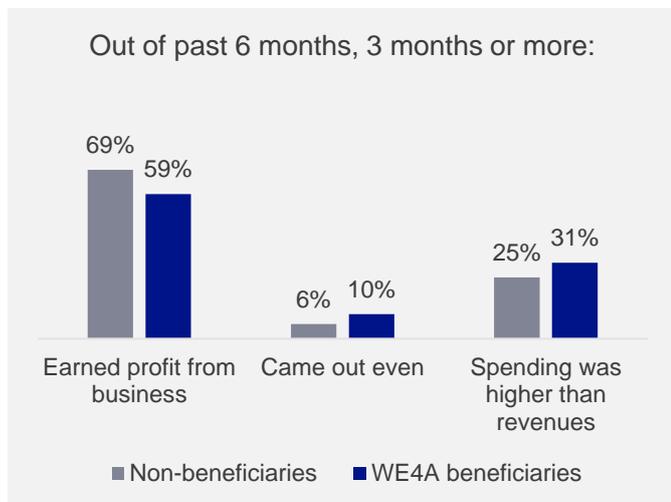




Figure 23 Past Six Months



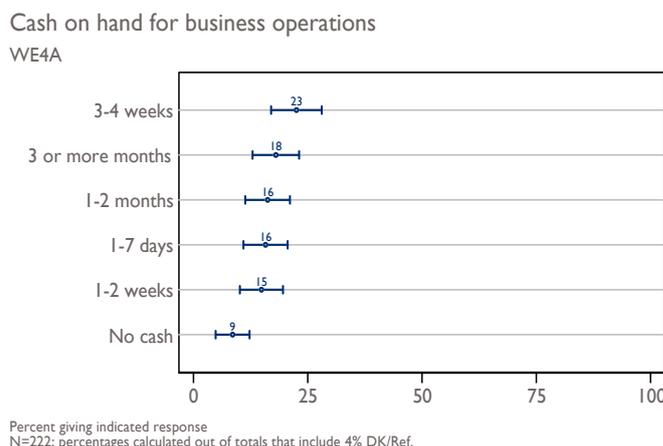
Breaking this down further, WE4A beneficiaries report an average monthly turnover of \$1,981 in the typical month over the past year but expect their monthly turnover in a typical month over the coming year to be substantially higher, at \$5,034. On the other hand, they expect recurring costs of business to slightly decrease from the prior year to next year, reporting on average past month spending on recurring costs of business of \$1,588 and expected next month spending on recurring costs of business of \$1,165. This suggests that on average, WE4A beneficiaries likely expect their monthly profits to increase substantially over the coming year. Finally, WE4A beneficiaries report on average spending \$3,314 on purchases of equipment, buildings, etc.

Figure 24 Profit and Spending

Profit			Spending		
	<b>Typical annual profit</b>	\$11,476		Past month spending on recurring costs	\$1,588
	<b>Typical annual turnover in last business year</b>	\$23,772		Expected next month spending on recurring costs	\$1,165
	<b>Expected annual turnover next year</b>	\$60,408		Past year spending on equipment, building, etc.	\$3,314

Cash on hand measures how much monetary resources business owners gain from business revenue. Some beneficiaries (23%) report having had cash on hand for three to four weeks, with 18% reporting having it for three months or more.

Figure 25 Cash on Hand



“ “

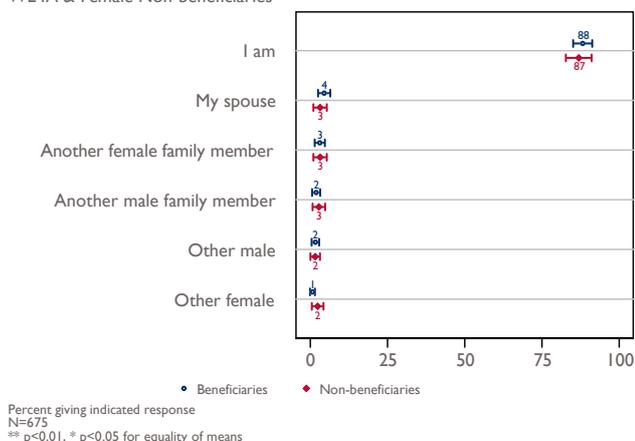
TEF made me think outside the box and challenge what I thought I knew about the African context of doing business

**Beneficiary from Zimbabwe (Manufacturing)**



Figure 26 Person In-Charge

Person in-charge of day-to-day operations  
WE4A & Female Non-beneficiaries

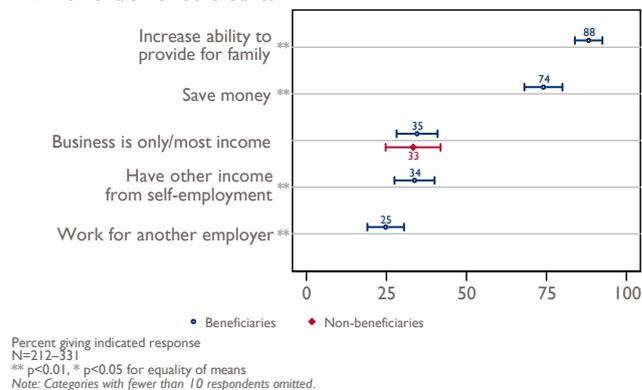


Moreover, most of WE4A participants (88%) report they are the main person in charge of day-to-day operations of their business.

This means that female business owners are the sole manager of their business operations, pointing to the TEF programme mission to empower female entrepreneurs. This is true for the majority of non-beneficiary women as well, though the percentage is slightly lower at 87%.

Figure 27 Financial Impact

Financial Impact  
WE4A & Female Non-beneficiaries



A key indicator of success is that a majority of beneficiaries (88%) report the programme has increased their ability to provide for their family.



35% report that their business is their only source of income or most of it, with 74% reporting they were able to save some money. Similarly, 33% of non-beneficiaries also report comparable levels of primary income coming solely or mostly from their business.

Beneficiary from Madagaſcar (Waste Management)





Beneficiary from Malawi (Agribusiness)



TEF has increased my knowledge about and helped me start my business. In addition, it helps me take care of my family.

**Beneficiary from Ghana (Agribusiness)**

**Key Learning:**

WE4A beneficiaries who own a business report earning an average annual profit of \$11,476. When compared to the average 2021 annual income per capita in the same countries, WE4A beneficiaries are making more than the average annual income in their countries. This shows that the training programme has enabled these beneficiaries to operate successfully and earn an income that is higher than their country's average, increasing their quality of life.



# Business Practices and Procedures

Figure 28 Business Standards Awareness

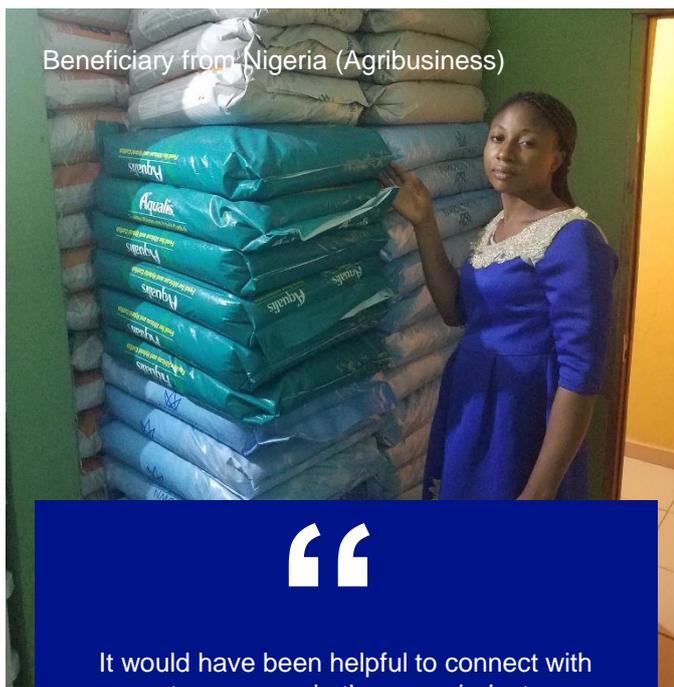


Most (82%) of WE4A beneficiaries report being somewhat or fully compliant with common business standards and practices.



However, only a little more than half of respondents (58%) report being aware of specific standards within their operating industry.

This suggests that beneficiaries are not that aware of or compliant with their own industry standards, signaling that more industry-specific workshops may be needed for the training aspect of the TEF programme.

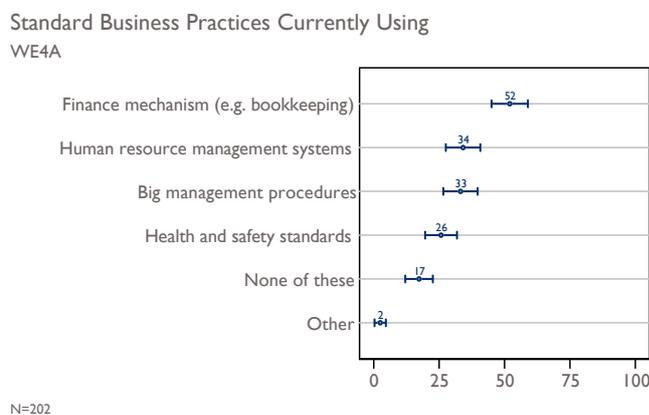


Beneficiary from Nigeria (Agribusiness)



It would have been helpful to connect with entrepreneurs in the same industry  
Beneficiary from Nigeria (Food & Beverage)

Figure 29 Standard Business Practices



### For those who report they currently use business standard practices:



More than half (52%) report using some sort of finance mechanism to maintain books and finances.



73% of respondents report having a record of their business financials,



34% report using human resource management systems



33% use big management procedures



26% use health and safety standards.

As budgeting is a part of the training programme, this shows that many but not all respondents are using what they learned in their business practices.

### Key Learning:

With only 58% of respondents reporting being aware of specific standards within their operating industry, it would be useful for the training programme to include some industry specific workshops for standard practice and procedures.

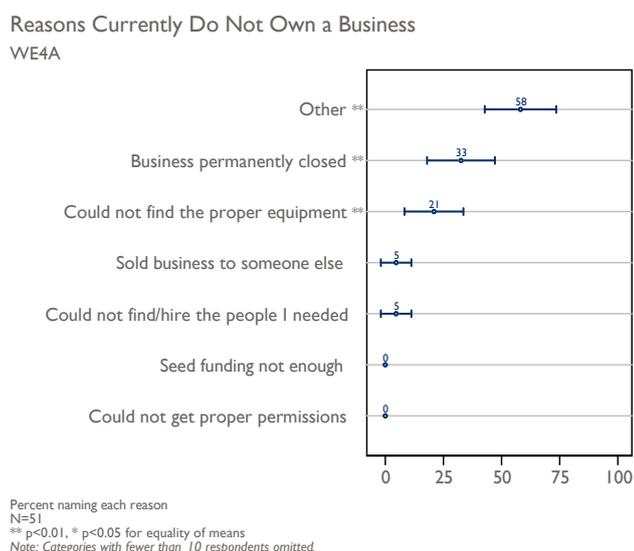


## Business Closure

### Both WE4A beneficiaries and non-beneficiaries are overwhelmingly likely to be current business owners.

For the smaller number of WE4A beneficiaries who do not currently own a business (4%), most report that they could not find the proper equipment or hire the people needed to start their business. TEF can target strengthening the mentorship and alumni programme to help business owners navigate these issues before they arise.

Figure 30 Reasons for no current business



Only 4% of WE4A beneficiaries and 8% of non-beneficiaries in the sample do not currently own a business, either because they never opened a business or because their business has since closed.

While the large majority of beneficiaries did open businesses, some no longer own a business. Of those:



21% report they could not find the proper equipment they needed to start a business



5% of respondents report selling the business to someone else

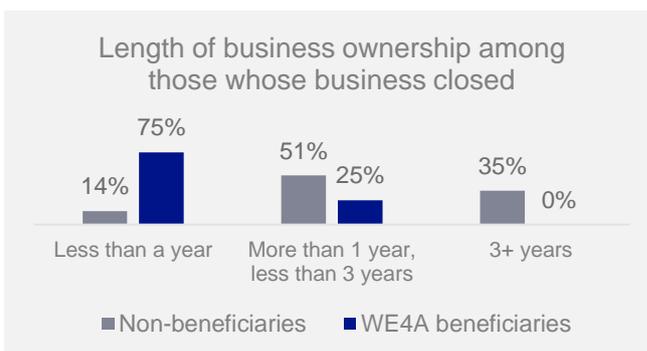


5% state could not hire the people they needed.

Entrepreneurs also report other more specific reasons for not owning a business, such as closing the business to relocate and the inflated prices of raw materials and rental spaces due to economic changes..

These reasons are important for the TEF programme to consider because it will allow for the programme to see where beneficiaries are struggling to begin businesses and TEF can provide more targeted trainings in competencies within these areas to strengthen future beneficiaries. Additionally, strengthening the mentorship and alumni programmes could help business owners learn how to navigate these issues as they are more likely to arise when the business is established. Hence, strengthening the mentorship will allow beneficiaries to be able to have a network of like-minded entrepreneurs who may have experienced the same difficulties and can help advise a solution for it.

Figure 31 Length of ownership of closed business



Among those who no longer own their first business, WE4A beneficiaries were most likely to have owned the business for less than a year before closure or sale (75%), whereas non-beneficiaries were most likely to have owned the business for 1–3 years before closure (51%).

It is important to note that this group of WE4A beneficiaries is the most recent cohort, so that would explain why most of the businesses closed were only owned for less than a year.



Beneficiary from Kenya (Healthcare)

Additionally, both WE4A beneficiaries and non-beneficiaries who no longer own their business were most likely to be at the “intermediate” stage at time of closure or sale (50% of beneficiaries, 51% of non-beneficiaries).

The fact that WE4A beneficiaries were less likely to fail during the idea or start-up stage of their businesses may be reflective of the support from the TEF programme that helped prevent closure in its earliest, most vulnerable stages, although closure is an undesirable outcome at any stage.

Among WE4A beneficiaries who have not yet opened any business, all report still planning to open a business.



**Key Learning:**

By understanding the reasons for business closure beneficiaries report, TEF should consider these and provide more targeted trainings in competencies within these areas to support beneficiaries so that they can understand how to approach the challenges before closing their business.

Despite the challenges faced, 100 percent of beneficiaries who have not yet opened their business are still planning to. This shows that beneficiaries are resilient, and that training has provided them with the capacity to keep working towards their business idea.

“

The journey of an entrepreneur has starts, and a lot of needs, and just one training will not make an entrepreneur successful for the rest of their life

**WE4A Partner Staff**



## Ability to acquire non-TEF support

After completing the TEF programme, 18% of WE4A beneficiaries acquired additional investors in their businesses. Moreover, almost half of beneficiaries' report having received non-TEF mentorship through their own professional networks. WE4A beneficiaries have also gone on to earn awards for their businesses and joining further entrepreneurial programmes such as the Women in Africa Programme.

Finance in an entrepreneurial ecosystem concerns financial capital, including loans, investments, and capital—all things a majority of TEF beneficiaries have experience with, especially seed capital. In addition to receiving seed capital from TEF, beneficiaries have also sought external opportunities for funding and networking.



49% of WE4A participants report having received non-TEF mentorship.

This points to external efforts for connecting with like-minded entrepreneurs and business owners, possibly in their local communities.



13% report they had applied for additional funding



18% have acquired additional investors in their business venture.



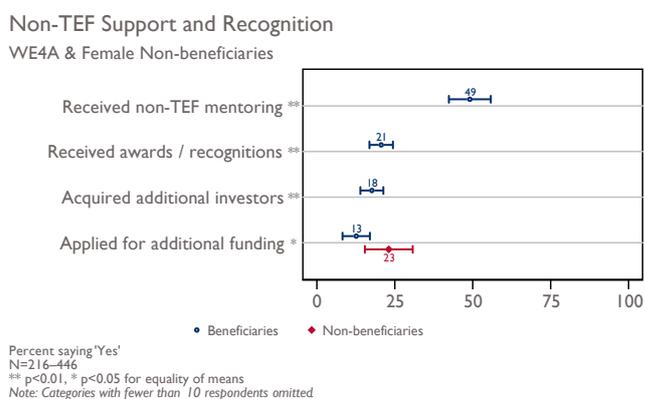
These investments have been mainly from friends and family (47%), private investments (45%) and venture capital (8%).

It is important to note that there is a large variance between the investments received from friends and family, indicating a variety of responses ranging from 30% to 65%.

This shows that TEF should encourage entrepreneurs to apply for additional funding and partner with others in their local entrepreneurial ecosystems to match investments and leverage their own funds. This method would help the business in two ways:

1. the business idea is validated if another business is willing to invest in it, and
2. the business has more resources to grow.

Figure 32 Non-TEF Support



Beneficiary from Madagascar (Agribusiness)





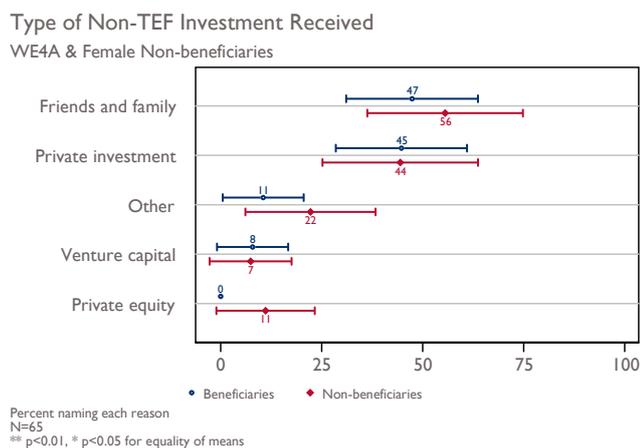
By accessing additional funding and investments, WE4A beneficiaries are contributing to SDGs targeting poverty, decent work and economic growth, reducing inequalities, and partnerships.



Lastly, 21% of beneficiaries have received additional awards and recognition for their business.

These awards have included acceptances into programmes such as the Women in Africa programme and the African Women Entrepreneurship cooperative, as well as awards such as Young Woman of the Year at the Botswana Women Awards and being a Chartered Women in Tech.

Figure 33 Type of Non-TEF Investment



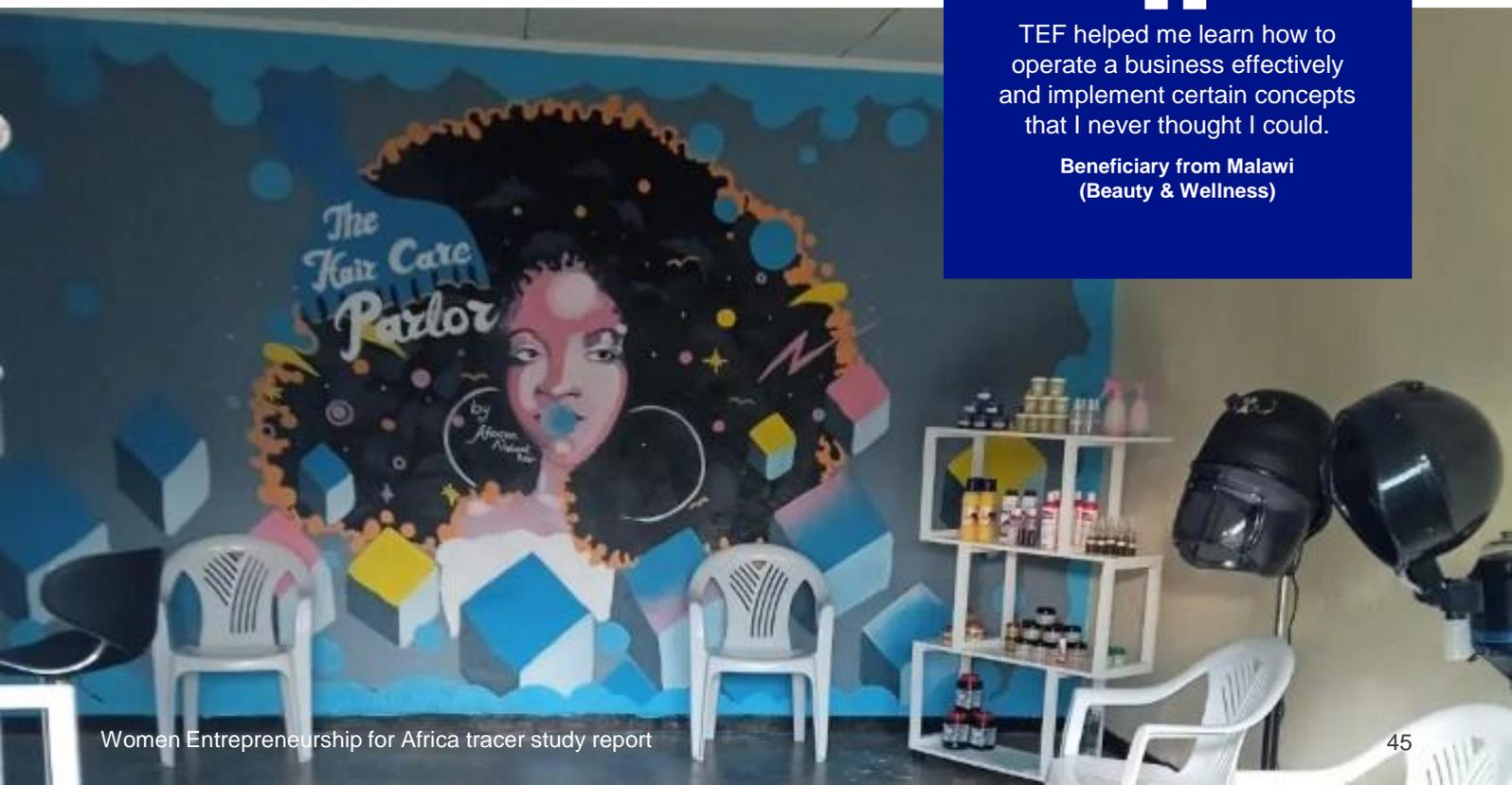
**Key Learning:**

WE4A beneficiaries were successful in acquiring funding and investments from outside sources, both through family and friends, as well as private investments. TEF should further encourage beneficiaries to apply for additional funding opportunities and partner with other entrepreneurs in their communities after completing the programme. By doing so, beneficiaries will be able to acquire further investments in their business and gain more resources to grow.



