

NEW WORK ITEM PROPOSAL

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Business Development Services — Delivery of Business Development Services — Guidelines for Service Providers



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62 The **table of contents** is an optional preliminary element but is necessary if it makes the document easier to consult.
63 The table of contents shall be entitled “Contents” and shall list clauses and, if appropriate, subclauses with titles,
64 annexes together with their status in parentheses, the bibliography, indexes, figures and tables. The order shall be
65 as follows: clauses and subclauses with titles; annexes (including clauses and subclauses with titles if appropriate);
66 the bibliography; indexes; figures; tables. All the elements listed shall be cited with their full titles. Terms in the
67 “Terms and definitions” clause shall not be listed in the table of contents.

68 The table of contents shall be inserted for a document of 15 or more pages.

69 **Foreword**

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 77 established to deliberate on standards in a given field or area and consists of key stakeholders including
 78 government, academia, consumer groups, private sector and other interested parties.

79 Draft Uganda Standards adopted by the Technical Committee are widely circulated to stakeholders and the general
 80 public for comments. The committee reviews the comments before recommending the draft standards for approval
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84 This *second/third/...* edition cancels and replaces the *first/second/...* edition (US nnn-n:yyyy), which has been
 85 technically revised.

86 US nnn consists of the following parts, under the general title *Introductory element — Main element*:

- 87 • ↓ *Part n: Part title*
 88 • ↓ *Part [n+1]: Part title*
 89 • ↓ *Part [n+2]: Part title*

90 The **foreword** shall appear in each standard. It shall not contain requirements, figures or tables.

91 In addition to the appropriate boilerplate text (see above) give the designation and name of the committee that
 92 prepared the standard, together with as many of the following as are appropriate:

- 93 — an indication of any other international organization that has contributed to the preparation of the standard;
 94 — a statement that the standard cancels and replaces other documents in whole or in part;
 95 — a statement of significant technical changes from the previous edition of the standard;
 96 — *the relationship of the standard to other standards or other documents;*
 97 — a statement specifying which annexes are normative and which are informative.

98

99 Introduction

100 Business Development Services (BDS) are non-financial services offered to help start-ups, micro, small and
101 medium enterprises (MSMEs) and Small and Growing Businesses (SGBs) tackle obstacles more effectively, speed
102 up growth and achieve greater scale. These services include incubation, acceleration, technical assistance,
103 coaching, training, consulting, and other forms of non-financial support.

104 MSMEs in Uganda face several challenges that limit their growth. Some of these challenges include:

- 105 i. Informality of the MSMEs that limits their ability to competitively participate in government tenders;
- 106 ii. Weak technical and managerial skills that limits the MSMEs capacity to take on big projects;
- 107 iii. Laws and regulations institutional and other attitudinal challenges that inhibits the MSMEs ability to
108 comply with laws and regulations.
- 109 iv. Limited access to long term and affordable finance.
- 110 v. Costly and lengthy process for product certification and standardization.
- 111 vi. Limited access to markets and information
- 112 vii. Limited access to technology to support operations;
- 113 viii. Limited infrastructural facilities such as common user facilities, modern village markets, industrial
114 parks, business premises, clusters, and access to land for operation, common testing facility centres
115 and business incubators hinder the innovativeness and creativity of MSMEs. The existing
116 infrastructural facilities related to transportation (roads, railways), power generation, transmission and
117 distribution, water supply, telecommunication are not only inadequate but also expensive, rendering
118 the cost of doing business high.

120 To change this trajectory, there is need for BDS to provide MSMEs with relevant support throughout the various
121 stages of their development, being cognizant of their positioning within the market in which they operate and the
122 industry value chain.

123 As part of the third National Development Plan (NDP III), the Ugandan Government committed to improve the
124 management capacities of local enterprises through mass provision of BDS geared towards improving firm
125 capabilities. Establishment of a National BDS Framework is one of the key interventions geared towards facilitating
126 mass provision of BDS under NDP III. The National BDS Framework will guide and complement other interventions
127 aimed at building firm level capacities, including: a) establishment of Business Development Services centres, b)
128 promoting adoption of corporate governance best practices by MSMEs, c) development of local entrepreneurship
129 skills, d) strengthening industry associations, chambers of commerce and trade unions, e) creation of national,
130 regional and global business linkages for registered local enterprises and f) increasing of automation of business
131 processes.

132 Under Pillar 2 of the BDS Framework, a Centre of Excellence (CoE) shall be set up with the mandate to examine
133 the consistency and quality certification of BDS service delivery. The CoE will implement a qualification or
134 accreditation system for BDS consultants/advisors in both the public and private sectors. (*National Business
135 Development Services (BDS) Strategy Framework: Theme: Strengthening SME Capabilities through BDS- FY 2022/2023 – 2024
136 /2025*)

137

138 This standard is intended to support BDS providers to improve their internal capacities and to effectively deliver
139 their services which complements these efforts and aligns with the overall objective of MSMEs becoming a
140 formidable engine of growth of the economy as a whole; creating employment and wealth creation opportunities.

This standard defines a four-stage process for delivering BDS. These are illustrated in the model below.

