

**Financial and Operating Performance of Women operated Micro and
Small Enterprises Organized Under WISE**

***A Project Paper Submitted to the School of Graduate
Studies of Addis Ababa University in Partial Fulfillment
of the Requirement for the Degree of Master of Science in
Accounting and Finance***

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January 2008

STATEMENT OF DECLARATION

I, Benyam Aragaw, declare that this study entitled as “Financial and Operating performance of women operated micro and small enterprises organized under WISE” is my own work. I have carried out independently the research work with the guidance and support of the research advisor. This study has not been submitted to any degree/diploma in this or any other institution. It is done in partial requirement of the Msc Degree in Accounting and Finance.

Benyam Aragaw: _____

Date: _____

STATEMENT OF CERTIFICATION

This is to certify that Benyam Aragaw has carried out his research work on the topic entitled “Financial and Operating Performance of Women Operated Micro and Small Enterprises organized under WISE” This work is original in nature and is suitable for submission for the award of Msc. in Accounting and Finance.

Dr. Laxmikantham: _____

Date: _____

LIST OF ACRONYMS

BCS	Balanced Scorecard
BDS	Business Development Service
CSA	Central Statistics Authority
EDRI	Ethiopian Development Research Institute
FeMSEDA	Federal Micro and Small Enterprise Development Agency
ILO	International Labor Organization
MFI	Micro finance Institution
MSE	Micro and Small Enterprise
NBE	National Bank of Ethiopia
NGO	Non-Governmental Organization
ReMSEDA	Regional Micro and Small Enterprise Development Agency
ROI	Return on Investment
UNIDO	United Nation Industrial Development Organization
WEA	Women entrepreneurs` association
WEDGE	Women’s Entrepreneurship Development and Gender Equality
WISE	Women in Self-Employment

Acknowledgment

With the help of God this has become a reality. Therefore my innumerable praise first goes to God Almighty for his guiding me all the way.

Next to that, I am grateful to my Advisor Dr. P. Laxmikantham without whose support and guidance this paper wouldn't have become a reality.

Also, grateful to my best friend for their help throughout the conduct of the study.

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Chapter one: Introduction

1.1. General Background

Micro and small enterprises can be defined based on various criteria. Some countries may use the employment size, total assets etc to put them as micro, small and large Enterprises. In the case of Ethiopia, MSE are defined based on available resource (MSE Development strategy 1997:8) In the MSEs development strategy document of Ethiopia MSE are put as:-

Micro enterprises are those business enterprises with paid up capital of not exceeding birr 20,000 and excluding high technology consultancy firms and other high technology establishments.

Small enterprises are those business enterprises with paid up capital of above birr 20,000 and not exceeding birr 500,000 and excluding high technology consultancy firms and other high technology establishment.

The two definitions are criticized for their failure to take other factors of definition in to consideration (such as lack of precision and flexibility to different conditions)(EDRI: 2003)

A survey conducted by CSA indicated that in 2002 the urban informal sector consisted of 799,352 enterprises showing an increase by 37% from that of 1997. The sector employs 997,350 people implying employment ratio of 1.25 at each MSE. Of the total people absorbed, 598,296 are females showing the big role the sector plays in women

employment (CSA2003: 125). When this is seen spatially, Oromiya state stands first with 519,876 enterprises followed by Amhara state with 404,792, Southern National and nationalities with 224,152 and Addis Ababa with 108,244 enterprises respectively (CSA 2003:26). MSEs in their own way contribute towards economic development through the creation of job opportunities to those at a very low standard compared to other citizens. Helping women to participate in self development programs such as this will pave the way, beyond magnifying women's contribution, towards development.

Organization for women in self employment (WISE)

Establishment

WISE is a secular, indigenous, non-governmental organization established in 1997 and legally registered with the Ministry of Justice.(<http://www.wise.org.et>)

WISE is dedicated to the elimination of the facets of urban poverty and the realization of sustainable livelihoods among poor urban women. Having started its operation in 1998, the organization is currently working with poor self-employed women in Addis Ababa in their efforts to achieve self-reliance, exercise rights and improve the quality of their lives. WISE's areas of intervention include building the capacity of women micro-entrepreneurs through institution building, training, education and provision of financial services. The organization envisages a nation where women are socially and economically empowered, gender equality is attained and the current level of poverty is significantly reduced. (<http://www.wise.org.et>)

Objectives (<http://www.wise.org.et>)

- Promotion of income- to assist poor women to increase their income by enabling them to have access to financial capital and various capacity building opportunities.
- Creation and security of employment – to help women to start new income generation ventures or expand their existing businesses by providing them with entrepreneurial and related skills.
- Promotion and protection of Rights – to enhance awareness so that women demand and ensure their rights and advocate for changes in national policies in favor of disadvantaged women.
- Promotion of empowerment – to enhance self-reliance, decision making capacity and participation in issues affecting their lives.

Target Group

The target groups for WISE's intervention are poor, self-employed women in Addis Ababa mainly engaged in home based production and small scale trading activities and unemployed women who wish to engage in micro-enterprise operation.

[\(<http://www.wise.org.et>\)](http://www.wise.org.et)

1.2 Statement of the problems

MSE's have become essential factors in the revival of production systems. They have got certain characteristics, which make them suitable for initiating change in production system .In Ethiopia; lots of them are organized with an intention of providing employment opportunities for those citizens relatively living at a lower standard. MSE's

in Ethiopia are, generally, women oriented and structured in a manner to create jobs. Women operated MSE's, just like any other business, are affected by macro-economic conditions such as inflation and business specific situations such as under-capitalization, lack of experience, lack of training, peer support etc. By dwelling on macroeconomic and business specific (MSE specific) problems, this study will be conducted to shade light on the operating and financial performance of women operated MSE's, factors affecting their performance and measures, by all concerned parties, that should be taken to enhance their performance.

1.3. Research Hypothesis

With the help of sufficient and appropriate empirical data on the operating and financial performance of women operated MSEs under WISE, the study will test the following hypothesis:

Hypothesis 1(H₀): - *There has been no improvement in the Operating and financial Performance of women operated MSE under WISE*

Hypothesis 2(H₁): - *There has been an improvement in the Operating and financial Performance of women operated MSE under WISE*

1.4. Objective of the study

The purpose of the study, with due emphasis on factors influencing their performance, is to collect, analyze and evaluate information on the operating and financial performance of women operated MSE's organized under WISE.

By anchoring on concrete facts, the study attempts to achieve the following specific objectives

- Evaluate the operating and financial performance of women operated MSE's organized as associations under WISE saving and cooperative union for women
- Identify and analyze factors affecting their performance
- Identify and look into measures to be taken or efforts to be exerted to enhance performance

1.5. Research question

The research attempts to address the following questions

- How are, under WISE, performing?(in operating and financial terms, during the five years taken for the purpose of the study)
- What factors are affecting the performance of women operated MSE's?
- What measures, by all concerned parties and owners themselves, should be taken to enhance the performance of women operated MSE's?

- Recommend certain points that need to be underlined and efforts by all concerned parties that need be exerted to enhance the performance of women operated MSE's.

1.6. Significance of the study

The study is conducted with the following aims

- **Policy makers:** - to help them device policies that will enhance the performance of women operated MSE's, in general and their financial and operating performance in particular. As the study revolves around women, policies formulated with an aim of enhancing the performance of women operated MSE's will directly or indirectly have an impact on polices towards economic development that having women as a focal point.
- **All other concerned parties:** - to look as to whether women operated MSE's are performing up to the expectations of parties ranging from government bodies, unions and members of associations to owners of specific MSE's. This study is also intended to provide information, to parties like researches, students and academicians, on the performance of women operated MSE's.

1.7. Research methodology

Women in MSE are forced into the sector due to the economy's failure to absorb them. Once they engage in the sector there are factors impeding them from reaching their job creation, wealth distribution and poverty alleviation objectives, in general, and operating

and financial performance in particular. To this point in time its been said that the women operated MSEs are performing well to meet the objective they are designed for .The study will look into different factors and will either prove or disprove this point with the help of balanced scorecard performance indicators. To look into the operating and financial performance of these MSEs the following point will be taken into consideration:

PERFORMANCE DIMENSION	MEASURE
Financial	<ul style="list-style-type: none"> • Profitability • Saving and contributions • Sales growth • capital
Customer	<ul style="list-style-type: none"> • Customer served • Customer compliants
Internal	<ul style="list-style-type: none"> • Employment size
Innovation and learning	<ul style="list-style-type: none"> • Efficiency and Flexibility • Training

Target population

For the purpose of this study only women operated MSEs under the selected saving and credit associations (under WISE) will be taken into consideration.

Sample design

The study will be conducted on women operated MSEs under WISE and randomly selected members of the four associations will be dealt with through their leaders.

Primary data that will help prevail the operating and financial performance of women operated MSE's specifically those organized under WISE, will be collected. To collect the necessary data, a structured questionnaire will be prepared and distributed, to member of the associations. Even though there are 33 saving and credit associations, the study will dwell on only 4 of them due to the completeness and availability of information for analysis purpose. The other base for selection was the fact that the four associations were in existence for at least the period taken for analysis purpose and taking associations that came to existence within less than the years considered for the study would not give a clear picture of the performance of women operated MSEs.

For these selected saving and credit associations 100 questionnaire, 25 for each of them, were given through the heads of each association so that the heads could give the questionnaires to whoever they think is fit to provide a complete information. Based on this, from the 100 questionnaires only 64 were returned with a full information expected form the question. The analysis part of the study will depend, on the answer taking them as representatives of women operated MSEs organized under WISE. In addition, secondary data in the form of audited financial statements and printed materials form WISE, reports and the like from Central Statistics Authority (CSA), National Bank of

Ethiopia (NBE), the FeMSEDA (Federal Micro and Small Enterprise Development Agency)

Analysis and presentation

The analysis will be conducted using previously stated measures and the results will be interpreted in such a way that proves or disproves the hypothesis proposed in the statement of the problem.

1.8. Scope and limitation of the study

The main aim of this study is to look into the operating and financial performance of women operated MSEs organized under different saving and credit associations managed by WISE. The study will only dwell on those women operated MSEs organized under WISE due to their organized manner (like keeping books of accounts with the help of a computerized system), proximity, convenience and other time related constraints.