TEF helped me learn how to operate a business effectively and implement certain concepts that I never thought I could.

**Beneficiary from Malawi  
(Beauty & Wellness)**





## Job Creation

**Job creation is an aspect of the ecosystem that TEF has contributed greatly to and has the most impact.**

Responding WE4A beneficiaries report employing a total of 1,157 employees before applying to TEF. At the time of the tracer study, responding WE4A beneficiaries report employing a total of 3,595 employees, suggesting 2,438 new jobs created by the 512 WE4A beneficiaries who participated in the tracer study. If we assume these responding WE4A beneficiaries are representative of the entire population of 2,420 female WE4A beneficiaries trained, it is estimated that **11,523** total new jobs have been created by WE4A-supported businesses.

WE4A beneficiaries are also doing a great job in providing jobs to women, with an average of 77% of their current employees being women (up from an average of 62% among those with businesses at the time of applying to TEF). Moreover, nearly half of WE4A beneficiaries' current employees (45%) are aged 18–24 (approximately the same as the rate at the time of applying to TEF, 41%). These findings suggest beneficiaries are fulfilling TEF's goals of providing more job opportunities for women and youth.

Human capital within an entrepreneurial ecosystem includes networks, labor, and educational institutions. This means that these three features are connected within each other to contribute to the larger ecosystem. Networks refer to the system by which entrepreneurs connect with each other, labor includes decent jobs and the employees working, and educational

institutions focus on the availability of educational opportunities for entrepreneurs.

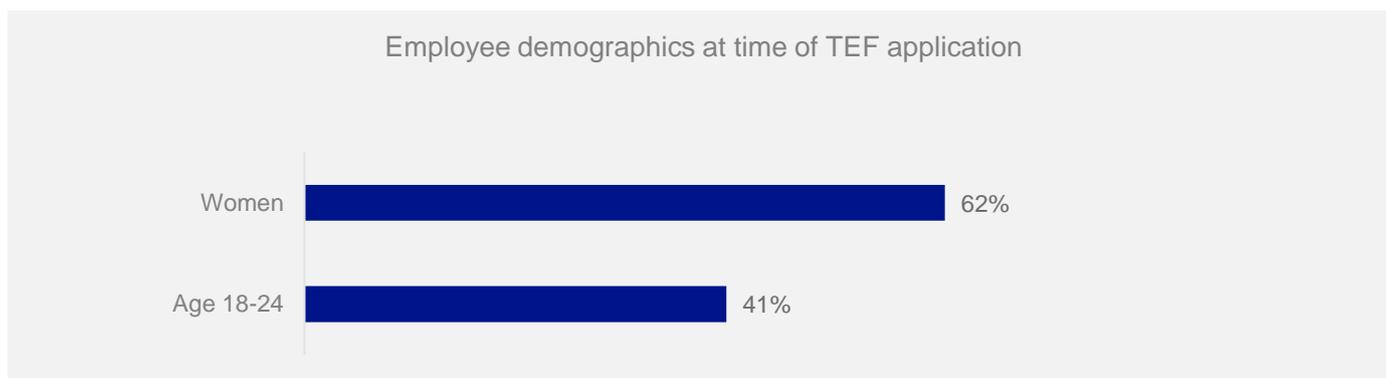
The program's efforts have generated a group of educated and trained entrepreneurs that can contribute to their local economies. As shown in the previous section, these beneficiaries have established networks with other entrepreneurs in their fields, effectively contributing to developing professional networks. Furthermore, beneficiaries have provided jobs and opportunities to their local communities by hiring workers, serving as suppliers, and contributing to local charities.



The TEF Programme has broadened my thinking and opened me up to going for more opportunities.

**Beneficiary from Botswana (Agribusiness)**

Figure 34 Employee Demographics at Application



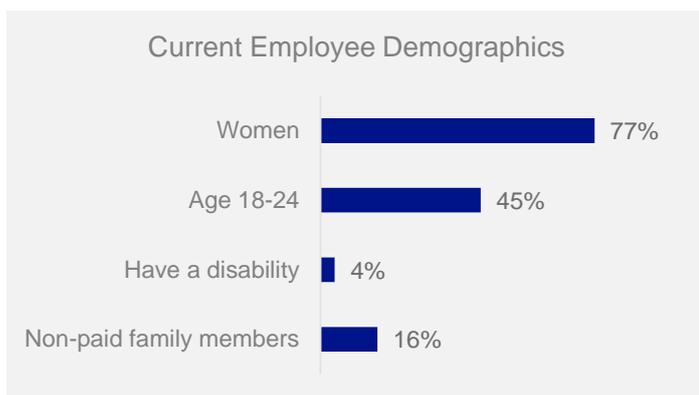


**Entrepreneurs impact local communities in various ways, including providing jobs, opportunities, and resources.**

Looking at creation of jobs in particular, we specifically consider employment of marginalized groups (women, youth, and those with disability) and indicators of decent work (full-time employment, fair pay).

WE4A beneficiaries excelled in providing jobs to women, with 77% of their current employees being women, up from 62% at the time of applying to the TEF programme. In addition, nearly half of WE4A beneficiaries' current employees (45%) are aged 18–24 (which is similar to their percentage at the time of applying to TEF, 41%).

*Figure 35 Current employee demographics*



These high percentages of youth employment also reflect well on WE4A beneficiaries, given that youth unemployment is consistently very high compared to overall unemployment, so providing job opportunities for youth reflects a positive impact on the entrepreneurship ecosystem.

There is room for improvement, however, in the employment of individuals with disabilities, as only 4% of WE4A beneficiaries' current employees have a disability. In addition, 16% of WE4A beneficiaries' current employees are non-paid family members. Filling positions with family members who do not earn pay limits the extent of job opportunities in the larger community created by a business, in addition to limiting the earnings of those family members.

*Figure 36 Typical hours worked per week*



Another indicator of decent work is hours worked per week, and fair pay. Findings suggest WE4A beneficiaries are doing well on both of these indicators.

On average, WE4A beneficiaries' full-time employees work 35 hours per week, and part-time employees work 19 hours per week. Their employees' typical monthly earnings are \$421 per month for full-time employees, and \$249 per month for part-time employees.

Comparing the typical monthly earnings of full-time employees to the average per capita income in these countries, on average WE4A beneficiaries' full-time employees are making twice their countries' average per capita income. In addition, typical monthly earnings exceeded the average per capita income in 11 of the 15 countries with the most WE4A beneficiaries (at least 5) reporting.

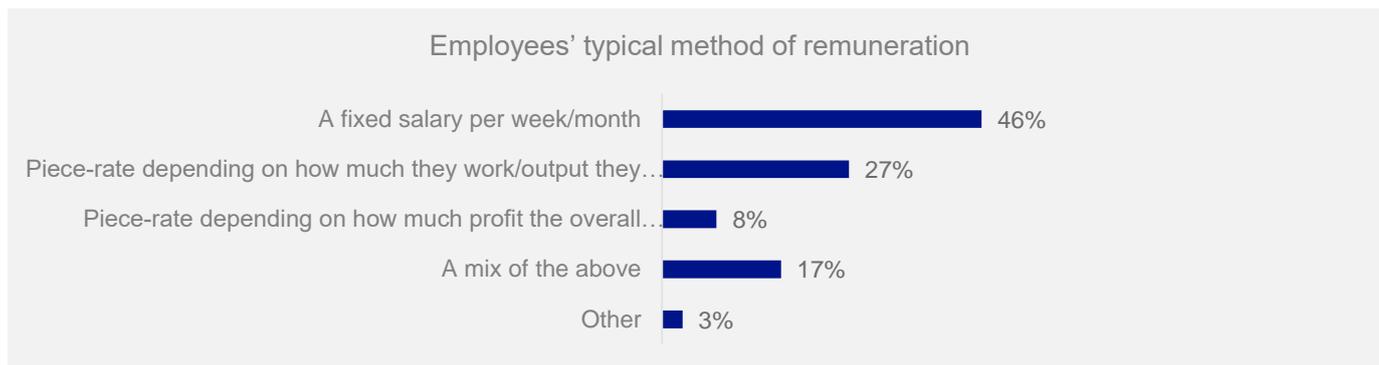
By creating and providing decent jobs, WE4A beneficiaries are contributing to the SDGs laid out by the UN to achieve zero hunger, gender equality, and decent work and economic growth.

*Figure 37 Typical monthly earnings for employees*





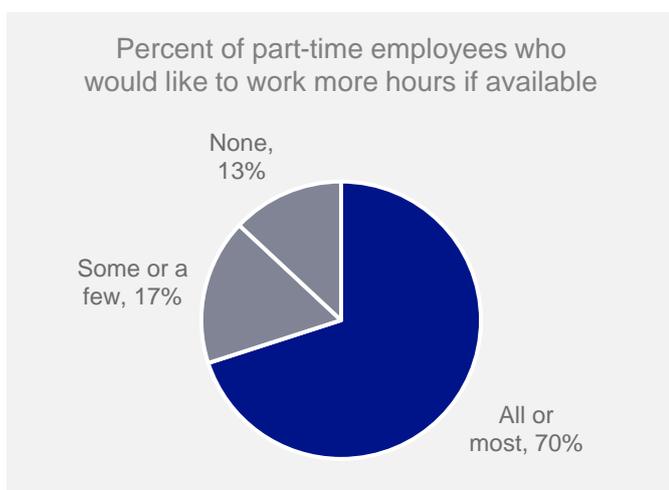
Figure 38 Typical Method of Remuneration



Also indicative of fair pay, the majority of WE4A participants' employees are remunerated with a fixed salary per week or month (46%), with the next most common method of remuneration being piece-rate depending on how much they work or how much output they produce (27%). Another 17% are paid as a mix of the above, while much smaller percentages are paid piece-rates depending on how much profit the business makes (8%), or another way (3%).

While average hours worked per week and pay for employees suggest decent working conditions for WE4A participants' employees, the majority (70%) report that their part-time employees would prefer to work more hours per week, if they were available.

Figure 39 Additional hours



“  
The only workers are the partners, we do whatever work is required. Currently, no one receives a salary from the business  
Beneficiary from Gambia (Construction)

In addition, half of WE4A participants reported being unable to pay their employees on time and in full at least one month over the past 6 months, with this problem occurring just one month for 7% of WE4A participants, but as much as two months for 19% of beneficiaries, and 3 or more months for another 25% of WE4A participants. While unfortunate for the employees and reflective of business owners not having enough cash on hand, this is also a relatively common occurrence, especially among new businesses.

Figure 40 Inability to pay employees

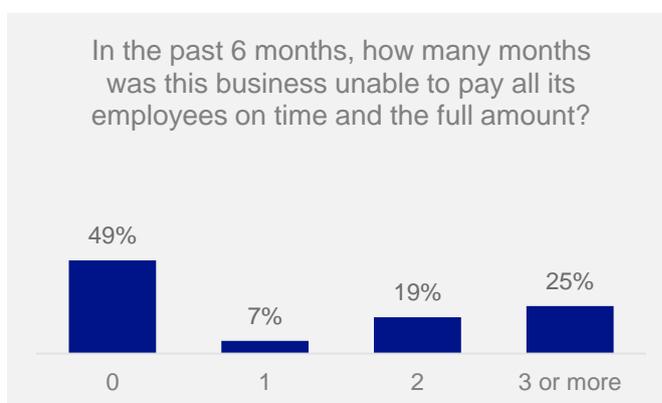
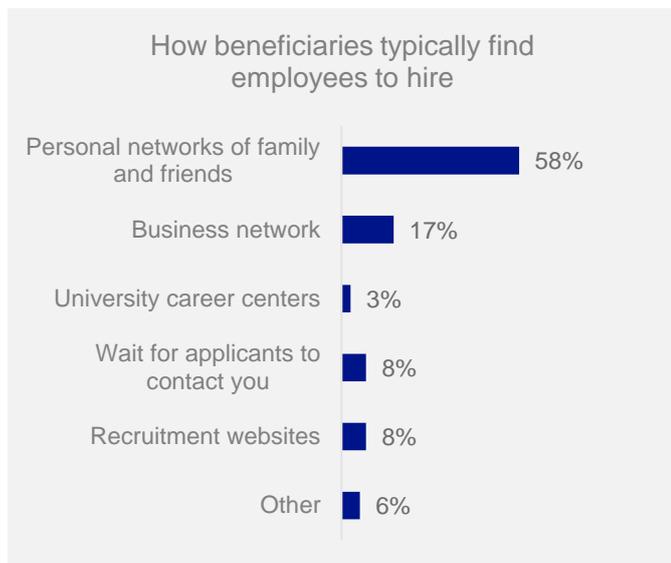




Figure 41 Finding Employees to Hire



And finally, the majority of WE4A participants (58%) typically find employees to hire among personal networks of family and friends,



a much smaller percentages find their employees through business networks (17%), waiting for applicants to contact them (8%), recruitment websites (8% percent), university career centers (3%), or another way (6%).

Hiring primarily among personal networks of family and friends restricts the job opportunities created for the larger communities by WE4A participants, and also limits the talent these businesses are able to recruit, although hiring among trusted personal networks is quite common, especially among small businesses.

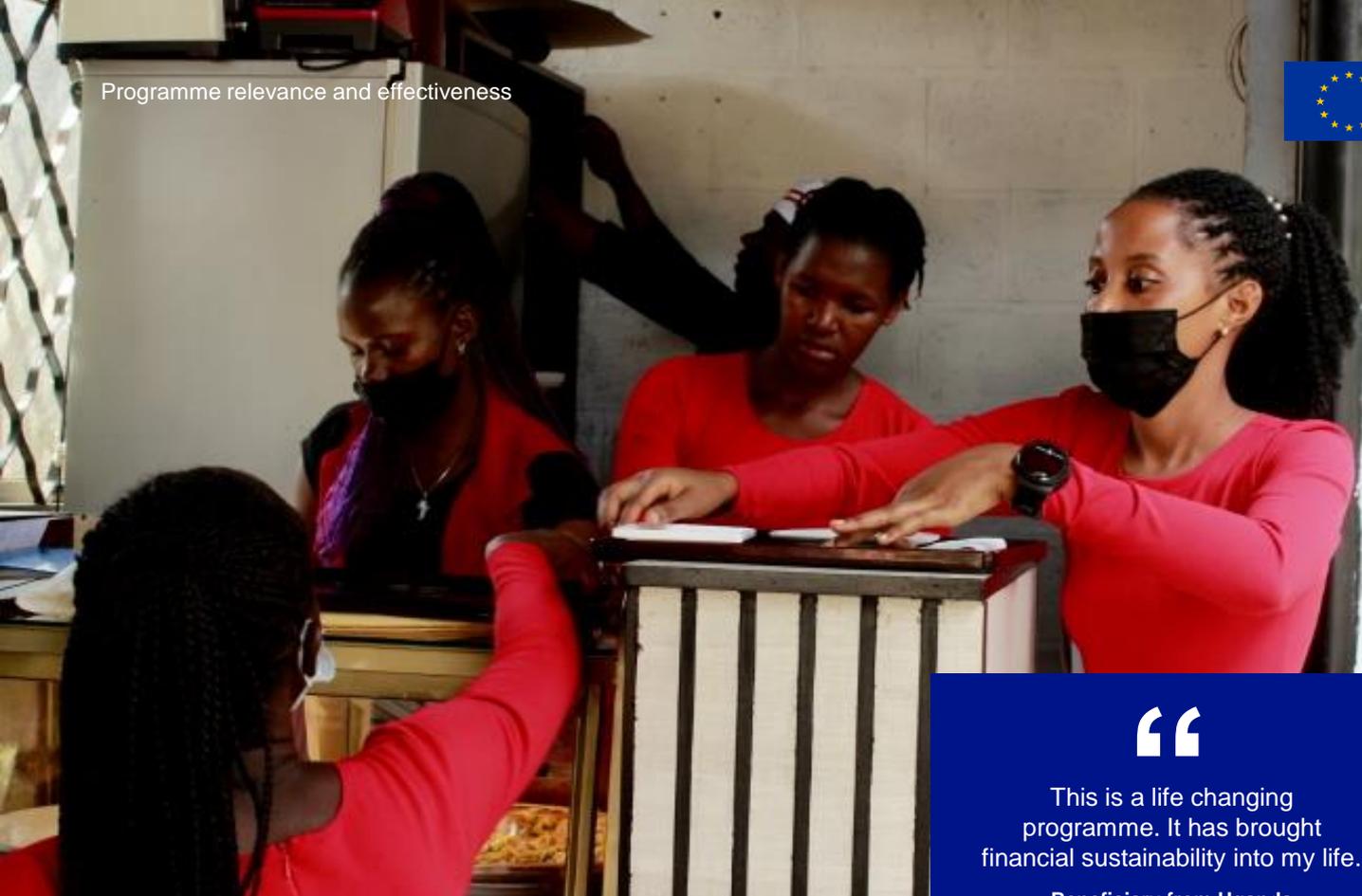
**Key Learning:**

A majority of WE4A beneficiaries currently employ women and more than half employ youth between 18-24, indicating that WE4A beneficiaries are reaching TEF’s target of providing more jobs and opportunities for women and youth. Since the baseline, there has been a 50% increase in the number of staff employed.

An area the TEF programme can improve is by encouraging beneficiaries to not employ as many family members that do not get paid as that takes away opportunities from the community and to encourage employing more people with disabilities so that everyone has equal opportunity for work. By doing this, the TEF beneficiaries will contribute stronger to the entrepreneurship ecosystem.

Beneficiary from Ghana (Food & Beverage)





“  
This is a life changing programme. It has brought financial sustainability into my life.  
Beneficiary from Uganda (Food & Beverage)

## Entrepreneurship Culture

**WE4A beneficiaries overwhelmingly feel their communities are supportive of entrepreneurship with:**



87% reporting support



83% stating that entrepreneurs have a good social status in their communities

On the other hand, the report suggests that many entrepreneurs feel failure is not acceptable in their community. This belief points to a fragile entrepreneurship culture and an area TEF may seek to address through the training and mentorship programme.

Culture in an entrepreneurial ecosystem is an important aspect that plays an integral role in strengthening the ecosystem. Culture refers to the social culture in which entrepreneurs work within and indicators that speak to this include perceptions of business success and failures in a community, innovation, social status, and reputations.

While entrepreneurial cultures may differ between countries in Africa, we aimed to gain a general understanding of beneficiaries’ experiences with these previously outlined indicators.

In this study, we found that many participants reported that their communities were supportive of entrepreneurship and that entrepreneurs had a good social standing. A majority of participants (87%) said that their communities were supportive of entrepreneurship, and 83% said that entrepreneurs in their communities had a good reputation.

*Figure 42 Community entrepreneurship support.*

Community Entrepreneurship Support WE4A



Percent saying "Strongly/Somewhat Agree" N=222-446



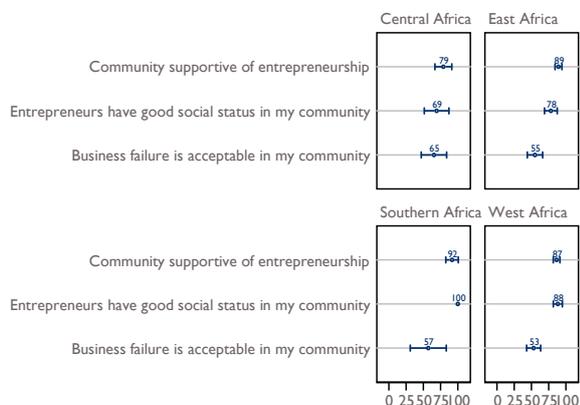
It is noteworthy that beneficiaries from Central Africa have lower agreement to these statements, with only 79% stating that their communities support entrepreneurship and 69% reporting good social status. In comparison, beneficiaries in East and South Africa had much higher percentages of agreement.

This suggests that beneficiaries in Central Africa may not receive the same level of support for entrepreneurship from their local communities, making the experience of being an entrepreneur different in Central Africa compared to other regions such as Eastern or Southern Africa.

While this is a positive indicator for the success of TEF beneficiaries, providing additional training and mentorship on acceptance of business failure could help counteract negative community attitudes towards entrepreneurship.

Figure 43 Community entrepreneurship support regional breakdown

Community Entrepreneurship Support WE4A



Percent saying "Strongly/Somewhat Agree"  
N=212-421

Beneficiary from Guinea (Beauty & Wellness)



“  
This programme affected me positively because it allowed me to acquire knowledge and improve my relationships with other entrepreneurs.  
Beneficiary from Chad (Agribusiness)

Beneficiary from South Africa (Professional Services)



Key Learning:

Overall, WE4A beneficiaries feel supported in their local communities and report that entrepreneurs have good social status and reputations in their communities.

However, it is important for TEF to consider that beneficiaries from Central Africa were less likely to report their communities support entrepreneurs. This is important for the programme to consider as it shows the experience of entrepreneurs varies between different regions in Africa.



## Community Impact

### WE4A participants impacted their local communities by supporting and mentoring charities and fellow entrepreneurs.



A majority of WE4A beneficiaries (71%) report they have pursued further education after TEF, showing that the programme serves as catalyst for participants and increases their capability to pursue further education.



More than half (62%) of respondents have mentored non-TEF entrepreneurs in their local community,



and half (50%) of them supporting charities in their communities.

This shows that entrepreneurs from the TEF programme are willing to give back to their community, in a similar manner that TEF gave them.



Similarly, 59% of non-beneficiaries' report supporting community charities, displaying a sign of a strong entrepreneurial ecosystem where business owners, whether they completed TEF or not, are willing to give back to their local communities.

It should be noted that while there is no major difference in this aspect between beneficiaries and non-beneficiaries, it is worth keeping in mind that WE4A participants have only been out of the programme for a year compared to non-beneficiaries who applied since 2015.