Model for Delivering Business Development Services

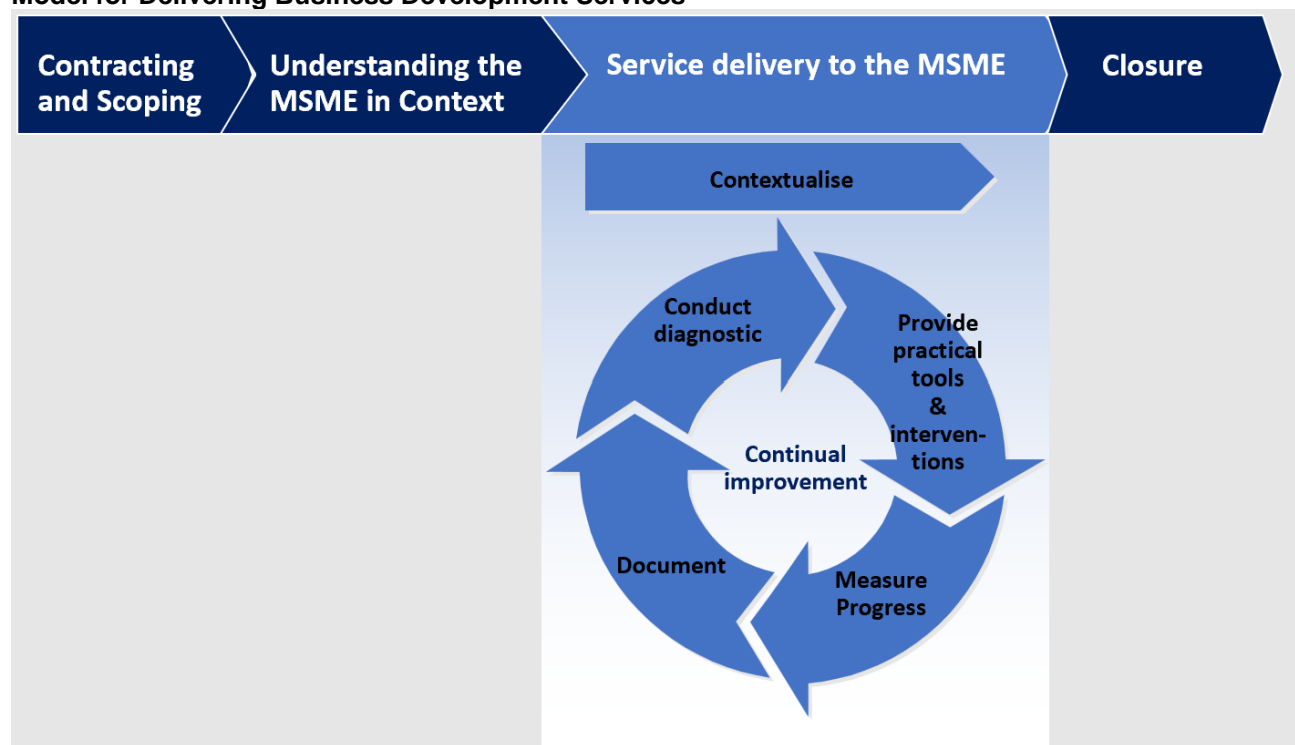


Figure 1: Model for Delivering BDS

The four-stage process includes:

- i. **Contracting and Scoping:** The client and BDS provider should reach a clear agreement on the scope of services to be provided, needs and expectations of the BDS client, the approach to the service to be provided and commit to working together.
- ii. **Understanding the MSME in context:** Tailor support to the overall business context of the BDS client and the end user. Consideration needs to be given to the size in terms of the MSME segmentation, its stage of growth, its geographical location (including urban or rural), and its industry, while demonstrating awareness of and sensitivity to social issues such as gender.
- iii. **Service delivery:** Once agreement and the MSME context is adequately understood, the BDS provider delivers these services in accordance with the agreed approach and plan.

BDS support can be summarised in a four-step, iterative process:

- a. **Diagnose and set goal:** The BDS provider should utilise a diagnostic framework of MSME resilience and growth practices to help the MSME set growth goals.
- b. **Provide Practical Tools and Interventions:** Help the entrepreneur to implement appropriate tools, referring to specialised/technical BDS providers where necessary.
- c. **Measure progress:** Use the diagnostic framework to help the MSME to continue improving.

d. **Keep records:** Maintain an accessible set of records on changes in business performance, what was done and what was achieved in addition to competencies and capacities built as well as lessons learnt. These changes need to be sustained post intervention.

e. **Follow On Support to the MSME:** As part of their service offering the BDS provider should consider providing ongoing support to the MSME to achieve their goals.

iv. **Closure:** The final stage of the assignment is closure. After completion of the assignment, including the delivery of all deliverables and assessment of the results, the assignment is “closed” by resolving any unfinished items and meeting all contractual and legal obligations. It is critical that the BDS provider gains acceptance from the client that the specific intervention is complete. Ideally, MSMEs would engage with BDS support multiple times in their growth and evolution.

Business Development Services — Delivery of Business Development Services — Guidelines for Service Providers

1 Scope

This standard provides guidelines for delivering Business Development Services (BDS). The guideline can be used by solo practitioners and organisations, working in an urban or rural setting, at a parish, district, or regional level to:

- a) Improve their processes for service delivery;
- b) Align interventions to the context of the BDS client, their development life cycle, position in the value chain and the vertical level at which the MSME is operating.
- c) Enable consistent delivery of BDS.
- d) Diagnose their problems at the various stages of development.

The scope of this NWIP does not cover specific technical areas e.g.: accounting. Instead, it covers the general approach to delivering BDS intended for overall business improvement.

2 Normative references

The following referenced documents are referred to in the text in such a way that some or all their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

Business Development Services – Building Organisational Capacity — Guidelines for Service Providers

US ISO 20700:2017 Guidelines for management consultancy services

3 Terms and definitions

3.1

Business Development Services (BDS)

Business Development Services (BDS): are non-financial services offered to help start-ups, micro, small and medium enterprises (MSMEs) and small and growing businesses (SGBs) tackle obstacles more effectively, speed up growth and achieve greater scale. These services include incubation, acceleration, technical assistance, training, coaching, consulting, and other forms of non-financial support. 'Argidius Foundation'

3.2

BDS Funder: An organization which provides financial resources to promote business development services.

3.3

BDS Provider

An individual or organization that provides BDS directly to MSMEs.

203	3.4
204	Customer
205	An individual or organization which receives products or services from a supplier.
206	3.5
207	Continual Improvement
208	Recurring activities carried out to enhance performance.
209	3.6
210	End User
211	An individual or organization who receives business development services.
212	3.7
213	Performance
214	Measurable result
215	3.8
216	Product and Services
217	An output of a process.
218	Note 1: A <i>product</i> is a tangible or intangible output that is the result of a process that does not include activities
219	that are performed at the interface between the supplier (provider) and the customer.
220	Note 2: A <i>service</i> is an <i>intangible</i> output and is the result of a process that includes at least one activity that is
221	carried out at the interface between the supplier (provider) and the customer.
222	3.9
223	Risk
224	Effect of uncertainty on an expected result.
225	3.10
226	Strategy: A plan for achieving an objective.
227	3.11
228	Contract
229	Binding agreement between two or more parties.
230	
231	
232	

3.12

Micro small medium enterprises (MSMEs)

A 'Micro Enterprise' is an enterprise employing up to four people, with an annual sales/revenue turnover or total assets not exceeding Uganda shillings 10 million. A Small Enterprise employs between 5 and 49 and have total assets between UGX: 10 million but not exceeding 100 million. A Medium Enterprise, therefore, employs between 50 and 100 with total assets more than 100 million but not exceeding 360 million.

NOTE: This is especially applicable to enterprises in Uganda.

3.13

Small and Growing Business:

Commercially viable businesses with 5 to 250 employees that have significant potential and ambition for growth. Typically, SGBs seek growth capital of UGX 75,000,000 to USD 7,500,000,000. 'Aspen Network of Developing Entrepreneurs (ANDE)'

NOTE 1: MSME and SGB are often used interchangeably, however the upper revenue limit of SGBS is often higher than MSMEs. SGBs often includes larger, often faster growing companies, than those that would be usually referred to as MSMEs.

3.14

Start-up: A business in the initial stages of being established.

4. Principles

Effective delivery of BDS strengthens the capacities of MSMEs resulting in economic growth, employment, and wealth creation opportunities. The delivery of BDS is broadly guided by these three principles:

- a) Impactful
- b) Inclusive and
- c) Accessible

4.1 Impactful

The purpose of the service is to help the MSME achieve its goals These may include sustained profitability, growth, capital raising and/or increased employment. Also guiding the BDS provider should be the impact of the MSME on the broader community, including social, ethical, economic, and environmental concerns. This can be achieved by ensuring that BDS are:

4.1.1 Client Focused

Maintaining a client focus translates into considering the business aspirations together with the business needs, as identified by the diagnosis, to reach an agreement with the client. Customisation may include using language that the BDS client clearly understands, is aligned with their technological ability, and numerical literacy levels as may be appropriate.

