



**USAID** | **IRAQ**  
FROM THE AMERICAN PEOPLE

# USAID-TIJARA PROVINCIAL ECONOMIC GROWTH PROGRAM

## 2010 BENEFICIARY IMPACT SURVEY

PARTICIPANTS TRAINED IN SMALL BUSINESS  
DEVELOPMENT CENTERS (SBDCs)

(FEBRUARY 2010 – JANUARY 2011)



September 2011

This report was produced for review by the U.S. Agency for International Development (USAID). It was prepared by The Louis Berger Group, Inc.

Contract No. 267-C-00-08-0050-00

# USAID-TIJARA PROVINCIAL ECONOMIC GROWTH PROGRAM

September 2011

## 2010 BENEFICIARY IMPACT SURVEY OF PARTICIPANTS TRAINED IN SELECTED SMALL BUSINESS DEVELOPMENT CENTERS (SBDCS)

Business Development Services Component

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# CONTENTS

1. EXECUTIVE SUMMARY .....	2
2. USAID- <i>TIJARA</i> HISTORY WITH SBDCS .....	3
3. TRAINING PARTICIPANTS & BUSINESS SERVICES OFFERED BY SBDCS .....	4
4. RATIONALE AND METHODOLOGY OF THE BENEFICIARY IMPACT ASSESSMENT SURVEY .....	6
4.1 SURVEY OF PARTICIPANTS .....	6
4.2 DATA SPECIALISTS AS SURVEYORS .....	7
4.3 SAMPLE SIZE .....	8
5. PROFILE OF SURVEY RESPONDENTS .....	9
5.1 AGE PROFILE OF RESPONDENTS .....	9
5.2 GENDER PROFILE OF RESPONDENTS .....	9
5.3 MARITAL STATUS OF SURVEY RESPONDENTS .....	10
5.4 BUSINESS CATEGORY AND ECONOMIC SECTOR OF SURVEY RESPONDENTS .....	10
5.5 EMPLOYMENT STATUS AND ECONOMIC SECTORS OF SURVEY RESPONDENTS INVOLVED IN AN EXISTING BUSINESS .....	11
5.6 EMPLOYMENT STATUS AND ECONOMIC SECTORS OF SURVEY RESPONDENTS SEEKING TO ESTABLISH A NEW BUSINESS .....	12
5.7 EDUCATION LEVEL OF SURVEY RESPONDENTS .....	13
6. PERFORMANCE MANAGEMENT PLAN INDICATORS .....	14
6.1 START-UP BUSINESSES .....	14
6.2 EXISTING BUSINESS – SALES REVENUE CHANGE .....	15
6.3 PERFORMANCE MANAGEMENT PROGRAM VALUES .....	16
6.4 NEW BUSINESS REPORTING STARTUP AND PROJECTION .....	17
6.5 EXISTING BUSINESSES REPORTING IMPROVEMENT AND PROJECTION .....	17

6.6	JOB CREATION.....	17
6.7	LOAN GENERATION.....	20
7.	<b>ASSESSMENT.....</b>	<b>21</b>
8.	<b>RECOMMENDATIONS.....</b>	<b>21</b>
	APPENDIX I COMPARATIVE DATA TABLES 2009 VERSUS 2010.....	24
	APPENDIX II Questions for the Beneficiary Impact Survey 2010 Report Existing Businesses.....	33
	APPENDIX III Questions for the Beneficiary Impact Survey 2010 Report New Entrepreneurs Survey .....	40

# ACRONYMS

1. ABC Anbar Business Center
2. AMC Al-Murshed Center, Kirkuk
3. AIDED Assembly of Al-Inbithaq for Economic Development
4. BCED Babylon Center for Economy Development, Hilla
5. BIC-Basra Basra Information Center
6. B-BIC Babil Business Information Center
7. BDS Business Development Services Component
8. COC Chamber of Commerce
9. COCN Chamber of Commerce Najaf
10. D-COC Diwanayah Chamber of Commerce
11. DEDC Diyala Economic Development Center
12. IASD Iraqi Association Security Dealers
13. HIYB How to Improve Your Business classes at the SBDCs
14. HSB How to Start Your Business classes at the SBDCs
15. IBU-K Iraqi Businessmen's Union – Kut
16. IYI Iraqi Youth Initiative
17. KBDC Karbala Business Development Center
18. NEDO Nahr Al-Ataa Economic Development Center
19. NCOC Nassiriyah Chamber of Commerce
20. NGOs Non-Governmental Organizations
21. RBC Ramadi Business Center
22. S-BIC Sulaymaniyah Business Information Center
23. S-COC Samawa Chamber of Commerce, Muthanna
24. SEDO Sahara Economic Development Center
25. SBDC Small Business Development Center
26. TEDC Tal-afar Economic Development Center
27. TIJARA USAID funded Iraq provincial economic growth program (trade in Arabic)

- 28. UN United Nations
- 29. USAID United States Agency for International Development
- 30. WEO Women's Empowerment Organization
- 31. YEAF Youth Entrepreneur Access to Finance
- 32. YEP Youth Employment Program
- 33. Z-SBDC Zaqora SBDC, Nassiriyah – Dhi Qar

# MAP SHOWING SBDC LOCATIONS



# 1. EXECUTIVE SUMMARY

Since 2008, *USAID-Tijara* has supported establishment, training and expansion of a network of Small Business Development Centers (SBDCs) in Iraq. The SBDCs have offered training programs to individuals in “How to Start a Business” and “How to Improve a Business”, computer skills and financial management. The principal objective of providing necessary skills, knowledge and linkages for small and medium sized enterprises and entrepreneurs (SMEs) is to generate viable business ideas, start, improve and expand their businesses, thereby adding employment and increasing economic stability. Individual SBDCs also offered courses to companies seeking English training or other technical training for their employees. In addition to these classes, some SBDCs conducted training in vocational skills such as poultry, beekeeping and sewing while others provided training in Agricultural Cooperative Management supported by various donors. Institutional donors often have contracted with an SBDC to offer a specific program of vocational training or a range of business development services of training, business plan development and loan assistance such as the USAID-*Tijara* funded Iraqi Youth Initiative (IYI) training programs or to host business forums or conferences.

In order to assess the benefits of these training programs and capacity building efforts at the SBDCs, an annual beneficiary impact survey was conducted of the program (February 2010 – January 2011) of the USAID-*Tijara*’s 2010 contract year and previously of the 2009 contract year. During this 2010 period, the 17 contracted SBDCs provided training to 4,279 participants. This survey is based upon interview results from 1,236 survey respondents from this group, or 28.9% of the total population of participants. Survey data from the 2009 contract year compared to 2010 is provided in Appendix I.

The following general results were observed from the 2010 participants and survey respondents:

Thirty Five per cent (35.1%) of the survey respondents have post high school, Technical Diplomas, Bachelor or Masters Degrees, while 17.5% are only high school graduates. The average age of the participants is 30 while just over half (53.9%) are married and 23.7% are female.

Participants in the SBDC training came from seventeen SBDCs operating under agreements with USAID-*Tijara* during the 2010 contract year, serving a range of only 39 Participants from Sulaymaniyah to a high of 444 Participants in Karbala. Nearly 80% of the participants attended training programs directly related to either starting or improving a business, while another 7.4% attended classes on the use of computers and the Internet.

Of the 1,236 survey respondents, 140 or 11.3% were reported to be interested in improving an existing business, while 1,096 or 88.7% were interested in starting a new business. Of all the survey respondents, 625 or 50.6% were unemployed.

Upon follow-up contact with the survey respondents seeking to start a new business, 21.4% reported they have indeed started their business resulting in the creation of 318 indirect new hires from other companies (suppliers, distributors, etc.) and 1,989 direct new hires. Of the survey respondents who identified with an existing business, 89.8% reported improved sales revenues as a result of the training within a six month period following the training.

## 2. USAID-TIJARA HISTORY WITH SBDCs

The USAID funded Izdihar program started in late 2006 by providing support to two SBDCs. By 2007, a total of five SBDCs were established by USAID-*Izdihar*, with significant support from Provincial Reconstruction Teams (PRTs). USAID-*Izdihar* funded development of the “How to Start a Business” (HSB) and “How to Improve Your Business” (HIYB) courses and USAID-*Izdihar* and PRTs classes for individual participants conducted through the SBDCs. Upon USAID-*Izdihar*’s completion of its contract in 2008, the USAID-*Tijara* Provincial Economic Growth program came online and combined with additional funding from the PRTs by 2010 resulted in the establishment of a network of 17 SBDCs.