1.9. Organization of the paper

Generally the paper is organized into four chapters. The first chapter will start with A general information followed by statement of the problem and will continue with, the research hypothesis, objective of the study, the research question, significance of the study, the research methodology and the scope and limitation of the study. The second chapter will look into some previously conducted related researches and literatures on the subject. The third chapter will dwell on analysis and interpretation of the data collected. The last and the fourth chapter will surface the conclusions reached and the recommendations forwarded.

Chapter Two: Literature Review

2.1 The MSE Sector in Ethiopia

MSE can be defined based on various criteria. Some countries put criteria such as employment size and others adapt factors like net assets, total asset etc to put them as medium and small enterprises. In the case of Ethiopia MSEs, generally, are defined in a manner that takes availability or scarcity of resources (MSE Development Strategy 1997:8). The strategy puts MSE's in the following manner: -

Micro enterprises: - those small business enterprises with a paid up capital of not exceeding birr 20,000 and excluding high technology consultancy firms and other high technology establishments.

Small enterprise: those business enterprises with paid-up capital of above 20,000 and not exceeding birr 500,000 and excluding high technology consultancy firms and other high technology establishments.

Large and medium enterprises: by default, are those enterprises with more than birr 500,000 in paid up capitals.

Having these points in mind, MSE's can also be distinguished using the number of people that work under them. Generally, micro-enterprise is one with fewer than 10

employees; a small enterprise is one with 11-50 employees; and large and medium enterprises are those with more than 50 employees (Stevenson and Onge:2005).

Table 1: The definition of MSE in Ethiopia

Enterprise	Paid up capital	No of workers
Micro	≤ Birr 20,000	Under 10
Small	20,000- 500,000	11-50
Large and medium	≥ 500,000	Over 50

Source:-Stevenson and Onge: 2005

As can easily be understood from the above points, the definitions try to incorporate some capital-intensive establishments which fall under medium and large enterprises but this study will only dwell on those definitions given for small and micro enterprises.

2.1.2. Constraints facing the sector

It goes without saying that the sector is playing a big role in a nation- wide poverty reduction and employment creation through an attention especially to the disadvantaged part of the society. Currently the government is giving due attention to the sector with efforts to remove the many constraints faced by operators in the sector. This is being executed through the acknowledgment of the different constraints that need to be addressed for the MSE sector to realize its full potential, among which are: -

- **Access to entrepreneurial and growth training**

Even though there are trainings, mostly done through donor funding, they are characterized by the lack of follow up, advisory and support services. The general nature

and their limited scope of giving a growth strategy orientation can be put as their pitfalls.

The trainings generally fail to highlight management skills. [ET, Keny, Tarz] pp.25

- **Access to premises**

Most MSEs are home based and there is a lack of suitable and affordable premises.

- **Legal and regulatory environment**

There is a high problem of access to credit and proper market and getting registered is a costly and time taking procedure. Currently, the Ethiopian government identified premises, market and finance, related problems as major bottlenecks to the optimal performance of the sector towards its major goals, which are poverty reduction and employment creation. The obstacles experienced by operators incorporate factors such as low access to appropriate technology and poor access to quality business infrastructures. All objectives can only be met when the proper attention, by all concerned parties, is given to the bottlenecks facing the sector. In addition to the aforementioned major constraints considerations, for the effective and efficient performance of the sector, should also be given to minor but important barriers such as the infrastructure problems with negative impacts, limited and scarce MSE related Information Technology resources and soft- wares, poor coordination of MSE associations and institutions and gender inequality.

2.1.3. The number of MSE and employment

As stated previously the sample survey, conducted in 48 towns by CSA in May 1997 showed that there are almost 500,000 and 2731 informal sector activity operators and small scale manufacturing industries respectively, which absorb 739,898-labor force.

Table 2: MSE employment and number

Enterprise	Number	%	Employment	%
Micro	584,913	99.4	877,370	89.8
Small	2,731	0.5	8,929	0.9
Large and medium	642	0.1	91,262	9.3
Total	588,286	100	977,561	100

Source: Survey Data: CSA: May 1997

As can easily be understood from the above table of the total member of MSE in the country 99.4% goes to the micro enterprise sectors with operators of 877, 370, which again absorbs 89.8% of the total operators of the sector. When the portion of small enterprise is seen, they stand second with 2731 making 0.5% of the sector and employing 8929 personnel constituting 0.9% of the total employment of the sector. When the large and medium enterprise are seen they stand last with 642 in numbers making 9.3% of the total employment (better than small enterprises putting them second in employment) and 0.1% of the total number of MSEs.¹

¹ Based on the 1997 CSA survey & reported in Zewde & Associates, 2002, P. 33

2.1.4. Objectives of MSE

The Micro and small enterprise sector is also described as the national home of entrepreneurship. It provides the ideal environment enabling entrepreneurs to exercise their talents to the full and attain their goals. In all successful economies, MSE are seen as an essential springboard for growth, job creation and social progress at large. In most economies, even though their contribution vary with the paid up capital, employment capacity and other factors, MSE play a greater role assisting the government through job creation and poverty reduction. This same sector help the government bring different skills and talents geared towards economic development. Doing so requires at lot lesser capital or government expenditure. The sector in general terms operate with the following objectives: -

- **Job Opportunities**

MSEs, generally, employ or absorb a large number of unemployed people but this does not put them in a position of creating a well remunerating job. MSE from their inception are for the disadvantaged part of the society. In Ethiopia the sector operators, with the government and other concerned parties are exerting efforts to meet this objectives. According to the May 1997 survey of CSA the sector employed a total of 876,293 people (only the micro and the small sector). In addition to this the sector also absorbs new entrants, to the economy, which the public and private sectors fail to absorb.

- **Economic Growth and Development**

MSE by making use of predominantly local resources engage in the production of goods and services of mass consumption and stimulate the growth of the economy. Their expansion also contributes towards a more equitable regional development and distribution of income and wealth (MSE Development Strategy: 1997: 11).

- **Poverty reduction**

This point can be correlated with job creation. Here poverty refers to the poverty of the operators themselves. Most operators are very poor, and are found at the floor of the economic status. The chance to operate their own business at a very low start up capital, and expand from that point will help them support themselves and their family. This intern will operate to a reduced nation wide poverty.

2.1.5. The MSE strategy

It's a widely accepted fact that strategies are means to an end. When thinking of coming up with the appropriate strategy, people responsible for its planning, implementation and regular review of it should be by taking factors with nation wide impact, in general and on the sector, in particular. All these points should be focal points of all concerned parties at all level (Federal, Regional and local). When coming up with a strategy the parties concerned should take availability of resources and the proper allocation and utilization of these resources. For the strategy to materialize it should be executed in a manner that will facilitate and distinctly articulate the delegation of tasks and responsibilities among all stakeholders.

2.1.5.1 Objectives of the strategy

The general aim of the planning and implementation of the strategy is to create enabling environment so that small and micro enterprises can flourish and be responsible for their growth. Once the government creates such propellers then the MSEs themselves can engage in activities that underline growth, diversification and flexibility of their operations. In addition to these specific objectives, the strategy was formulated with the following specific objectives. (MSE Development Strategy: 1997:11)

- **Facilitate economic growth and bring about equitable development**

MSEs are known for employing the economically disadvantaged, the unemployed and rural population. This part of the society is a victim of the national economy's failure to absorb them. MSEs, by making use of local resources are featured with stimulating economic growth, equitable distribution of wealth and poverty reduction. (MSE Development Strategy: 1997:11)

- **Create Long term Jobs**

As per the CSA Sample survey of May 1997 there are about 977,561 citizens operating different MSEs . This can be taken as good sign of the sector's potential to reduce the long-lasting employment problem of the country. Even though the case may be the sector, again, is characterized with putting its operators in a position that does not let them have a remunerating long-term job. Based on this idea, the strategy focused on skill upgrading programs for operators and strengthens the use of appropriate modern technologies that boost their capacity to create long term jobs. (MSE Development Strategy: 1997:11)

- **Strengthen cooperation between MSEs**

The sector is known for facing various obstacles and among them is shortage of resource, financial or skill (MSE Development Strategy: 1997:11). The other point standing as a hindrance is the lack of resource and skill to grow and be flexible. Taking this point as a base the strategy underlined the importance of small and fragmented enterprises within the sector, region or other localities be supported to network more effectively in order to jointly address hindering obstacles, take up opportunities and build collective efficiency.

- **Promote export**

MSEs are known for making use of local resource to satisfy local consumption. In Ethiopia most MSE try to satisfy the consumption needs of their local customers, let alone exporting they are not even strong enough to go regional. The strategy taking these factors into consideration is designed in a manner that will let them participate in the global market. The strategy is designed with an intervention of helping MSEs dwell on product the country has comparative advantages over other, such as leather and leather products, textiles and horticulture.

2.2. The state of women enterprises in Ethiopia

Data on MSE in general and women operated MSEs in particular is very limited even though the importance of the sector has started to surface more than ever. Finding proper data, for analysis purpose is very difficult if not impossible. The shortage of data on the participation and role of women in MSE and the lack of any national profile of women entrepreneurs or their enterprises has to be underlined as one of the major barrier on the

execution of an extensive analysis of their operation in general and their financial and operating performance in particular.

2.2.1. Segments of women in MSE

Generally women in MSE has got three segments (Stevenson and St-Onage: 2005:11) and they are: -

Micro enterprisers: most operators are found here facing many various constraints to growth. The following points characterize these operators:-

- Low level of education
- Limited Access to training
- Low capital resources; group-lending hinders ability to grow, Micro-Finance institutions (MFI) limit of Birr 5000 is too low a ceiling, only possible below the ceiling.
- Problem moving to formal status, difficulty with licensing/tax issues
- Affected strongly by patriarchal structures and institutions

Small enterprisers: featured by small number and their potential to grow. Unlike their micro-enterprise counter parts they are over the Micro Finance Institutions (MFI) threshold. These operators are characterized by:-

- Benefit they from membership in women entrepreneurs association
- Their need of exposure to market, business opportunity information
- Their need of financial and management training focused on growth

- MFI ceiling is way too low to be of use, collateral constraints limit other credit options.