4.1.2 Practical

This can be achieved through providing practical tools, such as guidelines, resources, templates, and/or examples, to support the MSME in achieving their objectives.

269	4.1.3 Aligned with evidence about capacity building
270	BDS providers' services should draw from current capacity building and behaviour change theory and practice, to
271	maximise the effectiveness of the teaching, consulting, mentoring, coaching, and/or training. Examples can be
272	seen in Annex A.
273	4.1.4 Sustainable
274	BDS providers should consider enabling MSMEs to sustain and continue the improvements beyond the course of
275	the BDS provider's engagement with the MSME.
276	4.2 Inclusive
277	BDS providers should consider the views of stakeholders in developing the interventions for the MSME.
278	Stakeholders may include management, customers, staff, shareholders, suppliers and the wider community. This
279	can be achieved by ensuring that BDS are:
280	4.2.1 Equitable
281	BDS providers should consider social dynamics related to gender, youth, and other social categories, and take
282	account of the complexity of their interconnectedness to ensure that no person is disadvantaged by the service, or
283	unfairly excluded from opportunities offered.
284	4.2.2 Contextualised
285	BDS providers should adopt their interventions to the environment within which the MSME is operating. BDS
286	providers can understand the external environment by examining:
287	a) The political, economic, social, technological, environmental, and legal factors that would affect the
288	achievement of their strategic objectives;
289	b) Competition and market dynamics;
290	c) Industry and technological trends;
291	d) Standards and codes of practice;
292	e) External stakeholders' relationships, perceptions, values, needs and expectations;
293	f) Contractual relationships and commitments;
294	g) The complexity of networks and their interdependencies.
295	4.2.3 Accessible
296	BDS providers should, where possible, consider increasing access to BDS by serving MSMEs in remote
297	geographical locations, making their services accessible to MSMEs, and maximising the value to MSMEs especially
298	those with limited resources. BDS providers should consider replicating components of the intervention and / using
299	technology to reduce costs and achieve scale.

5. Scoping and Contracting

5.1 Scoping and Contracting for MSME clients

5.1.1 Agreeing scope for MSME clients

BDS providers should understand the scope of service provided as it relates to the MSME's needs and goals. Providers should clearly communicate the services they are competent to provide. It is important that the BDS provider only provides services for which they are capable.

5.1.2 Contract writing and execution for MSME clients

Depending on the nature of a BDS provider's engagement with an MSME, a contract and/or service level agreement may need to be signed.

5.2 Scoping and Contracting for Funders

Formalising the arrangement through an agreement is critical to ensuring that the needs, expectations, obligations, roles, and responsibilities of all parties involved are clearly defined. The BDS provider and the funder should establish an agreement on how the project is to be delivered.

5.2.1 Agreeing scope of project for Funders

There are many considerations within the scoping phase which include:

- a) Perceived needs and expectations of the customer
- b) Potential constraints and risks involved in the assignment
- c) Resourcing capabilities and constraints
- d) Timing considerations
- e) Principles to govern the course of the contract (e.g.: ways of working, dealing with significant scope changes)

The BDS provider should take steps to understand the nature of funding, the funder's objective, the needs of individual end users, the problem the intervention seeks to address, and the nature of support required.

NOTE: Further understanding of the needs of the client may be facilitated by the BDS provider undertaking research through market research. See Annex C.

5.2.2 Proposal Writing

The BDS provider should prepare a proposal that lays out their understanding of the problem to be addressed, the proposed intervention and how this is to be delivered.

The content of the proposal should include:

- a) A brief overview of the problem or need;
- b) Details of the proposed intervention, including, but not limited to high level process; outcomes, alignment to the problem or need;
- c) Evidence of BDS internal capacity to deliver intervention;
- d) Details around the budget and timing detail.

333 NOTE: Further guidance can be found in the checklist in Annex B.

334 **5.2.3 Contract writing and execution**

335 The purpose of the contracting phase is to build and reach an agreement between the BDS provider and the funder
336 on the services to be provided. The BDS provider should only enter into an agreement that protects interests of the
337 client and the BDS provider. The outcome of the contracting phase is a binding agreement between the BDS
338 provider and the client. The agreement determines the services and the deliverables to be provided and establishes
339 rights and obligations for each of the parties.

340 The agreement should include:

- 341 a) Context;
- 342 b) Services and key deliverables;
- 343 c) Approach and work plan;
- 344 d) Roles and responsibilities;
- 345 e) Acceptance criteria;
- 346 f) Commercial terms: including fees, charges, and payment schedules
- 347 g) Terms and conditions: including ownership of material and deliverables, intellectual property, licensing,
348 confidentiality, non-compete clauses and use of data.;
- 349 h) Any relevant policies (for example data sharing agreements, non-disclosure agreements)

350 All parties should execute the contract before commencing project work.

351

352 **6 Understanding the MSME in context**

353 BDS providers should tailor support to the overall business context of the BDS client and the end user. Consideration
354 needs to be given to the resources available to the MSME, its position in the value chain, , its stage of growth, its
355 geographical location (including urban or rural), and its industry, while demonstrating awareness of and sensitivity
356 to social issues such as gender.

357 NOTE: Annex D for a MSME needs assessment framework/checklist.

358

359 **7 Service Delivery to MSME**

360 The BDS provider should ensure that their services are delivered in an organised manner. This can be achieved by
361 following this four-stage process:

- 362 1. Conduct a Diagnosis,
- 363 2. Use Practical tools and Interventions,
- 364 3. Measure Progress,
- 365 4. Document the project.

The process is iterative rather than linear, which leads to Continual Improvement.

7.1 Conduct a Diagnosis

The BDS provider and MSME should set a specific, measurable, actionable, realistic, time bound (SMART) goal for the intervention. The BDS provider can use a diagnostic tool to define the problem and align the intervention to the problem.

Diagnostic tools should be broad, covering the relevant aspects of the business as applicable, even if the MSME goal is narrow. The diagnostic approach used should be interactive, flexible, and customisable to the stage of development of the business.

An illustrative diagnostic framework details practices that lead to business sustainability and growth, covering the key elements of business success: strategic planning, market and customer positioning, operations, as well as financial and human resource management. BDS providers can use the diagnostic framework, and a systematic checklist (as illustrated) to help the BDS client to set growth goals that address the gaps. The diagnostic would supplement a needs analysis (if conducted at the scoping stage) and provide detailed indications of areas for BDS support.

NOTE: The BDS provider can leverage a diagnostic tool to assess the strengths and weaknesses of the MSME and identify critical areas of support the MSME needs to achieve their goals. See example in Annex D.