During 2010, USAID-*Tijara* Business Develop Services (BDS) Component funding was provided for conducting business management training classes in HSB and HIYB and by the mid-year, the Iraqi Youth Initiative (IYI) started implementing youth programs through subcontracting 12 SBDCs for the Youth Entrepreneurs Access to Finance (YEOF) course.

The YEOF program was five days of training, three days of business counseling sessions, supporting in developing a Business Plan, Loan Application and follow-up visits at six and 12 weeks following the establishment of the business. Operating agreements were required with Micro-Finance Institutions (MFIs) to pre-qualify clients provide loans to qualified candidates that were able to develop credible business plans and loan applications. As a result of taking longer than anticipated to develop formal grant agreements with the SBDCs and MFIs, the IYI program operated less than three months (June – August) and was suspended until 2011. The HSB and HIYB courses continued to be conducted by the SBDCs, with funding from various donors including USAID-*Tijara*. By March 2011, the Youth Initiative was back online with the YEOF Program in 11 SBDCs and later operating in 12 SBDCs the Youth Employment Program (YEP) which assisted participants in preparing for the job market to obtain employment and develop job hunting skills. However, this impact survey did not include the beneficiaries of the Youth Initiative program for 2011.

During the 2010 contract period, the participants trained at the SBDCs are noted below:

**TABLE 1 – 2010 PARTICIPANTS TRAINED BY SBDC**

Small Business Development Center	Count
1. ABC/ RAMADI	482
2. AIDED/ NUMANIYAH	259
3. AMC/ KIRKUK	333
4. B-BIC/Babil	170
5. BIC/ BASRAH	158
6. COCN/ NAJAF	207
7. DCOC/ DIWANIYAH	167
8. DEDC/DIYALA	57

9. IASD/ BAGHDAD	366
10. IBU-KUT/ WASIT	374
11. KBDC/KARBALA	444
12. NEDO/ FALLUJA	195
13. S-BIC/ SULAYMANIYAH	39
14. SCOC/ SAMAWA	311
15. SEDO/TIKRIT	353
16. WEO/ERBIL	139
17. Z-SBDC/NASSRIYA	225
<b>TOTAL PARTICIPANTS</b>	<b>4,279</b>

### 3. TRAINING PARTICIPANTS & BUSINESS SERVICES OFFERED BY SBDCs

During the 2010 Contract year, 17 Small Business Development Centers provided services. The SBDCs have been tasked with supporting small and medium sized businesses in their service area and providing various training programs funded by numerous donors. These efforts have ranged from sponsoring business conferences, trade fairs and local business exhibitions, incoming and outgoing trade delegations, preparing, printing and distributing Business Directories and conducting business and vocational training courses.

Since the inception of the USAID- *Tijara* Program in April 2008 the services offered by the SBDCs have increased to include:

- Conferences and seminars; more than 21 conferences and seminars were organized by the SBDCs during 2009-2010 with over 3,000 attendees participating in these events. The conferences discussed issues concerning developing the economic sectors and promoting private investment.
- Trade fairs and B2B initiatives; more than five B2B initiatives were organized in Najaf, Karbala, Anbar and Babil with the objective of linking local businesses with international suppliers and markets.
- Consulting and business facilitation services.
- Training and linking the small business sector with microfinance institutions and banks.
- Leading advocacy initiatives through effectively participating in the establishment of business enabling environment steering committees. The SBDCs in Karbala, Diwaniyah, Najaf and Nassriya have participated in the establishment of such committees bringing together local government officials and the private business sector to discuss the enabling environment constraints and business opportunities existing within their provinces. The SBDCs have been playing a vital role in advocating for the SMEs and communicating the concerns and issues faced by the local business communities to government regulators and policy makers.

The training courses have been sponsored by Provincial Reconstruction Teams (PRTs), USAID-*Tijara*, agencies of the United Nations (UN), international NGOs (INGOs) other US government contractors and private businesses.

Some training programs are also designed on a for-fee basis, paid by the employer or the students. Other training programs which have been conducted by the SBDCs targeted improving vocational skills, association management, English literacy, computer and accounting skills. Of the 4,329 participants nearly 80% or 3,420 attended classes specifically to improve business skills or to start a business.

The distribution of the training classes is noted below:

**TABLE 2 – TRAINING CLASSES TAKEN BY SURVEY PARTICIPANTS**

<b>Training Class</b>	<b>Count</b>	<b>Percentage</b>
<b>BUSINESS SKILLS</b>	<b>3,420</b>	<b>79.9%</b>
- How to Improve Your Business	384	
- How to Improve your NGO	20	
- How to Start (up) a Business	2,350	
- How to Start/Improve Your Business	525	
- Association Management & Development	12	
- Proposal Writing	5	
- Product Development	15	
- Business Skills for SMEs	109	
<b>COMPUTERS</b>	<b>317</b>	<b>7.4%</b>
- Computer Basics (+ Internet + Email)	292	
- Computer Training	16	
- Advanced Computer	9	
<b>FINANCIAL MANAGEMENT</b>	<b>63</b>	<b>1.5%</b>
- Budgeting & Financial Management for SMEs	19	
- CGAP Financial Analysis	10	
- Microfinance Pillar Training	11	
- DM & IR (Microfinance) Training	23	
<b>VOCATIONAL SKILLS</b>	<b>409</b>	<b>9.6%</b>

- Beekeeping	108	
- Poultry	119	
- Sewing	20	
- Agribusiness Training Course	163	
<b>ENGLISH</b>	<b>70</b>	<b>1.6%</b>
<b>TOTAL NUMBER OF TRAINING PARTICIPANTS</b>	<b>4,279</b>	<b>100.0%</b>

## 4. RATIONALE AND METHODOLOGY OF THE BENEFICIARY IMPACT ASSESSMENT SURVEY

The purpose of this survey is to measure the impact of our programs, identify our program participants and to assess the benefits obtained by those completing the offered business skills training and loan application assistance programs. All participants were included in the universe of individuals to be surveyed to identify their characteristics. A call log was developed and assigned to one of four embedded USAID- *Tijara* program staff operating from the SBDCs. Training was provided to the survey staff in interview skills, survey documentation and using the data management system specially designed for the purpose of this survey. Contact with over 50% of the participants was initiated. If contact was attempted three times to a participant without a response, this participant was dropped from future calls and the survey. Once a participant was reached, they were asked if they would agree to participate in the survey. The results of the survey were then taken from those Survey Respondents who agreed to be interviewed.

The proportion of the participants, call list, contacts and survey respondents are noted below:

**TABLE 3 – PROGRAM PARTICIPANTS AND SURVEY RESPONDENTS**

Item	Category	Count	Percentage
1.	Total Participants Receiving Training	4,279	100%
2.	Total Participants Where Contact was Attempted	2,369	55.4%
3.	Total Participants Contacted	1,668	30.9%
4.	Total Participants Responding to Survey	1,236	28.9%

### 4.1 SURVEY OF PARTICIPANTS

All participants who started a training course were included in the training logs, recording demographic information on the participant and the training class. Participants who had completed their respective training courses were included in the survey logs. The phone surveys began in January 2011, continuing into May 2011, providing at least a three month

period from completion of the date of training. This allowed the participant the time to adopt lessons learned to be applied to the running of an existing business or to develop a business plan and seek funding from a local MFI or bank in order to start a new business. The Surveyors followed a pre-established phone script, completing the survey and entering responses into the data management system.

## 4.2 DATA SPECIALISTS AS SURVEYORS

Training and ongoing advice was provided to the data specialists in order to increase the effectiveness of surveying, both in numbers surveyed and the quality of data. The data specialists employed by USAID-*Tijara* located in the SBDCs in Erbil, Baghdad, Ramadi and Nassriya were assigned responsibility for all data collection.

The data specialists were assigned participants from the following SBDCs to contact:

**TABLE 4 – USAID-TIJARA DATA SPECIALISTS SURVEY ASSIGNMENTS**

DATA SPECIALIST	PARTICIPANT ASSIGNMENTS
Anbar, Ramadi	Anbar, Fallujah, Ramadi, Najaf
Baghdad	Babil, Baghdad, Kut, Numaniyah
Erbil	Erbil, Kirkuk, Salah Ad Din, Sulaymaniyah
Dhi Qar, Nassriya	Basrah, Diwaniyah, Samawa, Nassriya

### 4.3 SAMPLE SIZE

As a result of 1,236 respondents who agreed to be surveyed, this allows us to be 95% certain, with a margin of error as little as 2.35%, that the answers given are reflective of the answers, which would be given, had we talked to the all 4,279 participants, depending upon the technical questions being asked.