Medium/large enterprisers: - These operators are characterized by: -

- Their require for growth management
- Their need for more flexible and diverse loan products to meet working capital needs
- Their need for information about technologies, international linkages, trades fairs, export practices

2.2.2. Role of women in the MSE Sector

Women in MSE sector generally operate in an environment that has a social, economic and political impact. Women operators are more exposed to and are highly impacted by these factors than their male counterparts. ILO (2004) highlighted the overall policy and program framework for development of the micro and small enterprise sector. The importance of women operators in propelling economic growth has put some pressure on the government to pave the way for the enhanced performance of them through the design and implementation of a strategy to the provision of an appropriate support service.

2.2.3. Barriers facing women entrepreneurs

Women operators are seen; they generally are in problem of having material, human and social resources necessary to make strategic business choices. Women generally, due to cultural reasons, are deprived of access to education, information and modern technology.

Women in MSE, as stated previously, are forced into the sector due to the economy's failure to absorb them. Once they engage in the sector there are factors impeding them from reaching their objectives. Zewde and Associates (2002) forwarded the following points as major barriers: -

- **Lack of market access and information**

Most women tend to serve markets around them; this is basically due to the high operating premise problem. According to Zewde and Associate (2002) most run their business from their house and this point limits them from exploring new and larger market and expand by making use of the available market information. Zewde and Associates (2002) also underlined product quality and other external factors such as infrastructure related problems as additional barriers to the identification of information to access new markets.

- **Lack of opportunities for bulk purchase of inputs**

According to Zewde and Associates (2002) many women owned enterprises suffer a disadvantage in the price of inputs because of the lack of economies of scale. This same research underlined this fact to hold true even for men MSE operators and highlighted the magnified impact it has on women operated MSE due to the intense impact of social and cultural barriers.

- **Low level of education**

Generally, most women who operate MSEs tend to have basic reading and writing skills. Women in Ethiopia, even though situations are changing, due to social and cultural factors had limited access to education. One of the target groups of the MSE development strategy is a woman with low educational backgrounds. The limited accesses to education

women operators had will impact the way they plan, implement and monitor business operation. Lack of proper education limits their ability to gather market information, properly analyze it and make use of it to grow and expand. Having the above-mentioned barriers as major ones women operated MSE are still facing the following specific points as barriers to their growth and expansion.

2.2.4. Women's access to finance

Access to institutional credit is limited in Ethiopia although there is a vast demand for MSE financing. Starts up enterprises are often under capitalized, which is a serious constraint to their further development and growth. Women often start a business with their own money or money borrowed from family and friends with limited access to other forms of credit. Therefore, the tendency is for them to start tiny and remain at that level. The major sources of MSE financing in Ethiopia are informal lenders (money lenders, trade credit, friends, relatives, etc): semiformal finance: NGOs; Micro finance institutions (MFIs); and commercial banks.

Sources	Nature of the financing
Informal financial system	This system includes entities operating outside of the domain of the National Bank of Ethiopia. It includes the financing from family and friends, supplier credit, and commercial moneylenders. Money-lending is a high risk form of financing, since the client is required to repay the loan, usually at the end of each trading day, whether they have sold all of their goods or not, Interest rates and repayment terms are often quite flexible,

	but could be as high as 200 per cent.
Semi-formal finance	Semi-formal lending institutions, such as the Rotating Savings and Credit Associations, are the dominant and sustainable traditional institutions that meet the financial and social needs of the poor. Equib, the dominant form of credit and savings in urban and rural areas, is the most popular and provides a lending option for MSEs willing to mobilize in savings groups.
NGOs	Many donors provide funds to NGO's for distribution to needy MSEs. Since declaration of proclamation 40/96, NGOs are prohibited from involvement in credit and savings, unless registered as an MFI. Most of their programmes take the form of community-based lending and saving co-operatives, with high interest rates and inflexible repayment terms.
MFI	The main objective of micro finance institutions is the delivery of financial services (micro-loans, micro-savings, micro-insurance, money transfer, etc) to a large number of productive but resource-poor people in rural and urban areas, including MSEs in a cost effective and sustainable way. The interventions of the micro finance institutions are intended to make a positive and measurable impact on the lives of the poor. Programs offer group-based lending and require guarantees.
Commercial Banks	Commercial banks in Ethiopia they have a limited capacity to deal with MSE financing and are not favorably disposed towards small loans; a very low proportion of informal business sector operators have access to these formal financial institutions.

Source:-Stevenson and onge: 2005:65

2.2.5. Training and Skills development

The objective of any training and skills development system is to impart knowledge and skills in three main areas: i) technical; (ii) business management, and (iii) entrepreneurship. There is a variety of organizations, NGOs and associations that offer enterprise-related training in Ethiopia but There is no coordinated strategy for offering training or for addressing training gaps (as each supplier is focused on their individual mandate), there is limited focus on "growth" training initiatives, and training offered to existing MSEs tends to attract a lower proportion of women.

2.2.6. Deficiencies in meeting needs of women-owned MSEs

- Use of external, formal, managerial capacity building support by women entrepreneurs is very limited (ILO, 2003). For the most part, women entrepreneurs manage their enterprises with support from family and friends both during start-up and expansion stages, with little take-up of training opportunities. The following points may be taken as major deficiencies with the trainings provided:-
 - Low outreach, due to limited capacity and poor access in rural areas, where many women entrepreneurs are located:
 - Not customized to the needs of individual MSEs (delivered in group training workshops using generic materials);
 - Limited follow-up to the standard one-week training programs

2.3. Performance measurement

2.3.1. Design of the system

The measurement of every organization will need to develop their own set of performance measures to help them gain and retain competitive advantage. The set of measures they adopt will be affected by the interaction of three contingent variables:

- Competitive advantage environment they face
- Their chosen strategy, for example, cost leadership or product differentiation
- The type of business they are running

The design of the system is linked to these variables. The three steps are as follows:

1. The first stage is to determine the competitive environment that the organization faces. If it is turbulent and dynamic the managers will need to build an interactive information system, focusing on strategic threats and uncertainties. Regular dialogues between top management and operating staff will facilitate organizational learning. If the conditions are stable, management can delegate control of day-to-day operations to ensure sustained competitive success.
2. What is measured depends on strategic intentions. Where the organization decides to differentiate itself in the market on the basis of the service quality, then it should design measures to monitor and control the quality of service. If the strategy is based on technology and innovation, then it should be measuring its performance in these areas relative to its competitors.

3. The third stage is to decide what type of business you are dealing with. Some measures may be feasible in one sector of the business, but not in others. Even when the strategy and what should be measured are known, it may not be that easy to see how to measure it.

The performance dimensions that are used also fall into distinct categories. Financial performance and competitiveness are set to measure the results of the organization's strategy. All companies will wish to measure the results of their strategy. Innovation, quality measurement, resource utilization and flexibility are measures of factors, which determine competitive success and will vary between companies.

2.3.2. The performance pyramid

The performance pyramid (ACCA: paperF5:2007:251) was developed as a model to understand and define the links between objectives and performance measures at different levels in the organization. The performance pyramid is designed to ensure that the activities of every department, system and business unit support the overall vision of the organization. The pyramid is the vision through which the organization describes how it will achieve long-term success and competitive advantage. The business unit part of the pyramid includes the critical success factors (CFSs) in terms of market-related measures and financial measure. The business operating system includes measures that relate to the internal systems and processes, which are needed to meet the needs of customers. For example measures of flexibility, which relate to how responsive the system is to customer demands. In addition to the day-to-day operational measures the pyramid is designed to measure in a manner that would assist to measure non-financial and internal efficiency of

an organization. The performance pyramid does tend up concentrate on two groups of stakeholders- shareholders and customers. It is necessary to ensure that measures are included which relate to other stakeholders as well.

The following table gives examples of possible criteria for success and measures, which could be used in each case, both financial and non-financial:

Financial performance	<ul style="list-style-type: none"> - Cost - Profitability - Liquidity - Budget variance analysis - Capital structure - Level of bad debts - Return on capital employed (ROCE)
	<ul style="list-style-type: none"> - Sales growth by product or service - Measures of customer base - Relative market share and position
Activity	<ul style="list-style-type: none"> - Sales units - labor/machine hours - Number of material requisitions serviced
Productivity	<ul style="list-style-type: none"> - Efficiency measurements of resources planned against consumed - Measurements of resources available against those used

	<ul style="list-style-type: none"> - Productivity measurements such as production per person or per hour or per shift.
Quality of service	<ul style="list-style-type: none"> - Quality measures in every unit - Evaluate suppliers on the basis of quality - Number of customer complaints received
Customer satisfaction	<ul style="list-style-type: none"> - Speed of response to customer needs - Informal listening by calling a certain number of customers each week - Number of customer visits to the factory or workplace - Number of factory and non-factory manager visits to customers
Quality of working life	<ul style="list-style-type: none"> - Day's absence - Labor turnover - Overtime - Measures of job satisfaction
Innovation	<ul style="list-style-type: none"> - Proportion of new products and services to old ones - New product or service sales levels

SOURCE: -ACCA: paper F5: 2007:256-57

2.4. Balanced Scorecard

The Balanced Scorecard(BSC) was introduced in 1992 by Kaplan and Norton and was one of several similar type balanced scorecards concepts put forward at the time. The Kaplan and Norton model is certainly the most famous and is now synonymous with the

Balanced Scorecard. The Balanced Scorecard provides an Enterprise view of an organizations overall performance by integrating Financial measures with other key performance indicators around Customer satisfaction, Internal business processes and Organizational growth, learning and innovation.