7.2 Use Practical Tools and Interventions

Practical tools and interventions are applicable, relevant, resources that MSME can immediately use in the business to make progress towards a desired outcome. BDS providers should consider identifying practical tools and interventions in the areas identified in the diagnosis framework in 7.1.

In developing the tools to be used to deliver the intervention, the BDS provider should consider relevance to the MSME type and stage of development. A tool can be simple, or more sophisticated to best support the MSME stage and capacity.

NOTE 1: BDS providers can create their own tools or create partnerships to leverage existing tools. The BDS provider should support the MSME to implement appropriate tools to enable them to introduce the business practices needed to reach their goal.

NOTE 2: For example:

- a) If an MSME has identified 'Track progress' as a key gap in their Strategic planning business practices, they can review appropriate and relevant tools to identify the one that is most relevant to their specific need.
- b) If goal setting is a gap, a business can use a Goal planner (SMART Goals) template to document and track progress monthly, quarterly against business strategic goals.
- c) Additional examples of practical tools have been included in Annex E, these relate to compliance, implementing a marketing / sales plan, planning talent.

7.3 Measure Progress towards MSME's goal

Measuring outcomes help MSMEs to assess progress toward their goal as well as helping with motivation for continual improvement. Measurement against the MSME's initial goal and/or the goal of the intervention can help set an outcome-orientated approach. It is important that MSMEs document the progress measured.

404 In cases where long term interventions are to be implemented, the BDS provider may conduct regular client check-
405 ins to review progress and adapt expectations. This may cause the BDS provider to adapt the intervention based
406 on interim progress and findings.

407

408 **7.4 Documentation of Service Delivery and Impact**

409 It is important to keep records relating to the project itself for the purpose of all stakeholders, the participants, the
410 customer, and the BDS provider to use the information for continual improvement, for reporting purposes, and for
411 record keeping of legal and administrative purposes, e.g., financial transactions and registrations. BDS providers
412 should keep records secure and confidential especially when they relate to personal and confidential business data.
413 It is important that the BDS provider remains up to date with the current data protection regulations.

414 NOTE 1: Typical examples of records that may be kept include:

- 415 a) End user: Progress against initial goal, Engagement in the programme (e.g., attendance, training
416 completion) and impact/achievement from the programme
- 417 b) Funder: Funds dispersed, progress against key commitments and milestones, budgetary spending, tracking
418 of results, impact of intervention, etc.
- 419 c) BDS Provider: Lessons learnt or areas for improvement in service delivery
- 420 d) A checklist of required documentation may be found in Annex F.

421 **7.5 Continual improvement**

422 To support the MSME, the BDS providers should be able to:

- 423 a) Advise, drawing on the principles and practices of organisational change to help entrepreneurs to create
424 and sustain a business
- 425 b) Facilitate learning, drawing on adult learning principles and the application of appropriate modes of
426 learning
- 427 c) Coach, using client-centric listening and responding.
- 428 d) Help the client to analyse, Problem-solve and spot opportunities

429 During the intervention, BDS providers should share tools/frameworks/ diagnostic tools to support the client to
430 continue to improve after the intervention is complete.

431 After the intervention the MSME should have a better understanding of their business, as well as the diagnostic
432 tool. The MSME should be able to consistently apply the diagnostic tool, to identify areas where they need to seek
433 out relevant support, tools, and/or interventions to address their growth goals.

434 To facilitate continual improvement, the BDS provider should consider revisiting past clients / MSMEs regularly to
435 identify new business needs and understand longitudinal impact and feedback of their interventions.

436 **8 Closure**

437 **8.1 Closure for engagements with funders**

438 In some cases, BDS engagements may be supported financially by funders. In this case, the project is completed
439 when the terms of the agreement have been met, and final and deliverables have been submitted.

440 These may include:

- a) Legal and contractual matters;
- b) Final evaluation and continual improvement;
- c) Administrative matters, including payment of agreed fees where applicable;
- d) Communication;
- e) Intellectual property rights;
- f) Outstanding minor issue

NOTE 1: Guidance on an impact outcome framework can be found in the informative Annex G.

8.2 Closure for engagements with MSMEs

If an agreement is governing the engagement with the MSME, the engagement will be completed when the terms of the agreement have been met, and final deliverables have been submitted - see clause 8.1.

Annex A: Clarification on Capacity Building Concepts

Informative

A.1 Key Capacity Building Concept

In Clause 4 Principles for Service delivery, key capacity building concepts were mentioned. In this section additional background around these concepts are shared.

Understanding these concepts and embedding them within the services provided to MSMEs is likely to significantly enhance the outcomes of services (e.g., training, coaching, advising, and business growth interventions).

A.2 70:20:10

Based on research into how individuals learn and improve performance in businesses, the principle of 70:20:10 indicates that performance improvement will come 70% from on-the-job application – using tools and active experience to work through tasks and problems; about 20% from feedback, reflection and learning from peers around you; and only 10% from formal training like workshops and traditional training. This is important to consider when planning business development support services and interventions to support the implementation of new skills, behaviours, or practices. Interventions should include a significant focus on practical application and feedback.

A.3 Behaviour Approach

Focusing on sustained change in a business requires habits that are embedded either for individuals or for business practice. The development of lasting change requires a behavioural approach to BDS provision. BDS providers should recognise and integrate both attitudinal and behavioural elements to their services.

(1) The attitudinal aspect recognises that entrepreneurs and teams need to recognise a need for change, and (2) the behavioural aspect (integrates the continuous learning to sustain change over time- including reminders, routines, and rewards).

Change in the organisation needs to be affected and underpinned by a sustained change in behaviour of key personnel.

A.4 Practice Approach

Key to organisational change is a set of practical tools designed to effect improvements in the standard practices in the company. Here the focus is not on individual learning but changing company practices by embedding change in work and ensuring ongoing application over time. A BDS provider can achieve this by having participants assess their companies on a set of practices and select the ones that will produce the most growth. The participants are then introduced to tools that enable them to introduce these practices. This practice approach is illustrated in the MSME Diagnostic Framework – see Annex D.2.

Annex B: Proposal Checklist for Funder proposals

Example

Table 1: Proposal checklist

Aspect	Description	Notes
Project background	An overview of the project (or intervention) and the problem that it is to address. This can include information gained through market research or needs analysis.	
Organisation Overview	A brief introduction to the organisation, highlighting relevant fields	
Organisation's Programme Methodology	Description of the BDS provider's approach to the problem	
Proposed Programme for Client	This section outlines how the BDS provider's methodology would be applied to the client's needs and includes scope, budget, and deliverables.	
Programme Success Measures	Overview of the proposed project success measures	
Organisation's Past Experience and References	Evidence of prior success. This could be through testimonials, descriptions, and/or contact details of references.	
Key Personnel / Management Team profiles	Short bios of key team members.	