This programme has inspired me to continue to dream big and to think creatively on how to solve the challenges that face my community

**Beneficiary from Rwanda (Education & Training)**

Beneficiary from Madagascar (Commercial Retail)





Additionally, WE4A beneficiaries report that the TEF programme has allowed them and their families to pursue further education.



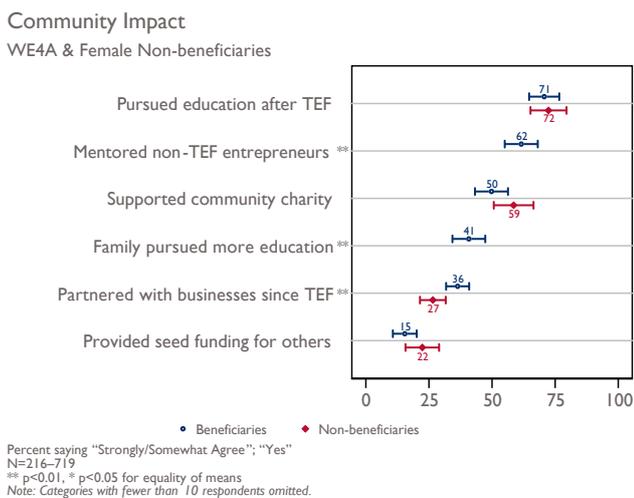
A majority (71%) of WE4A beneficiaries have pursued further education after TEF and 41% state their family members also pursued further education.

This shows that the TEF programme has given their beneficiaries the ambition to pursue further education, as well as enabling their families to gain more education.



Furthermore, 36% of WE4A beneficiaries support their communities by partnering with other business and 15% have even gone on to provide seed funding for other entrepreneurs.

Figure 44 Community Impact



**Key Learning:**

The TEF programme has both impacted the beneficiaries personally and professionally. A majority of beneficiaries report they have pursued further education after the programme, as well as their family members being able to pursue further education.

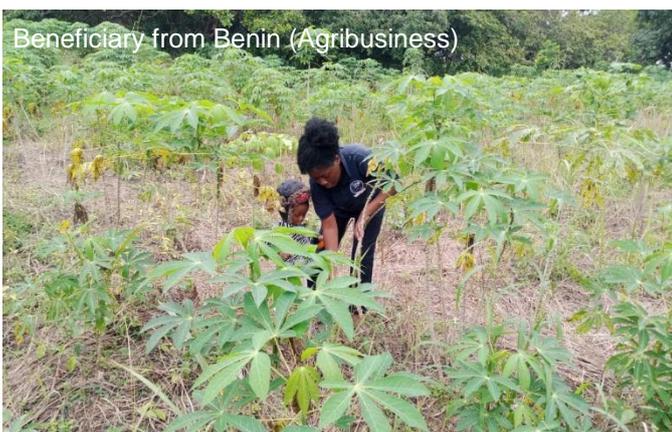
This shows the TEF programme is increasing their beneficiaries' capability to pursue further opportunities for themselves and their families.

Additionally, beneficiaries have been impacting their own communities by providing mentorship to local entrepreneurs and supporting community charities. All of this shows that TEF is having a positive impact on beneficiaries, their families, and their local communities.

Beneficiary from Madagascar (Agribusiness)



Beneficiary from Benin (Agribusiness)





## Market access and supply-chain integration

### WE4A beneficiaries report relatively strong access to markets in their countries and industries



79% having adequate access



89% planning to or currently engaging in trading products and services beyond their country.

One important aspect of a strong entrepreneurial ecosystem is the market, and an entrepreneur's access to it. This aspect of the ecosystem focuses on the consumers, as well as the networks formed between business owners and the market system in their country.

These are all indications of TEF's impact on equipping beneficiaries with the necessary skills and knowledge to access markets, trade, and explore new markets.



Beneficiary from Benin (Agribusiness)

### One of the goals of the TEF programme is to equip beneficiaries with the knowledge to enter markets and provide opportunities to do so.



When they went to start their business, 83% of beneficiaries reported a market for their business in their country existed. Both beneficiaries and non-beneficiaries alike report having adequate access to their respective business markets.



Over half of the beneficiaries (61%) report they are able to explore networks to enter markets.



While a majority of beneficiaries (89%) report they have plans to trade products and services beyond their country, only 21% have actually done so, and only 44% are aware of the African Continental Free Trade Area.



Additionally, beneficiaries are looking at different approaches to expanding their business, with 25% stating they have partnered with marketing firms to expand their business venture.

WE4A partner staff state that while the scale of the TEF programme allows for international networks and large privatized markets throughout Africa, it can be difficult to address country-specific market issues entrepreneurs face.

Different countries hold different levels of economic capacity, as well as different barriers to longevity of a business. It is noted that certain countries have higher levels of crime, or more difficult policies regarding taxation and importation that cannot be covered in depth in a broad programme like TEF. Additionally, WE4A partner staff mentioned finding the best market for an individual beneficiary can be difficult, as it may not be located within their own country

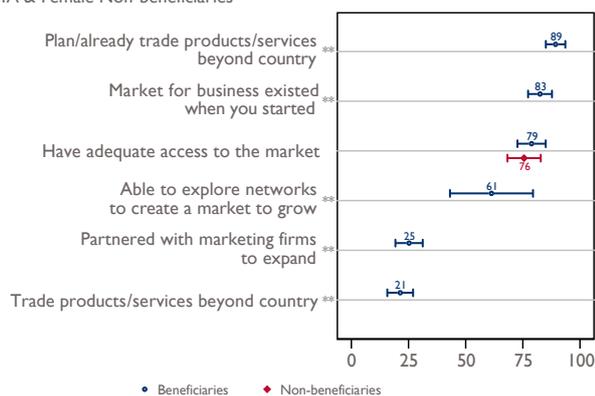


Beneficiary from Uganda (Renewable Energy)

Figure 45 Market Access

Market Access

WE4A & Female Non-beneficiaries

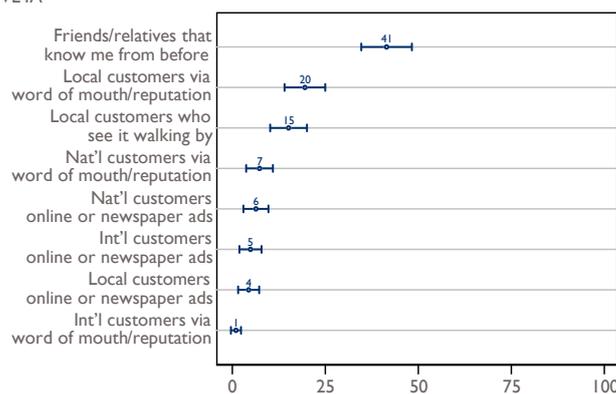


N=31-305; percentages calculated out of totals that include less than 1-2% DK/Ref. \*\* p<0.01, \* p<0.05 for equality of means. Note: Categories with fewer than 10 respondents omitted.

Figure 46 Main Clients

Main Clients

WE4A



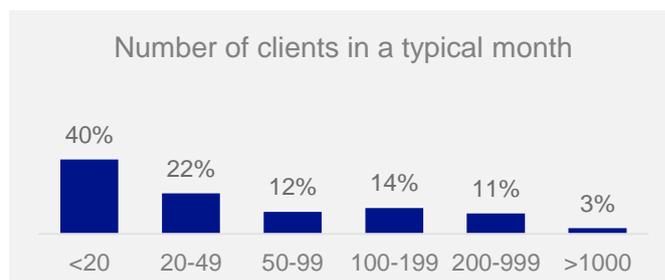
Percent ranking as most important. N=205; percentages calculated out of totals that include 7-12% DK/Ref.

Yet nearly half of WE4A beneficiaries (41%) rank their most important clients as their friends and relatives that they know from before. This suggests that beneficiaries largely rely on their immediate networks to help support their business venture development and makes business more vulnerable to shocks.

Relying on immediate networks for sales can suggest vulnerable businesses for whom growth could pose a challenge.

The largest percentage of WE4A beneficiaries currently serve a relatively small numbers of clients in a typical month, with 40% selling products or services to less than 20 clients per month. Average sales per client are most commonly under \$20 (48% of WE4A beneficiaries).

Figure 47 Number of Clients in a Typical Month





### Being a supplier

The majority of both WE4A participants and non-beneficiaries report their business serving as a supplier or vendor to other businesses, although this is slightly more common among non-beneficiaries (67% of non-beneficiaries versus 64% of WE4A participants).

Serving as a supplier to other businesses is a good indicator of a stronger business model being out of direct-to-consumer businesses, which tend to be less sustainable, small stores or resale businesses

### Using suppliers

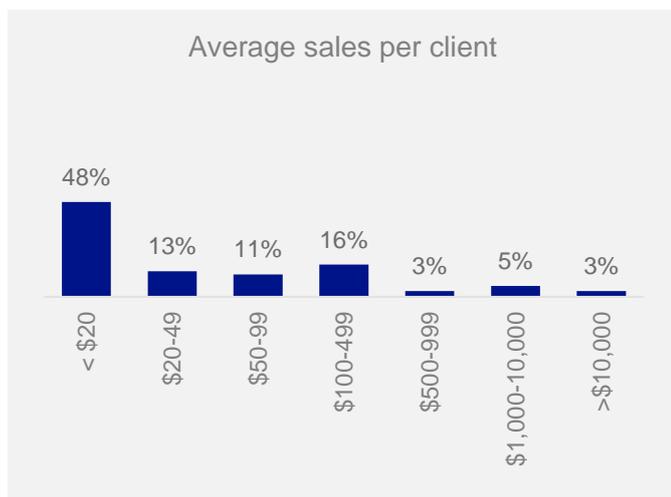
The majority of both WE4A beneficiaries and non-beneficiaries use other business as a supplier:

**57%** of WE4A beneficiaries

**70%** of non-beneficiaries

The fact that WE4A beneficiaries have reached nearly the same rates of success integrating into the supply chain as have non-beneficiaries reflects well on WE4A beneficiaries, given their relatively much newer businesses.

Figure 48 Average Sales per Client

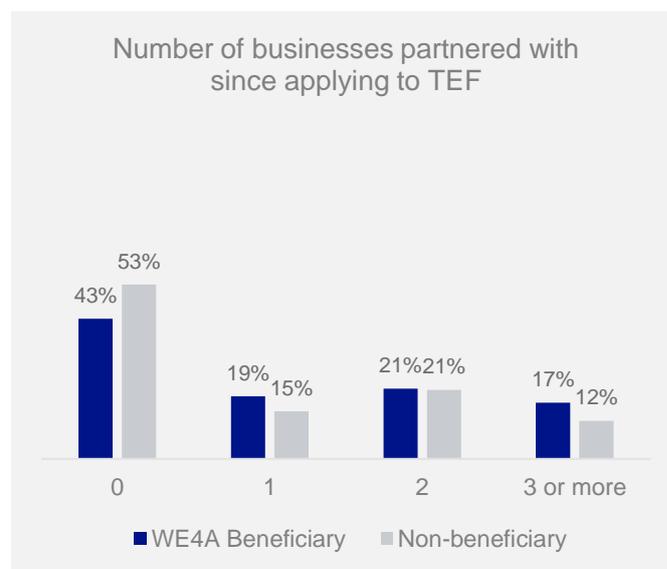


### Partnering with businesses

WE4A beneficiaries and non-beneficiaries have also partnered with comparable numbers of businesses in the time since applying to the TEF programme. The fact that WE4A beneficiaries have achieved similar rates as have non-beneficiaries is impressive, given on average several fewer years in business.

Beneficiaries report numerous benefits from partnering with other business(es), with many beneficiaries (62%) stating opportunities to network as a strong benefit. Additionally, beneficiaries also report skill-building, access to new markets, more access to existing markets, opportunities for new ventures, and additional investors as all benefits of business partnerships.

Figure 49 Number of Business Partnerships



### Key Learning:

A majority of WE4A beneficiaries report having adequate access to markets in their countries, with 89% reporting they plan to or are currently engaging in trade beyond their own country.

While this shows that beneficiaries have fair access to a market to conduct business, nearly half of them rank their most important clients are friends and families. Reliance on immediate networks makes businesses more vulnerable to shocks.

This suggests that TEF should integrate more training for beneficiaries to learn techniques and ways to reach out to more networks in their country, as well as across the continent or world.



Beneficiary from Nigeria (Food & Beverage)

## Business challenges and growth

**Challenges to businesses vary and are caused by numerous issues: resources, funding, clientele, economy, and more.**

The main barriers many WE4A participants are experiencing or have experienced with their businesses are



resource issues (69%),



government regulation (52%),



corruption (48%),



infrastructural issues, such as roads (38%)

**Moreover, WE4A beneficiaries are tackling climate change in their communities**



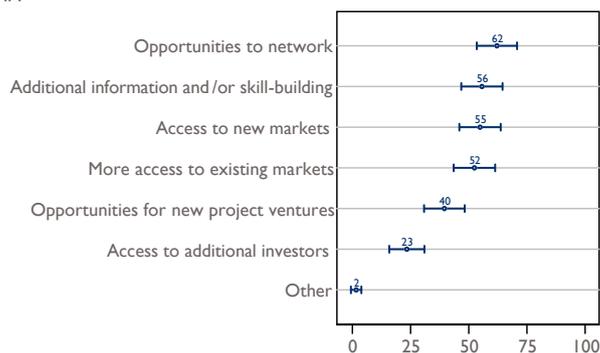
96% of beneficiaries reporting one of their plans to address climate change is to minimize waste



92% report they plan to use natural and sustainable products and materials.

Figure 50 Benefits from Partnering

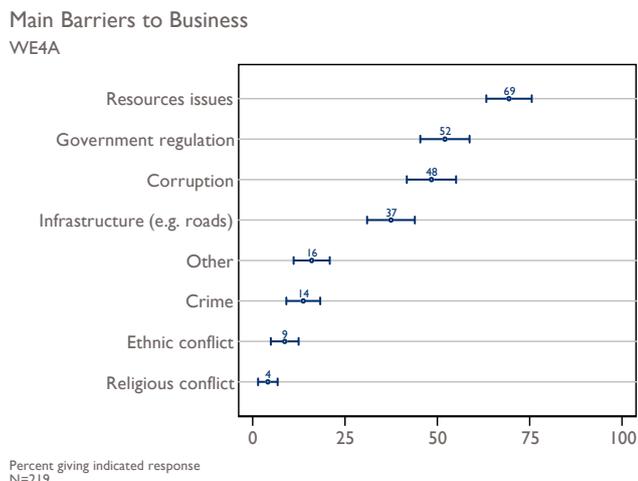
Benefits from Partnering with Other Business (es)  
WE4A



Percent giving indicated response  
N=124



Figure 51 Main Barriers to Business



As displayed in Figure 52, many beneficiaries report the biggest challenges to growing their business have been:



inflation (56%) and access to finance (44%). Non-beneficiaries report experiencing more challenges regarding access to finance, with 81% reporting difficulties.

Beneficiaries report various conditions that must be sufficient for their business.



First, 90% of WE4A participants state communications as their top condition for a sufficient business.



Additionally, beneficiaries report access to technology (81%),



business consultation about taxes



business registration (79%),



and physical infrastructure (77%) as all necessary and important conditions for their business.



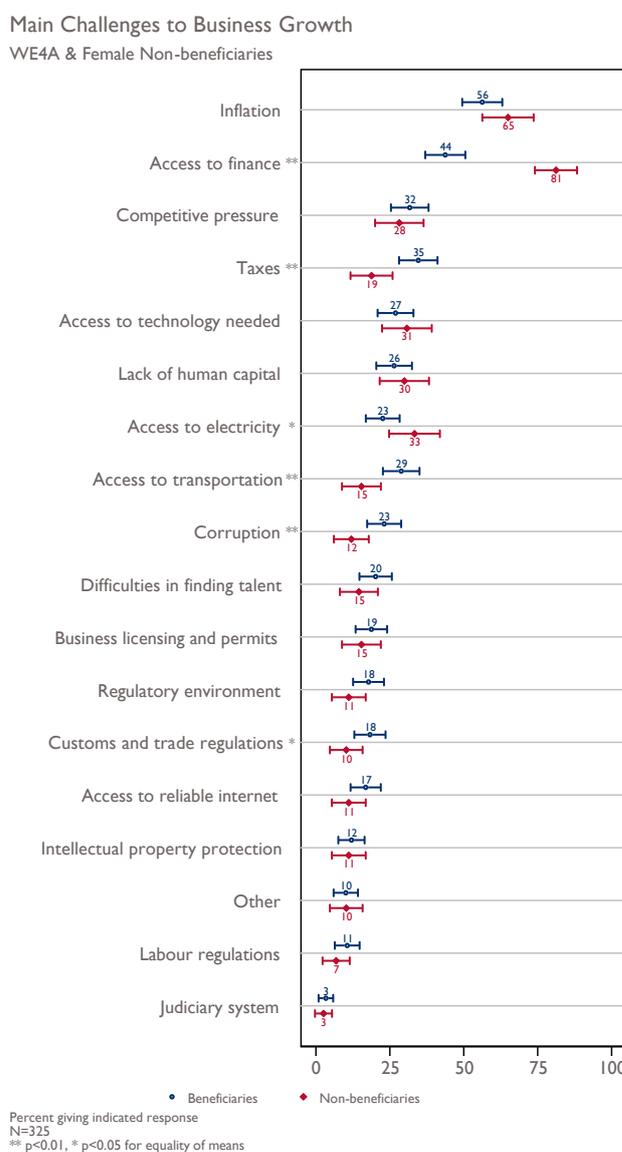
A lot of companies are also struggling with the repercussions of the COVID; restrictions and now the global economic situation

WE4A Partner

Moreover, in regard to the COVID-19 pandemic, both beneficiaries and non-beneficiaries report negative impacts of the pandemic on their business. Additionally, one gap WE4A partner staff noted that beneficiaries do not know what measures to take to prepare for or react to unexpected obstacles as business owners, such as the COVID-19 pandemic.

While the TEF alumni network and mentors ideally are a resource, WE4A staff state beneficiaries do not always know these sources are available to find information or offer advice.

Figure 52 Main Challenges to Business Growth

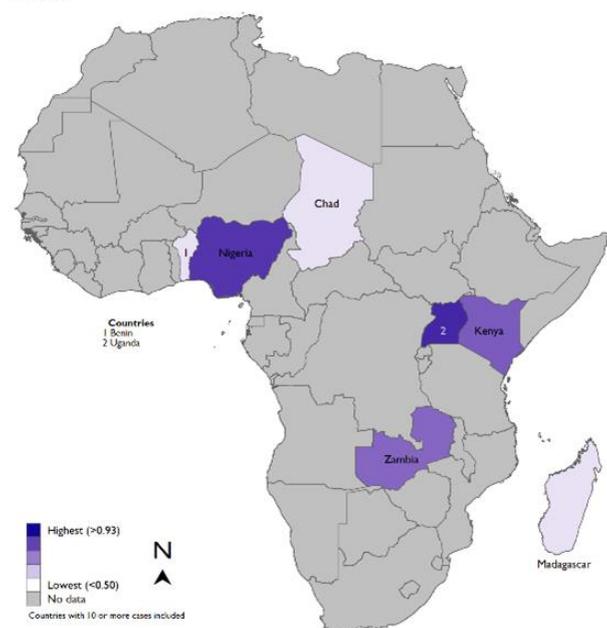




As climate change concerns grow across the world, Africa is faced with certain, difficult challenges concerning temperature increase, especially in West, Central, and East Africa. The Africa Climate Policy Centre has projected an increase in temperatures will decrease the continent’s GDP between 2.25 and 12.12% percent.<sup>[1]</sup>

Figure 53 Plans for Climate Change Map

Planning for Climate Change Impact Index WE4A



Entrepreneurs and business owners operating in the continent must be aware of these challenges and adapt their business—WE4A participants have begun doing this.

 A majority of beneficiaries (96%) report one of their plans to address climate change is to minimize waste and use natural and sustainable products and materials (92%).

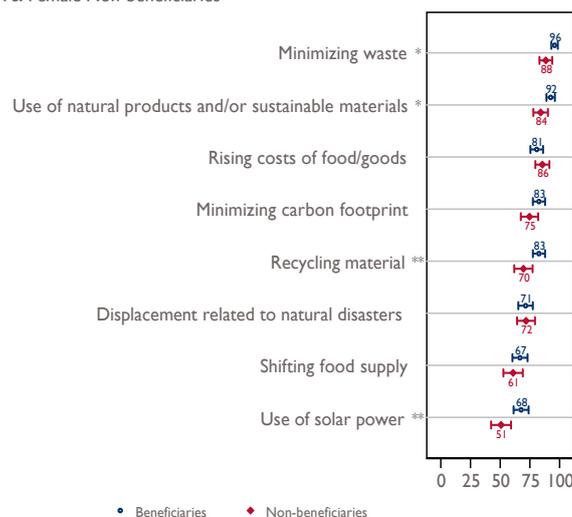
 Other ways beneficiaries and non-beneficiaries alike are thinking about the impact of climate change is through minimizing their carbon footprint, recycling materials and using solar power.

This is indicative of an increased support for green entrepreneurship and targets many goals within the UN’s SDGs.

Moreover, many beneficiaries (81%) report one of their main concerns regarding climate change is the rising costs of food and goods—both beneficiaries and non-beneficiaries hold the same concerns regarding climate change’s impact on their business.

Figure 54 Plans for Climate Change

Planning for Climate Change Impact WE4A & Female Non-beneficiaries



Percent saying “To a great extent” or “Somewhat”  
N=351  
\*\* p<0.01, \* p<0.05 for equality of means

**Key Learning:**

Resource issues are the number one cause of concern for business owning beneficiaries. Additionally, government regulation, corruption, and infrastructural issues are all areas beneficiaries report as their main barriers with maintaining their business.

These are important for TEF to consider when designing their training programme as they can create lessons on how to address these issues and overcome these obstacles.