For example when 89.8% of those with an existing business were asked a question, and answered “Yes” to the question “*was there an improvement in the business due to attending the courses*”, we can be 95% confident that between 87.4% and 92.1% of the 1,060 participants with an existing business who were trained would have given the same answer.

**TABLE 5 – SAMPLE SIZE AND CONFIDENCE LEVEL**

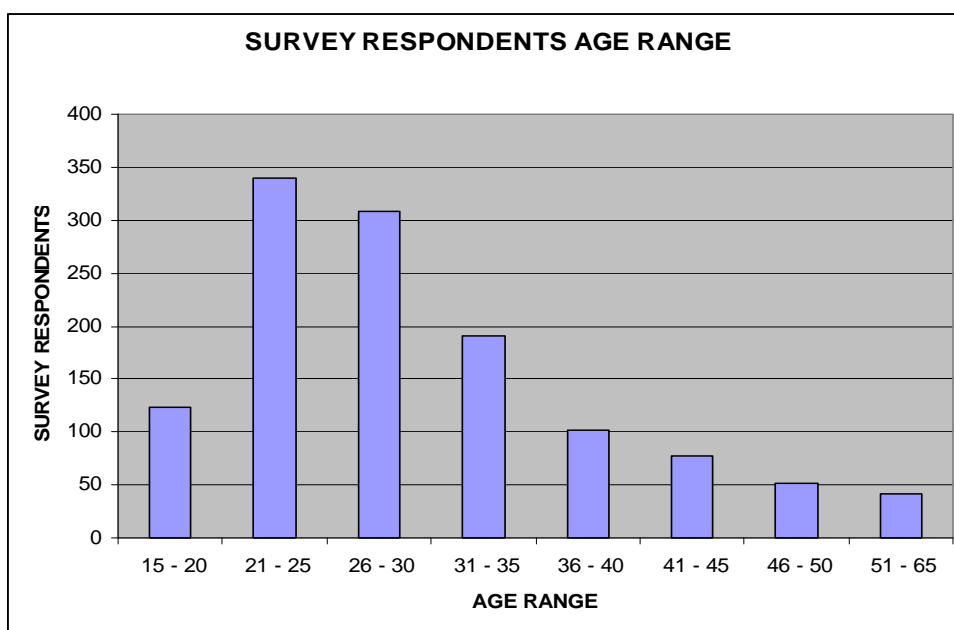
<b>Determine Sample Size</b>	
Confidence Level:	<input checked="" type="checkbox"/> 95% <input type="checkbox"/> 99%
Confidence Interval:	<input type="text" value="2.35"/>
Population:	<input type="text" value="4279"/>
Sample size needed:	<input type="text" value="1237"/>

## 5. PROFILE OF SURVEY RESPONDENTS

### 5.1 AGE PROFILE OF RESPONDENTS

Based upon the 1,236 Survey Respondents, 67.9% are between the ages of 21 and 35.

**CHART 1 – SURVEY RESPONDENTS BY AGE RANGE**



### 5.2 GENDER PROFILE OF RESPONDENTS

The survey respondents reported 293 or 23.7% were female and 943 or 76.3% were male.

**Table 6 – SURVEY RESPONDENTS BY GENDER**

Item	Gender	Count	Percentage
1.	Female	293	23.7%
2.	Male	943	76.3%
3.	Total	1,236	100.0%

### 5.3 MARITAL STATUS OF SURVEY RESPONDENTS

Of the 1,236 survey respondents the proportion was nearly evenly divided between 666 or 53.9% married and 570 or 46.1% unmarried (single, divorced or widowed).

**Table 6 – SURVEY RESPONDENTS BY MARITAL STATUS**

Item	Gender	Count	Percentage
1.	Married	666	53.9%
2.	Unmarried	570	46.1%
3.	Total	1,236	100.0%

### 5.4 BUSINESS CATEGORY AND ECONOMIC SECTOR OF SURVEY RESPONDENTS

Survey respondents participated in training programs in order to start or to improve their existing businesses or to improve their job performance with an existing employer. Of the 1,236 survey respondents, 140 (11.3%) reported as having an existing business before attending the training program, while 1,096 (88.7%) were seeking to establish a new business.

**Table 7 – SURVEY RESPONDENTS IN EXISTING VERSUS NEW BUSINESS**

Item	Business Status	Count	Percentage
1.	Existing Business	140	11.3%
2.	New Business	1,096	88.7%
3.	Total	1,236	100.0%

Of all 1,236 survey respondents, 625 or 50.6% were unemployed and were seeking additional training to start a new business or additional job skills to assist in gaining employment. The balance identified themselves, as either: private employees (381 or 30.8%); government employees (157 or 12.7%); business owners (56 or 4.5%); or non-governmental organization employees (17 or 1.4%).

**Table 8 – SURVEY RESPONDENTS EMPLOYMENT CATEGORY**

Item	Business Status	Count	Percentage
1.	NGO Employee	17	1.4%
2.	Business Owner	56	4.5%
3.	Government Employee	157	12.7%
4.	Private Employee	381	30.8%
5.	Unemployed	625	50.6%
6.	Total	1,236	100.0%

### 5.5 EMPLOYMENT STATUS AND ECONOMIC SECTORS OF SURVEY RESPONDENTS INVOLVED IN AN EXISTING BUSINESS

Of the 1,236 survey respondents, 140, or 11.3%, reported they were currently or recently involved in an existing business.

The table below presents the employment category of these 140 survey respondents:

**Table 9 – EXISTING BUSINESS SURVEY RESPONDENTS EMPLOYMENT CATEGORY**

Item	Business Status	Count	Percentage
1.	Business Owner	28	20.0%
2.	Government Employee	3	2.1%
3.	Private Employee	92	65.7%
4.	Unemployed	17	12.1%
6.	Total	1,236	100.0%

The 140 existing business owners identified their economic sectors as noted in Table 10 below:

**TABLE 10 – EXISTING BUSINESS ECONOMIC SECTOR**

Item	Existing Business Economic Sector	Count	Percentage
1.	Construction	2	1.4%
2.	Electricity, Gas & Oil	3	2.1%

3.	Communications	4	2.9%
4.	Other	5	3.6%
5.	Agribusiness	10	7.1%
6.	Manufacturing	18	12.9%
7.	Professional Services	38	27.1%
8.	Wholesale, Retail Trade	60	42.9%
9.	Total	140	100.0%

Of these 140 respondents, 82.9% were either in the manufacturing (18 or 12.9%), professional services (38 or 27.1%) or wholesale, retail trade (60 or 42.9%) sectors.

## 5.6 EMPLOYMENT STATUS AND ECONOMIC SECTORS OF SURVEY RESPONDENTS SEEKING TO ESTABLISH A NEW BUSINESS

Of the remaining 1,096 (or 88.7% of the survey respondents) seeking to establish a new business, their employment categories are presented below. This group largely consists of those individuals who have designated themselves as Unemployed (55% versus 12% for the existing business category) or as private or government employees (26% and 14% respectively, versus 20% and 2% for the existing business category) seeking to start a new business.

**Table 11 – EMPLOYMENT CATEGORY OF NEW BUSINESS**

Item	Business Status	Count	Percentage
1.	NGO Employee	17	1.6%
2.	Business Owner	28	2.6%
3.	Government Employee	154	14.1%
4.	Private Employee	289	26.4%
4.	Unemployed	608	55.5%
6.	Total	1,096	100.0%

Of this group of 1,096 survey respondents, 727 stated they had “not started” a business following the training during the survey period. Of the remaining, 135 (12.3%) said they were continuing to work on starting their business and consider themselves a “potential startup”, while 234 (21.4%) stated they had succeeded in the “startup” of their business. The economic

sectors of those 369 survey respondents who identified as a “potential startup” or a “startup” during the survey period is noted below:

**Table 12 – EMPLOYMENT CATEGORY OF NEW BUSINESS**

Item	Employment Category of New Business	Count	Percentage
1.	Communications	2	0.5%
2.	Electricity, Gas & Oil	2	0.5%
3.	Transport and Storage	2	0.5%
4.	Hotels, Restaurants & Tourism	4	1.1%
5.	Construction	11	3.0%
6.	Agribusiness	15	4.1%
7.	Other	20	5.4%
8.	Manufacturing	30	8.1%
9.	Professional Services	118	32.0%
10.	Wholesale, Retail Trade	165	44.7%
11.	Total	369	100.0%

As can be seen in comparison to those with an existing business above, of the 369 survey respondents identified as either a “potential startup” or a “startup”, 84.8% are in the manufacturing (30 or 8.1%), professional services (118 or 32.0%) or wholesale, retail trade (165 or 44.7%), versus a very similar 82.9% of these three sectors for the existing business category above.