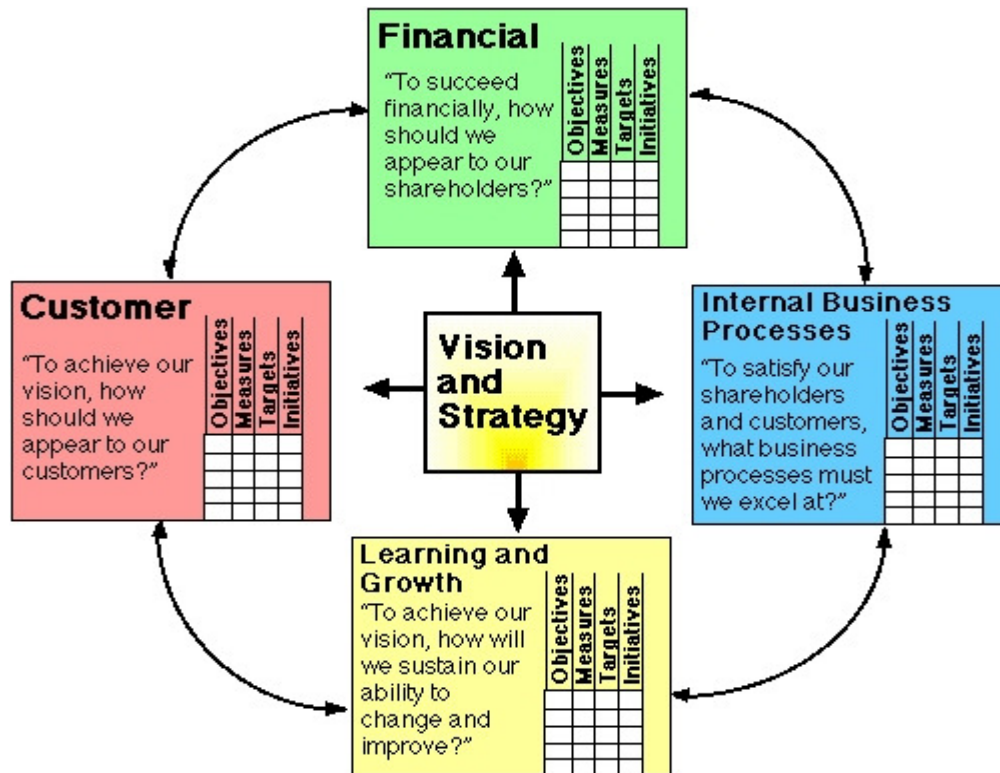
The BSC translates strategy into action- rapidly, measurably, at all levels of the enterprise by aligning strategy with the 4 areas above in a framework for managing change. The BSC is an aid in creating a “balance” among various factors, which share a view of the organization’s strategy for its future development. The BSC links short term operational control to long-term vision and strategy by focusing on a few critical Key Performance Indicators in target areas and forcing to control and monitor day -to-day operations as they affect development tomorrow.

Businesses competing in the information age can no longer be measured in the short run by the traditional financial accounting model. This model developed for the industrial age measures events of the past not the investments in the capabilities that provide value for the future. The Balanced Scorecard is a framework for integrating measures derived from strategy. While retaining financial measures of past performance, the Balanced Scorecard introduces the drivers of future financial performance.

2.4.1. Performance Drivers

The drivers (customer, internal business process, and learning and growth perspectives) are derived from the organization’s strategy translated into objectives and measures. A

good Balanced Scorecard should also have a mix of outcome measures (lagging indicators) and performance drivers (operating indicators). Outcome measures without performance drivers do not communicate how the outcomes are to be achieved or give an early indication about whether the strategy is being implemented successfully. Conversely performance drivers without outcome measures (may achieve short term operational improvements) fail to reveal whether operational improvements have translated into expanded business with enhanced financial performance.



Source:- <http://www.balancedscorecard.org>

Some companies find it more preferable to split the Learning and Growth perspective into two perspectives: Human resources and Development. The Balanced Scorecard is more than a measurement system it can be used as an organizing framework for their management processes. The real power of the Balanced Scorecard is when it is

transformed from a measurement system to a management system. It fills the void that exists in most management systems – the lack of a systematic process to implement and obtain feedback about strategy.

Financial Perspective

The BSC retains the financial perspective since financial measures are valuable in summarizing the readily measurable economic consequences of actions already taken. They indicate whether a company's strategy, implementation and execution are contributing to the bottom line. The financial measures tend to be profit related (by operating income), return on capital employed (ROCE) and Sales growth or generation of cash flow. (<http://www.balancedscorecard.org>)

Customer Perspective

Identifies the customer and market segment in which the business will compete and measures performance in these targeted segments. The perspective typically includes several core/generic measures like customer satisfaction, customer retention and acquisition and market share(<http://www.balancedscorecard.org>). The perspective should also include specific measures of value proposition in the specific market/customer i.e. operated-time, on time delivery if applicable.

Internal Business Process Perspective

The Internal perspective identifies the critical internal processes in which the organization must excel(<http://www.balancedscorecard.org>). These processes enable the business to:

- Deliver the value propositions that attract and retain customers
- Satisfy shareholder expectations on financial returns

The internal measures focus on the processes that have the greatest impact on customer satisfaction and financial objectives. The inclusion of innovation measures in this perspective also gives the organization drivers of long-term financial success as well as short-term operational measures.

Learning and Growth Perspective

Learning and Growth perspective identifies the infrastructure that the organization must build to create long-term growth and improvement. Businesses are unlikely to be able to meet their long-term targets for customers and internal processes using today's technologies and capabilities. Also intense global competition requires companies continually to deliver value to customers and shareholders. Learning and Growth comes from people, systems and organizational procedures(<http://www.balancedscorecard.org>). The financial, customer, and internal perspectives will reveal gaps in the capabilities of people, systems and procedures. To close these gaps businesses will have to invest in reskilling employees, enhancing IT systems and aligning organizational procedures. Employee satisfaction, employee retention, system availability and "front line" customer

information, Alignment of employee incentives with overall organization success factors etc are some of the measures that come under this perspective. The best Balanced Scorecards consist of a series of objectives and measures with linkages incorporating both cause-and-effect relationships and a mixture of outcome measures and performance drivers.

2.4.2. Key performance indicators (KPI)

The following can generalise KPI in balanced scorecard:-

Perspective	CSF	KPI
Financial	Cost reduction Asset utilization Risk management	Benchmark costs versus competitors ROI Percentage of income from new customers Sales order book
Customer	Price Quality Time	Benchmark prices versus competitors Defect rate Delivery operated times
Internal	Operational process After-sales process Employees	Cycle time Rectification time Staff turnover
Innovation and learning	Internal learning innovation	Suggestions implemented Percentage of income from new products

SOURCE:-ACCA: paper P5:2007:..329

The above table shows some general examples of KPIs in balanced scorecard and when dealing with them to deal with performance requires to give due attention for share price as an ultimate measure of corporate performance.

2.4.3. Implementing the balances scorecard

Balanced scorecard links strategy and performance evaluation through the use of a mix of financial and non-financial performance indicators. It's designed to measure performance-using indicators that report on both what has happened in the immediate past and what is likely to happen in the future. Performance measurement must be done sensitively if it is not to induce dysfunctional behavior, as with all performance measurement systems. If inappropriate indicators are selected then firms may be induced to do things in order to satisfy those indicators but which are not in the best interests of the firm. Balanced scorecard involves four essential activities, which have to be executed rigorously if the implementation is to succeed:-.

- Make the strategy explicit: the organization's strategy must be made explicit and made to form the basis for the scorecard.
- Choose the measures: the performance measures must be aligned with the strategy and the relationships between the measures must be clearly understood.
- Define and refine: performance measures must be put into place so that the scorecard becomes the language of the company.
- Deal with people: above all, people and change management must be properly managed.

2.4.4. Steps in implementing the balanced scorecard

1. Make the strategy explicit

The starting point in producing a balanced scorecard is identifying the strategic requirements for success in the firm. Typically, those strategic requirements will relate to products markets, growth and resources (human, intellectual and capital). A firm may follow either a product diversification or cost leadership business strategy. A strategy may involve the development and maintenance of market share.

2. Choose the measures

Performance measures have to be selected that clearly relate to the achievement of the strategies identified in the earlier process. The selection of appropriate indicators and measures is critical. The selected measures form the goals that management communicates to staff as being important. Those goals are what staff will strive to achieve. If the wrong goals are selected then the firm may find itself doing the wrong things. The general problem is that performance that relate to limited parts of the business can be prone to inducing dysfunctional behavior. For example, a firm might minimize its inventory holding in order to meet some inventory holding targets but at the expense of total operating costs.

3. Define and refine

Management reporting associated with the use of the balanced scorecard will make demands on both the management accounting and IT systems in an organization. Fully satisfying those demands have a cost and sometimes compromises may have to be made

in order to contain that cost. All sorts of practical problems may be encountered in reporting on an indicator. For example, when reporting on revenue:

- How is revenue calculated and when is it recorded?
- Should it include the non-core business activity?
- Should revenue be reported under product, region or customer headings?
- How should interdivisional transactional transactions be reported?

4. Deal with people

The balanced scorecard is an exercise in modifying human behavior. It is its interaction with people that determines whether or not it will work.

Balanced scorecards can easily become a confusing mass of measures, some of which even contradict each other. There may be too many measures and action to achieve some of them may contribute to failure to achieve others. The measures may not always be prioritized.

To be effective, the measures contained in the scorecard should be limited in number, reasonably consistent and ranked in some order of priority. Further, performance measures should be aligned with the management structure. Career progression and remuneration should be appropriately linked to scorecard measure linked performance. Organizations, which adopt a balanced scorecard but continue to reward managers on the basis of a narrow range of traditional financial measures, are likely to be disappointed by the results.

Chapter Three: Data Analysis and Interpretation

3.1. General Information

In this part of the study, analysis and presentation of the data collected will be aided by dwelling on the performance measurement tools stated in the literature review section of the study. The analysis conducted in this section will try to surface the facts concerning the actual financial and operating performance of women operated MSEs organized under four selected saving and credit associations formed by and found under WISE. Apart from the incompleteness of available operating and financial information and inapplicability of some of the performance measurement tools, highlighted under the four perspectives, forced the study to be conducted using a limited number of balanced scorecard tools.

The literature review part of this study has given emphasis on the limited educational status of most operators who run their businesses and gave socio-cultural and gender-related factors as focal points for the limited exposure of these women to education. Most women, according to the survey data, were only exposed to a primary and secondary level of education. This limited access to education; they had is standing as a potential obstacle over proper management of their enterprises. The little or no education women operators have, limits them from the preparation and maintenance of proper books of record. This brought about the use of questionnaires to gather information on the financial (especially profitability and sales) and operating performance aspects of women operated MSEs.