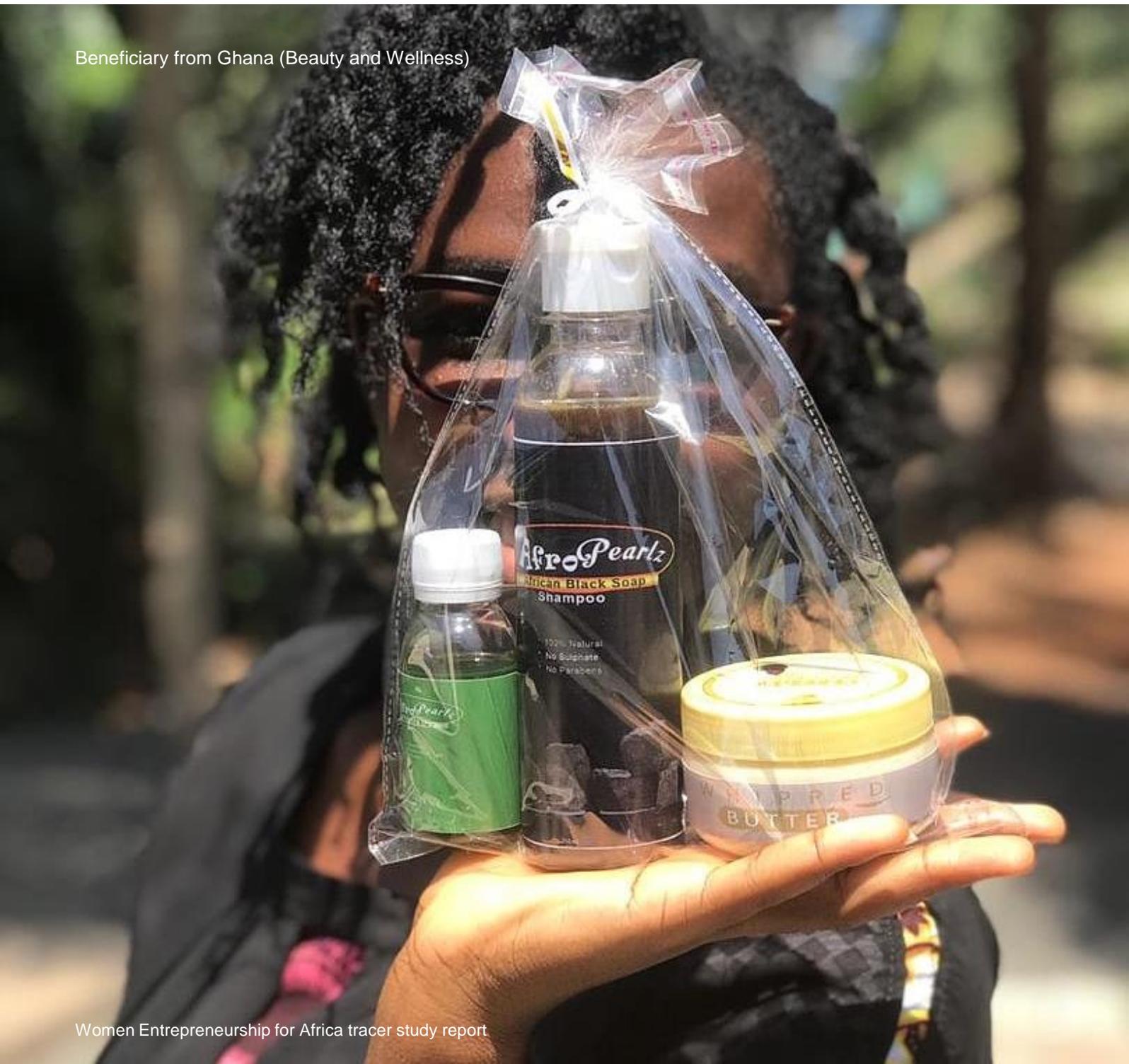
Furthermore, beneficiaries report that their main cause of concern regarding climate change in their business is the rising costs of food and goods. To address climate change issues, beneficiaries report they plan to minimize waste and use natural and sustainable products and materials in their businesses.

[1] United Nations Framework Convention on Climate Change: <https://unfccc.int/news/climate-change-is-an-increasing-threat-to-africa>



# Sustainability and stakeholder feedback

Beneficiary from Ghana (Beauty and Wellness)





## Sustainability and Stakeholder Feedback

Programme sustainability includes two aspects:

1. the ability of the funded entrepreneurs to start and grow business over time and
2. the programme’s ability to maintain donors and successfully serve the large number of beneficiaries in a diverse and difficult environment.

**Overall WE4A beneficiaries are very optimistic about their future:**



92% state they have the skills to start a business,



with 98% reporting they have the skills to sustain and grow their business.

Some of the challenges experienced by donors include a limited line of connection between the beneficiaries and the WE4A, lack of timely access to training modules, and lack of understanding of internal TEF structures, creating coordination issues.

The success stories of the WE4A beneficiaries and the holistic impact of the TEF programme on their professional and personal lives is the best indicator of the influence of the programme and its promise for the future.



The success stories that we’ve collected, it really does make a difference in a lot of lives.

**WE4A Partner staff**

WE4A partner staff note the accurate perspective TEF has on African business, as they know owning a business is a process:

Beneficiary from Nigeria (Fashion)



The TEF programme has provided me opportunities to interact with other people facing the same business challenges as mine.

**Beneficiary from Nigeria (Agribusiness)**

WE4A partner staff also emphasize the important economic impact the TEF programme is having on Africa, specifically as it addresses the private sector, with an WE4A partner staff saying:



To improve the private sector in the countries, in the long run, increases the GDP of the countries. The better the private sector, the better the country’s economy.

**WE4A Partner staff**



**The sustainability of the programme is helped by the enthusiasm it inspires, most notably in the activities of many of the hub leads.**

These individuals believe in the TEF programme and are willing to volunteer their time, and potentially some finances, to advocate and offer testimony to how the programme has changed their lives.

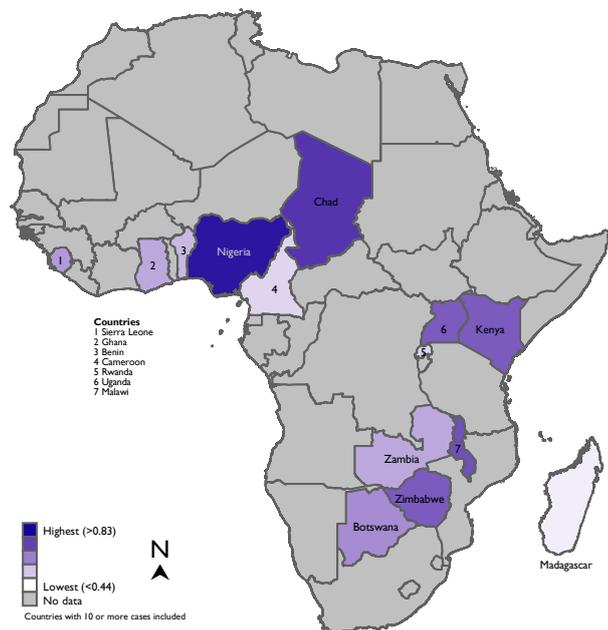
Overall, beneficiaries are optimistic about the future of their business (89%), though the rate is slightly higher among non-beneficiaries (98%), possibly due the difference in business longevity so far: WE4A participants are in their first year of business operations since completing the TEF Programme, while non-beneficiaries have been in business longer on average, and the first year of a business is well-known to be the most difficult.

That said, the majority of WE4A participants (93%) report being very or somewhat confident in maintaining their business for the next year at least. This hope is well founded for nearly half (45%) who report their business increased operating revenues in the last month.

Notably, the optimism is the highest in Nigeria, while beneficiaries in Cameroon and Madagascar express less positivity.

Figure 55 Business Outlook Map

Business Outlook Index  
WE4A



To further increase the chances of their business surviving, many beneficiaries report they plan to improve their existing goods and services in the next six months (59%), as well as their methods of production (58%).

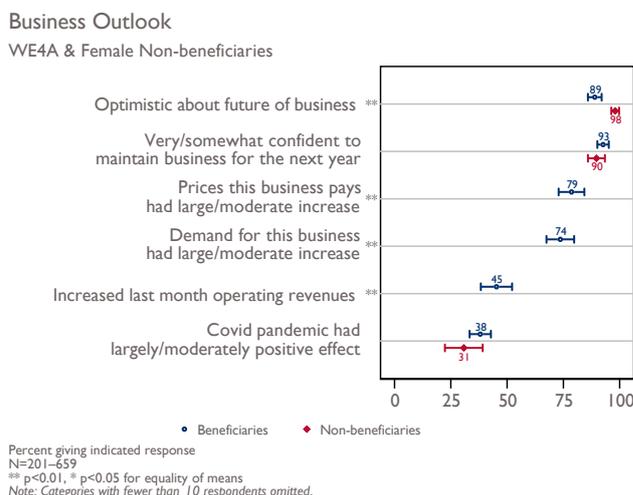
Furthermore, beneficiaries mention improving logistics, changing business strategies, adopting/expanding use of technology, introducing new goods or services, and changing management practices, all of each indicates active, engaged, and market responsive entrepreneurs.

This shows that the participants of the programme believe they have received the necessary skills to sustain their business, as well as expand it.

Additionally, this is indicative of an ecosystem that supports the growth of local businesses and targets partnership goals within the UN’s SDG plan.

At the same time, nearly half of WE4A beneficiaries (41 percent) rely on their immediate networks to help support their business venture development, raising concerns about vulnerability to shocks and limiting growth potential.

Figure 56 Business Outlook





**For the programme to be able to continue offering this support to beneficiaries, creating sustainable long-term partnerships with a variety of donors is of key importance.**

Overall, partners at the WE4A believe the TEF programme is fulfilling the requirements agreed upon at the beginning of the partnership. WE4A partner staff note achieving these targets is particularly important, as the initial structuring of the partnership was designed to function like a pilot programme.



I think there is room for improvement, as there always are in complex structures, but generally TEF is meeting the indicators

**WE4A Partner staff**

However, there are concerns about TEF retaining its relationships with partners and assuring there is enough funding to maintain the TEF programme as it functions currently. As some partnerships are designed to be temporary or may change in future years, WE4A partners recognize the central role external funding plays in the ability to maintain this programme and want to assure appropriate funding is being sourced.



The funding is always a question. To fund such a large amount of entrepreneurs, its just a question of resources being brought together

**WE4A Partner staff**



This programme has affected me a lot. It helped me know where and how to start my idea.

**Beneficiary from Chad (Agribusiness)**

**Key Learning:**

WE4A beneficiaries are very optimistic about the future of their business and a majority are confident in maintaining their business for the next year. One of the goals of the TEF programme is to empower beneficiaries and allow them to grow their business confidence and capacity.

This is seen through the WE4A beneficiaries, with many beneficiaries reporting different strategies they plan to take to further increase the chance of their business surviving, such as 59 percent reporting they plan to improve their existing goods and services in the next six months.



# Comparisons to baseline

5



Beneficiary from Tanzania (Media & Entertainment)



## Comparisons to Baseline

For all analyses presented below comparing the 2021 baseline data to the Fall 2022 survey, we limit the sample to only include the 194 beneficiaries who provided data at both timepoints. A table comparing responses to all items available at both timepoints is included in Annex VII. The one exception is the comparison of job numbers between baseline and endline, for which we used average numbers from the full sample who responded at each timepoint (Annex VIII).

**In general, findings across several indicators point to areas of growth among beneficiaries,** suggesting that the TEF programme was effective in supporting its beneficiaries in improving their business practices, enhancing business capacity, positively contributing to the entrepreneurship ecosystem through creation of jobs, and acquiring second-stage funding.

Specifically, beneficiaries were asked at baseline and Fall 2022 whether they were using any standard business practices. **Of the 41 beneficiaries who reported not using any of the listed standard business practices at baseline, 83% are now using at least one of those standard business practices.**

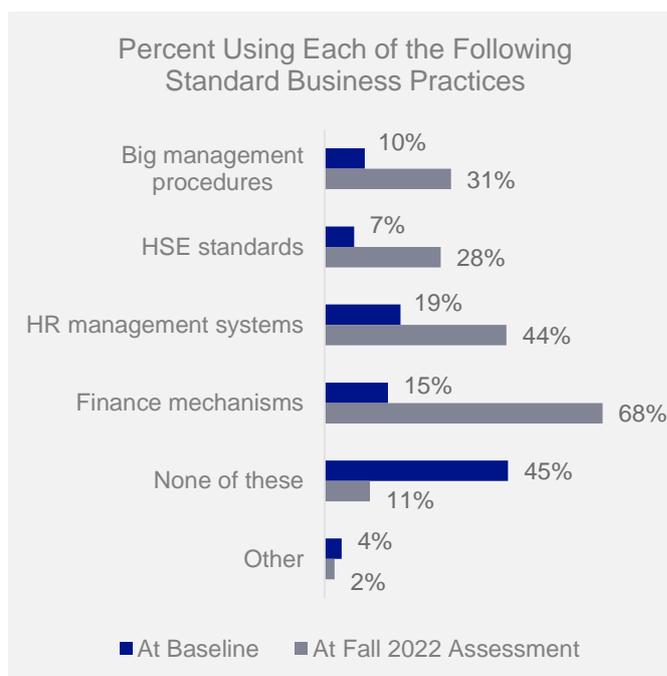
Additionally, 89% of all reporting beneficiaries are currently using at least one standard business practice, with 22% using two standard business practices, 17% using three, and 9% using all four of the listed standard business practices. In



Beneficiary from Zimbabwe (Energy & Power)

contrast, only 51% were using at least one standard business practice at baseline.

*Figure 57 Comparing Standard Business Practices.*



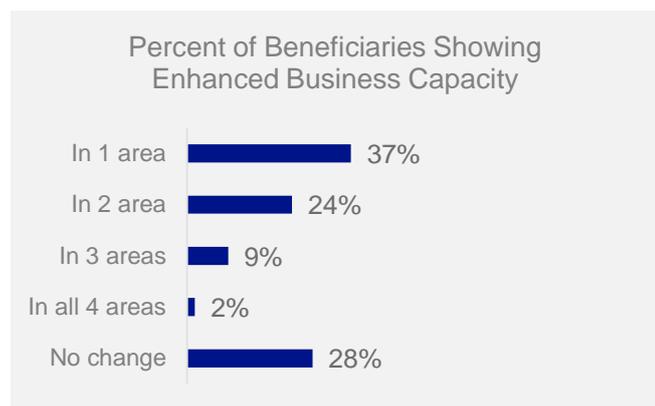
*NOTE: At baseline, the question only allowed beneficiaries to select one standard business practice from the list, whereas in fall 2022, the question allowed beneficiaries to select all that applied. Thus, the percentages for each specific business practice at baseline versus fall 2022 are not directly comparable.*

“  
This programme has contributed not only to my business development, but also to a larger extent my personal development.  
Beneficiary from Zambia (Food & Beverage)



Additionally, findings suggest that through the TEF programme, beneficiaries achieved enhanced business capacity in several areas, with 72% of the beneficiaries who provided both baseline and fall 2022 data showing enhanced business capacity in at least one area.

Figure 58 Comparing Enhanced Business Capacity



**Between the 2021 baseline and fall 2022 surveys, many additional jobs were created:**



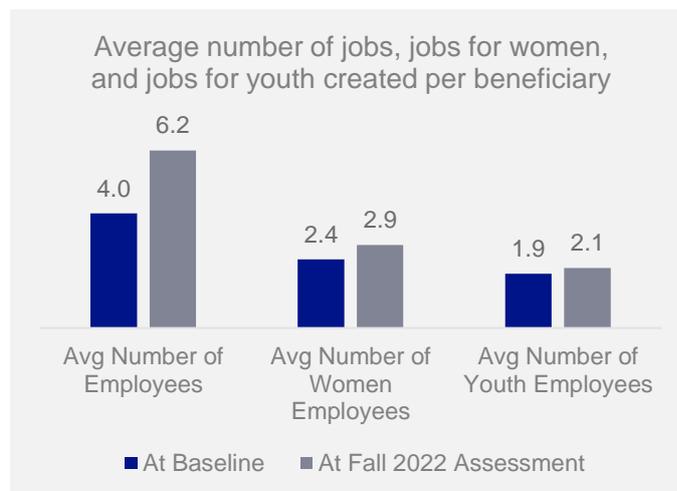
Among all who responded at baseline, excluding outliers, WE4A beneficiaries were employing on average about 4.0 permanent employees per business at baseline. Among all who responded to the fall 2022 survey, beneficiaries were employing on average about 6.2 employees per business by the time of the fall 2022 survey.



The average number of female employees also increased during this time period, with an average of about 2.4 women employees per business at baseline, and 2.9 in the tracer study.



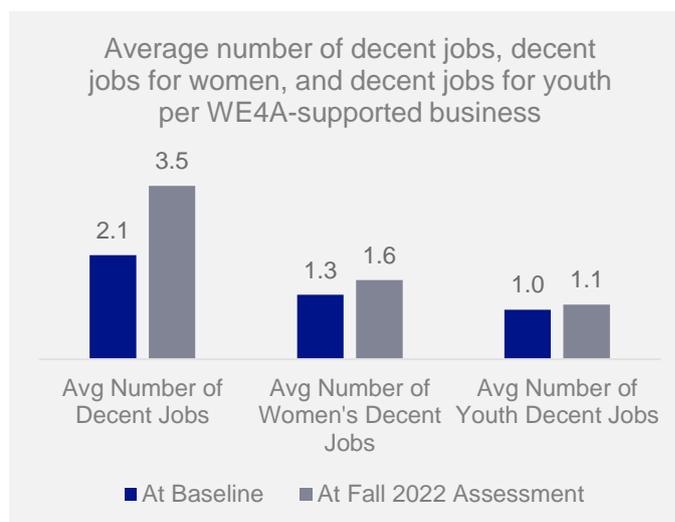
The average number of youth employees remained approximately stable during this time period, averaging 1.9 at baseline and 2.1 in the tracer study. This suggests that of the jobs created between the 2021 baseline assessment and 2022 tracer study, the majority were older adults.



Focusing specifically on the numbers of decent jobs, defined as jobs where employees work an average of 20-40 hours per week, we also see an increase in the average number of decent jobs. Between the 2021 baseline and fall 2022 assessments, WE4A beneficiaries went from having an average of 2.1 decent jobs per business to 3.5 decent jobs per business.

Yet numbers of decent jobs for women and youth stayed relatively stable over this time period: numbers of women’s decent jobs per beneficiary averaged 1.3 at baseline vs 1.6 in the tracer study, and the number of youths’ decent jobs averaged 1.9 at baseline and 2.1 in the tracer study.

Figure 60 Comparing Job Creations by Demographics



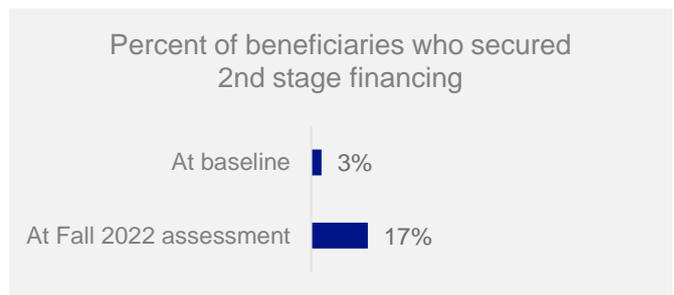


Considering these findings together, this suggests that the proportion of all jobs that qualify as "decent jobs" increased between baseline and fall 2022, although the proportion of decent jobs filled by women and youth decreased slightly from baseline to fall 2022. This slight decline in the proportion of decent jobs filled by women and youth again speaks to the need to increase seed funding, as beneficiaries may need more assistance sustaining their business and hiring more women and youth employees into full-time, "decent" jobs.

Finally, we see a substantial increase in the percentage of WE4A beneficiaries who secured

second-stage financing between the baseline and fall 2022 assessments: while only 3% of WE4A beneficiaries had secured second-stage financing by the time of the baseline assessment, 17% of WE4A beneficiaries had secured second stage financing by the time of the fall 2022 assessment.

Figure 61 Comparing Second-Stage Funding



You have to find a pipeline of beneficiaries who really are ready for second stage finance

**WE4A Partner staff**



This programme has improved my entire business perspective. I now have the courage and confidence that I will make it in business.

**Beneficiary from Uganda  
(Food Manufacturing)**



Beneficiary from Botswana (Food & Beverage)



# Conclusion and recommendations

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Beneficiary from Zambia (Energy/Power)





## Conclusion and recommendations

Overall, the TEF programme was highly effective at providing business training to diverse groups of participants and awarding funding in a timely manner. Programme beneficiaries show incredible enthusiasm for the programme and are unanimous that it provides a valuable service to them and their communities. TEF's efficacy comes from addressing some of the biggest barriers for prospective entrepreneurs—funding and knowledge. As the programme considers its future, it needs to focus on programme sustainability and policy advocacy and review best ways to allocate funding.

### Foundations for Success

**Relevancy.** Most beneficiaries and stakeholders view the TEF programme as relevant to the needs of the community. Most beneficiaries and stakeholders believe beneficiary selection was fair and transparent.

### Beneficiary enthusiasm and optimism.

This study finds that a lot of beneficiaries are highly engaged and are actively looking to grow or otherwise improve their businesses. An overwhelming majority of beneficiaries would recommend the programme to friends and family, signaling that they believe the programme provides valuable knowledge and experience for emerging African entrepreneurs to expand and develop their business ventures.

**Successful skills training activities.** Unanimous positive ratings of the training content shows the success of the training in building start-up business skills. Additionally, improved business practices and enhanced business capacity among those with both baseline and tracer study survey data empirically demonstrate the improved business skills of beneficiaries. Stakeholders ask for more gender-specific content in the training and better inclusion of rural populations.

### Substantive revenue from current businesses.

Beneficiaries report much higher incomes than the countries' averages, demonstrating how TEF programming fuels economic revitalization and helps beneficiaries secure a source of income. This is a step in a positive programme impact on women's economic empowerment. Moreover, comparable or better outcomes of WE4A beneficiaries relative to responding non-beneficiaries who have been in business several years longer demonstrate impressive business growth and community impact of WE4A beneficiaries in a short period of time.