This similar distribution of the economic sectors is noted and is more a result of the nature of the target population for the training programs rather than specific economic opportunities for the particular economic sectors in the various provinces. The programs offered are principally focused on individuals seeking to establish their own business and secondarily focused on individual business owners or employees seeking to improve their business operations, rather than individuals seeking vocational training to improve their skills in pursuing employment in growing sectors in Iraq economy such as communication, oil & gas, hotels, restaurants & tourism or construction sectors.

## **5.7 EDUCATION LEVEL OF SURVEY RESPONDENTS**

Of the 1,236 survey respondents, 52.1% obtained either a high school or college education, with 18.3% obtaining a Bachelors or Masters Degree. Those who had obtained only an elementary or secondary education represented 44% of the survey respondents,

**TABLE 13 – SURVEY RESPONDENTS EDUCATION LEVEL**

Item	Education Level	Count	Percentage
1.	None	42	3.4%
2.	Elementary	188	15.2%
3.	Secondary	356	28.8%
4.	High School	216	17.5%
5.	Diploma (Technical School)	202	16.3%
6.	Bachelor Degree	226	16.3%
7.	Masters Degree	6	0.5%
8.	Total	1,236	100.0%

## 6. PERFORMANCE MANAGEMENT PLAN INDICATORS

The two leading Performance Management Plan Indicators for the USAID-*Tijara* Business Development Services program are:

- Has the training helped you in setting up your business? (Yes/No) – (*for new entrepreneurs*)
- Has your sales revenue changed after the training program? (Is Higher; Is Lower; About the same) – (*for existing business owners*)

### 6.1 START-UP BUSINESSES

Of the 1,236 survey respondents, 140 referenced they represented existing business while 1,096 stated they were interested in forming a new business. Of the 1,096 seeking to start a new business, 234 (21.4%) individuals responded that they had indeed formed a startup business.

Based upon survey responses from these 234 individuals, the respondents acknowledge being from the following specific SBDC/ Provinces:

**TABLE 14 – START-UP BUSINESSES BY SBDC/ PROVINCE**

Item	SBDC/Province	No. Start-up Businesses
1.	ABC/ANBAR	5
2.	BIC/BABIL	7
3.	IASD/BAGHDAD	23
4.	BIC/BASRAH	6
5.	Z-SBDC/DHI-QAR	13
6.	DEDC/DIYALA	4
7.	WEO/ERBIL	6
8.	KBDC/KARBALA	1
9.	AMC/KIRKUK	26
10.	S-COC/MULTHANNA	30
11.	COCN/NAJAF	25
12.	DCOC/DIWANIYAH	14
13.	SEDO/SALAH AD-DIN	57
14.	S-BIC/SULAYMANIYAH	7
15.	IBK-U/KUT-WASIT	10
<b>16.</b>	<b>TOTAL</b>	<b>234</b>

Of the 1,096 survey respondents who acknowledged they were seeking to establish a new business, a rate of 234 or 21.4% responded they had established a startup business.

## 6.2 EXISTING BUSINESS – SALES REVENUE CHANGE

Individuals representing an existing business referenced the following by SBDC/Province relative to whether they experienced higher, the same or lower sales revenue six months after the training.

**TABLE 15 - SALES REVENUE CHANGE BY PROVINCE**

Item	SBDC/Province	Higher	Same	Lower	Total
1.	BIC/BABIL	12	2		14
2.	IASD/BAGHDAD	4	1		5
3.	BIC/BASRAH	14			14
4.	Z-SBDC/DHI-QAR	9	1		10

5.	DEDC/DIYALA	6	1		7
6.	WEO/ERBIL	4			4
7.	S-COC/MULTHANNA	34		1	35
8.	COCN/NAJAF	5	1		6
9.	D-COC/DIWANIYAH	2			2
10.	SEDO/SALAH AD DIN	6			6
11.	IBU-K/KUT-WASIT	10	5		15
12.	TOTAL	106	11	1	118

Of the 118 survey respondents reporting on this question, we had 106 of the 118 of those from an existing business reporting higher sale revenue for a rate of 89.9%, while 11 or 9.3% reported no change and 1 respondent or 0.8% reported lower sales revenue at the time of the survey.

**TABLE 16 – EXISTING BUSINESS SALES REVENUE CHANGE**

Item	Sales Revenue Change	Count	Percentage
1.	Increase in Sales Revenue	106	89.8%
2.	No Change	11	9.3%
3.	Decrease in Sales Revenue	1	0.9%
4.	Total	118	100.0%

### 6.3 PERFORMANCE MANAGEMENT PROGRAM VALUES

The Performance Management Program (PMP) Indicators for the USAID-*Tijara* BDS Component are;

- No of new businesses formed as a result of the program.
- No of existing businesses reporting improvement (sales, increased employment).

**TABLE 17 – BUSINESS DEVELOPMENT SERVICES UNIT PMP VALUES**

Item	PMP Indices	Yes	2010 PMP Target
1.	Sub-IR 8.2.1.2 New business created as a result of USG assistance through SBDCs	21.4%	20.0%

2.	Sub-IR 8.2.1.3 Firms reporting improvement in their business as a result of USG assisted training at SBDCs	89.8%	70.0%
----	--	-------	-------

#### 6.4 NEW BUSINESS REPORTING STARTUP AND PROJECTION

Of the total survey sample of 1,236 Respondents, 1,096 or 88.7% acknowledged they were seeking to establish a new business. Of these individuals, 234 or 21.4% responded they had established a startup business after receiving training from the SBDCs.

Of the total of 4,279 participants served during 2010, not all were seeking to establish either their own business or necessarily improve the sales revenue of a business they owned. Many were there simply to improve their skills or even learn new skills.

If we consider only those participants enrolled in the Business Skills programs, 3,420 of the total 4,279 participants, and exclude the 1,060 participants who self reported they were seeking improvement in the performance of their existing business, we are considering 2,360 participants as potential candidates for establishing a new business.

**Extrapolating the 21.4% startup success rate to this population, would result in a projected startup of 502 participants establishing new businesses.**

#### 6.5 EXISTING BUSINESSES REPORTING IMPROVEMENT AND PROJECTION

Of the 140 survey participants who identified themselves as having an existing business prior to attending the training courses, 106 reported improved revenue during the six months following receiving training from the SBDCs out of the 118 who responded to this question, or 89.8% of this group.

If we project this to the 1,060 training participants who self reported having an existing business, this would result in a projection of 952 businesses with improved revenue.

#### 6.6 JOB CREATION

The survey respondents who stated an employment impact resulted from their efforts following the training reported a total of 834 new hires were created. This figure is made up of 115 indirect new hires from other companies (suppliers, distributors, etc.) resulting from their expansion of their business in addition to 719 direct new hires.

The Table below notes the new direct and indirect hires by province:

**TABLE 18 – NEW DIRECT AND INDIRECT HIRES, BY PROVINCE**

Item	Province	New Direct Hires	New Indirect Hires	Total Direct & Indirect Hires
1.	ANBAR	19	0	19
2.	BABIL	26	0	26

3.	BAGHDAD	53	0	53
4.	BASRAH	35	18	53
5.	DHI-QAR	56	40	96
6.	DIYALA	8	0	0
7.	ERBIL	20	4	24
8.	KARBALA	4	0	4
9.	KIRKUK	48	1	49
10.	MUTHANNA	122	35	157
11.	NAJAF	104	13	117
12.	DIWANIYAH	32	4	36
13.	SALAH AD-DIN	135	0	135
14.	SULAYMANIYAH	16	0	16
15.	WASIT	41	0	41
	<b>TOTAL</b>	<b>719</b>	<b>115</b>	<b>834</b>

Extrapolating the number of new indirect and direct hires from the sample of 1,236 survey respondents to the entire population of 3,420 participants who received business training at the SBDC during the 2010 contract year results in:

- **318 indirect new hires from other companies (suppliers, distributors, etc.) and**
- **1,989 direct new hires.**

Those firms with existing business and those starting new business acknowledged registering 719 new direct hires in the following economic sectors:

**TABLE 19 – ECONOMIC SECTOR FOR DIRECT NEW HIRES**

Item	Existing Business Economic Sector	Count	Percentage
1.	Hotels, Restaurants & Tourism	1	0.1%
2.	Communications	10	1.4%
3.	Electricity, Gas & Oil	11	1.5%
4.	Agribusiness	22	3.1%
5.	Construction	39	5.4%
6.	Other	41	5.7%

7.	Manufacturing	111	15.4%
8.	Professional Services	190	26.4%
9.	Wholesale, Retail Trade	294	40.9%
10.	Total	719	100.0%

Similar to the relationship of survey respondents, 595 or 82.8% were from the manufacturing, professional services and wholesale/retail trade sectors in a similar ratio to those in the existing and new business categories.