Annex C: Market Analysis

Informative

Market research helps BDS providers submit proposals for services to funders or other stakeholders that are relevant, contextualised and based on fact, evidence, and strategy. It helps BDS providers to submit proposals that demonstrate understanding of the services required and how the interventions they propose will achieve the required outcomes.

Table 2: Key Elements to Consider When Conducting Market Research to Support A Funding Proposal

Why	Clarify ‘why’ funds are available and what outcomes those funds are intended to support
Who	Build a comprehensive understanding of the funder profile and segment in which they operate
How	What interventions will help accomplish these outcomes
What	The behavioural or performance-based objectives, skills, knowledge and attitudes the funder is looking to change or address
When	When is the intended period of the project

Methodologies a BDS provider can use include those illustrated in the table below

Table 3: Methodologies for Market Research

Qualitative research	Qualitative method is small-scale and detailed. This type of research is considered exploratory—it’s all about the “why” in research. Answers in qualitative research are often found through focus groups and in-depth interviews.
Quantitative research	This type of research is the opposite of qualitative research. Instead of small-scale, it is large-scale with large sample sizes. Quantitative research focuses on gathering reliable data from large groups.
Hybrid research	Hybrid research is a blend of qualitative and quantitative methodologies. When conducting hybrid research, the qualitative portion typically comes first. This is a preferred method for marketing research as it outlines with data areas for further exploration through interviews and focus groups.

There are several activities that BDS providers can undertake when conducting qualitative research.

Table 4: Activities Involved in Qualitative Market Research

Surveys	Surveys can be the easiest tool to build and distribute. Common survey methods are <ol style="list-style-type: none">1. Online Surveys2. Phone Surveys
Interviews	BDS providers can spend time doing in-depth interviews of their target audience, which can be both a funder and a MSME. This helps BDS providers dig deep into the pain points or challenges a funder or MSME is seeking to address.
Focus groups	BDS providers can organise focus groups, which are group-based interviews. Typically, the groups are organised based on common characteristics – like geography, sector, or size.
Audience Analysis	Audience analysis is different from interviews and focus groups. This activity involves secondary research by reviewing existing research to gain insights.

Industry/ community research	peer
------------------------------------	------

Finally, BDS providers can leverage any entrepreneurship or funding communities they are a part of to do research in focus groups or through audience analysis.

Insights gained from market research are used to support scope of services to a funding provider or other stakeholders and should be summarised within funding proposals to support the scope of services proposed.

Annex D: Needs analysis and Diagnostic (for an individual MSME)

Informative

In order to address a MSME's needs and design a fitting intervention, the BDS provider can consider the following three step process. The first step is to conduct a broad learning needs analysis to conduct a general inquiry into the nature of the problem as the MSME sees it. More detail on this is shared in section D.1 below. The second step is to identify the broad area, or areas, of needs highlighted by the needs analysis. Thirdly, if appropriate the BDS provider can create and apply a more detailed diagnostic as explained in section D.2. BDS providers should use the diagnostic to detail the root cause of the issue to design an appropriate intervention.

D.1 Learning Needs Analysis

The goal of a learning needs analysis is to identify any gaps that exist within an individual or group of entrepreneurs and, if gaps do exist, establish what training or BDS intervention is required to fill the gap(s) and help them grow.

The outcome of a needs analysis should be a summary of the MSME profile, the gaps in business or individual competence or practice, and an indication of the area of focus for any BDS intervention. A needs analysis can be done at a high level to understand the broad scope of services or in greater depth where resources and capacity allow.

When and How to Conduct a Learning Needs Analysis

For a BDS provider to offer a service that meets the needs of an MSME, they should identify the root cause of the problem affecting the ability of the MSME to perform effectively and grow. If there is no clear indication of a relevant failure point, the BDS provider should conduct at least a basic needs assessment.

A learning or training needs analysis should answer 5 key questions: Why, who, how, what, and when.

Table 5: Questions Guiding a Learning or Training Needs Analysis

Key questions	Rationale
1. Why should the MSME accept services?	BDS providers should tie the performance problem to a critical business need and ensure that the benefits of any intervention are greater than the cost of the services. To ensure value, BDS providers can conduct a (1) needs versus wants analysis and/or (2) feasibility analysis. Details on these analyses below.
2. Who is involved?	BDS services are effective when all necessary participants from the MSME are involved from the beginning to identify and solve the problem. BDS providers can conduct a target participant analysis if needed to understand important stakeholders.
3. How can the performance issue be addressed?	Providers can conduct a performance diagnostic to identify what skill or competency deficiency needs to be addressed in their services. Using exploratory questions while scoping a project will help providers to identify the scope and focus of a contract for services that will support performance improvement. A more detailed diagnostic of individual business practices should form part of the services offered and is shared in in D.2.
4. What is the best way to perform / what is the 'best practice'?	Identify the tool or framework that will indicate the best practice and support implementation of improved business practice. Are the learners clear on the organisation practices that they should follow? Do they have access to the tools and resources that will support them? Are there governmental regulations to consider when completing a business practice or activity?
5. When will the training take place?	Identify the optimal period and duration for the BDS services to generate maximum impact and performance improvement. You can conduct a contextual analysis to answer logistics questions.

(Source: Jean Barbazette, 2006, *Training Needs Assessment: Methods, Tools and Techniques*)

Types Of Needs Assessment

Learning needs analyses seek to identify the context and specific BDS needs of entrepreneurs and their teams.

Needs analysis can be conducted in several ways:

1. Surveys (online or by phone)
2. Interviews (in-depth conversations to dig deeper into pain points and context)
3. Observation (visiting the MSME's location and observing activities and premises)
4. Secondary data (reviewing existing research or qualitative data previously gathered)
5. Workshops or focus groups (group-based interviews typically gather MSMEs with similar characteristics – e.g., training needs, size, sector, or geography)

The following table indicates the different types/categories of questions needed to conduct a comprehensive learning needs assessment. These analyses should be used together depending on the needs/goals, time available and manpower.

Table 6: Types of Needs Assessments

Type of assessment	What the analysis answers	Sample questions
Performance analysis or gap analysis	Is this issue a skill/knowledge deficiency? How can the deficiency be addressed?	<ul style="list-style-type: none"> What challenges do you face as a business? Describe events or activities that have helped the business grow or that has led to failure. Are there processes, systems, or tasks that your business has struggled to implement? Can you provide an example of a challenge that you or your team faces in a particular area? What knowledge or skills would help you to run your business more smoothly? Please give examples.
Feasibility analysis	Why should this training be done?	<ul style="list-style-type: none"> What is the overarching goal of the services? At the end of the programme, what will your business be doing differently? What is your biggest challenge to business survival or growth? What measures do you have in place to grow your business? What measures are you planning to implement? Tell me about your strategic priorities as a company. What keeps you awake at night?
Needs vs wants analysis	Why should this training be done? Is the deficiency important to solve?	<ul style="list-style-type: none"> What has been done in the past to address challenges on this topic? What worked and what didn't? Why? Why is this important to address for the business
Job/task analysis	What is the best way to do this task? How can the services be structured?	<ul style="list-style-type: none"> What support/tools/resources do you have access to? Is there support you need but cannot access? If yes, what is the support needed and what hinders access? What kind of training would give you the most value as a business owner?
Target group analysis	Who is the target participant for the intervention / services? What is known about them to help scope your offer? What other groups might also benefit?	<ul style="list-style-type: none"> Who is the primary audience for the services? What types of businesses are we serving (e.g., all sectors, or just retail), what is the size of the organisation (# of people), where are they based (e.g., rural, or urban)? Who would be involved- owners, employees? What would be the participant's motivation in taking part in this intervention? What is their education background? What is their level of tech-savviness? What language of instruction are they most comfortable with?