### The programmes' varied partnerships strengthen entrepreneurial networks.

An entrepreneurial ecosystem requires strong support from many stakeholders: governments, industries, individuals, and many different institutions. Some of these institutions include nongovernmental organizations, banks, private companies, start-ups, incubators, and much more. The TEF programme is contributing to this aspect through partnerships with organizations such as the WE4A for this specific group of beneficiaries, in addition to other partners including GIZ, the United Nations Development Programme, and the African Development Bank. These partner organizations support the programme through funds, as well as ensuring underrepresented entrepreneurs are provided opportunities to participate, such as the case with the WE4A partnership focusing on empowering female entrepreneurs.

**Emerging networks.** By providing education and networking opportunities, TEF is contributing strongly to the human capital aspect of the entrepreneurship ecosystem. The programme's efforts have generated a group of educated and trained entrepreneurs that can contribute to their local economies.



Beneficiary from Malawi (Agribusiness)



This programme taught me to talk about my business with enthusiasm. You have to train yourself to manage your business well and persevere even in doubt.

Beneficiary from Gabon  
(Food & Beverage)

## Addressing programmatic challenges

**Beneficiary selection.** Consider creating more selective methods for determining who receives funds from TEF, targeting the most promising opportunities to ensure partner and TEF funds are optimized and will last into future years

**Training content.** Offer specific programming, whether within the training or as supplemental materials, that addresses specific gaps, such as:

- Gender-specific issues, such as managing childcare while running a business
- Assessing and complying with specific standards within their operating industry

**Funding.** Consider restructuring funding to subsidize fewer entrepreneurs over a longer period of time, such as providing second-stage funding for those businesses that show promise two or three years after the start of the programme.

**Mentoring.** Facilitate more in-person events to supplement the online material to both, bolster the TEF network through face-to-face connection, as well as offer alternatives to primarily online content that can be difficult to access for rural entrepreneurs. Additionally, strengthening the mentorship and alumni programmes could help business owners learn how to navigate issues around business permissions and market access

as they are more likely to arise when the business is established.

**Partnerships.** Work to maintain and find additional partnerships with African banks and other organizations that can facilitate easier access to funding beyond the initial TEF seed funding. TEF would also benefit from partnering with local universities and educational institutions to provide more opportunities and networks between the programme and local communities.

**Policy advocacy.** TEF would benefit from strengthening its contribution to the policy aspect of the ecosystem. As this aspect deals with leadership and government support, TEF should develop more robust advocacy and connections with local governments and organizations to provide more incentives, legislation, and support for entrepreneurship across the continent. While work may be underway in this field for the programme, it is not very apparent in talking with beneficiaries.

**Close coordination with stakeholders.** WE4A staff mention they have limited information about the internal structures within the TEF programme, as well as their overall level of resources. Strengthening coordination systems will make for stronger partnerships.



### Research recommendations

The WE4A staff also note the results and stories they hear from beneficiaries of the TEF programme, both positive and negative, are difficult to standardize. Assessing results on the vast scale at which TEF is operating is complex because the beneficiaries are not a monolith; beneficiaries are from different countries with different regulations and economic scenarios, and are starting business at varied stages. WE4A programme staff state:

“

We talk about very, very different entrepreneurs in different country context, and I think they all bring different strengths and weaknesses to the table.

WE4A Partner staff

This evaluation attempts to standardize some of the evaluation efforts, but more consistent research is needed to track programme’s success over time.

In addition, ORB advised a separate project focusing on people who have not started their businesses or whose businesses shut down shortly after opening. This is a hard-to-reach group because they are less likely to respond to the survey, so employing different types of analysis, such as KIs and snowball sampling, would be required.

Finally, consider using The Global Accelerator Learning Initiative’s (GALI) ‘value-for-money’ approach designed to explore and answer key questions about enterprise acceleration, such as those listed in the footnote.

The Global Accelerator Learning Initiative (GALI) is a collaboration between the Aspen Network of Development Entrepreneurs (ANDE) and Social Enterprise @ Goizueta (SE@G) at Emory University. See ‘Measuring the Value for Money of Acceleration: An Introduction and Methods Brief’ here: [https://www.galidata.org/assets/report/pdf/GALI\\_ValueforMoney\\_28September2018.pdf](https://www.galidata.org/assets/report/pdf/GALI_ValueforMoney_28September2018.pdf)

Beneficiary from Nigeria (Food & Beverage)



# Annexes

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Beneficiary from Sao Tome and Principe (Healthcare)





## Annex I. Tracer Study Beneficiary Survey

### Main Questionnaire - Language Preference

Question ID	Question	Answer
1	[Lang_1] Please choose your preferred language for the survey.	<1> English <2> Arabic <3> French <4> Portuguese

### Main Questionnaire - Respondent Identification

Question ID	Question	Answer
2	[Q_2] Set respondent's data	
3	[email] Respondent's electronic mail address	
4	[TEFID] Respondent's ID code	
5	[Year] Year	
6	[Partner] Respondent's partner	
7	[FirstName] First Name	
8	[LastName] Last Name	
9	[Contact_Gender] Contact's gender	
10	[DOB] Contact's date of birth	
11	[Phone] Respondent's telephone number	
12	[St_Address] Street Address	
13	[BusinessCountry] Respondent's business country	
14	[BusinessSector] Contact's business sector	
15	[Business_Name] Business Name	
16	[CT_Language] Contact's language	
18	[QRID] Questionnaire Number	
19	Respondent ID: {0}	

### Main Questionnaire – Introduction

Question ID	Question	Answer
20	<p>Hello, we are ORB International, a research firm working with the Tony Elumelu Foundation Entrepreneurship Programme to learn more about your experience as a beneficiary of the TEF Entrepreneurship Programme. As a previous programme participant, we value your insights regarding the programme.</p> <p>If you could, please take the time to fill out this survey, which will ask you questions regarding your experience during the programme, your current business venture, and general questions about the programme. Your responses will remain confidential, so feel free to provide honest feedback. Your response will help the TEF Entrepreneurship Programme better understand and improve the programme for all participants. Thank you.</p>	



## Main Questionnaire – Background

Question ID	Question	Answer
21	[Field_1] Please confirm your name:	<1> {0} {1} <2> This is not me
22	[B_3] As a graduate of the TEF Entrepreneurship Programme, you completed training and were awarded seed funding. Please tell us what year did you complete TEF and receive funding?	<1> 2015 <2> 2016 <3> 2017 <4> 2018 <5> 2019 <6> 2020 <7> 2021 <8> 2022

## Main Questionnaire - Select Group

Question ID	Question	Answer
24	[Q_24] Set respondent's group assignment	
25	[Group] Respondent randomly assigned group	<1> Group 1 <2> Group 2

## Main Questionnaire - Satisfaction (All)

Question ID	Question	Answer
26	Please tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.	
	[SAT_1_A] Programme participation provided me opportunities to interact with other people facing similar challenges.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_1_B] Programme participation increased my confidence in being able to run my own business.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_1_C] I am satisfied with the programming I participated in.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_1_D] If given the opportunity, I would recommend this programme to my friends.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree



## Main Questionnaire - Satisfaction (Group 2)

Question ID	Question	Answer
27	[SAT_G2_2] How clear were the selection criteria to receive the funding?	<1> Very clear <2> Somewhat clear <3> Somewhat unclear <4> Very unclear
28	Thinking again about other programme participants, please tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of the following statements.	
	[SAT_G2_3_A] I deserve to be in this programme MORE than other people participating in the programme.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_G2_3_B] I have a lot in common with people in this programme.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_G2_3_C] Compared to most other people in the programme, I face more challenges and difficulties in my life.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[SAT_G2_3_D] For the most part, the programme selected participants fairly	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree

## Main Questionnaire - Relevance (All)

Question ID	Question	Answer
29	[SAT_G2_1] What kind of support would be helpful to you that the programme does NOT provide at the moment?	
30	Using a scale from 1 to 4, where 1 means strongly agree and 4 means strongly disagree, please tell me if you agree or disagree with the following statements about TEF's programme activities.	
	[R_5_A] Training activities took place on time	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_5_B] TEF staff were available when needed for troubleshooting technical issues	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree



## Main Questionnaire - Relevance (All)

Question ID	Question	Answer
29	[SAT_G2_1] What kind of support would be helpful to you that the programme does NOT provide at the moment?	
30	Using a scale from 1 to 4, where 1 means strongly agree and 4 means strongly disagree, please tell me if you agree or disagree with the following statements about TEF's programme activities.	
	[R_5_C] Certificates were received when promised	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_5_D] Seed funding was disbursed as promised	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
31	[R_2] How would you rate the overall quality of the training?	<1> Exceeds expectations <2> Meets expectations <3> Needs improvement <4> Does not meet expectations
32	[R_1] To what extent has the training that you have received enabled you to start a business or improve on your existing business?	<1> A lot <2> Some <3> A little <4> Not helped at all
33	[R_4] To what extent has the access to alumni network that you have received enabled you to start a business?	<1> A lot <2> Some <3> A little <4> Not helped at all
34	[R_3] To what extent has the funding that you have received enabled you to start a business?	<1> A lot <2> Some <3> A little <4> Not helped at all



## Main Questionnaire - Training (Group 2)

Question ID	Question	Answer
35	Using a scale from 1 to 4, where 1 means strongly agree and 4 means strongly disagree, please indicate the extent to which you agree or disagree with the following statements:	
	[R_G2_1_A] The training adequately covered all relevant learning areas	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_G2_1_B] The training matched my personal expectations	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_G2_1_C] The training platform was easy to use and resourceful	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_G2_1_D] The training increased my knowledge of entrepreneurship development	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[R_G2_1_E] The training strengthened my capacity and technical skills to work on business management	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
36	Now rate each individual training module: (Very useful/ Somewhat useful/ Not particularly useful/ Not at all useful)	
	[R_G2_2_A] Module 1 - Starting your business	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_B] Module 2 - Business ownership	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_C] Module 3 - Leadership and Business Growth	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_D] Module 4 - Business management fund	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_E] Module 5 - Implementing marketing plan	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful



## Main Questionnaire - Training (Group 2) cont...

Question ID	Question	Answer
	[R_G2_2_F] Module 6 - Building enduring brand	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_G] Module 7 - Discussion group and practice session	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
	[R_G2_2_H] Module 8 - Elevator pitch 1	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
37	[R_G2_3] In your opinion, what was missing from the training?	
39	[I_1A] At the time of applying to the TEF Programme, did you already own the business that you pitched to TEF?	<1> Yes <2> No
41	[B_5] What was the stage of your business at the time of applying to the TEF programme?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know
43	[B_6] What was the stage of your business at the time of funding?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know
44	[I_1] Following the completion of the TEF Programme and receipt of the funding, did you start the business you pitched?	<1> Yes <2> No
45	[I_1B] What year did you start that business?	<1> 2010 <2> 2011 <3> 2012 <4> 2013 <5> 2014 <6> 2015 <7> 2016 <8> 2017 <9> 2018 <10> 2019 <11> 2020 <12> 2021 <13> 2022



## Main Questionnaire – Impact cont...

Question ID	Question	Answer
46	[I_11/Q_46_S] In what industry is the business you pitched?	<1> Agribusiness <2> Aviation <3> Beauty & Wellness <4> Commercial/ Retail <5> Construction <6> Consulting <7> Education & Training <8> Energy/ Power <9> Event Planning <10> Fashion <11> Financial Services <12> FMCG <13> Food & Beverage <14> Haulage/ Logistics <15> Healthcare <16> ICT <17> Intellectual Property Services <18> Manufacturing <19> Media & Entertainment <20> Oil & Gas <21> Professional Services <22> Renewable Energy <23> Telecommunications <24> Textile <25> Tourism/ Hospitality <26> Transportation <27> Waste Management <97> Other (SPECIFY) <98> Don't know
47	[I_2] Do you still own that business?	<1> Yes <2> No
49	[B_4] What is the current stage of your business?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know



## Main Questionnaire – Impact cont...

Question ID	Question	Answer
50	[I_3/Q_50_S] Why not? Select all that apply.	<p>[A_I_3_1] &lt;1/0-1&gt; Sold business to someone else</p> <p>[A_I_3_2] &lt;1/0-2&gt; Business permanently closed</p> <p>[A_I_3_3] &lt;1/0-3&gt; Could not find the proper equipment</p> <p>[A_I_3_4] &lt;1/0-4&gt; Could not find/hire the people I needed</p> <p>[A_I_3_5] &lt;1/0-5&gt; Could not get proper permissions/permits for opening a business</p> <p>[A_I_3_6] &lt;1/0-6&gt; Seed funding not enough for starting business</p> <p>[A_I_3_97] &lt;1/0-97&gt; Other (please specify)</p>
51	[I_4] How long did you have that business for?	<p>&lt;1&gt; Less than 6 months</p> <p>&lt;2&gt; 6m-12 month</p> <p>&lt;3&gt; 1 year + less than 2</p> <p>&lt;4&gt; More than 2 but less than 3 years</p> <p>&lt;5&gt; 3 years+</p>
53	[I_5] What was the stage of your business at the time of closure or sale of your business?	<p>&lt;1&gt; Idea Stage</p> <p>&lt;2&gt; Start-up</p> <p>&lt;3&gt; Intermediate</p> <p>&lt;4&gt; Advanced</p> <p>&lt;98&gt; Don't know</p>
54	[I_6] In the time since applying to TEF, have you started a different business besides the one you pitched?	<p>&lt;1&gt; Yes</p> <p>&lt;2&gt; No</p>



## Main Questionnaire – Impact cont...

Question ID	Question	Answer
55	[I_6A/I_6A_Other] What industry is that business in?	<1> Agribusiness <2> Aviation <3> Beauty & Wellness <4> Commercial/ Retail <5> Construction <6> Consulting <7> Education & Training <8> Energy/ Power <9> Event Planning <10> Fashion <11> Financial Services <12> FMCG <13> Food & Beverage <14> Haulage/ Logistics <15> Healthcare <16> ICT <17> Intellectual Property Services <18> Manufacturing <19> Media & Entertainment <20> Oil & Gas <21> Professional Services <22> Renewable Energy <23> Telecommunications <24> Textile <25> Tourism/ Hospitality <26> Transportation <27> Waste Management <97> Other (SPECIFY) <98> Don't know
56	[I_7] Are you still planning on opening a business?	<1> Yes <2> No <98> Don't know
57	[I_8] Why are you not planning on opening a business?	



## Main Questionnaire – Impact cont...

Question ID	Question	Answer
58	[I_9] What year did you start that business?	<1> 2015 <2> 2016 <3> 2017 <4> 2018 <5> 2019 <6> 2020 <7> 2021 <8> 2022
59	[I_2B] Do you still own that business?	<1> Yes <2> No
61	[B_4B] What is the current stage of your business?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know
62	[I_3B/Q_62_S] Why not? Select all that apply.	[A_I_3B_1] <1/0-1> Sold business to someone else [A_I_3B_2] <1/0-2> Business permanently closed [A_I_3B_3] <1/0-3> Could not find the proper equipment [A_I_3B_4] <1/0-4> Could not find/hire the people I needed [A_I_3B_5] <1/0-5> Could not get proper permissions/permits for opening a business [A_I_3B_6] <1/0-6> Seed funding not enough for starting business [A_I_3B_97] <1/0-97> Other (please specify)
63	[I_4B] How long did you have that business for?	<1> Less than 6 months <2> 6m-12 month <3> 1 year + less than 2 <4> More than 2 but less than 3 years <5> 3 years+



## Main Questionnaire – Impact cont...

Question ID	Question	Answer
65	[I_5B] What was the stage of your business at the time of closure or sale of your business?	<1> Idea Stage <2> Start-up <3> Intermediate <4> Advanced <98> Don't know

## Main Questionnaire - Business Status

Question ID	Question	Answer
66	[Q_66] Set Respondent's Business Status	
67	[BS_Stat] Business Status	<1> Business started <2> No current business

## Main Questionnaire - Impact (All - Business Stat=1)

Question ID	Question	Answer
71	[I_12] Please select an option that best describes your business neighborhood.	<1> Urban: I am in the middle of a city <2> Mainly urban: I am nearby a city <3> Mainly rural: I am quite far from the nearest city (e.g., 30 minutes by car) <4> Rural: there are no cities nearby
72	[I_13] Before the TEF Entrepreneurship Programme, was your business making any revenue?	<1> Yes <2> No
73	[I_14] What was your average monthly revenue? (Please insert response in US Dollars)	
74	[I_15] Does your business currently make any revenue?	<1> Yes <2> No
75	[I_16] What was the monthly turnover of your business in the typical month in the last business year? (Please insert response in US Dollars)	
76	[I_17] In a typical month, how much money do you make from your business (after paying all the business costs including payments to others)? (Please insert response in US Dollars)	
77	[I_10/Q_77_S] Since receiving seed funding from TEF, has the business you pitched or any businesses you have opened since then won or received any awards / features / accolades / recognitions?	<1> Yes (please specify) <2> No
78	[I_G1_1] In the last month, how much did you spend in terms of the recurring costs of your business? Include purchases of inventory, materials for production, wages or piece rates, etc. but do not include payments to yourself or purchases on equipment, buildings, etc. (Please insert response in US Dollars)	



## Main Questionnaire - Impact (Group 1 Business\_status=1)

Question ID	Question	Answer
79	[I_G1_2] In the coming one month, how much would you spend in terms of the recurring costs of your business? Include purchases of inventory, materials for production, wages or piece rates, etc. but do not include payments to yourself or purchases on equipment, buildings, etc. (Please insert response in US Dollars)	
80	[I_G1_3] How much did you spend on purchases of equipment, buildings, etc. in the last year for your business? (Please insert response in US Dollars)	
81	[I_G1_4] Did your business apply for any external funding (e.g., a bank loan) in the past year?	<1> Yes <2> No
82	[I_G1_5] Do you have a record of your business financials?	<1> Yes <2> No
83	[I_G1_6] In a typical week, how many hours do you work on your business?	<1> Less than 10 hours <2> 10-19 hours <3> 20-29 hours <4> 30-40 hours <5> 41-50 hours <6> 51-60 hours <7> More than 60 hours
84	[I_G1_7] Do you currently work for any other employer, excluding self-employment?	<1> Yes <2> No
85	[I_G1_8] In a typical month, how much do you earn in these other jobs? (Please insert response in US Dollars)	
86	[I_G1_9] In a typical week, how many hours do you work in these other jobs?	<1> Less than 10 hours <2> 10-19 hours <3> 20-29 hours <4> 30-40 hours <5> 41-50 hours <6> 51-60 hours <7> More than 60 hours
87	[I_G1_10] Do you currently have other income from self-employment?	<1> Yes <2> No
88	[I_G1_11] In a typical month how much do you earn from these activities?	
89	[I_G1_12] In a typical week how many hours do you work on these activities?	<1> Less than 10 hours <2> 10-19 <3> 20-29 <4> 30-40 <5> 41-50 <6> 51-60 <7> More than 60 hours



## Main Questionnaire - Impact (Group 1 Business\_status=1) cont...

Question ID	Question	Answer
90	[I_G1_13] How would you describe the current availability of cash on hand for this business, including any financial assistance or loans? Currently, cash on hand will cover:	<p>&lt;1&gt; 1-7 days of business operations</p> <p>&lt;2&gt; 1-2 weeks of business operations</p> <p>&lt;3&gt; 3-4 weeks of business operations</p> <p>&lt;4&gt; 1-2 months of business operations</p> <p>&lt;5&gt; 3 or more months of business operations</p> <p>&lt;6&gt; No cash available for business operations</p> <p>&lt;98&gt; Don't know</p>
91	[I_G1_14] What effect did participation in this programme have on your ability to provide for your family?	<p>&lt;1&gt; Increased ability to provide in a major way</p> <p>&lt;2&gt; Increased somewhat</p> <p>&lt;3&gt; No effect</p> <p>&lt;4&gt; Decreased somewhat</p> <p>&lt;5&gt; Decreased a lot</p>
92	Thinking about the last 6 months, how many months would you say you:	
	<i>[T_I_G1_15_1] Earned profit from your business?</i>	
	<i>[T_I_G1_15_2] Came out even?</i>	
	<i>[T_I_G1_15_3] Your spending was higher than your revenues?</i>	
93	[I_G1_16] How much of the income is this business providing for your household?	<p>&lt;1&gt; Only income</p> <p>&lt;2&gt; Most of the income (more than half)</p> <p>&lt;3&gt; Some income</p> <p>&lt;4&gt; Little income</p> <p>&lt;5&gt; No income</p>
94	[I_G1_17] In a typical month, what is the total monthly income of all household members from all sources? (Please insert response in US Dollars)	
95	[I_G1_18] Do you or have you ever put money away (saved)?	<p>&lt;1&gt; Yes</p> <p>&lt;2&gt; No</p>
96	[I_G1_19] How have you used the money that you had saved?	