## 6.7 LOAN GENERATION

Historically, the How to Start a Business and How to Improve Your Business programs were directed principally to training, with limited linkage to financing. During the end of 2009 and through the first couple of months into the 2010 contract year, the Business Development Services component instituted significant program changes including the development of new curricula specifically designed to address the targeted audiences of small and micro enterprises, and establishing a stronger working relationship with Micro-Finance Institutions (MFIs) in the provinces and working closer with individual beneficiaries on business plan development and loan applications directing the program more to starting business and obtaining start-up business loans. Comprehensive Training of Trainer workshops were organized to enhance the training capabilities of the SBDC trainers who were to deliver the newly developed HYB and HIYB training courses. More than 70 trainers were certified by the BDS Component of USAID-*Tijara*. The IYI program was launched in May 2010 and only operated about three months from June through August. As a result of this delay in the program, only 158 loan applications were submitted to contracted MFIs by participants in How to Start Your Business or How to Improve Your Business programs. Of these 158 applications, only 17 loans were recorded for a 10.7% loan acceptance rate.

**TABLE 20 – LOAN REJECTION REASONS**

Item	Loan Rejection Reasons	Count	Percentage
1.	Documentation Requirements	7	5.0%
2.	Collateral Requirements	14	9.9%
3.	Lack of Suitable (Loan) Products	23	16.3%
4.	Other	97	68.8%
5.	Total	131	100%

Loans granted by many MFIs in Iraq who participated in the program were seemingly more dependent upon whether an applicant had a credit worthy guarantor, often one with government employment, more so than the soundness of a given business plan. When considering all reasons for the 131 loan rejections, neither “Adverse Cultural Environment” nor “Lack of Credit History” were noted as reasons as reported by the survey respondents. As 68.8% (97 of 131) of the loan rejection reasons were “other”, additional investigation may lead to specific reasons that could be supported in future loan application on pre-qualification screenings. Future surveys will also include data regarding the guarantor to better identify reasons for the MFI to decline a loan.

## 7. ASSESSMENT

During 2010, the training and support programs offered by the SBDCs were focused primarily on conducting training on the established curricula for “How to Start Your Business” or “How to Improve Your Business”, which were then supported by various development agencies.

The participants that were selected for the training programs, as has been noted earlier, were not necessarily representative of the specific economic profile of the province, but rather included individuals who were interested simply in starting their own business or improving their current operations. As has been noted earlier, over half of this population was unemployed.

For the populations identified, the programs accomplished their objectives of getting businesses formed and supporting individuals in their efforts to increase the sales levels of their existing businesses, whether the individual was a business owner or just an employee.

The linkage between program training programs and loan generation was not fully established until 2011 when the Iraqi Youth Initiative which required formal agreements between SBDCs and MFIs, came back online. Consequently, during the period when the IYI program was not being implemented, the training programs alone resulted in a lower percentage of participants receiving loans to start new businesses or improve their business operations. Nevertheless, in comparison with international benchmarks and other international SME development programs, such as the “Start and Improve Your Business” program developed by UNDP and the ILO or the “Business Edge” program developed by the International Finance Corporation (IFC), results achieved by USAID-*Tijara*’s SBDCs seem to be rather impressive. In other countries throughout the MENA region, approximately 10-15% of trained participants are able to succeed in establishing new businesses as a result of the SME training programs they have enrolled in.

## 8. RECOMMENDATIONS

Steps taken in 2011 by the SBDCs and the IYI program and Business Development Services component (BDS) of USAID-*Tijara* have expanded the MFI network, improved the pre-qualification of trainees and follow-up with the MFIs on loan applications has led to significant increases in the number of loan applications, loans granted and businesses started.

By midyear 2011, *Tijara* BDS is supporting 14 SBDC, of which the IYI program has contracted with 11, 10 for YEAF and YEP and 1 for YEP only. BDS continues to support the other SBDCs with How to Start and How to Improve Your Business training programs, but are not directly tied into arrangements with MFIs and Banks. The support for the SBDCs in carrying out these programs should continue to be pursued and enhanced with frequent evaluations and follow-up with the SBDCs on trainer evaluation, marketing, documentation and cash management by the SBDCs.

The business training currently being provided by most SBDCs is focused largely on “How to Start Your Business” programs and its impact on increasing employment for youth in start-up businesses. With the inclusion of operating agreements with MFIs, the trainees for these programs are for the most part, not existing business owners, but rather unemployed

individuals (55%) or with smaller numbers of persons employed by private sector firms (26%) or government agencies (14%).

Opportunities exist in the future for the SBDCs to support existing businesses by developing relationships with banks and other financing programs, similar to those that have been established with MFIs under the IYI program to help trainees start new businesses. The SBDCs can also capitalize more upon their relationships with Chambers of Commerce and the Iraqi Businessman's Union for business placements of those trainees in employment programs for job placements. Training and support for the SBDCs in marketing, advertising & sales as well as accounting and business financing can be developed. Existing businesses can be supported to help them improve their operations, finance their growth and provide more job opportunities by helping them prepare better business plans and loan applications that meet the banks' lending requirements.

The survey of participants trained during 2011 should also include queries of the trainees as to what changes should be made to the training program that would increase the benefit derived by the participant from the training. More details should be collected regarding reasons for loan rejections and additional support that would be beneficial following completion of the program.

# APPENDICES

APPENDIX I – COMPARATIVE TABLES 2009 VS 2010

APPENDIX II – QUESTIONS FOR THE BENEFICIARY IMPACT SURVEY – EXISTING BUSINESS

APPENDIX III – QUESTIONS FOR THE BENEFICIARY IMPACT SURVEY – NEW BUSINESS

## APPENDIX I COMPARATIVE DATA TABLES 2009 VERSUS 2010

TABLE A – SBDC TRAINING CLASSES 2009

Item	Training Classes – 2009	Count	Percent
<b>1.</b>	<b>BUSINESS SKILLS</b>	<b>5,486</b>	<b>82.8%</b>
1.1	- Association Management in Development	45	
1.2	- Business Management Training - UNOPS	2	
1.3	- Business Planning for SMEs	25	
1.4	- Business Skills Training for SMEs	512	
1.5	- Economical & Feasibility of the Project	123	
1.6	- How to Improve a Business	377	
1.7	- How to Improve an NGO	32	
1.8	- How to Manage and Agricultural Cooperative	68	
1.9	How to Start a Business	3,376	
1.10	How to Start/Improve a Business	870	
1.11	Proposal Writing	33	
1.12	Women Entrepreneurship development	1	
1.13	Work Development	22	
<b>2.</b>	<b>COMPUTERS</b>	<b>370</b>	<b>5.6%</b>
2.1	- 3d Max	8	
2.2	- Advanced Computer Training	24	
2.3	- AutoCad	13	
2.4	- Computer Basics	247	
2.5	- Computer Maintenance	7	
2.6	- Electronic Trading	71	
<b>3.</b>	<b>FINANCIAL MANAGEMENT</b>	<b>28</b>	<b>0.4%</b>
3.1	- Cost Accounting	19	

3.2	- Internal Auditing	9	
<b>4.</b>	<b>TRAINING OF TRAINERS</b>	<b>51</b>	<b>0.8%</b>
<b>5.</b>	<b>VOCATIONAL TRAINING</b>	<b>583</b>	<b>8.8%</b>
5.1	- Agribusiness Training Courses	583	
<b>6.</b>	<b>ENGLISH</b>	<b>105</b>	<b>1.6%</b>
<b>7.</b>	<b>TOTAL</b>	<b>6,623</b>	<b>100.0%</b>

**TABLE B – SURVEY RESPONDENTS BY AGE**

Item	Age	2009 - #	2009 - %	2010 - #	2010 - %
1.	14 – 20	91	10.1%	124	10.0%
2.	21 – 25	261	29.1%	340	27.5%
3.	26 – 30	193	21.5%	308	24.9%
4.	31 – 35	125	13.9%	191	15.5%
5.	36 – 40	101	11.3%	102	8.3%
6.	41 – 45	57	6.4%	78	6.3%
7.	46 – 50	31	3.5%	52	4.2%
8.	51 – 65	38	4.2%	41	3.3%
9.	TOTAL	897	100.0%	1,236	100.0%