Generally this section of the study is organized in the following manner:-

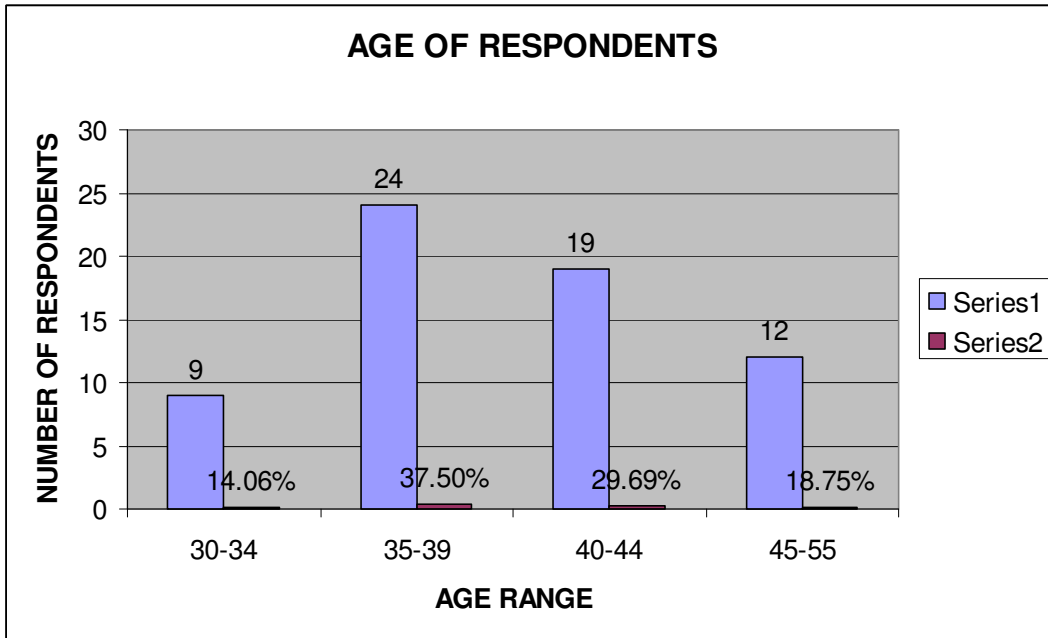
Section One:-It will give general information on operators and the performance of business they run (overall performance of operators under the sampled saving and credit associations.

Section Two:-It will dwell on the performance (by taking the four perspectives of Balanced Scorecard) of operators under the sampled saving and credit associations. Here a separate analysis of women operators under the four associations will be made

Section Three:-This part of the study will be dedicated to the comparison between the women operated MSEs under the four selected associations.

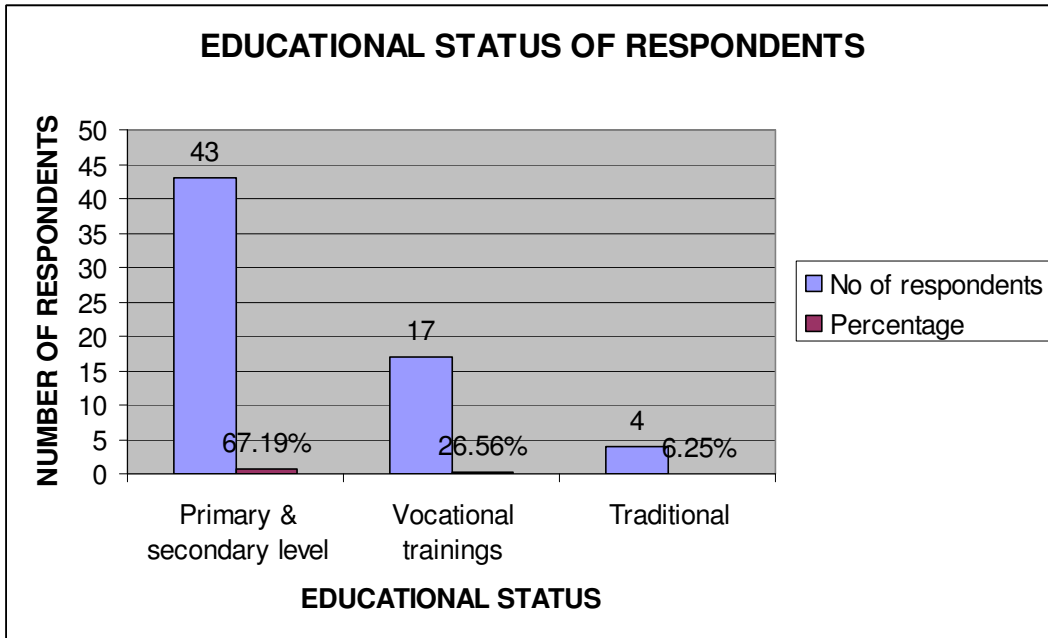
3.1.1. General information on operators

As have been said in the previous chapter most operators of MSE are women at a lower economic and social status. The study conducted brought to light the fact that most operators generally, tend to be below the age of 40 and specifically between the age ranges of 35-39. As reflected by the following table, most respondents tend to fall in the age range of 35-39 (this makes 37.5% of the total respondents) and this is followed by the age range of 40-44 (this makes 29.6875% of the respondents), 45-49 (making 18.75% of the total respondents) and 30-34 (making about 14.06% of the total respondents) respectively.



Source: - Survey data

When the educational background of operators is seen, most of them responded to have a primary and secondary level of education followed by certain vocational trainings (Here the business development trainings given by WISE is not taken into consideration). When the relation between the age group identified previously and their educational status is seen, younger operators tend to have either secondary level of education or certain kind of vocational trainings than their older counterparts. When breakdown of these facts is seen, about 67.19% of the respondents confirmed to have a primary and secondary level of education while 26.59% of them responded to have a limited vocational training and only 6.25% of the respondents stated to have been exposed only to traditional type of education.



Source: Survey data

When their marital status is seen most of them, about 57% of the respondents are married and are still with their husbands while 20.31% of them are divorced and the rest of the respondents are either widowed or separated with each making 10.94% of the total respondents. As mentioned in the previous chapter, women engage in MSEs not out of willingness but to sustain their lives and the many lives depending on them. Most women in the sector take their enterprise as their only source of employment and their only out off unemployment. In addition to this, most respondents consider their enterprises as source of additional income over the small amounts brought home by other family members.

When all this facts are seen in depth, more than half, about 56.25%, of the respondents run their business taking it as their only means of getting employed to generate additional income whereas 31.25% of the responded operators take their enterprises as an

alternative source of income or employment. As stated in chapter 2 of the study, one of the burning issues associated with MSEs in general and women operated MSEs in particular is a premises issue. According to the data collected about 43.75% of the respondents run their business from their home while 37.5% of them responded to have been operating their business in a rented premises and the rest 18.75% responded to have been operating in a relative's place. In addition to the complaints they have on rents they pay the inappropriate locations from where businesses are run (most of them are amid villages) is making the marketing and distribution activities difficult if not impossible.

When the attitude of operators, towards their enterprise, is seen, about 59.4% of the responded operators stated their satisfaction with the business they run just because it generates enough amount to support their family while only 9.375% of them put their enterprise as a profitable one and about 8% of them didn't have a clear idea either on their satisfaction or the profitability of the businesses they run. Of the respondents who put their business as a profitable one, almost all consider it as a success. About 33.3% of these respondents expressed success in terms of cost reduction while 50% of them articulated as an increase in market share and about 17% of them stated success as an increment in number of customers.

When their future plans for their business is seen, about 54.6875% of them think of increasing their enterprise's ability to support their family while 18.75% of them are operating with a plan of increasing quality of their output, about 10.94% of the

respondents operate with a plan of coming up with a new product, about 7.81% of the respondents are planning to expand their business and 7.81% of them operate with a plan to maintain the existing performance as it is.

3.1.2. General Information on Performance

Even though, the government, hand-in-hand, with other concerned parties, is exerting the effort required to enhance the performance of MSEs, most operators still feel that the government is not doing its best, at least by remedying the legal and regulatory obstacles that hinders them from performing their best. According to 79.68% of the respondents, there are legal and regulatory obstacles creating barriers on their enhanced performance. Among these respondents, some put the complex and costly procedure of meeting different sector related requirements as factors hindering them from performing better. Even if this fact well reflected, about 20.31% of the respondent found it hard to blame their poor or reduced performance on the government or its legal and regulatory requirements.

In addition to the legal and regulatory hindrances most operators face, there are also training and gender related factors that put most operators in a position to perform at breakeven or lesser. For about 75% of the respondents the trainings provided have got the following flaws.

- Limited number of women mentors. According to the respondents most husbands are jealous of their wives spending time with men mentors.

- The trainings provided feature a one time nature and they also lack support (Operators will only be trained once and they will not get support on how to implement it)
- Trainings are general in nature and they lack to be business specific
- According to the respondents, there are no trainings geared towards quality improvement, competitiveness enhancement, diversification etc

Similarly, about 82.81% of the respondents put some gender related factors as hindrance from exhibiting a sustainable growth and these operators put the following points as gender related obstacles:

- Most are family heads and can't move from place to place, leaving their children, in search of better markets and trainings
- Lack of support from most husbands. Most husbands don't want their wives to leave home or spend any time with male mentors
- Most women are confined to areas over which they have previous knowledge e.g., food processing (Kollo, Injera etc)
- In third world countries like Ethiopia, women are not encouraged especially in rural parts of the country, to go to school and be educated. This lack of proper education, according to the respondents, constrained from gathering and making use of information that would assist them to improve quality and diversify their output.

When their business strategy is looked into, most operators find it hard to tell or don't exactly know which strategy they follow in perusing their objectives. According to the

survey data, about 71.875% of the respondents, even though they are not aware of it, follow a cost reduction strategy to gear their enterprises in the direction they want. This poor awareness of business management generally surfaced the lack of proper trainings on means to an intended end. The coming section will try to look in the general performances of women operated MSEs taking the four Balanced Scorecard elements into consideration

3.1.2.1. Financial Perspective

One of the many features of MSE in Ethiopia is the lack of proper and complete financial statement to be used for performance evaluation purposes. By dwelling on MSEs under the four sampled saving and credit associations, the study looked into the financial performance of these MSEs by deducing suitable financial performance measures from the financial statements of the saving and credit associations. For financial performance measures such as sales, profitability and capital, the study, totally, depended on the responses to the distributed questionnaires.

3.1.2.1.1. Sales

One of the many facts reflected through the questionnaires is the limited market horizon of operators. The data collected shaded light on the market access operators have and also surfaced how their horizon is limited, to national markets in general and areas around business locations in particular. This limitedness of market horizon is caused by:-

Location: - Most businesses are situated amid villages and this according to the respondents has got a negative impact on distributing their product to markets in far places.

Nature of product: According to the respondents, their products are not types customers from far places will come for. Most of their products, according to the respondents, are picked by people around and not far from areas of their business location.