### Main Questionnaire - Entrepreneurship Ecosystem (All Business\_status= 1 and 2)

Question ID	Question	Answer
97	[EE_1] Please rate the extent to which you agree or disagree with the following statement: In my community, people are supportive and encouraging of entrepreneurship.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree

### Main Questionnaire - Entrepreneurship Ecosystem (Group 1 Business\_status= 1 and 2)

Question ID	Question	Answer
98	[EE_G1_1/Q_98_S] What do you consider to be the most serious barriers to running a successful business in your country?	[A_EE_G1_1_1] <1/0-1> Corruption [A_EE_G1_1_2] <1/0-2> Crime [A_EE_G1_1_3] <1/0-3> Ethnic conflict [A_EE_G1_1_4] <1/0-4> Religious conflict [A_EE_G1_1_5] <1/0-5> Government regulation [A_EE_G1_1_6] <1/0-6> Resources issues (technology, water, electricity, land, human capital, etc.) [A_EE_G1_1_7] <1/0-7> Infrastructure (i.e. roads) [A_EE_G1_1_97] <1/0-97> Other (SPECIFY)



## Main Questionnaire - Entrepreneurship Ecosystem (Group 2 Business\_status= 1 and 2)

Question ID	Question	Answer
99	[EE_G2_1] Are you involved in any sort of charity or support causes for your community as a result of your business?	<1> Yes <2> No
100	[EE_G2_2] Have you provided seed funding for other entrepreneurs?	<1> Yes <2> No
101	To what extent do you agree/disagree with the following statements:	
	[EE_G2_3A] The seed funding I received from TEF was adequate to start my business	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[EE_G2_3B] The funding I have received from other investors in my business has been adequate to sustain my business	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[EE_G2_3C] Since starting my business, I have experienced gaps in financing	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
102	[EE_G2_4] Since applying to the TEF Programme, have you pursued any formal or informal education (e.g., online courses)?	<1> Yes <2> No
103	[EE_G2_5] Has TEF's seed funding and/or resulting revenues from your business allowed anyone in your family to pursue more education than they otherwise would have?	<1> Yes <2> No
104	To what extent do you agree or disagree with the following statements:	
	[EE_G2_6A] I have the required skills and knowledge to sustain and grow my business.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[EE_G2_6B] I have the required skills and knowledge to start a new business.	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
105	Please rate the extent to which you agree or disagree with the following statements:	
	[EE_G2_7A] Entrepreneurs have good social status in my community	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
	[EE_G2_7B] Business failure is acceptable in my community	<1> Strongly agree <2> Somewhat agree <3> Somewhat disagree <4> Strongly disagree
106	[EE_G2_8] Are you aware of the African Continental Free Trade Area Agreement (AfCFTA)?	<1> Yes <2> No



## Main Questionnaire - Creating Jobs (All Business\_status=1)

Question ID	Question	Answer
107	[C_1/Q_107_S] Who is the main person in-charge of day-to-day operations of your business?	<1> I am <2> My spouse <3> Another male family member <4> Another female family member <5> Other male (please specify relationship) <6> Other female (please specify relationship)
108	[C_2] What do you expect the average monthly turnover to be over the next 12 months? (Please insert response in US Dollars)	
109	[C_3] How many people total are you currently employing for your business? Please include the owner if he/she works on the business, full time and part time employees, as well as family members not paid a wage.	
110	[C_4] Do you have additional full-time or part-time positions available that you are currently looking to fill?	<1> Yes <2> No

## Main Questionnaire - Before TEF (Group 2)

Question ID	Question	Answer
111	[BT_1] How many people total were you employing for your business at the time of applying to the TEF Programme?	
112	Thinking about your business at the time of applying to TEF, please tell us how many of those employees were.....	
	[BT_G2_1 ] ....women	
	[BT_G2_2] ...age 18 to 24	
113	Now, we would like to know more about the current employees of your business. This will help us to understand what impact the TEF Programme has and how to make it better!	
114	First, we are going to ask about full-time employees (those who work 35-40 hours a week). How many of them...	
	[C_G2_1] .....are women?	
	[C_G2_2] .....are between the ages of 18 and 24?	
	[C_G2_3] .....have a disability?	
115	Now, we are going to ask about part-time employees (those who work less than 35 hours a week). How many of them...	
	[T_C_G2_A_1] .....are women?	
	[T_C_G2_A_2] .....are between the ages of 18 and 24?	
	[T_C_G2_A_3] .....have a disability?	
116	[C_G2_7] Of the employees you are currently employing for your business, how many are family members that are not paid a salary for their work?	



## Main Questionnaire - Before TEF (Group 2) cont...

Question ID	Question	Answer
117	[C_G2_8] Consider the typical permanent employee/worker in the business (excluding yourself). What is the typical total monthly earnings for such an employee from the business? (Please insert response in US Dollars)	
118	[C_G2_9] How many hours per week would the typical full time worker work in a typical week?	
119	[C_G2_10] Consider now the typical temporary/part-time employee/worker. What is the typical total monthly earnings for such an employee from the business? (Please insert response in US Dollars)	
120	[C_G2_11] How many hours per week would the typical temporary/part time worker work in a typical week?	
121	[C_G2_12/Q_121_S] How are employees typically remunerated?	<p>&lt;1&gt; A fixed salary per week/month</p> <p>&lt;2&gt; Piece-rate depending on how much they work/output they produce</p> <p>&lt;3&gt; Piece-rate depending on how much profit the overall business makes</p> <p>&lt;4&gt; A mix of the above</p> <p>&lt;97&gt; Other (SPECIFY)</p>
122	[C_G2_13/Q_122_S] How do you typically find the employees to hire?	<p>&lt;1&gt; Personal networks of family and friends</p> <p>&lt;2&gt; Business network</p> <p>&lt;3&gt; University career centers</p> <p>&lt;4&gt; Wait for applicants to contact you</p> <p>&lt;5&gt; Recruitment websites</p> <p>&lt;97&gt; Other (SPECIFY)</p>
123	[C_G2_14] Thinking about your part time employees, how many of them do you think would like to work more hours, if you can provide them?	<p>&lt;1&gt; All</p> <p>&lt;2&gt; Most</p> <p>&lt;3&gt; Some</p> <p>&lt;4&gt; Few</p> <p>&lt;5&gt; None</p> <p>&lt;98&gt; Don't know</p>
124	[C_G2_15] A lot of businesses on occasion struggle paying their employees in full and on time. In the last 6 months, how many months would you say this business was not able to pay all the employees on time and the full amount?	



### Main Questionnaire - Networking (All Business\_status= 1 and 2)

Question ID	Question	Answer
125	[N_1] Since applying to the TEF Programme, have you partnered with any businesses?	<1> Yes <2> No
126	[N_2] If you have a question or a problem related to your business or business plans, how likely are you to reach out to TEF alumni network for advice?	<1> Very likely <2> Somewhat likely <3> Not very likely <4> Not at all likely
127	[N_G1_3/Q_127_S] Why would you not ask the alumni network for advice?	<1> I don't know how <2> Language barrier <3> Don't believe the advice would be useful <4> Don't have access to internet <97> Other (SPECIFY)
128	[N_3] Have you ever turned to the TEF alumni network to ask for advice/support since graduating?	<1> Yes <2> No

### Main Questionnaire - Networking (Group 1 Business\_status= 1 and 2)

Question ID	Question	Answer
129	[N_G1_1] Did you receive a response?	<1> Yes <2> No
130	[N_G1_2] How useful was the advice you received?	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful
131	[N_G1_4] In your opinion, when is it more helpful to receive mentorship?	<1> During training <2> After training
132	[N_G1_5] Have you developed a professional network outside of the TEF alumni network?	<1> Yes <2> No
133	[N_G1_6] Have you ever turned to this professional network to ask for advice/support since graduating?	<1> Yes <2> No
134	[N_G1_7] Did you receive a response?	<1> Yes <2> No
135	[N_G1_9] How useful was the advice you received?	<1> Very useful <2> Somewhat useful <3> Not particularly useful <4> Not at all useful



## Main Questionnaire - Networking (Group 1 Business\_status= 1 and 2)

Question ID	Question	Answer
136	[N_G1_8] Thinking about your professional network outside of TEF, if you have a question or a problem in your business, how likely are you to reach out to this professional network for advice?	<p>&lt;1&gt; Very likely</p> <p>&lt;2&gt; Somewhat likely</p> <p>&lt;3&gt; Not very likely</p> <p>&lt;4&gt; Not at all likely</p>
137	[N_G1_10/Q_137_S] Why would you not ask your professional network for advice?	<p>&lt;1&gt; I don't know how</p> <p>&lt;2&gt; Language barrier</p> <p>&lt;3&gt; Don't believe the advice would be useful</p> <p>&lt;4&gt; Don't have access to internet</p> <p>&lt;97&gt; Other (SPECIFY)</p>
138	[N_G1_11] Have you connected with any other businesses within your region or in your sector?	<p>&lt;1&gt; Yes</p> <p>&lt;2&gt; No</p>
139	[N_G1_12] On average over the past year, how often have you connected or been in contact with other entrepreneurs in Africa?	<p>&lt;1&gt; Once a week or more</p> <p>&lt;2&gt; 2-3 times per month</p> <p>&lt;3&gt; Once per month</p> <p>&lt;4&gt; A few times over the past year</p> <p>&lt;5&gt; Twice over the past year</p> <p>&lt;6&gt; Once over the past year</p> <p>&lt;7&gt; Not at all</p>
140	[N_G1_13] How many businesses have you partnered with since applying to the TEF Programme?	
141	[N_G1_14/Q_141_S] To what extent do you feel that you have experienced each of the following potential benefits from partnering with other business(es)?	<p>&lt;1&gt; More access to existing markets</p> <p>&lt;2&gt; Access to new markets</p> <p>&lt;3&gt; Access to additional investors or financing opportunities</p> <p>&lt;4&gt; Opportunities to network with like-minded entrepreneurs</p> <p>&lt;5&gt; Opportunities to enter into new project ventures</p> <p>&lt;6&gt; Access to additional information and/or skill-building</p> <p>&lt;97&gt; Other (SPECIFY)</p>



### Main Questionnaire - Networking (Group 1 Business\_status= 1 and 2)

Question ID	Question	Answer
142	[N_G1_15] Have you mentored any other entrepreneurs, outside of those you may have mentored through the TEF Programme?	<1> Yes <2> No
143	[N_G1_16] Have you received access to any additional mentoring, outside of the TEF Programme?	<1> Yes <2> No

### Main Questionnaire - Part 2 - Support & Barriers (All Business Status=1)

Question ID	Question	Answer
144	[S_A_1] Have you acquired additional investors in your business since receiving seed funding?	<1> Yes <2> No

### Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1)

Question ID	Question	Answer
145	[S_A_2/Q_145_S] What kind of investment did you receive?	[A_S_A_2_1] <1/0-1> Private investment [A_S_A_2_2] <1/0-2> Friends and family [A_S_A_2_3] <1/0-3> Venture capital [A_S_A_2_4] <1/0-4> Private equity [A_S_A_2_97] <1/0-97> Other – specify
146	[S_1/Q_146_S] What are the most important challenges to growth that your business faces today	[A_S_1_1] <1/0-1> Access to finance [A_S_1_2] <1/0-2> Taxes [A_S_1_3] <1/0-3> Business licensing and permits [A_S_1_4] <1/0-4> Regulatory environment [A_S_1_5] <1/0-5> Corruption [A_S_1_6] <1/0-6> Judiciary system and lack of court enforcement [A_S_1_7] <1/0-7> Customs and trade regulations [A_S_1_8] <1/0-8> Access to electricity [A_S_1_9] <1/0-9> Access to reliable internet



## Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont...

Question ID	Question	Answer
146	[S_1/Q_146_S] What are the most important challenges to growth that your business faces today	<p>[A_S_1_10] &lt;1/0-10&gt; Access to technology needed for my business</p> <p>[A_S_1_11] &lt;1/0-11&gt; Inflation, currency, and macroeconomic conditions</p> <p>[A_S_1_12] &lt;1/0-12&gt; Access to transportation</p> <p>[A_S_1_13] &lt;1/0-13&gt; Labour regulations</p> <p>[A_S_1_14] &lt;1/0-14&gt; Difficulties in finding talent</p> <p>[A_S_1_15] &lt;1/0-15&gt; Competitive pressure</p> <p>[A_S_1_16] &lt;1/0-16&gt; Lack of human capital (i.e., individuals with enough education and capacity to be hired)</p> <p>[A_S_1_17] &lt;1/0-17&gt; Intellectual property protection</p> <p>[A_S_1_97] &lt;1/0-97&gt; Other, please specify</p>
147	To what extent is access to the following sufficient for your business?	
	[S_2_A] Business - related consultation i.e. about taxes, legal, or business registration	<p>&lt;1&gt; To a great extent</p> <p>&lt;2&gt; Somewhat</p> <p>&lt;3&gt; Very little</p> <p>&lt;4&gt; Not at all</p>
	[S_2_B] Physical infrastructure (roads, utilities, communications, waste disposal)	<p>&lt;1&gt; To a great extent</p> <p>&lt;2&gt; Somewhat</p> <p>&lt;3&gt; Very little</p> <p>&lt;4&gt; Not at all</p>
	[S_2_C] Communications (telephone, internet, etc)	<p>&lt;1&gt; To a great extent</p> <p>&lt;2&gt; Somewhat</p> <p>&lt;3&gt; Very little</p> <p>&lt;4&gt; Not at all</p>
	[S_2_D] Access to technology needed for my business	<p>&lt;1&gt; To a great extent</p> <p>&lt;2&gt; Somewhat</p> <p>&lt;3&gt; Very little</p> <p>&lt;4&gt; Not at all</p>



## Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont...

Question ID	Question	Answer
148	Who are your most important/biggest clients? Rank them with 1 being the most important and 8 being the least common.	<p>[A_S_3_1] &lt;1/0&gt; Friends/relatives that know me from before</p> <p>[A_S_3_2] &lt;1/0&gt; Local customers or intermediaries that live near the premise of my business and see it walking by</p> <p>[A_S_3_3] &lt;1/0&gt; Local customers or intermediaries that know of the business through word of mouth/reputation</p> <p>[A_S_3_4] &lt;1/0&gt; Local customers or intermediaries that find the business through online or newspaper ads</p> <p>[A_S_3_5] &lt;1/0&gt; National customers or intermediaries that know of the business through word of mouth/reputation</p>
149	[S_4] To how many individual clients (e.g. final user, intermediaries, or retail chain) does your business sell products/services in a typical month?	
150	[S_5] What is your average sales per client?	
151	[S_6/Q_151_S] What standard business practices is your business currently using?	<p>[A_S_6_1] &lt;1/0-1&gt; Big management procedures ; creating and implementing policies and procedures for your business</p> <p>[A_S_6_2] &lt;1/0-2&gt; HSE standards (Health and Safety Executive) ; maintaining health and safety standards for your business</p> <p>[A_S_6_3] &lt;1/0-3&gt; Human resource management systems; the practice of recruiting, hiring, and managing business employees</p> <p>[A_S_6_4] &lt;1/0-4&gt; Finance mechanism; maintaining bookkeeping records and finances for business</p>



## Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont...

Question ID	Question	Answer
151	[S_6/Q_151_S] What standard business practices is your business currently using?	[A_S_6_5] <1/0-5> None of these [A_S_6_97] <1/0-97> Other – specify
152	[S_8] Has your business partnered with a supplier? A supplier is a person, business, or entity that provides products or services to another entity. In the world of business to business (B2B), suppliers can refer to distributors (e.g., component manufacturers), vendors (organizations that sell products or services to customers), or contract manufacturers	<1> Yes <2> No <98> Not applicable – my business does not need a supplier
153	Have you encountered any of the following challenges in gaining access to a supply chain?	
	[S_9_A] Difficulty locating an appropriate supplier	<1> Yes <2> No
	[S_9_B] Difficulty maintaining relationship with supplier	<1> Yes <2> No
	[S_9_C] Suppliers inaccessible due to cost	<1> Yes <2> No
154	[S_9_Other/Q_154_S] Have you encountered any other challenges in gaining access to a supply chain?	<1> Yes, please specify <2> No
155	[S_10] Has your business served as a supplier/vendor to other businesses?	<1> Yes <2> No <98> Not applicable – I provide services/products directly to customers
156	Have you encountered any of the following challenges when serving or seeking to serve as a supplier to other businesses?	
	[S_11_A] Competitively pricing your products	<1> Yes <2> No
	[S_11_B] Being able to market or advertise	<1> Yes <2> No
	[S_11_C] Gaining entry into networks without familial connections	<1> Yes <2> No
	[S_11_D] Winning contracts without paying bribes	<1> Yes <2> No
157	[S_11_Other/Q_157_S] Have you encountered any other challenges when serving or seeking to serve as a supplier to other businesses?	<1> Yes, please specify <2> No
158	[S_12] Are you aware of any industry specific standards that apply to your business in your country?	<1> Yes <2> No
159	[S_13] To the best of your knowledge, how compliant is your business with industry standards?	<1> Fully compliant <2> Somewhat compliant <3> Partially compliant <4> Not at all compliant



### Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont...

Question ID	Question	Answer
160	[S_14] Comparing now to six months ago, how has demand for this business's goods or services changed?	<1> Large increase in demand <2> Moderate increase in demand <3> Little or no change in demand <4> Moderate decrease in demand <5> Large decrease in demand
161	[S_15] Comparing now to six months ago, how have the prices this business pays for goods and services changed?	<1> Large increase in prices <2> Moderate increase in prices <3> Little or no change in prices <4> Moderate decrease in prices <5> Large decrease in prices

### Main Questionnaire - Part 2 - Covid & Sustaining Business (All Business Status=1)

Question ID	Question	Answer
162	[SB_C_1] Overall, how has this business been affected by the Coronavirus pandemic?	<1> Large positive effect <2> Moderate positive effect <3> Little or no effect <4> Moderate negative effect <5> Large negative effect
163	[SB_C_2] How confident do you feel that you will be able to maintain your business for the next year?	<1> Very confident <2> Somewhat confident <3> Slightly confident <4> Not at all confident
164	[SAT_G2_4] In general, what would you say you mostly feel about the future of your business:	<1> Optimistic <2> Neutral <3> Hopeless



## Main Questionnaire - Part 2 - Sustaining Business (Group 1 Business Status=1)

Question ID	Question	Answer
165	[SB_G1_1] In the last month, did this business have a change in operating revenues/sales/receipts, not including any financial assistance or loans?	<p>&lt;1&gt; Yes, increased</p> <p>&lt;2&gt; No change</p> <p>&lt;3&gt; Yes, decreased</p>
166	[SB_G1_2] In the next six months, do you think this business will do any of the following?	<p>[A_SB_G1_2_1] &lt;1/0-1&gt; Adopt or expand use of digital technologies</p> <p>[A_SB_G1_2_2] &lt;1/0-2&gt; Change management practices</p> <p>[A_SB_G1_2_3] &lt;1/0-3&gt; Change business strategies</p> <p>[A_SB_G1_2_4] &lt;1/0-4&gt; Introduce new goods or services</p> <p>[A_SB_G1_2_5] &lt;1/0-5&gt; Improve existing goods or services</p> <p>[A_SB_G1_2_6] &lt;1/0-6&gt; Improve methods of producing goods or services</p> <p>[A_SB_G1_2_7] &lt;1/0-7&gt; Improve methods of logistics, delivery, or distribution</p> <p>[A_SB_G1_2_99] &lt;1/0-99&gt; None of the above</p>



## Main Questionnaire - Part 2 - Support & Barriers (Group 1 Business Status=1) cont...

Question ID	Question	Answer
167	[SB_G1_3] In the next six months, do you think this business will need to do any of the following?	<1> Obtain financial assistance or additional capital <2> Identify new supply chain options <3> Develop online sales or website <4> Increase marketing or sales <5> Identify and hire new employee <6> Make a capital expenditure <7> Cancel or postpone a planned capital expenditure <8> Identify potential markets for exporting goods or services <9> Permanently close this business <10> None of the above
168	[AM_G2_1] Was there an existing market for your business when you started?	<1> Yes <2> No <98> Don't know
169	[AM_G2_2] Do you have adequate access to the market for your business?	<1> Yes <2> No
170	[AM_G2_3] Has your business been able to explore networks and innovative channels to create a market to grow?	<1> Yes <2> No
171	[AM_G2_4] Has your business partnered with any marketing firms to expand your sales?	<1> Yes <2> No
172	[AM_G2_5] Do you trade your products and services beyond your business country?	<1> Yes <2> No
173	[AM_G2_6] Do you plan to engage in trading your products and services beyond your country?	<1> I already have <2> I plan to <3> I do not plan to
174	To what extent did/do you take each of the following potential impacts of climate change into account when planning and running your businesses?	
	[EP_G2_1_A] Geographic shifting / displacement of business and/or client base related to natural disasters	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all



## Main Questionnaire - Part 2 - Environmental Preservation (Group 2 Business\_status= 1 And 2)

Question ID	Question	Answer
174	To what extent did/do you take each of the following potential impacts of climate change into account when planning and running your businesses?	
	[EP_G2_1_B] Shifting food supply related to rising temperatures and sea levels (e.g., shifts in crop yield, ocean ecosystems, etc)	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_1_C] Rising costs of food and goods following supply shortages	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
175	To what extent did / do you take the following environmental sustainability goals into consideration when planning and running your business?	
	[EP_G2_2_A] Minimizing carbon footprint	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_2_B] Minimizing waste	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_2_C] Use of natural products and/or sustainable materials	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_2_D] Use of solar power	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all
	[EP_G2_2_E] Recycling material	<1> To a great extent <2> Somewhat <3> Very little <4> Not at all



### Main Questionnaire - Part 2 - Final (All Business\_status= 1 And 2)

Question ID	Question	Answer
176	[FIN_1] How has this programme affected you personally?	