**TABLE C – SURVEY RESPONDENTS BY GENDER**

Item	Gender	2009 - #	2009 - %	2010 - #	2010 - %
1.	Female	212	23.6%	293	23.7%
2.	Male	685	76.4%	943	76.3%
3.	TOTAL	897	100.0%	1,236	100.0%

**TABLE D – SURVEY RESPONDENTS BY MARITAL STATUS**

Item	Marital Status	2009 - #	2009 - %	2010 - #	2010 - %
1.	Married	448	49.9%	666	53.9%
2.	Unmarried	449	50.1%	570	46.1%
3.	TOTAL	897	100.0%	1,236	100.0%

**TABLE E – SURVEY RESPONDENTS BY BUSINESS STATUS**

Item	Business Status	2009 - #	2009 - %	2010 - #	2010 - %
1.	Existing Business	135	15.1%	140	11.3%
2.	New Business	762	85.0%	1,096	88.7%
3.	TOTAL	897	100.0%	1,236	100.0%

**TABLE F – SURVEY RESPONDENTS BY EMPLOYMENT CATEGORY**

Item	Employment Category	2009 - #	2009 - %	2010 - #	2010 - %
1.	Business Owner	14	1.6%	56	4.5%
2.	Government Employee	227	25.3%	157	12.7%
3.	NGO Employee	44	4.9%	17	1.4%
4.	Private Employee	139	15.5%	381	30.8%
5.	Unemployed	473	52.7%	625	50.6%
6.	TOTAL	897	100.0%	1,236	100.0%

**TABLE G – SURVEY RESPONDENTS BY EXISTING BUSINESS SECTOR**

Item	Business Sector	2009 - #	2009 - %	2010 - #	2010 - %
1.	Communications	3	2.2%	4	2.9%
2.	Electricity, Gas & Oil	3	2.2%	3	2.1%
3.	Transport and Storage	1	0.7%	0	0.0%
4.	Hotels, Restaurants & Tourism	7	5.2%	0	0.0%
5.	Construction	4	3.0%	2	1.4%
6.	Agri-Business	12	8.9%	10	7.1%
7.	Other	1	0.7%	5	3.6%
8.	Manufacturing	16	11.9%	18	12.9%
9.	Professional Services	36	26.7%	38	27.1%
10.	Wholesale, Retail Trade	52	38.5%	60	42.9%
11.	TOTAL	135	100.0%	140	100.0%

**TABLE H – SURVEY RESPONDENTS BY NEW BUSINESS SECTOR**

Item	Business Sector	2009 - #	2009 - %	2010 - #	2010 - %
1.	Communications	8	4.0%	2	0.5%
2.	Electricity, Gas & Oil	1	0.5%	2	0.5%
3.	Transport and Storage	2	1.0%	2	0.5%
4.	Hotels, Restaurants & Tourism	6	3.0%	4	1.1%
5.	Construction	4	2.0%	11	3.0%
6.	Agri-Business	7	3.5%	15	4.1%
7.	Other	121	60.5%	20	5.4%
8.	Manufacturing	3	1.5%	30	8.1%
9.	Professional Services	16	8.0%	118	32.0%

10.	Wholesale, Retail Trade	32	16.0%	165	44.7%
11.	TOTAL	200	100.0%	369	100.0%

**TABLE I – SURVEY RESPONDENTS BY EDUCATION LEVEL**

Item	Education Level	2009 - #	2009 - %	2010 - #	2010 - %
1.	None	14	1.6%	42	3.4%
2.	Elementary	66	7.4%	188	15.2%
3.	Secondary	183	20.4%	356	28.8%
4.	High School	194	21.6%	216	17.5%
5.	Diploma	222	24.7%	202	16.3%
6.	Bachelor	213	23.7%	226	18.3%
7.	Masters	5	0.6%	6	0.5%
8.	TOTAL	897	100.0%	1,236	100.0%

**TABLE J – STARTUP BUSINESS BY SBDC/PROVINCE**

Item	Province	2009 - #	2009 - %	2010 - #	2010 - %
1.	Anbar	36	46.8%	5	2.1%
2.	Babil	7	9.1%	7	3.0%
3.	Baghdad	5	6.5%	23	9.8%
4.	Basrah	4	5.2%	6	2.6%
5.	Dahuk	1	1.3%	0	0.0%
6.	Dhi-Qar	1	1.3%	13	5.6%
7.	Diyala	0	0.0%	4	1.7%
8.	Erbil	0	0.0%	6	2.6%
9.	Karbala	10	13.0%	1	0.4%
10.	Kirkuk	0	0.0%	26	11.1%
11.	Muthanna	1	1.3%	30	12.8%
12.	Najaf	5	6.5%	25	10.7%
13.	Diwaniyah	0	0.0%	14	6.0%
14.	Salah ad Din	3	3.9%	57	24.4%
15.	Sulaymaniyah	0	0.0%	7	3.0%
16.	Wasit	4	5.2%	10	4.3%
17.	TOTAL	77	100.0%	234	100.0%

**TABLE K – 2009 PMP INDICES, RESULTS & TARGETS**

Item	PMP Indices	Yes	2009 PMP Target
1.	Sub-IR 8.2.1.2 New business been formed as a result of training	10.1%	20.0%
2.	Sub-IR 8.2.1.3 Existing businesses reporting improvement in sales.	61.5%	70.0%

**TABLE L – PMP MEASUREMENT 8.2.1.2 – NEW BUSINESS STATUS**

Item	New Business Status	2009 - #	2009 - %	2010 - #	2010 - %
1.	Not Started	562	73.8%	727	66.3%
2.	Potential Start-up	123	16.1%	135	12.3%
3.	Start-up	77	10.1%	234	21.4%
4.	TOTAL	762	100.0%	1,096	100.0%

**TABLE M – PMP MEASUREMENT 8.2.1.3 – SALES REVENUE CHANGE**

Item	Sales Revenue Change	2009 - #	2009 - %	2010 - #	2010 - %
1.	Is Lower	1	1.0%	1	0.9%
2.	About the Same	39	37.5%	11	9.3%
3.	Is Higher	64	61.5%	106	89.8%
4.	TOTAL	104	100.0%	118	100.0%

**TABLE N – STARTUP BUSINESS BY SBDC/PROVINCE**

<b>Item</b>	<b>Province</b>	<b>2009 - #</b>	<b>2010 - #</b>
1.	Anbar	105	19
2.	Babil	45	26
3.	Baghdad	3	53
4.	Basrah	15	35
5.	Dhi-Qar	0	56
6.	Diyala	0	8
7.	Erbil	2	20
8.	Fallujah	64	0
9.	Karbala	45	4
10.	Kirkuk	0	48
11.	Kut	2	0
12.	Muthanna	0	122
13.	Najaf	15	104
14..	Nassiriyah	4	0
15.	Numaniyah	7	0
16.	Diwaniyah	0	32
17.	Salah ad Din	0	135
18.	Samawa	0	0
19.	Sulaymaniyah	0	16
20.	Tikrit	1	0
21..	Wasit	0	41
22.	TOTAL	308	719

**TABLE O – SURVEY RESPONDENTS WHO HAVE TAKEN A LOAN**

<b>Item</b>	<b>Respondents Taken a Loan</b>	<b>2009 - #</b>	<b>2009 - %</b>	<b>2010 - #</b>	<b>2010 - %</b>
1.	Yes	10	7.4%	17	12.1%
2.	No	125	92.6%	123	87.9%
3.	TOTAL	135	100.0%	140	100.0%

## APPENDIX II QUESTIONS FOR THE BENEFICIARY IMPACT SURVEY 2010 REPORT EXISTING BUSINESSES

(Training Participants, Who Had an Existing Business Before the Training)

The following criteria have been set down to monitor the impact of the USAID-*Tijara* Project by USAID.

- a. No of Training Events held and No of Participants in the Events.
- b. No of Repeat Clients for Training or Other Services.
- c. No of New Businesses Generated.
- d. No of Existing Businesses Reporting Improvement.
- e. Jobs Created (by New Businesses as well as Existing Businesses).

We can provide information easily about the no of training events and no of participants in the training programs. Reporting on no of repeat clients is also easy. Both these questions can be answered from data already gathered and available in the tracking sheets.

However, we need to seriously explore the criteria regarding establishment of new businesses, improvements in existing businesses and number of jobs created.

There is a need to define specific criteria for each of the above and develop questions, which would allow us to get a better picture of the impact of *Tijara* and the SBDCs.