Education: As stated in the previous parts, most respondents have a primary or secondary level of education limiting their ability to gather and analyze market information.

Social-cultural factors: the other factor stated, by respondents, is family related obstacle. As operators put it most husbands don't want their wives to go far, leaving their children, to attained market related trainings or gather market related information.

As shown in table 5 and 6 about 82.81% of the respondents take quantities sold as a base of measurement while 6.25% and 10.94% of the responded operators gave market share and customer satisfaction as their basis to measure, their sales performance, respectively. About 18.75% of them said to have experienced an increase in sales leaving the majority, 81.25%, of respondents confirming none or insignificant, if there is any, improvement in their sales. Those who stated to have experienced an increment gave fair pricing and improved quality as reasons while intense competition and escalating input prices that led to increased selling price were reasons given by those who replied to have experienced no sales improvement.

3.1.2.1.2. Profit

Generally the profitability of women operated MSEs is highly correlated with their sales. In other, words MSEs are featured with a single activity as their source of income and the sales, be it in quantitative terms or cash wise, has got an immense impact on their profitability. As shown on table 7 about 79.68% of the responded operators stated to have seen no or little, if there is any, improvement in their profitability.

3.1.2.1.3. Saving and Contribution

As shown on table 3 the total amount saved and contributed by women operated enterprises, under the sampled saving and credit associations have shown an average annual increment of 32.81%.

3.1.2.1.4. Capital

As can be seen from table 4, about 84.37% of the total respondents confirmed to have been operating with a similar amount of capital, while the rest 15.65% of the operators stated the increase in their capital.

3.1.2.2. Customer perspective

For the study purpose, the evaluation of women operated MSEs will be made dwelling on the complaints customer made over products they avail and the number of customers they have served over the years taken for the study covers

3.1.2.2.1. Customer served

Generally term refers, for this study purpose, the increase or decline in number of customers. According to most respondents, that is, about 81.25%, business is conducted

having retailers as their major customers leaving households and individuals as customers who consume their outputs with a lesser volume and frequency compared to the previous one. As can be seen from table 16 about 40.63% of them replied to have increased their customer number while 9.38% of the responded operators confirmed to serve the same number of customers over the years. Albeit this fact, about 26.56% of the respondents indicated to have no idea on whether there is an increase or a decline in the number of customers they served over the years under consideration. Improved quality and sustainable and fair price are main features of respondents who stated to experience an increase in customer number. While 23.44% of the responded operators who confirmed to have a decline in customer number underlined the increase of input price (which brought about the increase in selling price) and the increase in number of similar operators as their main reasons.

3.1.2.2.2. Customer complaint

The one thing that was noted and featured, widely, by all respondents is the lack of proper documentation of complaints made by customers. As indicated on table 14 about 90.62% of the respondents depended on informal hearings to keep their customer satisfied, while only 9.37% of the respondents consider the speed of reply to customer need in coping with the satisfaction level of their customers. This surfaced the limited scope of operators on how to keep their customers satisfied and underlined the lack proper trainings on how to identify customer needs and keep these needs satisfied over a long period of time

When the overall picture of compliant of customers is seen, according to most respondents, its highly related with the increase in selling price and a lower customer handling (lack of ability to identify and cope with) customer needs .Most respondent put it as a compliant they find hard to find a solution for and they gave the ever increasing input price as the major source of the compliant.

3.1.2.3. Internal perspective

The Internal perspective of the Balanced Scorecard will only consider the employment aspect of the women operated MSEs to look into their performance of regarding internal matters over the years taken into consideration

3.1.2.3.1. Employment size

As can be seen from tables 8 and 9 most operators are not aware of a mechanisms to exercises control over their employees except for 40.63% of the respondents who replied to exercise a certain level of control through monitoring absenteeism. When the overall picture is seen, most operators feel they have created certain type of employment (mostly to youngsters).Through the years, about 23.44% of the respondents confirmed to have increased their number of employees and gave the sustainable quality and fair pricing that brought about better market share and increased customers as good reasons. Similarly, about 64.06% of the respondents stated to have operated, through the years, with no change or the same number of employees while about 12.5% of the responded operators exhibited a decline in the number of employees working for them and they gave the increased competition or emergence of similar enterprises and the reduced number of

customer, due to the increased selling price (they gave the escalated input price as a cause for increased product price) as major reasons for the decline.

3.1.2.4. Innovation and learning

Here emphasis will be on the women operated MSEs Efficiency and Flexibility and the access they had to trainings over the years covered by the study.

3.1.2.4.1. Efficiency and Flexibility

The data collected surfaced the limited level of efficiency almost all responded operators are operating with. As shown on table 13 only 10.93% of the respondents showed an understanding of the term. These operators, based on their understandings of the term confirmed to have enhanced their level of efficiency and gave the reduced inputs (in quantitative terms) they use and reduced time they are taking to produce output as good indications. On the other hand, majority of the responded operator either don't have the awareness of the term efficiency or have not really gave it a thought to enhance their performance. All this points, generally, shaded light on the lower level of efficiency the sector has performed over the years with.

As indicated on table 15 most replied to have been flexible over the years. A higher proportion of the respondents, about 23.44% understood it as the ability to find additional and better channels of distribution, about 20.35% of the responded operators took it as the ability to operate with as many product mixes as possible and 7.81% of the respondents understood it as the ability to serve the market with new products.

Even though they have a good understanding of the term only a limited proportion of them were able to put their concept of the term in action. As shown on table 17, from the respondents who took it as finding a better and additional distribution channel only 53.33% of them were able to find new and better channels of distribution. For these operators, finding a better channel was mandatory due to the inappropriate locations they are situated. From the operators who understood it as increasing product mix all of them were able to increase their mix. From the respondent who thought of it as the ability to come up with new product, even though they all have plans for the future, 40% of them were able to implement it and the rest gave the additional capital it will require and the difficulty of getting it as a hindrance form doing so.

3.1.2.4.2. Trainings

As it's mentioned in different part of this chapter almost all operators have got the following reservations on the trainings provided.

Limited number of women operators: This makes most husbands uncomfortable and operators tend to pass the trainings for this reason.

Lack of support: For most operators the problem is not confined to attending but also encompasses the inability to implement it. According to the respondent trainings are featured with the lack of proper support in implementing it

General nature: According to the responded operators trainings are general in nature and they lack to be enterprise specific. This, as stated by most operators is a factor that discourages them from attaining it.

According to most respondents trainings have got a one-time- nature and respondents stressed on the poor emphasis given to record keeping, marketing, product diversification and innovation.

As shown on table 10, about 76.56% stated to have been exposed to trainings that would not assist them in any way, to increase their profitability. Similarly about 23.475% of the respondents mentioned of their exposure to trainings that would help them improve their profitability.

About 18.75% of the responded operators stated having been exposed to trainings that would enhance their ability of increasing customer handling while the remained 81.25% of the respondent underlined to have never been exposed to such trainings. When diversification is taken into consideration about 37.5% of the responded operators stated their exposure to trainings that would help them diversify their output while 62.5% of the responded operators stated to have never been exposed to such trainings.

When the problems associated with the trainings offered is seen, about 57.81% of the responded operators stressed on their limited access to it and about 29.68% of them gave emphasis to the poor relationship between the trainings they attend and the enterprise they run. Similarly, about 12.5% of the respondent associate the problem with gender related issues and stated the limited number of women mentors.

3.3. Performance Evaluation of operators under each association.

This second section of the analysis will deal with the independent evaluation of operating and financial performance of women operated MSEs under the four selected saving and credit associations.

3.3.1. Financial perspective

3.3.1.1. Sales (Refer tables 5 and 6)

When sales are taken into consideration the study dwells on two major points of emphasis. These are their measurement of sales and the change in sales

Bisrat Saving and Credit Association

Bisrat saving and credit association was established in 01/10/93 with 251 operators as members. Currently the saving and credit association is operating with 292 operators as members.

Measurement of sales: - As shown on table 5 about 84.21% of the total respondent under this saving and credit association underlined sales unit as their major tool of sales measurement while 15.75% stated to have been making use of market share as a measure of their sales.

Change in sales: -As can be seen from table 5, about 63.15% of the respondents under Bisrat saving and credit association stated to have shown none or little, if there is any increment in sales (both in quantitative and cash terms) while 36.8% of these same respondents underlined to have been experiencing an increase in their sales

Birhan Saving and Credit Association

Birhan saving and credit association was established in 25/10/93 with 157 operators as members. Currently the saving and credit association is functioning with 334 operators as members.

Measurement of sales: - As indicated on table 5 about 73.33% of the responded operators surfaced sales unit as their only and major tool of sales measures, while 26.67% of the respondents confirmed to have been running their business with customer satisfaction as their base of measuring their sales.

Change in sales: - As indicated on table 5 about 26.67% of the respondents were able to increase their sales (both in quantity and cash terms). While the rest 73.3% of the respondents stated to have shown none or little, if there is any increment in sales.

Alegnta Saving and Credit Association

Alegnta saving and credit association was established in 03/12/90 with 62 operators as members. Currently the association is functioning with 488 operators as members.

Measurements of sales: - As indicated on table 5 about 91.67% of the responded operators function by giving attention to their sales units while only 8.33% of them emphasized on customer satisfaction to enhance their sales.

Change in sales: - As indicated on table 5 all responded operators stated to have been experiencing a stagnant sale (both in quantitative and cash terms) while none stating an increase in sales throughout their operational time.

Yenatguada Saving and Credit Association

Yenatguada saving and credit association was established in 05/05/93 with 98 MSEs as member operators. Currently the saving credit association operates 288 MSEs as members.

Measurement of sales:- As indicated on table 5 about 83.33% of the respondents under Yenatguada confirmed using sales unit as a base to measure their sales units while 5.56% and 11.11% of the responded operators stated to use market share and customer satisfaction respectively, as their basis of measurement

Change in sales: - As indicated on table 5 about 5.56% mentioned of experiencing an increase in their sales while 94.4% of the responded operators were not able to increase their sales.

3.3.1.2, Profit

Bisrat Saving and Credit Association.

As sated on table 7 about 84.25% of them stated having none or little, if there is any profit throughout the years taken for the study purpose.. These respondents gave the following as main reasons for the stagnant profitability.

- About 31.25% of the respondents stated the ever growing intense competition as a reason for stagnant nature of their profitability.
- About 50% of the responded operators put the principal and interest payments as factors that eat their profit
- About 18.75% of the respondents stated the escalating input price that brought about an increase in their selling price. The increase in selling price, according to the respondents, contributed to the decline in customer number.