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Contextual analysis	When will the services be offered?	<ul style="list-style-type: none">• What kind of training would give you the most value as a business owner? Technical support (staff), tools or software, training (workshops/ coaching/ peers/ mentors/ accredited training/ qualifications/ formal courses)• How often would you be available for training? Once a week or 2 hours every day, etc.
	What are the other requirements to successfully deliver?	

D.2 MSME Diagnostic framework

This section details an illustrative diagnostic framework which details practices that lead to business sustainability and growth, covering the key elements of business success: strategic planning, money, talent/people, operations as well as customers. BDS providers can use this diagnostic framework, and a systematic checklist (as illustrated) to help the MSME set growth goals that address the gaps.

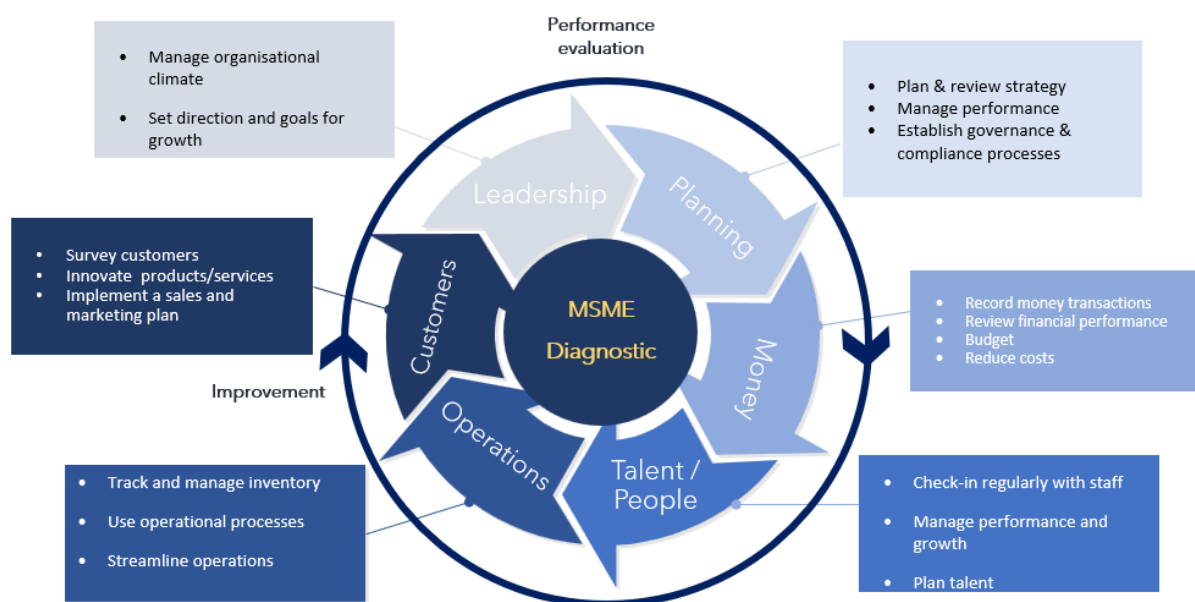


Figure 3: MSME diagnostic framework

To conduct a diagnostic assessment using the comprehensive framework above, BDS providers should use a systematic checklist or questionnaire covering each of the core / relevant business practice areas.

The table below illustrates how such a questionnaire could be developed for the practice of financial management.

Table 7: Example Diagnostic checklist – Money practices example

Practice	Measure	MSME Performance <i>Degree to which MSME has implemented practice</i>	MSME Priority <i>Importance relative to the MSME achieving their goal</i>
Capture all money transactions: We keep records of all our business transactions, including sales, purchases, loans, deposits, and payments	We know what's going in and out of our business (and if required can show proof to get a loan or identify mistakes or fraud)	0 = We have an informal system for keeping slips and records 1 = Someone (like a bookkeeper) keeps track of money from time to time and tells us if we have enough 2 = All money transactions are captured immediately and checked by an independent person, in a system that provides a clear picture of the health of the business	0 = Not important at all to achieve current goals 1 = Of little importance to achieve our current goals 2 = Of Average importance to achieve our current goals 3 = Very important to achieve our current goals

Review financial performance: We review weekly/monthly how the business is doing financially (e.g., Revenue / costs / profits / cashflow)	We have the data to make good decisions before it's too late	0 = We seldom have a clear picture of the profitability of the company 1 = Our bookkeeper keeps track of these things and lets us know that we have enough money 2 = Every decision-maker in the business reviews at least monthly the key financial indicators (at least cash flow and profitability) of the part of the business for which they are responsible	0 = Not important at all to achieve current goals 1 = Of little importance to achieve our current goals 2 = Of Average importance to achieve our current goals 3 = Very important to achieve our current goals
Budget: Each year we predict what our income and costs will be each month and each month we compare actuals against what we expected and make decisions accordingly	We understand what we need to do to ensure profitability and have sufficient cash through the year, and to manage costs and revenues to meet budget	0 = We do not budget 1 = Our bookkeeper / accountant draws up an annual budget 2 = All decision-makers are involved in compiling a budget (projecting income / expenses for the year) as well as budget review (tracking budget projections against actual performance) to ensure that the business remains profitable and has sufficient cash through the year	0 = Not important at all to achieve current goals 1 = Of little importance to achieve our current goals 2 = Of Average importance to achieve our current goals 3 = Very important to achieve our current goals
Reduce costs: We regularly review what we spend money and time on and take steps to reduce what we spend	We can reduce waste and increase profits	0 = We do not review our costs 1 = We are aware of some of our costs and try to keep them as low as we can 2 = We have regular reviews (quarterly or annual, depending on the cost item) to see where we can reduce both variable and overhead costs. On the basis of this, we implement and monitor steps to reduce cost	0 = Not important at all to achieve current goals 1 = Of little importance to achieve our current goals 2 = Of Average importance to achieve our current goals 3 = Very important to achieve our current goals

Annex E: Example of Practical tools

BDS Providers should consider building out tools and resources to complement the practice areas (strategic planning, market and customer positioning, operations, as well as financial and human resource management) that lead to business sustainability and growth. Some examples of which are shared below.