### **Important Note:**

Survey questions have to be asked from all the participants, who participated in training programs from July 1 to December 31, 2009

### **Starting the Interview (Generic Tips)**

- a. Introduce Yourself
- b. Introduce *Tijara* / SBDC
- c. Request cooperation in filling a survey.
- d. If they are not interested, then thank them and disconnect.
- e. Ensure them that, all information would be kept strictly confidential.
- f. Thank them at the end of the interview for their cooperation.

## Existing Business

UID \_\_\_\_\_

Family Name: \_\_\_\_\_

First Name: \_\_\_\_\_, Second Name \_\_\_\_\_, Third Name \_\_\_\_\_

Business Address: Building / House # \_\_\_\_\_, Street \_\_\_\_\_,

Neighborhood \_\_\_\_\_, City \_\_\_\_\_, Province / Governorate \_\_\_\_\_

Home Address: Building / House # \_\_\_\_\_, Street \_\_\_\_\_,

Neighborhood \_\_\_\_\_, City \_\_\_\_\_, Province / Governorate \_\_\_\_\_

Telephone Numbers:

Home #: \_\_\_\_\_, Office #: \_\_\_\_\_, Cell #: \_\_\_\_\_

Results of the dialing,

\* ANSWERED – YES \* ANSWERED – YES, BUT REFUSED TO PARTICIPATE IN THE INTERVIEW

\* NO ANSWER – TRY AGAIN LATER (3 TRIES IN ALL) \* WRONG NUMBER – TRY TO GET THE RIGHT

\* OUT OF COVERAGE AREA - TRY AGAIN LATER (3 TRIES IN ALL)

Personal Details:

What is the Participants' Gender Male _____ Female _____	How Old Are You _____	Your Educational Level _____
Marital Status Married / Single / Divorced / Widow	Employment Status Unemployed / NGO Employee / Govt Employee / Private Sector Employee	

In which economic sector does the business operate mainly?

Agribusiness

Transport and Storage

Construction

Hotels, Restaurants and Tourism

Manufacturing

Communications

Professional Services

Electricity, Gas, Oil

Wholesale, Retail Trade

Other (Specify) \_\_\_\_\_

Have you felt any improvement in your business after the training

Yes

No

If yes, then can please answer the following

Have the costs of raw materials for your business been reduced?

Yes

No

If yes, by what percentage? \_\_\_\_\_

Has the business enhanced its efficiency by reorganizing its layout & procedures?

Yes

No

Are the cash flows being managed in better way?

Yes No

Has quality of products being produced improved?

Yes No

If yes, by what percentage? \_\_\_\_\_

Has production increased?

Yes No

If yes, by what percentage? \_\_\_\_\_

Has your sales revenues changed after the training program?

Is Higher Is Lower About the same

i. If yes, by what percentage? \_\_\_\_\_

Have your Profit Margins increased?

Yes No

If yes, by what percentage? \_\_\_\_\_

Have sales price per unit increased?

Yes No

If yes, by what percentage? \_\_\_\_\_

Have you been able to control costs better?

Yes No

If yes, by what percentage? \_\_\_\_\_

Have you been able to penetrate new markets resulting in increased profits?

Yes No

If Yes, Which New Markets

Provincial National International Export

i. If yes, by what percentage \_\_\_\_\_

Have you been able to identify new products or services?

Yes No

Have you expanded your premises?

Yes No

i. If yes, by what percentage? \_\_\_\_\_

Have you hired new people for your business

Yes No

If yes, how many? \_\_\_\_\_

Have any people been employed by your suppliers to serve your business?

Yes No

Can you estimate how many people have been employed by your suppliers to serve your business?

\_\_\_\_\_

Do you plan to invest additional capital in your business in the next 24 months (new machinery, more products, etc)

Yes No Don't know

If yes, then how much \_\_\_\_\_.

Have you taken a loan from a Bank to improve the business?

Yes                      No

If no, then why you did not approach a Bank for a Loan (Tick all those that apply)

High Interest Rates	_____
Documentation Requirements	_____
Non Availability of Financial Institutions	_____
Lack of suitable products by FIs / MFIs.	_____
Collateral Requirements	_____
Cumbersome application procedures	_____
Duration of Loan Too Short	_____
Adverse Cultural Environment (Haram)	_____
Corrupt System for obtaining credit	_____
No Need	_____
Other (Please Specify)	_____

If yes, please specify below:

i. Amount requested by you: \_\_\_\_\_

ii. Amount actually received by you: \_\_\_\_\_

Loan 1

Lender (Bank)	
Loan amount (ID)	
Interest rate (%)	
Loan tenure (months)	
Value of the collateral (ID)	

Loan 2

Lender (Bank)	
Loan amount (ID)	
Interest rate (%)	
Loan tenure (months)	
Value of the collateral (ID)	

Have you leased equipment etc to improve your business?

Yes                      No

If you did not lease equipment, then please specify below, what were the reasons? (Tick all that apply)

Documentation Requirements	_____
High Interest Rate	_____
High down payments	_____
Collateral requirements	_____
Cumbersome application procedures	_____
Non availability of Leasing Companies	_____
Non availability of suitable products	_____
Short duration of lease	_____
Adverse Cultural Environment (Haram)	_____
Corrupt System for obtaining credit	_____
No Need	_____
Other (Please Specify)	_____

If yes, please specify below:

i. Amount requested by you: \_\_\_\_\_

ii. Amount actually received by you: \_\_\_\_\_

Lease 1

Leasing Company	
Lease amount (ID)	
Interest rate (%)	
Lease tenure (months)	
Value of the collateral (ID)	

Lease 2

Leasing Company	
Lease amount (ID)	
Interest rate (%)	
Lease tenure (months)	
Value of the collateral (ID)	

If you were denied a loan by the Bank, then what were the reasons? (Rank them in order of importance)

Documentation Requirements	_____
Lack of Credit History	_____
Lack of suitable products by FIs / MFIs.	_____
Collateral Requirements	_____
Other (Please Specify)	_____

Did you receive any support from the SBDC in obtaining loans from FIs / MFIs?

Yes                      No

If yes, then:

Did the SBDC provide you training in securing a loan from FIs / MFIs?

Yes                      No

If yes, how useful did you find the training?

Useful                      Neutral                      Not Useful

Did the SBDC refer you to a specific FI / MFI (Yes / NO)

Yes                      No

Did you receive all the information needed to fill the Application Form of FIs / MFIs?

Yes                      No

9. Which Training Program have you attended?

SYB              IYB              MF              Other(Please Specify) \_\_\_\_\_

How was your experience of the training program?

Were the logistics (venue / food / environment) arrangements

Inadequate              Adequate                      Excellent

Was the subject relevant to your needs / requirement?

Irrelevant                      Relevant                      Highly Relevant

Was the trainer able to convey the concepts?

Yes                      No

Was the training material

Insufficient              Sufficient                      Excellent

Have you been able to apply the concepts learned in the Training in your business:

No                      To An Extent                      Yes

11. Would you like us to inform you about other training program organized by SBDC?

Yes                      No

12. Would you recommend the training programs organized by SBDC to others:

Yes                      No

List useful services from among the following services, that you would like the SBDC to provide.

Information Services                      Yes                      No

Information on foreign companies \_\_\_\_\_

Information about suppliers \_\_\_\_\_

Information on Iraqi law \_\_\_\_\_

Information about fiscal incentives		
Information for start-up entrepreneurs		
Providing package of information for		
Company registration		
Other (Please Specify)		

Consulting Services	Yes	No
Business Planning		
Search for a potential investor		
Market research/marketing		
Banking and credit financing		
Seminars and exhibitions Legal		
Accounting and book-keeping		
Credit assessment (Loan application)		
Employment(Recruitment)		
Legal Issues		
Enterprise restructuring		
Exporting		
Other (Please Specify)		

Training Services	Yes	No
Marketing		
Marketing Plan		
Marketing research		
Product promotion		
Marketing strategy		
Advertising		
Accounting		
Cash flow		
Book-keeping		
Audit		
Taxation		
Business planning		
Human Resources Management		
Management skills		
Motivation of staff		
Performance appraisal		

Would you be willing to pay for the above mentioned services?

Yes                      No

*Thank you participating in the survey. Your feedback is important and will help us in improving our services.*

Name of Surveyor    Signature of Surveyor

Date:    Duration:

The above needs to be at the end of the questionnaire, the M & E Specialist should use his password etc to sign the sheet electronically and then we should be able to print out a log sheet containing the names of all people interviewed, along with the date, duration and name of M & E Specialist etc.