### Main Questionnaire - Part 2 - Demographics (All Business\_status= 1 and 2)

Question ID	Question	Answer
177	[D_1] What is your gender?	<1> Male <2> Female
178	[D_2] What is your age	
179	[D2_Range] What is your age?	<1> 18 - 24 <2> 25 - 34 <3> 35 - 44 <4> 45 - 54 <5> 55 - 64 <6> 65+
180	[D_3/Q_180_S] What is your religion?	<1> Christian <2> Muslim <3> Jewish <97> Other - specify
181	[D_4] Please tell me your country of residence	<1> Algeria <2> Angola <3> Benin <4> Botswana <5> Burkina Faso <6> Burundi <7> Cameroon <8> Cape Verde <9> Central African Republic <10> Chad <11> Comoros <12> Congo <13> Democratic Republic Of The Congo <14> Cote D'ivoire <15> Djibouti <16> Egypt <17> Equatorial Guinea <18> Eritrea <19> Ethiopia <20> Gabon <21> Gambia <22> Ghana



## Main Questionnaire - Part 2 - Demographics (All Business\_status= 1 and 2)

Question ID	Question	Answer
181	[D_4] Please tell me your country of residence	<23> Guinea <24> Guinea-Bissau <25> Kenya <26> Lesotho <27> Liberia <28> Libya <29> Madagascar <30> Malawi <31> Mali <32> Mauritania <33> Mauritius <34> Morocco <35> Mozambique <36> Namibia <37> Niger <38> Nigeria <39> Rwanda <40> Sao Tome And Principe <41> Senegal <42> Seychelles <43> Sierra Leone <44> Somalia <45> South Africa <46> South Sudan <47> Sudan <48> Swaziland <49> United Republic of Tanzania <50> Togo <51> Tunisia <52> Uganda <53> Zambia <54> Zimbabwe
182	[D_5] Please tell me the region you reside in	<1> Central Africa <2> East Africa <3> North Africa <4> Southern Africa <5> West Africa



## Main Questionnaire - Part 2 - Demographics (All Business\_status= 1 and 2)

Question ID	Question	Answer
183	[D_6] How would you describe the neighborhood in which you live?	<1> Urban: I am in the middle of a city <2> Mainly urban: I am nearby a city <3> Mainly rural: I am quite far from the nearest city (e.g. 30 minutes by car) <4> Rural: there are no cities nearby
184	[D_7/Q_184_S] Tribe / Ethnic Group	<1> Afrikaner <2> Akan <3> Amhara <4> Arab <5> Berber <6> Chewa <7> Fula <8> Hausa <9> Hutu <10> Igbo <11> Ijaw <12> Kikuyu <13> Kongo <14> Luhya <15> Luo <16> Nubian <17> Oromo <18> Ovimbundu <19> Shona <20> Somali <21> Tutsi <22> Xhosa <23> Yoruba <24> Zulu <97> Other - specify <98> Don't know



## Main Questionnaire - Part 2 - Demographics (All Business\_status= 1 and 2)

Question ID	Question	Answer
185	[D_8/Q_185_S] What is the highest level of education you have completed?	<1> No high school <2> High school graduate <3> Some college <4> 2 - year degree <5> 4 - year degree <6> Post - graduate studies complete (e.g. Masters, PhD) <7> Religious school <97> Other - specify
186	[D_9/Q_186_S] Please tell me your marital status	<1> Married <2> Divorced <3> Single <4> Widow <97> Other - specify
187	[D_10] Please tell me the total number of people in your household, including adults and children	
188	[D_11] How many members of your household are dependent on you?	
189	This questions asks about difficulties you may have doing certain activities because of a health problem.	
	[D_12_A] Do you have difficulty seeing, even if wearing glasses?	<1> No, no difficulty at all <2> Yes, some difficulty <3> Yes, a lot of difficulty <4> Cannot do at all
	[D_12_B] Do you have difficulty hearing, even if using a hearing aid?	<1> No, no difficulty at all <2> Yes, some difficulty <3> Yes, a lot of difficulty <4> Cannot do at all
	[D_12_C] Do you have difficulty walking or climbing steps?	<1> No, no difficulty at all <2> Yes, some difficulty <3> Yes, a lot of difficulty <4> Cannot do at all
	[D_12_D] Do you have difficulty remembering or concentrating?	<1> No, no difficulty at all <2> Yes, some difficulty <3> Yes, a lot of difficulty <4> Cannot do at all
190	[D_13] Please share your preferred phone number	



## Main Questionnaire - Part 2 - Chapter 32

Question ID	Question	Answer
191	Thank you for taking the time to complete this survey. We know you've worked hard on developing your business, and would love to see its current stage. If you would be willing, please share a picture of your storefront, equipment, or other business-related image and upload it here.	

## Main Questionnaire - Part 2 - Video Recruitment

Question ID	Question	Answer
192	[VR_1] We are looking for TEF beneficiaries to provide recorded video testimonials about their experience in the programme. These videos will be shared with TEF for marketing materials and can help you build your brand and business. Are you interested in participating?	<1> Yes <2> No
193	Thank you for your interest in participating. Please provide us with your most up to date contact information	
	[T_VR_1_A_1] Phone:	
	[T_VR_1_A_2] Business Address:	

## Main Questionnaire - Part 2 - End of Survey

Question ID	Question	Answer
194	Thank you for your time in completing this survey. Remain connected with the TonyElumeluFoundation: Instagram (@tonyelumelufoundation) Facebook (thetonyelumelufoundation) LinkedIn (tony-elumelu-foundation) Twitter (TonyElumeluFDN) Youtube (Tony Elumelu Foundation) Tiktok (tonyelumelufdn) Whatsapp (+23417006713)	
195	Unfortunately, you are not eligible to continue with this survey. Thank you for your time.	



## Annex II. Tracer Study Non-Beneficiary Survey

### Language Preference

Question ID	Question	Answer
1	[Lang_1] Please choose your preferred language for the survey.	<1> English <2> Arabic <3> French <4> Portuguese

### Respondent Identification

Question ID	Question	Answer
2	Set respondent's data	
3	Applicant's Name	
4	Applicant's electronic mail address	
5	Application ID	
6	User ID	
7	Applicant's country	
8	Year	
9	Respondent's telephone number	
10	Respondent's mobile phone	
11	Applicant's score	
12	Contact's business sector	
13	Business Name	
14	Contact's language	
16	Questionnaire Number	
17	Respondent ID: {0}	

### Introduction

Question ID	Question	Answer
18	<p>Hello, we are ORB International, a research firm working with the Tony Elumelu Foundation Entrepreneurship Programme to learn more about the experience of applicants to the TEF Entrepreneurship Programme. As a previous programme applicant, we value your insights regarding the process, as well as getting to know your current endeavors. If you can, please take the time to fill out this survey, which will ask you questions regarding your experience with the programme, your current business venture, and general questions about the programme. Your responses will remain confidential, so feel free to provide honest feedback. Your response will help the TEF Entrepreneurship Programme better understand and improve the programme for all applicants. Thank you.</p>	



## Background

Question ID	Question	Answer
19	Please confirm your name:	{0} This is not me
20	What year did you first apply for the TEF Programme?	2015 2016 2017 2018 2019 2020 2021 2022
21	How many times did you apply to the TEF Programme?	1 2 3 4 5 or more
22	Have you ever been accepted to the TEF Programme?	Yes No

## Select group

Question ID	Question	Answer
24	[Q_24] Set respondent's group assignment	
25	[Group] Respondent randomly assigned group	<1> Group 1 <2> Group 2

## Impact

Question ID	Question	Answer
25	At the time of applying to the TEF Programme, did you already own a business?	Yes No
27	What was the stage of your business at the time of applying to the TEF Programme?	Idea Stage Start-up Intermediate Advanced Don't know
28	In the time since applying to the TEF Programme, have you started a business?	Yes No



## Impact cont...

Question ID	Question	Answer
29	If you currently own more than one business, think about the business you started first. What year did you start that business?	2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022
30	In what industry was your business idea?	Agribusiness Aviation Beauty & Wellness Commercial/ Retail Construction Consulting Education & Training Energy/ Power Event Planning Fashion Financial Services FMCG Food & Beverage Haulage/ Logistics Healthcare ICT Intellectual Property Services Manufacturing Media & Entertainment Oil & Gas Professional Services Renewable Energy Telecommunications Textile Tourism/ Hospitality Transportation Waste Management Other (SPECIFY) Don't know



## Impact cont...

Question ID	Question	Answer
31	Do you still own that business?	Yes No
33	What is the current stage of your business?	Idea Stage Start-up Intermediate Advanced Don't know
34	Why not? Select all that apply	Sold business to someone else Business permanently closed Could not find the proper equipment Could not find/hire the people I needed Could not get proper permissions/permits for opening a business Seed funding not enough for starting business Other (please specify)
35	How long did you have that business for?	Less than 6 months 6m-12 month 1 year + less than 2 More than 2 but less than 3 years 3 years+
37	What was the stage of your business at the time of closure or sale of your business?	Idea Stage Start-up Intermediate Advanced Don't know
38	In the time since opening your first business, have you since opened any other businesses?	Yes No
39	Do you still own that business?	Yes No



## Business Status

Question ID	Question	Answer
40	Set Respondent's Business Status	
41	Business Status	Current business No current business

## Impact (All - Business Stat=1)

Question ID	Question	Answer
42	Please select an option that best describes your business neighborhood.	Urban: I am in the middle of a city Mainly urban: I am nearby a city Mainly rural: I am quite far from the nearest city (e.g., 30 minutes by car) Rural: there are no cities nearby
43	Does your business currently make any revenue?	Yes No

## Impact (Group 1 - Business Stat=1)

Question ID	Question	Answer
44	Did your business apply for any external funding (e.g., a bank loan) in the past year?	Yes No
45	What is your current income? (Please insert response in US dollars)	
46	Thinking about the last 6 months, how many months would you say you:	
	<i>Earned profit from your business?</i>	
	<i>Came out even?</i>	
	<i>Your spending was higher than your revenues?</i>	
47	How much does your current income provide for your household?	Only income Most of the income (more than half) Some income Little income No income



### Entrepreneurship Ecosystem (Group 2 Business\_Status= 1 and 2)

Question ID	Question	Answer
48	Are you involved in any sort of charity or support causes for your community as a result of your business?	Yes No
49	Have you provided seed funding for other entrepreneurs?	Yes No
50	To what extent do you agree/disagree with the following statements:	
	<i>I am satisfied with my current living conditions</i>	<i>Strongly agree</i> <i>Somewhat agree</i> <i>Somewhat disagree</i> <i>Strongly disagree</i>
	<i>The funding I have received from other investors in my business has been adequate to sustain my business</i>	<i>Strongly agree</i> <i>Somewhat agree</i> <i>Somewhat disagree</i> <i>Strongly disagree</i>
	<i>Since starting my business, I have experienced gaps in financing</i>	<i>Strongly agree</i> <i>Somewhat agree</i> <i>Somewhat disagree</i> <i>Strongly disagree</i>
51	Since applying to the TEF programme, have you received any kind of business-related education? (e.g., online courses)?	Yes No

### Creating Jobs (All Business\_status=1)

Question ID	Question	Answer
52	Who is the main person in-charge of day-to-day operations of your business?	I am My spouse Another male family member Another female family member Other male (please specify relationship) Other female (please specify relationship)
53	How many people total are you currently employing for your business? Please include the owner if he/she works on the business, full time and part time employees, as well as family members not paid a wage.	



### Networking (All Business\_status= 1 and 2)

Question ID	Question	Answer
54	Since applying to the TEF Programme, have you partnered with any businesses?	Yes No
55	Have you mentored any other entrepreneurs since applying to the TEF Programme?	Yes No
56	Have you received access to any mentoring since applying to the TEF Programme?	Yes No
57	Have you acquired any investors in your business since applying to the TEF Programme?	Yes No
58	What kind of investment did you receive?	Private investment Friends and family Venture capital Private equity Other - specify

### Networking (Group 1 Business\_status= 1 and 2)

Question ID	Question	Answer
59	Have you developed a professional network?	Yes No
60	On average over the past year, how often have you connected or been in contact with other entrepreneurs in Africa?	Once a week or more 2-3 times per month Once per month A few times over the past year Twice over the past year Once over the past year Not at all
61	How many businesses have you partnered with since applying to the TEF Programme?	



## Support & Barriers (Group 1 Business Status=1)

Question ID	Question	Answer
62	What are the most important challenges to growth that your business faces today	<p>Access to finance</p> <p>Taxes</p> <p>Business licensing and permits</p> <p>Regulatory environment</p> <p>Corruption</p> <p>Judiciary system and lack of court enforcement</p> <p>Customs and trade regulations</p> <p>Access to electricity</p> <p>Access to reliable internet</p> <p>Access to technology needed for my business</p> <p>Inflation, currency, and macroeconomic conditions</p> <p>Access to transportation</p> <p>Labour regulations</p> <p>Difficulties in finding talent</p> <p>Competitive pressure</p> <p>Lack of human capital (i.e., individuals with enough education and capacity to be hired)</p> <p>Intellectual property protection</p> <p>Other, please specify</p>
63	Has your business partnered with a supplier? A supplier is a person, business, or entity that provides products or services to another entity. In the world of business to business (B2B), suppliers can refer to distributors (e.g., component manufacturers), vendors (organizations that sell products or services to customers), or contract manufacturers	<p>Yes</p> <p>No</p> <p>Not applicable – my business does not need a supplier</p>
64	Has your business served as a supplier/vendor to other businesses?	<p>Yes</p> <p>No</p> <p>Not applicable – I provide services/products directly to customers</p>



### COVID & Sustaining Business (All Business Status=1)

Question ID	Question	Answer
65	How confident do you feel that you will be able to maintain your business for the next year?	Very confident Somewhat confident Slightly confident Not at all confident
66	In general, what would you say you mostly feel about the future of your business:	Optimistic Hopeless

### Sustaining Business (Group 1 Business Status=1)

Question ID	Question	Answer
67	Overall, how has this business been affected by the Coronavirus pandemic?	Large positive effect Moderate positive effect Little or no effect Moderate negative effect Large negative effect

### Access to Markets (Group 2 Business Status=1)

Question ID	Question	Answer
68	Do you have adequate access to the market for your business?	Yes No

### Environmental Preservation (Group 2 Business\_Status= 1 and 2)

Question ID	Question	Answer
69	To what extent did/do you take each of the following potential impacts of climate change into account when planning and running your businesses?	
	<i>Geographic shifting / displacement of business and/or client base related to natural disasters</i>	<i>To a great extent Somewhat Very little Not at all</i>
	<i>Shifting food supply related to rising temperatures and sea levels (e.g., shifts in crop yield, ocean ecosystems, etc)</i>	<i>To a great extent Somewhat Very little Not at all</i>
	<i>Rising costs of food and goods following supply shortages</i>	<i>To a great extent Somewhat Very little Not at all</i>



### Environmental Preservation (Group 2 Business\_Status= 1 and 2) cont...

Question ID	Question	Answer
70	To what extent did / do you take the following environmental sustainability goals into consideration when planning and running your business?	
	<i>Minimizing carbon footprint</i>	<i>To a great extent</i> <i>Somewhat</i> <i>Very little</i> <i>Not at all</i>
	<i>Minimizing waste</i>	<i>To a great extent</i> <i>Somewhat</i> <i>Very little</i> <i>Not at all</i>
	<i>Use of natural products and/or sustainable materials</i>	<i>To a great extent</i> <i>Somewhat</i> <i>Very little</i> <i>Not at all</i>
	<i>Use of solar power</i>	<i>To a great extent</i> <i>Somewhat</i> <i>Very little</i> <i>Not at all</i>
	<i>Recycling material</i>	<i>To a great extent</i> <i>Somewhat</i> <i>Very little</i> <i>Not at all</i>

### Demographics (All Business\_status= 1 And 2)

Question ID	Question	Answer
71	What is your gender?	Male Female
72	What is your age	
73	What is your age?	18 - 24 25 - 34 35 - 44 45 - 54 55 - 64 65+
74	What is your religion?	Christian Muslim Jewish Other - specify



## Demographics (All Business\_status= 1 And 2) cont...

Question ID	Question	Answer
75	Please tell me your country of residence	Algeria Angola Benin Botswana Burkina Faso Burundi Cameroon Cape Verde Central African Republic Chad Comoros Congo Democratic Republic Of The Congo Cote D'ivoire Djibouti Egypt Equatorial Guinea Eritrea Ethiopia Gabon Gambia Ghana Guinea Guinea-Bissau Kenya Lesotho Liberia Libya Madagascar Malawi Mali Mauritania Mauritius Morocco Mozambique Namibia Niger Nigeria Rwanda Sao Tome and Principe



## Demographics (All Business\_status= 1 And 2) cont...

Question ID	Question	Answer
75	Please tell me your country of residence	Senegal Seychelles Sierra Leone Somalia South Africa South Sudan Sudan Swaziland United Republic of Tanzania Togo Tunisia Uganda Zambia Zimbabwe
76	Please tell me the region you reside in	Central Africa East Africa North Africa Southern Africa West Africa
77	How would you describe the neighborhood in which you live?	Urban: I am in the middle of a city Mainly urban: I am nearby a city Mainly rural: I am quite far from the nearest city (e.g. 30 minutes by car) Rural: there are no cities nearby
78	Tribe / Ethnic Group	Afrikaner Akan Amhara Arab Berber Chewa Fula Hausa Hutu Igbo Ijaw Kikuyu Kongo Luhya Luo Nubian



## Demographics (All Business\_status= 1 And 2) cont...

Question ID	Question	Answer
78	Tribe / Ethnic Group	Oromo Ovimbundu Shona Somali Tutsi Xhosa Yoruba Zulu Other - specify Don't know
79	What is the highest level of education you have completed?	No high school High school graduate Some college 2 - year degree 4 - year degree Post - graduate studies complete (e.g. Masters, PhD) Religious school Other - specify
80	Please tell me your marital status	Married Divorced Single Widow Other - specify
81	Please tell me the total number of people in your household, including adults and children	
82	How many members of your household are dependent on you?	
83	This questions asks about difficulties you may have doing certain activities because of a health problem.	
	<i>Do you have difficulty seeing, even if wearing glasses?</i>	<i>No, no difficulty at all Yes, some difficulty Yes, a lot of difficulty Cannot do at all</i>
	<i>Do you have difficulty hearing, even if using a hearing aid?</i>	<i>No, no difficulty at all Yes, some difficulty Yes, a lot of difficulty Cannot do at all</i>
	<i>Do you have difficulty walking or climbing steps?</i>	<i>No, no difficulty at all Yes, some difficulty Yes, a lot of difficulty Cannot do at all</i>
	<i>Do you have difficulty remembering or concentrating?</i>	<i>No, no difficulty at all Yes, some difficulty Yes, a lot of difficulty Cannot do at all</i>



## End of Survey

Question ID	Question	Answer
84	Thank you for your time in completing this survey. Remain connected with the TonyElumeluFoundation: Instagram (@tonyelumelufoundation) Facebook (thetonyelumelufoundation) Linkedin (tony-elumelu-foundation) Twitter (TonyElumeluFDN) Youtube (Tony Elumelu Foundation) Tiktok (tonyelumelufdn) Whatsapp (+23417006713)	
85	Unfortunately, you are not eligible to continue with this survey. Thank you for your time.	



## Annex III. Key Informant Interview Guide for Partners

### KII – Funders: TEF, Google, GIZ, ICRC, UNDP, and AfbB

#### Introduction:

**Aim** – Introduce yourself. Outline the purpose of the discussion today: to discuss the Tony Elumelu Foundation’s ability to meet predetermined outcomes as well as potential barriers and areas for growth within the program.

**Explain the presence and purpose of recording equipment** – We will be using an audio recorder today to help with note taking. This information will not be made public. The recording is to ensure we have a record for our summary report we need to write.

**Confidentiality** – Everything that you say will be confidential, and anything you say today will remain anonymous including your name and any attributions. We will not share any personal or identifying information in your responses with anyone else. I hope this encourages you to speak openly.

#### Greeting: (Introduction & Informed Consent)

Good morning/Good afternoon:

My name is \_\_\_\_\_,

I am with a team that is talking to people and learning more about your experiences with the Tony Elumelu Foundation. We are not affiliated with this program, but we are working with them. It will be useful to help our partners understand how their programming efforts are succeeding, as well as potential areas for improvement. This can be used to inform future actions of the program.

This interview will last approximately \_\_\_\_\_. The information you will provide will remain confidential. The information you provide will not be linked to you personally in the report. You may choose to refuse to participate or not answer all the questions or stop the interview any time. Therefore, we request that you are open and can feel comfortable telling us what you know or have observed about the project operation and performance, including the support the project

has provided to beneficiaries and their surrounding communities.

Please let us know if you have any objection to participating in this interview and if you have any questions before we start. If you have any questions after you have completed the interview, you can always contact a study team member.

#### To get started, please tell me a little bit about yourself.

- What is your position title and what role do you play at the Tony Elumelu Foundation, Google, GIZ, ICRC, or UNDP AFDB?
- How long have you been working with this group?
- Have you been working in this capacity the entire time you’ve worked here? If not, what other roles have you taken on?

#### Relevance: experiences with and thoughts about the Tony Elumelu Foundation.

- What do you think are the main issues facing entrepreneurs in Africa?
- Do you think the needs of beneficiaries are being met through the Tony Elumelu Foundation? Why or why not?
- What are the main benefits for participants of the Tony Elumelu Foundation?
- Do you think the needs/requests of the donors for the Tony Elumelu Foundation are being met? Why or why not?
- When and how are monitoring and evaluation activities carried out?
  - Are these sufficient? What have you learned through carrying out this monitoring?
- Can you tell me about your experience coordinating with TEF/Partner organizations?
  - What have been the biggest gaps in coordination? What was done differently to address them?
  - What more can be done to improve coordination?



- How effective are coordination efforts between TEF and the partner organizations? Are challenges in coordination being addressed?
  - What are the biggest successes and gaps in coordination?
- Are the coordinated project activities and communications operating as planned and on-schedule and with partner input? Why or why not?
- Was the work plan and resource schedule for TEF available to be used by relevant parties in your organization? Were these used?
- In which areas have the project successfully identified and addressed key gaps?
- To what extent was a gender-sensitive approach used in the design and implementation of this project? Were these successfully implemented into the design?
- Were there any gender-related differences in engagement, experience, and impacts?
- Do you think the Tony Elumelu Foundation is achieving their intended outcomes? Why or why not?
  - Training related goals (i.e., completing training, engaging in mentorship program, engaging with alumni)
  - Furthering entrepreneurial goals (i.e., increasing business capacity, networking abilities, increasing the scale of business, gaining more seed money past the Tony Elumelu Foundation)
  - Creating partnerships and networking opportunities throughout Africa
  - Larger, Africapitalism-oriented goals (i.e., increasing the private sector in Africa, policy advocacy)

### **Impact: overall impact of the Tony Elumelu Foundation on African communities.**

- Thinking about your beneficiaries now compared to what it was like before the Tony Elumelu Foundation program began, are you aware of how their lives changed? If so, in what way?
  - To what extent do you think these changes can be attributed to the Tony Elumelu Foundation program?
  - Has this program changed your perspective on the development of the African economy? In what way?
  - What impact has the Tony Elumelu Foundation had on the way people view entrepreneurship in Africa?
- Do you think the program design is the best fit for African Communities?
  - Are the goals of the project appropriate for African Communities?
- What are the main challenges of implementing this program?
  - Were the challenges related to budget, other resources, beneficiaries, external influences/elements? Something else?
- What are the barriers you see to the Tony Elumelu Foundation reaching the target audience?
  - Do you believe these are being addressed?