Table 8: Examples of MSME Tools Against Practice Areas

Practice area	Practice	Tool Link	Tool Details
Strategic planning	Compliance	F.1 Risk Control Template	The risk control template is used to conduct a risk assessment which should be done regularly and whenever there is a change in the operations, equipment, or environment.
Money	Set a budget	F.2 Budgeting Tool	The budgeting tool helps to estimate total revenue, expenses and costs for the year; and compare the estimates to the actual month on month financial inputs. Understanding 'variance' will help MSMEs to improve assumptions and plan money effectively over time.
Marketing and Sales	Implement a marketing / sales plan	F.3 Positioning Strategies Tool	The positioning strategies tool helps a company situate their brand within the market and differentiate it from competitors.
Talent/People	Plan talent	F.4 Agenda for Annual Talent Review	This tool provides a set of questions for the manager(s) of a company to discuss talent in the company annually or quarterly.

606 **F.1 Risk Control Template**

What are the hazards?	Who might be harmed and how?	What are the anticipated consequences?	What are you already doing to prevent harm?	Do you need to do anything else to control this risk?	Action by who	Action by when	Status
<i>Physical, biological/chemical, competition, risk of new technology, suppliers failing to deliver, failure of power, etc.</i>		<i>Minor injury – requiring first aid; Major injury– requiring hospitalization; critical – loss of life</i>					
<i>Example: Slips and trips</i>	<i>Staff and visitors may be injured if they trip over objects or slip on spillages.</i>	<i>Minor/major injuries</i>	<i>1) General good housekeeping is carried out.2) All areas well-lit including stairs.3) Staff keep work areas clear, e.g., no boxes left in walkways, deliveries stored</i>	<i>1) Better housekeeping in staff kitchen needed e.g., on spills.2) Arrange for loose carpet tile on second floor to be repaired/ replaced.</i>	<i>All staff Construction manager to monitor</i>	<i>31/11/22</i>	<i>Yes</i>

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F.2 Budget tool

A budgeting tool helps to estimate total revenue, expenses, and costs for the year; and compare the estimates to the actual month on month financial inputs. Understanding 'variance' will help MSMEs to improve assumptions and plan money effectively over time.

To complete a tool like this, MSMEs would need to create a projected budget for revenue, direct costs, and overhead costs for the year, and track actual income and expenditure over time.

Budget - VARIANCE

*This sheet will be automatically populated when you complete your budget and actual tabs.
Please do not enter any information in this tab.*

Budget of.....AgriAvos.....Year...2021...

ACTUAL RECORD

Growth Goal for year 2021: 8%													
INCOME	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ANNUAL
Avocados	1,000	1,000	1,000	1,000	(500)	(1,000)	(1,500)	200	(200)	200	500	500	2,200
Avocado oil	-	-	-	-	-	(1,000)	100	100	500	500	500	900	1,800
Guacamole	-	-	-	-	-	100	200	-	500	500	500	400	2,200
TOTAL INCOME	1,000	1,000	1,000	1,000	(500)	(1,900)	(1,200)	300	800	1,200	1,500	1,800	6,000
EXPENDITURE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ANNUAL
TOTAL PURCHASES (Cost of Sales)	1,293	1,295	895	895	1,195	1,325	1,325	1,325	1,425	1,225	925	925	14,048
Pesticide	398	400	-	-	300	200	200	200	300	300	300	300	2,898
Water and pumping	500	500	500	500	500	800	800	800	800	800	800	800	8,700
Minerals	(50)	(50)	(50)	(50)	(50)	100	100	100	100	100	100	100	450
Seeds	20	20	20	20	20	100	100	100	100	100	100	100	800
Fertiliser	25	25	25	25	25	25	25	25	25	25	25	25	300
Packaging	-	-	-	-	-	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(1,400)
Direct labour	200	200	200	200	200	300	300	300	300	300	-	-	2,500
Transport and Delivery	200	200	200	200	200	200	200	200	200	-	-	-	1,800
TOTAL OVERHEADS	-	-	-	-	(50)	-	50	150	150	150	150	150	150
Wages and Salaries	-	-	-	-	-	50	50	50	50	50	50	50	350
Rent/ lease	-	-	-	-	-	(50)	(50)	50	50	50	50	50	150
Electricity	-	-	-	-	(50)	(50)	-	-	-	-	-	-	(100)
Office Supplies	-	-	-	-	-	-	-	-	-	-	-	-	-
Marketing/Advertising	-	-	-	-	-	50	50	50	50	50	50	50	350
Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE	2,293	2,295	1,895	1,895	2,145	2,325	2,375	2,475	2,575	2,575	2,275	2,275	27,398
NET INCOME	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	ANNUAL
INCOME MINUS EXPENDITURE	3,293	3,295	2,895	2,895	1,845	425	1,175	2,775	3,375	3,775	3,775	4,075	33,398

Variance Restaurant Sales

Delivery Projected vs Actual

Instructions ▾ AgriAvos Financial Assumptions ▾ Growth projected ▾ Growth actual ▾ Growth variance ▾

F.3 Positioning Strategies Tool

Strategy	Description	Your notes
Product	<ul style="list-style-type: none">• Is there something unique about your product that sets you apart from your competitors?• Is your product more durable or more reliable than others in the market?• Does it have qualities that make the product more useful to the customer?• Do you customers have problems to which you can provide a solution, or do they have needs that are not being met?	
Service	<ul style="list-style-type: none">• Do you have the fastest delivery or response time?• Do you respond to queries and complaints more promptly than others?• Do you offer to maintain and service the equipment that you sell• Do you have ways that make it easy for customers to order and pay?	
Branding and packaging	<ul style="list-style-type: none">• Does the name of your business communicate your unique value proposition (e.g., Speedy Printers)?• Are you unique in your branding e.g., is your logo easily recognisable or your catchphrase memorable?• Do you provide useful information or instructions on in your packaging?• Do you have bright, eye-catching, professional looking business premises to attract customers?	
Personnel	<ul style="list-style-type: none">• Are your staff the friendliest, the most attentive and the most helpful to the customer?• Do they make customer's experience memorable?• Are your staff knowledgeable, well-trained, motivated, and focussed on your customers?• How do you show gratitude to your loyal customers?	

F.4 Agenda for Annual Talent Review

This tool provides a set of questions for the manager(s) of a company to discuss talent in the company annually or quarterly. Do prepare in advance any data you need to make this a helpful and efficient conversation.

Larger organisations may need to put aside a full day or half day to do justice to this important topic

In a small organisation the leader may review these questions on his/her own.

What staff will we need in the future?