## APPENDIX III QUESTIONS FOR THE BENEFICIARY IMPACT SURVEY 2010 REPORT NEW ENTREPRENEURS SURVEY

(Training Participants, Who Did Not Have a Business Before the Training)

The following criteria have been set down to monitor the impact of the USAID- *Tijara* Project by USAID:

- No of Training Events held and No of Participants in the Events.
- No of Repeat Clients for Training or Other Services.
- No of New Businesses Generated.
- No of Existing Businesses Reporting Improvement.
- Jobs Created (by New Businesses as well as Existing Businesses).

We can provide information easily about the no of training events and no of participants in the training programs. Reporting on no of repeat clients is also easy. Both these questions can be answered from data already gathered and available in the tracking sheets.

However, we need to seriously explore the criteria regarding establishment of new businesses, improvements in existing businesses and number of jobs created.

There is a need to define specific criteria for each of the above and develop questions, which would allow us to get a better picture of the impact of *Tijara* and the SBDCs.

### **Important Note:**

Survey questions have to be asked from all the Participants, who participated in training programs from July 1 to December 31, 2009

### **Starting the Interview (Generic Tips)**

Introduce Yourself

Introduce USAID- *Tijara* / SBDC

Request cooperation in filling a survey.

If they are not interested, then thank them and disconnect.

Ensure them that, all information would be kept strictly confidential.

Thank them at the end of the interview for their cooperation.

Not Mentioned

# New Entrepreneurs Survey

UID \_\_\_\_\_

Family Name: \_\_\_\_\_

First Name: \_\_\_\_\_, Second Name \_\_\_\_\_, Third Name \_\_\_\_\_

Business Address:

Building / House # \_\_\_\_\_, Street \_\_\_\_\_, Neighborhood \_\_\_\_\_,

City \_\_\_\_\_, Province / Governorate \_\_\_\_\_

Home Address:

Building / House # \_\_\_\_\_, Street \_\_\_\_\_, Neighborhood \_\_\_\_\_,

City \_\_\_\_\_, Province / Governorate \_\_\_\_\_

Telephone Numbers:

Home #: \_\_\_\_\_, Office #: \_\_\_\_\_, Cell #: \_\_\_\_\_

Results of the dialing,

\* ANSWERED – YES \* ANSWERED – YES, BUT REFUSED TO PARTICIPATE IN THE INTERVIEW

\* NO ANSWER – TRY AGAIN LATER (3 TRIES IN ALL) \* WRONG NUMBER – TRY TO GET THE RIGHT

\* OUT OF COVERAGE - TRY AGAIN LATER (3 TRIES IN ALL)

Personal Details:

What is the Participants' Gender Male _____ Female _____	How Old Are You _____	Your Educational Level _____
Marital Status Married / Single / Divorced / Widow	Employment Status Unemployed / NGO Employee / Govt Employee / Private Sector Employee	

Has the training helped you in setting up your business?

Yes No

2.If you haven't opened a business, then are you in process of setting up a Business?

Yes No

If answer to Question 2 is No, then what are the reasons for this situation:

**Reason** **Yes** **No**

Lack of Startup Capital \_\_\_\_\_

Regulatory Issues \_\_\_\_\_

Lack of Opportunity or high Competition \_\_\_\_\_

Lack of Technical Support / Capability \_\_\_\_\_

Lack of Skilled or Non Skilled Labor \_\_\_\_\_

Other (Please Specify) \_\_\_\_\_

4.If the answer to Question 1 is yes, then:

Is your business registered with a Government Agency or Association?

Yes No

If it is registered, then:

With whom? \_\_\_\_\_

Registration Number: \_\_\_\_\_

**In which economic sector does the business operate mainly or will operate?**

- |                         |                                 |
|-------------------------|---------------------------------|
| Agribusiness            | Transport and Storage           |
| Construction            | Hotels, Restaurants and Tourism |
| Manufacturing           | Communications                  |
| Professional Services   | Electricity, Gas, Oil           |
| Wholesale, Retail Trade | Other (Specify) _____           |

How many people including yourself are or will be employed by your business? \_\_\_\_\_

Can you tell us, if any people have been or will be employed by your suppliers to serve your business?

Yes No

If Yes, then How Many people have been employed? \_\_\_\_\_

Is your business profitable? (Your revenues are covering all your costs)

Yes No

**Do you plan to invest additional capital in your business in the next 24 months (new machinery, more products, etc)**

Yes No Don't know

Specify why? \_\_\_\_\_

**Have you taken a loan from a FI or microfinance institution to start the business?**

Yes No

If no, then why you did not approach a Bank for a Loan (Tick all those that apply)

High Interest Rates	_____
Documentation Requirements	_____
Non Availability of Financial Institutions	_____
Lack of suitable products by FIs / MFIs.	_____
Collateral Requirements	_____
Cumbersome application procedures	_____
Duration of Loan Too Short	_____
Adverse Cultural Environment (Haram)	_____
Corrupt System for obtaining credit	_____

No Need \_\_\_\_\_

If yes, please specify below:

Amount requested by you: \_\_\_\_\_

Amount actually received by you: \_\_\_\_\_

Loan 1

Lender (banks, MFI, ML)	
Loan amount (ID)	
Interest rate (%)	
Loan tenure (months)	
Value of the collateral (ID)	

Loan 2

Lender (banks, MFI, ML)	
Loan amount (ID)	
Interest rate (%)	
Loan tenure (months)	
Value of the collateral (ID)	

If you were unable to secure a loan from a FI / MFI or denied a loan by the FI / MFI, then what were the reasons? (Rank them in order of importance)

Documentation Requirements	_____
Lack of Credit History	_____
Lack of suitable products by FIs / MFIs.	_____
Collateral Requirements	_____
Other (Please Specify)	_____

Did you receive any support from the SBDC in obtaining loans from FIs / MFIs?

Yes No

If yes, then:

Did the SBDC provide you training in securing a loan from FIs / MFIs?

Yes No

If yes, how useful did you find the training?

Useful Neutral Not Useful

Did the SBDC refer you to a specific FI / MFI

Yes No

Did the SBDC provide help in filling in the Application Forms of the FIs / MFIs?

Yes No

Which Training Program have you attended?

SYB                  IYB                  MF                  Other(Please Specify) \_\_\_\_\_

How was your experience of the training program?

Were the logistics (venue / food / environment) arrangements

Inadequate                  Adequate                  Excellent

Was the subject relevant to your needs / requirements?

Irrelevant                  Relevant                  Highly Relevant

Was the trainer able to convey the concepts?

Yes                  No

Was the training material

Insufficient                  Sufficient                  Excellent

Have you been able to apply the concepts learned in the Training in your business:

No                  To An Extent                  Yes

**Would you like us to inform you about other training program organized by SBDC?**

Yes                  No

**Would you recommend the training programs organized by SBDC to others:**

Yes                  No

**List useful services from among the following services that you would like the SBDC to provide.**

<b>Information Services</b>	<b>Yes</b>	<b>No</b>
Information on foreign companies	.....	.....
Information about suppliers	.....	.....
Information on Iraqi law	.....	.....
Information about fiscal incentives	.....	.....
Information for start-up entrepreneurs	.....	.....
Providing package of information for Company registration	.....	.....
Other (Please Specify)	.....	.....

<b>Consulting Services</b>	<b>Yes</b>	<b>No</b>
Business Planning	.....	.....
Search for a potential investor	.....	.....
Market research/marketing	.....	.....
Banking and credit financing	.....	.....
Seminars and exhibitions Legal	.....	.....
Accounting and book-keeping	.....	.....
Credit assessment (Loan application)	.....	.....
Employment(Recruitment)	.....	.....
Legal Issues	.....	.....
Enterprise restructuring	.....	.....
Exporting	.....	.....
Other (Please Specify)	.....	.....

<b>Training Services</b>	<b>Yes</b>	<b>No</b>
Marketing		
Marketing Plan		
Marketing research		
Product promotion		
Marketing strategy		
Advertising		
Accounting		
Cash flow		
Book-keeping		
Audit		
Taxation		
Business planning		
Human Resources Management		
Management skills		
Motivation of staff		
Performance appraisal		

**Would you be willing to pay for the above mentioned services?**

Yes                      No

***Thank you participating in the survey. Your feedback is important and will help us in improving our services.***

Name of Surveyor    Signature of Surveyor

Date:    Duration:

The above needs to be at the end of the questionnaire, the M & E Specialist should use his password etc to sign the sheet electronically and then we should be able to print out a log sheet containing the names of all people interviewed, along with the date, duration and name of M & E Specialist etc.