Birhan Saving and Credit Association

As indicated on table 7 about 73.33% of the responded operators reflected none or little, if there is any profit, throughout their operations. The responded operation gave the following as major reason.

- About 27.27% of the respondent mentioned the heightened competition as a major reason
- About 54.54% of the respondents put principal and interest payment as main causes
- About 18.18% of the respondents stated the increase in input price and escalated selling price that led to a reduced number of customers.

Alegnta Saving and Credit Association

As indicated on table 7 about 75% of them mentioned having none or little, if there is any, profit through out their the years taken for the study purpose.. These respondents gave the following about as their major reasons.

- About 11.11% of them stated the increase in competition due to the expansion of the sector.
- About 77.77% of them mentioned the principal and interest payments as a major factor
- About 11.11% of them underlined the sky-rocketing input price and the following selling price escalation.

Yenatguada Saving and Credit Association

As indicated on table 7 about 83.33% of these respondents underlined to have never been profitable through out their operations and gave the following points as major reasons.

- About 20% of them underlined the increase in competition as their major reason for the stagnant nature of their profitability.
- About 46.6% of them underlined the principal and interest payment they make as a major reason.
- About 33.33% of them reflected the increase in input price that brought about an increase in selling price and an associated decline in customer number.

3.3.1.3. Saving and contribution

Bisrat saving and credit association

As indicated under table 3 women operated MSE organized as Bisrat saving and credit association, during the past 5 years, have shown a consistent increment, in absolute terms, reaching its peak during year 1998 with birr 211,616.51. Generally, over the 5 years operators were able to increase their savings at an annual average rate of 33.35%.

when this is seen, in percentage terms, operators were able to perform well during year 1995 with an increment of 50% over the previous year and their year of lower performance, in relative term, was year 1998 with an increment of only 22.37% over the previous year of operation.

Birhan saving and credit association

As indicated under table 3 operators organized as Birhan saving and Credit association have shown an increment of saving that persisted until year 1998 reaching their peak during year 1998 with Birr 166,346.94. These operators, during the 5 years under consideration, were able to increase their savings and contribution at a yearly average rate of 56.04%. When the breakdown of this is seen, operators were able to perform well during year 1995 with a 115.745% increment over the previous year and the year they exhibited their lower performance was year 1998 with only 29.07% increment over the amount saved and contributed during year 1997.

Alegnta saving and credit association

As shown under table 3 the operators are featured with a consistent increment of saving and contribution over the years reaching its peak during year 1998 at an absolute amount of Birr 249,048.96. Operators organized as Alegnta saving and credit association were able to increase the savings and contribution they make at a yearly average rate of 26.17%. For these operators their best year of performance was 1996 with 35.88% savings and contribution over the previous year and year 1995 was a year featured with a lower, only 8.2622%, increment over saving and contribution compared to the previous year.

Yenatguada saving and credit association

As indicated under table 3 operators organized as Yenatguada saving and credit association exhibited a consistent increment in their savings and contribution during the years under consideration. These operators reach their peak during year 1998 with an amount of Birr 120,953.5. These operators were also able to increase their savings and contribution at a yearly average rate of 30.1153%. For these operators their best year of performance was 1996 with a 50.475% increment over the previous year of operation and, in relative terms, the year featured with lower performance was year 1998 with only 5.942% increment over the previous year.

3.3.1.4. Capital

Bisrat saving and credit association

As can be seen from table 4 about 84.21% of the responded operators were able to sustain their business with a similar amount of capital while about 15.78% of the responded operators confirmed to have been able to operate with an increase in capital.

Birhan saving and credit association

As reflected on table 4 about 80% of the respondents stated to have been operating with no change in their capital amount. Similarly about 20% of them were able to increase their capital.

Alegnta saving and credit association

As reflected on table 4 about 83.3% of the respondents were able to operate with a similar amount while about 16.67% of them were able to increase it.

Yenatguada saving and credit association

As can be seen from table 4 about 88.9% of the operators were able to operate with no change in their capital while about 11.11% of them have been able to increase their capital.

3.3.2. Customer perspective

This section will evaluate operators under the four associations, independently, using customer number and customer complaints (satisfaction level) as a measurement base.

Bisrat saving and credit association

As shown in table 14 about 21% of the respondents rely on the speed of reply to customer needs while the majority 78.95% of the respondents rely on informal hearing to cope with the satisfaction level of their customers. As shown in table 16 about 52.63% of them stated increasing their customer number while 15.78% indicated to experiencing a decline in the number of customer they serve. As shown on table 18 about 73.68% of the total respondents stated facing an increase in customer compliant while 15.79% of the respondents underlined to have been operating with the same number of customer compliant. Similarly about 10.52% of the respondents reflected to have been operating

with no awareness of it. Respondent who experienced a decline in customer numbers stated the perpetuated customer compliant on the selling prices of their products leading to a reduced number of customers.

Birhan saving and credit association

As shown on table 14 all responded members rely totally on informal hearing to identify and cope with the satisfaction level of their customers .As shown on table 16 about 13.3% of them reflected to have come across a reduced customer size while 40% and 13.33% of the respondents mentioned of operating with a constant and a reduced customer numbers respectively. As can be seen form table 16 about 60% of the total respondents stated facing an increase in customer compliant while 20% and 6.67% of the respondents underlined to have been operating with the same and a reduced number of customers compliant, respectively. Similarly about 13.33% of the respondents reflected to have been operating with no awareness of it. Respondent who experienced a decline in customer numbers stated the perpetuated customer compliant on the selling prices of their products operated to a reduced number of customers.

Alegnta saving and credit association

As can be seen form table 14 about 16.67% the responded operators stated to have been working with the speed of reply to their customer need while 83.3% confirmed using informal hearings to cope with the satisfaction level of their customers. As can be seen from table 16, about 58.3 % of the respondents stated experiencing an increase in customer number. As reflected on table 18, about 66.67% of the total respondents stated

facing an increase in customer compliant while 16.67% and 8.33% of the respondents underlined to have been operating with the same and a reduced number of customers compliant, respectively. As can be seen form table 18 about 8.33% of the respondents reflected to have been operating with no awareness of the change in customer compliant. Respondent who experienced a decline in customer numbers stated the perpetuated customer compliant on the selling prices of their products leading to a reduced number of customers.

Yenatguada saving and credit association

According to the data collected all respondents organized as Yenatguada saving and credit association fully depended on informal hearings to deal with the satisfaction level of their customers. When the change in customer number is seen the majority, 55.56%, of operators stated facing a decline in customer number while 22.2% of them underlined to have increased their customer numbers. . About 83.33% of the total respondents stated to facing an increase in customer compliant while 16.67% of the respondents underlined to have been operating with the same number of customers compliant. Respondent who experienced a decline in customer numbers stated the perpetuated customer compliant on the selling prices of their products leading to a reduced number of customers.

3.3.3. Internal perspective

3.3.3.1. Employment size

This section of performance assessment takes two major factors as points of emphasis. One will look into the control base and the other will try to shade light on the changes in

employment size the responded operators encountered during the years under considerations.

Bisrat Saving and Credit Association

Control over employees: -As can be seen from table 8 about 63.5% of the responded operators adopted absenteeism as their way of exerting control over their employees while the rest 36.84% stated to have been operating with no specific base to control their employees.

Change in employment: - As can be seen from table 8 about 31.57% of the responded operators indicated increasing their employment size while 36.84% and 31.5% of the responded operators responded experiencing no change and a reduction in employment size, respectively.

Birhan Saving and Credit Association

Control over employees- As can be seen from table 8 about 33.33% of them confirmed to have been using absenteeism as their only way of exerting control while the remaining respondents indicated to have been working with no control mechanisms

Change in employment: As can be seen from table 8 about 26.67% of the responded operators replied to have been operating with an increase in employee number while 73.3% of them stated to have been operating with a constant number of employees. The

survey data indicated the fact that these MSE were featured by operating with no reduction in employment size.

Alegnta Saving and Credit Association

Control over employees: As can be seen from table 8 about 50% of the respondents underline absenteeism as their measure of control over employees while the rest 50% of the responded operators surfaced to have been operating with no specific base of controlling their employees.

Change in employment size: All of the responded operators confirmed to have been operating with a constant number of employees throughout the years of their operations.

Yenatguada Saving and Credit Association

Control over employees: As can be seen from table 8 about 16.67% of them confirmed to have been using absenteeism while 83.3% of respondent have been operating with no means of exerting control.

Change is employment size – As can be seen from table 8 about 27.77% of the respondent indicated to have improved their employee's number while about 61.1% and 11.11% of the responded operators underlined to have been operating with a constant and a reduced employee size respectively.

3.3.4. Innovation and learning perspective

This section will try to shade light on the innovation and learning conditions most women operated MSE are operating under. Here, emphasis will be on each association as a single focal point.

3.3.4.1. Efficiency and Flexibility

Bisrat Saving and Credit Association

As can be seen from table 13 about 15.7% of the responded operators showed their enlightenment on the term efficiency while the rest 84.1% of the respondents indicated to have been operating with a limited knowledge of the idea behind the term. Most of the respondents who said to have been operating efficiently underlined reducing time taken to process outputs as their way of coping with being efficient.

As can be seen from table 15 about 68.75% of the responded operators are aware of the term flexibility while about 31.75% of the respondents indicated to have been operating with a rigid operating style or a limited knowledge and application of the concept. From the respondents who stated to have been operating in a flexible manner.

- About 15.7% understood it as coming up with new product and only 33.33 % of them were able to come up with a new product.(Refer table 17)
- About 15.7% of them understood it as the ability to increase product mix and all were able to add a product to their output. .(Refer table 17)
- About 36.8% of them understand it as the ability to find a new distribution channel or outlet and only 33.33% of them were able to find an additional outlet to meet needs of their customers. (Refer table 17)

Birhan Saving and Credit Association

As can be seen from table 13 none appeared to have been operating, throughout the years under consideration, efficiently either in terms of reducing the time taken to process output or reducing the input required to come up with the expected level of output.

As can be seen from table 15 about 73.3% of them proved to have an understanding of flexibility. When the breakdown of this term is looked into about 33.33% of them reflected their understanding in terms of increasing product mix and all stated increasing their product mix while about 40% of the respondents expressed their understanding of the term as finding a new outlet and only 33.33% of them were able to do so.