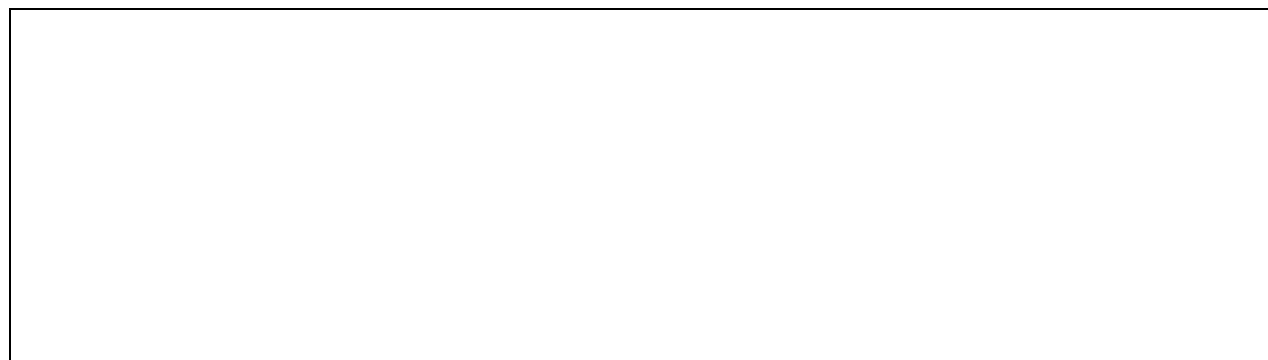
What are the staffing implications of our strategy for growing the business? Do we need to begin recruiting new staff or re-training existing staff to prepare for new needs in the future?

**Who are our key staff?**

Key staff are those who have skills or knowledge that would be difficult to replace, so if they left, that would be a threat to the company. What can we do to retain and develop them? This may include recognition, remuneration, promotion, opportunities for learning, and opportunities to try new roles.

**What development plans are needed?**

Consider the remaining staff members to review how they are performing, whether they are in the right place, and who needs training. If there are too many to review individually, ensure that this is being done by other managers at the appropriate level in the organisation.

**Do we have a succession plan in place for key positions?**

647 A succession plan identifies who might move into positions as they are vacated in the future. A small organisation
648 will not need a formal succession plan but may want to think about who is available should someone leave or be
649 promoted, as that may reveal a risk in the form of too few skills in the company or identify training that people
650 could receive to be ready.
651

652

653 **Is our organisation's brand out in the job market to attract new talent?**
654 Are we seen as an attractive employer? Are we looking for talent all the time?
655

656

657 **Do we know of anyone whom we should be recruiting?**
658 Some start-up organisations are prepared to take on a star even if the job for them does not exist yet, in order to
659 bring the best people on board. Of course, this has major budget implications, so should not be done lightly, but a
660 young organisation is defined by the quality of its members, so it could be considered. Where should you be
661 looking for talent?
662

663

664 **Are our systems for managing and developing staff effective?**
665 Are systems in place that make sure that you keep carrying out practices that you need to do in order to have
666 smooth operations within your business.
667

Annex F: Record keeping checklist

BDS Providers should consider their business record keeping needs and ensure that sufficient record keeping provisions are made. An example list of records that could be kept by BDS providers is shared below.

Table 9: BDS Provider record keeping checklist

What	Why	When	Self-Assessment
Record of work done			
Client contract or agreement	To be clear on expectations and to avoid misunderstandings: What, where, when, at what price and when are payments due	Before work begins	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Client/project assessment – pre and post intervention	To record initial learning/skills gap and change over time	At outset and on conclusion	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Evidence of impact	To demonstrate value for money and for future marketing purposes	Throughout and on conclusion	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Client feedback	To assess impact and to spot areas of BDS requiring improvement	On conclusion of each session	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Records of tools and materials used			
Planning tools	As a record of the approach taken on each assignment	At planning stage	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Communications material: - Attendee pre-session preparation material - Attendee welcome pack/comms - Post event comms	To ensure and enable a consistent approach to each assignment and to ensure that each has a beginning, a middle and an end. The post event communication is means of staying in touch for future work	Before, during and after	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Training materials	To ensure and enable a consistent approach to each assignment and so the work can be repeated if requested by the client	On conclusion	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Training materials – given to participants	As above	During	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Attendance records	For information on customer segmentation and to see trends over duration of each programme	Before each session	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Certificate templates	As a valuable branded keepsake for participants	On conclusion of each session	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A

What	Why	When	Self-Assessment
Financial Records			
Customer invoices issued	So that payment can be received before training/BDS begins or as milestones are achieved	Before work begins	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Record of Monies received	To see which customers, have and haven't paid and so can be chased up	Before work begins	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Record of costs incurred	To see what the costs have been in running the training or BDS intervention	Throughout	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
List of supplier payments due	To ensure that suppliers are paid on time and so will be keen to work/supply again	Throughout	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Financial reports issued to funders	As a record of what has been sent and as basis for preparation of subsequent reports	In line with Funder deadlines	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A
Actual v Budget report	To show whether an assignment has achieved the required financial outcome for the BDS provider. So that action can be taken to address over/under spends. So that lessons can be learnt for the future	Throughout and after	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A

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Annex G: Impact and Outcome Tracker

It's important that MSMEs document the progress measured against the MSME's initial goal and/or the goals / outcomes of the intervention. To do that you can use a standard outcome or monitoring and evaluation framework. This framework should state the agreed goals, outcomes identified in an initial needs analysis or project/contract scope, and the agreed indicators and metrics to assess progress.

GOALS	OUTCOMES	INDICATOR	DATA COLLECTION	TARGET	METRICS	TRACKING PROGRESS					
<i>High-level goals for the service provision / project</i>	<i>Achieving goals will lead to outcomes</i>	<i>What are the indicators or measure of success?</i>	<i>How will you collect the data</i>	<i>What is the target</i>	<i>Track progress</i>	Q1		Q2	Q3	Q4	TOTAL
Grow the business and increase overall revenue	MSME revenue growth	This is the % number of MSMEs report an improvement in their annual profit.	Baseline revenue survey and final report survey	60% of businesses grow their revenue Average revenue increase of 15%	Revenue (previous year)						
					Revenue (current year)						
					TOTAL		0	0	0	0	0
Create new jobs in the business and local community	Creation of an estimated 2 jobs per business	This is the number of additional new jobs created in year 2 & 3 by businesses.	Progress Review, Longitudinal Survey	Total: 300 jobs Average 2 jobs per annum per business	Part-time (Male)	60					0
					Part-time (Female)	60					0
					Full-time (Male)	40					0
					Full-time (Female)	40					0
					TOTAL	200	0	0	0	0	0
Ensure MSMEs use critical business practices to support growth	Implementation of 3+ core business practices per organisation	BDS will measure the number of new business practices implemented - including practical tools downloaded and frequency of implementation.	Progress Review, Longitudinal Survey	Total: 3+ practices implemented per business - 75% have implemented new practices - Average of 3 tools adapted per business - 70% of business practices used 'frequently'	Practices implemented	75%	50%	60%	80%	90%	70%
					# Of practices implemented per biz. (avg.)	6	2	3	3	6	14
					# Of tools downloaded per biz. (avg.)	5	3	2	15	13	8.25
					Avg. use of new practices	70%	60%	80%	87%	50%	69%

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