### **Sustainability: the future of programming in African communities**

- What positive or negative impacts, have you seen from the Tony Elumelu Foundation program?
  - Have you seen any unexpected outcomes, positive or negative, from the Tony Elumelu Foundation program?
- What are the easily observed outcomes of this program to beneficiaries, intended or unintended?
- What do you think will be the long-term impact of the Tony Elumelu Entrepreneurship program?
- What are some obstacles you foresee in maintaining this program in the future?
- Do you think this program will contribute to the continent's economic development? Why/Why not?
- What improvements would be most helpful to the program now? What about for future cohorts?

### **Final Conclusions**

- If given the chance, what change would you like to see in how the program is implemented?



## Annex IV. Key Informant Interview Guide for Hub Lead

### KII – Tony Elumelu Foundation Hub Leaders

#### Introduction:

**Aim** – Introduce yourself. Outline the purpose of the discussion today: to discuss barriers and areas for growth within the Tony Elumelu Foundation, how this program affected your ability to become an entrepreneur, and your experiences as a hub leader

**Explain the presence and purpose of recording equipment** – We will be using an audio recorder today to help with note taking. This information will not be made public. The recording is to ensure we have a record for our summary report we need to write.

**Confidentiality** – Everything that you say will be confidential, and anything you say today will remain anonymous including your name and any attributions. We will not share any personal or identifying information in your responses with anyone else. I hope this encourages you to speak openly.

#### Greeting: (Introduction & Informed Consent)

Good morning/Good afternoon:

My name is \_\_\_\_\_, and my colleague (s) is (are) \_\_\_\_\_.

I am with a team that is talking to people and learning more about your experiences with the Tony Elumelu Foundation. We are not affiliated with this program. It will be useful to help our partners understand how their programming efforts are succeeding, as well as potential areas for improvement. This can be used to inform future actions of the program.

This interview will last approximately an hour. The information you will provide will remain confidential. The information you provide will not be linked to you personally in the report. You may choose to refuse to participate or not answer all the questions or stop the interview any time. Therefore, we request that you are open and can feel comfortable telling us what you know or have

observed about the project operation and performance, including the support the project has provided to beneficiaries and their surrounding communities.

Please let us know if you have any objection to participating in this interview and if you have any questions before we start. If you have any questions after you have completed the interview, you can always contact a study team member.

#### To get started, please tell me a little bit about yourself.

- Tell me about yourself and if you are currently running a business
- Are you currently operating as a hub lead for the TEF program?
  - How long have you been working in this position?

#### Relevance: experiences with and thoughts about the Tony Elumelu Foundation.

- What factors led you to want to be an entrepreneur?
- What issues got in your way of starting a business?
- What are the most helpful aspects of the TEF program? Can you give me a specific example of how TEF program helped you?
- What was the most challenging part of the participating in the program? Why do you think it was?



### **Impact: overall impact of the Tony Elumelu Foundation on African communities**

- Application
- What was the application process like for you?
  - What was the easiest part of the application process? The most challenging part?

### **Impact**

- Please tell me what you changed about how you run your business since participating in the program.
- What are the easily observed outcomes of this program to you as a beneficiaries, intended or unintended?
- How did your life change, if at all, since participating in the program? Personally? Professionally?

### **Program Specific Feedback**

- Thinking about the three parts of the program – training, funding, and mentorship – which do you think is the most important?
- Thinking about the training specifically, what was the most interesting and the most helpful part?
  - Is there anything not covered in the TEF training that you believe would have been helpful for your personal business?
- Thinking about receiving the funds – did you have any issues receiving the funds?
  - How did you use that initial funding?
- Now thinking about mentorship specifically – did you participate in that part of the program? Tell me about your experience or why you have not participated in it.
  - Any suggestions for organizing mentorship program in a way that would be more useful for you?
- Do you feel there are any improvements to be made in the implementation of the TEF program?

### **Hub Leader Experience**

- How did you become aware of the hub lead position?
- Can you please tell me about the communication between the TEF program and hub leads?
  - What have been the biggest gaps in communication with TEF? Have you seen efforts to address these gaps?
- Do you feel the needs of beneficiaries are able to be addressed through communication with hub leads?
  - Are there any barriers you've experienced in communicating with beneficiaries? What could be done to address these issues?
- Do you believe you have a clear understanding of TEF's expectations has for hub leaders?
  - If not, what could be done to clarify these expectations?
- Do you feel the structure of the hub lead program is effective?
  - What improvements do you feel could be made to the Hub lead program?

### **Sustainability: the future of programming in African communities**

- Has TEF changed the outlook of your business?
  - If so, how?
- What plans do you have for your current business?
- What obstacles are you most concerned about when thinking about the future of your business?
- What do you think makes running business difficult in your country?
- What else could the TEF program do to reduce business closure?

### **Final Conclusions**

- Would you recommend this program to others?
  - Why or why not?



## Annex V. Key Informant Interview Guide for TEF Beneficiaries

### KII – Tony Elumelu Foundation Beneficiaries

#### Introduction:

**Aim** – Introduce yourself. Outline the purpose of the discussion today: to discuss your experience with the Tony Elumelu Foundation's and how it affected your ability to become an entrepreneur.

**Explain the presence and purpose of recording equipment** – We will be using an audio recorder today to help with note taking. This information will not be made public. The recording is to ensure we have a record for our summary report we need to write.

**Confidentiality** – Everything that you say will be confidential, and anything you say today will remain anonymous including your name and any attributions. We will not share any personal or identifying information in your responses with anyone else. I hope this encourages you to speak openly.

#### Greeting: (Introduction & Informed Consent)

Good morning/Good afternoon:

My name is \_\_\_\_\_, and my colleague (s) is (are) \_\_\_\_\_.

I am with a team that is talking to people and learning more about your experiences with the Tony Elumelu Foundation. We are not affiliated with this program, but we are working for \_\_\_\_\_. It will be useful to help our partners understand how their programming efforts are succeeding, as well as potential areas for improvement. This can be used to inform future actions of the program.

This interview will last approximately \_\_\_\_\_. The information you will provide will remain confidential. The information you provide will not be linked to you personally in the report. You may choose to refuse to participate or not answer all the questions or stop the interview any time. Therefore, we request that you are open and can feel comfortable telling us what you know or have observed about the project operation and performance, including the support the project

has provided to beneficiaries and their surrounding communities.

Please let us know if you have any objection to participating in this interview and if you have any questions before we start. If you have any questions after you have completed the interview, you can always contact a study team member.

#### To get started, please tell me a little bit about yourself.

- Tell me about yourself and the business you are running.

#### Relevance: experiences with and thoughts about the Tony Elumelu Foundation.

- How long have you been considering being an entrepreneur?
- What factors led you to want to be an entrepreneur?
- What issues got in your way of starting a business?
- What drew you to the TEF program? Where did you learned about the program?
- What are the most helpful aspects of the TEF program? Can you give me a specific example of how TEF program helped you?
- What was the most challenging part of the participating in the program? Why do you think it was?

#### Impact: overall impact of the Tony Elumelu Foundation on African communities

- Application
- What was the application process like for you?
  - What was the easiest part of the application process?
  - What was the most challenging part of the application process?
- What would you change about the application process?



## Impact

- Please tell me the impact of the program on your business – in terms of revenue, job creation.
  - Do you currently or in the future plan to employ any individuals who are considered a refugee, migrant, or having a disability?
- Please tell me what you changed about how you run your business since participating in the program.
- What environmental concerns did/do you take into consideration when planning and running your business?
- What are the easily observed outcomes of this program to you as a beneficiaries, intended or unintended?
- How did your life change, if at all, since participating in the program?
- Has this program impacted you on a personal level? If so, how?

## Program Specific Feedback

- Thinking about the three parts of the program – training, funding, and mentorship – which do you think is the most important?
- Thinking about the training specifically, what was the most interesting and the most helpful part?
  - How well, in your opinion is training organized?
  - Is there anything not covered in the TEF training that you believe would have been helpful for your personal business?
- Thinking about receiving the funds – did you have any issues with that part?
  - How did you use that initial funding?
  - Anything you planned to use the funds for, but you were not able to?
- Now thinking about mentorship specifically – did you participate in that part of the program? Tell me about your experience or why you have not participated in it.
  - Any suggestions for organizing mentorship program in a way that would be more useful for you?

- Do you feel there are any improvements to be made in the implementation of the TEF program?
- Do you feel that the programme's resources, including funds, time, and expertise, are appropriate and adequate to achieve the TEF programme's objectives?
- Are you aware of TEF advocacy in your country? If so, has it been effective at pro
- Sustainability: the future of programming in African communities
- Has TEF changed the outlook of your business?
  - If so, how?
- What plans do you have for your current business?
- Has your business been negatively or positively affected by the Coronavirus? If so, how?
- What obstacles are you most concerned about when thinking about the future of your business?
- What do you think makes running business difficult in your country?
- What factors could be addressed to increase the sustainability of your business' success?
- What else could the TEF program do to reduce business closure?

## Final Conclusions

- Would you recommend this program to others?
  - Why or why not?



## Annex VI. Impact Assessment Phone Survey Allocations by Country

Country	Total # of Beneficiaries	Total Sample Allocation	WE4A Completions
Algeria	14	14	0
Angola	24	23	0
Benin	304	170	21
Botswana	131	98	3
Burkina Faso	322	176	0
Burundi	84	70	12
Cameroon	575	231	0
Cape Verde	21	20	2
Central African Republic	13	13	0
Chad	412	200	7
Comoros	25	24	0
Congo	45	41	2
Congo, Democratic Republic of The	170	119	0
Cote D'ivoire	105	83	0
Djibouti	10	10	0
Egypt	12	12	0
Equatorial Guinea	10	10	0
Eritrea	8	8	1
Ethiopia	106	84	0
Gabon	54	48	0
Gambia	22	21	0
Ghana	250	152	3
Guinea	38	35	0
Guinea-Bissau	66	57	0
Kenya	579	232	8
Lesotho	19	19	0
Liberia	51	46	2
Libya	5	5	0
Madagascar	104	83	0
Malawi	87	72	3
Mali	2202	328	0
Mauritania	290	166	0
Mauritius	19	19	0
Morocco	17	17	0
Mozambique	26	25	0
Namibia	38	35	0
Niger	302	170	0
Nigeria	4227	353	18
Rwanda	231	145	0
Sao Tome and Principe	20	20	1
Senegal	53	47	2
Seychelles	5	5	0
Sierra Leone	34	32	2
Somalia	6	6	0
South Africa	215	139	0
South Sudan	37	34	0
Sudan	4	4	0
Swaziland	38	35	1
Tanzania, United Republic of	207	135	2
Togo	76	64	5
Tunisia	13	13	0
Uganda	700	249	7
Zambia	179	123	2
Zimbabwe	135	101	0
<b>Total</b>	<b>12740</b>	<b>4441</b>	<b>104</b>



## Annex VII. Baseline to endline comparisons for all variables and respondents for which data is available at both timepoints

	2021 Baseline Survey	2022 Tracer Study
<b>Typical total monthly earnings for full-time employees</b>		
Less than \$50	20%	27%
\$50 - 74	25%	21%
\$75 - 99	19%	6%
\$100 - 150	15%	19%
\$150 - 200	11%	7%
\$200 - \$300	7%	9%
\$300 - \$400	2%	4%
Above \$400	2%	7%
<b>Hours per week of typical full-time employee</b>		
Less than 20 hours	20%	22%
20 - 40 hours per week	51%	52%
41 - 60 hours per week	24%	24%
Above 60 hours per week	6%	3%
<b>Typical total monthly earnings for temporary/part-time employees</b>		
Less than \$50	52%	53%
\$50 - 99	35%	19%
\$100 - 150	11%	14%
\$150 - 200	2%	6%
Above \$200	1%	9%
<b>Hours per week of typical part-time employee</b>		
Less than 10 hours	40%	33%
10 - 20 hours per week	44%	21%
20 - 40 hours per week	11%	38%
Above 40 hours per week	4%	7%
<b>How are employees typically remunerated?</b>		
A fixed salary per week/month	50%	51%
Piece-rate depending on how much they work/output they produce	21%	20%
Piece-rate depending on how much profit the overall business makes	6%	9%
A mix of the above	19%	16%
Other	5%	5%
<b>How do you typically find the employees to hire?</b>		
Personal networks of family and friends	37%	59%
Business network	38%	17%
University career centers	3%	3%
Wait for applicants to contact you	3%	6%
Recruitment websites	8%	7%
Other	12%	7%



	2021 Baseline Survey	2022 Tracer Study
<b>Standard business practices business is currently using <sup>1</sup></b>		
Big management procedures	10%	31%
HSE standards	7%	28%
HR management systems	19%	44%
Finance mechanisms	15%	68%
None of these	45%	11%
Other	4%	2%
<b>What are the most important challenges to growth that your business faces today? <sup>2</sup></b>		
Access to finance	78%	46%
Taxes	58%	39%
Business licensing and permits	50%	24%
Regulatory environment	44%	18%
Corruption	17%	24%
Judiciary system and lack of court enforcement	13%	4%
Customs and trade regulations	14%	22%
Access to electricity	22%	21%
Access to reliable internet	15%	19%
Inflation, currency, and macroeconomic conditions	31%	64%
Access to transportation	14%	28%
Labor regulations	6%	10%
Difficulties in finding talent	14%	23%
Competitive pressure	13%	37%
Intellectual property protection	10%	12%
<b>Who are your most important/biggest clients? Rank from 1 (most important) to 8 (least common). Average ranking:</b>		
Friends/relatives that know me from before	3.04	2.72
Local customers or intermediaries that live near the premise of my business and see it walking by	3.32	3.23
Local customers or intermediaries that know of the business through word of mouth/reputation	3.04	3.09
Local customers or intermediaries that find the business through online or newspaper ads	3.91	4.46
National customers or intermediaries that know of the business through word of mouth/reputation	4.46	4.78
National customers or intermediaries that find the business through online or newspaper ads	5.17	5.3
International customers or intermediaries that knew of the business through word of mouth/reputation	6.32	6.42
International customers or intermediaries that found the business through online or newspaper ads	6.74	6.38
<b>To how many individual clients (e.g. final user, or intermediaries, or retail chain) does your business sell products/services in a typical month?</b>		
Less than 10 clients	31%	68%
10 - 50 clients	37%	14%
50 - 100 clients	14%	7%
100 - 200 clients	9%	4%
More than 200 clients	8%	8%
<b>What is your average sales per client?</b>		
Mean	\$1,405.90	\$213.28
Median	\$20.00	\$20.00



	2021 Baseline Survey	2022 Tracer Study
<b>How much of the income is this business providing for your household?</b>		
Only source of income	23%	12%
Main source of income	36%	20%
Some/a little income, not the main source	17%	52%
Not a source of income yet	24%	17%
<b>In a typical month, how much money do you make from your business (after paying all the business costs including payments to others)?</b>		
Less than \$200	51%	40%
\$200 - \$500	27%	33%
\$500 - \$1,000	13%	16%
\$1,001 - \$2,000	8%	6%
\$2,001 - \$3,000	0%	2%
\$3,001 - \$4,000	0%	0%
Above \$4,000	0%	2%
<b>In a typical week how many hours do you work on your business?</b>		
Less than 10 hours per week	10%	14%
10 - 20 hours per week	30%	26%
More than 20 hours per week	60%	47%
<b>Currently work for another employer (excluding self-employment)</b>	35%	24%
<b>If work for another employer: in a typical month, how much do you earn in these other jobs?</b>		
Mean	\$6,607.53	\$609.38
Median	\$300.00	\$300.00
<b>If work for another employer: in a typical week how many hours do you work in these other jobs?</b>		
Mean	27.24	3.33
Median	28	4
<b>Currently have other income from self-employment</b>	37%	32%
<b>If earn income from self-employment: In a typical month, how much do you earn from these activities?</b>		
Mean	\$3,368.53	\$5,971.00
Median	\$150.00	\$300.00
<b>If earn income from self-employment: In a typical week, how many hours do you work on these activities?</b>		
Mean	25.5	2.1
Median	10	1



	2021 Baseline Survey	2022 Tracer Study
<b>Current household size</b>		
1	8%	6%
2	13%	8%
3	22%	13%
4	20%	23%
5	13%	19%
More than 5	20%	30%
<b>How many members of your household are your dependants?</b>		
None	22%	15%
1	20%	21%
2	27%	30%
3	13%	12%
4	9%	10%
5	4%	6%
More than 5	6%	7%
<b>In a typical month, what is the total monthly income of all household members from all sources?</b>		
Mean	\$46,931.64	\$1,177.88
Median	\$648.00	\$600.00
<b>Business currently makes revenue</b>	65%	83%
<b>Monthly turnover in the typical month in the last business year</b>		
Less than \$1,000	78%	66%
\$1,000 - \$2,000	18%	21%
\$2,001 - \$3,000	2%	6%
\$3,001 - \$4,000	2%	1%
More than \$4,000	1%	8%
<b>Expected average monthly turnover over next 12 months</b>		
Less than \$1,000	26%	36%
\$1,000 - \$2,000	30%	24%
\$2,001 - \$3,000	14%	14%
\$3,001 - \$4,000	7%	5%
More than \$4,000	22%	21%
<b>Expected next month spending on recurring costs of business (e.g., purchases of inventory, materials for production, wages or piece rates etc)</b>		
Mean	\$4,694.38	\$726.06
Median	\$1,000.00	\$400.00
<b>Past year business spending on purchases of equipment, buildings etc.</b>		
Mean	\$3,663.55	\$2,409.99
Median	\$867.00	\$2,000.00
<b>Did your business apply for any external funding (e.g., a bank loan) in the past year?</b>	13%	15%
<b>Acquired Additional Investors in Business Since Seed Funding</b>	3%	14%
<b>Do you have a record of your business financials?</b>	62%	75%



	2021 Baseline Survey	2022 Tracer Study
<b>Perceptions of TEF Programme Training (ratings on scale of 1 = strongly agree to 5 = strongly disagree)</b>		
The training adequately covered all relevant learning areas	1.6	1.7
The training matched my personal expectations	1.6	1.6
The training platform was easy to use and resourceful	1.5	1.6
The training increased my knowledge of entrepreneurship development	1.4	1.4
The training strengthened my capacity and technical skills to work on business management	1.5	1.5

1 Note: At baseline, beneficiaries could only select one response to this question. At endline, beneficiaries could select all responses that apply.

2 Note: At baseline, beneficiaries were asked to rank all challenges in order of importance for this question; at endline, beneficiaries were asked to select all that apply. On average, beneficiaries selected about 4 most important challenges at endline. Thus, percentages for baseline reflect the percent that ranked a given option as one of the top 4 most important challenges.



## Annex VIII. Baseline to endline comparisons for job numbers using full sample responding at baseline (675) to full sample responding at endline (512)

	2021 Baseline Survey: Avg # Employees	2022 Tracer Study: Avg # Employees
<b>Average Number of Employees per Business</b>	<b>4.0</b>	<b>6.2</b>
Average number of female employees	2.4	2.9
Average number of youth employees	1.9	2.1
<b>Average Number of Decent Jobs per Business</b>	<b>2.1</b>	<b>3.5</b>
Average number of decent jobs for women	1.3	1.6
Average number of decent jobs for youth	1.0	1.1



## Annex IX: Alternative job creation calculation approach

### Determination of number of jobs at baseline

Baseline data was collected for a sample of 677 female entrepreneurs. The total number of employees that already existed before the start of the training totals to 3,778 jobs (5.5 on average).

However, since the TEF training mainly supports start-ups and some companies were already significantly larger than other participating companies, it was decided to consider these as outlier.

Within this context, it was decided to remove the outlier from the sample and estimate an average of the typical number of jobs for a start-up for similar demography based on xxx: The estimated average is 13 employees.

This was then used as a benchmark for data cleaning. Hence, companies with the number of jobs above 13 at baseline were deducted from the sample. This gives us a total of 2,448 jobs at baseline (average of 4 jobs per company) for the sample.

### Extrapolating the number of jobs to the total population:

Total number of trained female entrepreneurs (n) = 2,420

Number of companies sampled below benchmark = 614

Formula:  $n/\text{sample} = \text{extrapolation factor}$

i.e.  $2,420/614 = 3.9$

### Sample result x Extrapolation factor = Impact

$2,448 \times 3.9 = 9,648$  estimated total number of jobs at baseline

### Tracer impact for 512 companies (out of 2420) interviewed

In light of the shared data by TEF and since it was not possible for TEF to collect tracer data on all the 2,420 trained female entrepreneurs, it was decided to extrapolate the data assuming that existing trends will continue to come up with a representative number on jobs for the TEF training:

Total number of trained female entrepreneurs (n) = 2,420

Number of companies sampled = 512

Formula:  $n/\text{sample} = \text{extrapolation factor}$

i.e.  $2,420/512 = 4.73$

Sample result x Extrapolation factor = Impact

$3,225 \times 4.73 = 15,254$

$15,254 - 9,648 = 5,606$  (=impact)

### Alternative calculation:

Average number of jobs after – Average number of jobs before = number of new jobs created

$6.3 - 4 = 2.3$

Total number of new jobs created (extrapolated):

$2.3 \times 2,420 = 5,566$

The slight difference in the two figures is due to rounded numbers.

Prepared by:

ORB International  
206 East Market Street  
Charlottesville, VA 22902

**Cara Carter, Director**

Office: +1 434 202-8441  
ccarter@orb-international.com



THE TONY ELUMELU  
FOUNDATION



Women  
Entrepreneurship  
for Africa