Alegnta Saving and Credit Association

As can be seen from table 13 about 8.33% of them responded to have an understanding of the term efficiency with most of the respondents indicating to have been operating with a very limited awareness of the concept. As can be seen from table 15 a limited number of the responded operators understood the term flexibility. As can be seen from table 17, from the respondents who have been operating flexibly about 8.33% of them understood it as increasing product mix and all were to increase their mix.

Yenatguada Saving and Credit Association

As can be seen from table 13 about 16.67% of them stated to have been operating with the term efficiency under consideration. As can be seen from table 15 about 44.44% of them proved to have been operating flexibly. As can be seen form table 17, from these

operators 11.11% of them took it as coming up with a new product and 50% of them were able to do so, about 22.2% of them understood as increasing their mix and were able to do so, about 11.11% of them understood it as finding a new outlet and all were able to find an additional distribution channel.

3.3.4.2. Trainings

Here operators under the four saving and credit association will be evaluated in terms of trainings of different sort (trainings that will help enhance profitability, customer handling, etc) and their access to them.

Bisrat saving and credit association

As can be seen from table 10 about 26.32% of them stated taking trainings that would enhance their profitability. As can be seen from table 11, about 31.57% of these operators stated to have been exposed to trainings that would help increases their customer handling abilities. Albeit of this facts operators still have their reservation on the trainings provided.(Refer table 12)

- About 47.36% mentioned the limited access they have to many trainings
- About 36.84% of the respondent underlined the trainings failures to have a direct relationships with the enterprise they run
- About 15.78% of them reflected the lack of post training support services as their major reservations over the trainings provided.

Birhan saving and credit association

As can be seen from table 10 and 11 responded operators stated to have taken trainings that enhance profitability and customer handling each making about 20% of the total respondents of the association. Even though the case may be operators under Birhan saving and credit association still have the following as major problems with the trainings provided.(Refer table 12)

- About 40% of them stressed on the limited access they have
- About 33.3% of them put the minimal relationship that exist between the trainings offered and the enterprise they run
- About 26.67% of them stressed on the limited post training support services

Alegnta saving and credit association

As can be seen from table 10 respondents organized as Alegnta saving and credit association confirmed their exposure to profitability enhancing training and these operators are about 16.67% of the respondents. As can be seen from table 11 about 16.67% of the respondents responded to have taken trainings that enhance customer handling skills. Even though these are the facts the respondents still have their complaints on the trainings provided (Refer table 12):

- About 66.67% of them feel that the they have limited access to trainings
- About 33.3% of them indicated the limited relationship between the trainings provided and the business they run.

Yenatguada saving and credit association

As can be seen from table 10 about 27.7% of them stated to have been exposed to profitability enhancing training and none had trainings on customer handling. The operators, also, gave emphasis to the following problems. (Refer table 12).

- About 77.7% of them stressed on the limited access they have
- About 16.67% of them indicated the limited relationship between the trainings provided and the business they run.
- About 5.56% of them stressed on the limited post training support services

3.4. Performance evaluation- A comparison between operators under each association.

This third section of the analysis will deal the comparison of operating and financial performance of women operated MSEs under the four selected saving and credit associations.

3.4.1. Financial perspective

3.4.1.1 Sales

This section will follow the same trend followed when dealing with the sales portion of the previous analysis (when dealing with the associations separately). The following paragraphs, by considering measurement and change in sales as focal point, will discuss the comparison between the operators of the four associations.

Measurement

As can be seen from table 6, when sales units are taken into consideration, one can easily see from the table the fact that most respondents who confirmed to use it as a base to measure their sales are member of Bisrat Association followed by members of Yenatguada. While equal number of respondents turned out to be members of Birhan and Alegnta. When the breakdown is seen, of the total respondents who use sales units, to measure their sales, about 30.2% are member of Bisrat followed by member of Yenatguada with 28.3%. These operators are followed by respondents organized as Alegnta and Birhan each making 20.75% of the total respondents who operate using sales units as the measure of their sales.

When market share is seen the survey data showed the fact that none of the women operators in Birhan and Alegnta using it as a base to measure their sales. Most of the respondents who use it as a measure are members of Bisrat saving and credit association followed by operators organized as Yenatguada with 75% and 25% of the total respondents as their members, respectively. When we come to customer satisfaction operators under Birhan association reflected to have a good understanding of it with 57% of the total respondent as members. Similarly about 28.8% and 14.3% of the total respondents who sated to have been using customer satisfaction happened to be member of Alegnta and Yenatguada, respectively.

This information, collected through the questionnaire given to selected operators in the four associations, underlined the limited awareness of operators concerning working with a

better tool of measuring sales. The table reflected that all respondents work with a good understanding of using sales units as a measure. Albeit this fact, it also reflects how limited their understanding, of the importance of market share and customer satisfaction is.

Change in sales

As one can see from table 6, of the total respondents who said to have experienced an increase in sales units most of them, about 58.23% are operators organized as Bisrat Saving and credit association followed by operators organized as Birhan and Yenatguada with 33.3% and 8.3% of the respondents who stated to have increased their sales, respectively. When the respondents who stated to have experienced none or little, if there is any increase, are taken into consideration most of them came out to be operators who are organized as Yenatguada (with 32.06%, of the total respondents) and these operators are followed by operators organized as Alegnta, Bisrat and Birhan with 23.07%, 23% and 21.15% respectively.

When these figures are seen one can easily see how the change in their sales, over the years, is very low. Most of the operators stated to have seen none or little change in their sales leaving a limited number of them with an increased level of sales. Considering this facts it would be misleading to state any increment in sales of women operated MSE over the years under consideration. Operators organized as Bisrat are in a better sales position with most operators experiencing increase in sales better than others. Operators organized as Alegnta are the lowest performers with none of the operators experiencing on increase.

While operators organized as Birhan stands next to Bisrat, Yenatguada look better than Alegnta.

3.4.1.2. Profit

From table 7 one can understand the fact that from the respondents who said to have experienced little or no profit, most of them are operators organized as Bisrat saving and association making 31.37% of the total respondent members. These operators are followed by operators organized as Yenatguada (with 29.4%), Birhan (with 21.56%) and Alegnta saving and credit association (with 17.65%) respectively. These respondents gave the following as major reasons for the stagnant nature of their profitability.

Competition: Most operators, about 41.67%, organized as Bisrat association referred to competition as a major reason. Competition is given as a reason by operators organized as Birhan and Yenatguada (with 25% each) and Alegnta (with 8.33%) respectively.

Principal and interest – From the total operators who gave the payment of principal and interest as a reason for the none or little, if there is any change, in their profitability most of them, about 28.57% are operators organized as Bisrat saving and credit association. These operators are followed by operators organized as Alegnta and Yenatguada (with each making about 25% of the total respondents) and Birhan saving and credit association (making about 21.43% of the total respondents who gave principal and interest payments as reasons) respectively.

Price of inputs: when this reason is taken into consideration operators organized as Yenatguada (about 45.45%) gave it as their reason followed by operators organized as Bisrat (with about 27.27%), Birhan (with about 18.18%) and Alegnta saving and credit associations respectively.

3.4.1.3. Saving and contribution

As can be seen from table 3, during year 1994 the total amount of saving and contributions made by all women operated MSEs, under the four associations, was 241,606.57. from this total operators organized as Alegnta saving and credit association were able to save and contribute the highest proportion, about 41.31%, of the annual saving and contribution followed by, Bisrat with about 27.92%, Yenatguada with about 18.08% and Birhan with about 12.65% respectively.

Women operated MSEs organized as Alegnta saving and credit association still lead the savings and contributions made during year 1995. From the total sum of 336, 865 these operators were able to make up to 32.01%. These operators are followed by operators organized as Bisrat making 30% of it, Birhan making 19.6% of it and Yenatguada making 18.27% of the annual saving and contribution respectively.

From the table one can easily see the similar trend of savings by members during the three last consecutives years. During these three years operators organized as Alegnta stands first (contributing about 31.61%, 31.79% and 32.76% of the annual savings made during year 1996, 1997 and 1998 respectively) these operators were followed by

operators organized as Bisrat (contributing about 28.12%, 28.2% and 28.29% of the annual saving and contribution during year 1996, 1997 and 1998 respectively) Birhan (contributing about 20.01%, 21.09% and 22.24% of the annual saving and contribution made during year 1996, 1997 and 1998 respectively) and Yenatguada (contributing about 20.01%, 18.7% and 16.71% of the annual saving and contributions during year 1996, 1997 and 1998 respectively).

Generally, operators under Alegnta and Bisrat saving and credit associations proved to be business women with good saving habits compared to those organized as Birhan and Yenatguada with fluctuations in their yearly contribution (position) of the total annual savings and contribution.

3.4.1.4. Capital

As can be seen from table 4 from the total respondents who experienced an increase in capital about 60% are operators organized as Bisrat and Birahn saving and credit association. These operators are followed by operators organized as Alegnta and Yenatguada making 20%, each, of the total respondents who confirmed the increase in their capital. Similarly operators organized as Yenatguada make about 88.89% of the total respondent who stated to have been operating with no change in their capital amount. These operators are followed by operators organized as Bisrat, Alegnta and Birahan making about 84.21%, 83.3% and 80%, respectively, of the total operators who confirmed to have been operating with no change in their capital amount.

3.4.2. Internal perspective

3.4.2.1 Employment size

This part of the comparison between operators under the four-selected saving and credit association will dwell on two major parts measurement base and changes in employment size.

Measurement base – As can be seen form table 9 from the respondent who stated to have a measurement base about 46.14% of them are organized as Bisrat saving and credit association. These operators are followed by operators organized as Alegnta (with 23.07%), Birhan (with 19.23%) and Yenatguada (with 11.54%) respectively. The survey, also, reflected that most operators organized as Yenatguada, about 39.47% of the total respondent who mentioned of having no base, operate with a lack of control mechanism over their employees. These operators are followed by those organized as Birhan (with about 26.32% of the total respondent having no control mechanism), Bisrat (with about 18.42%) and Alegnta (with about 11.54%) respectively. Considering these facts operators organized as Bisrat saving and credit association can be taken as best performers with most running their business with a control mechanism while operators organized as Yenatguada proved to be the least operators who run their business with no control mechanism over their employees.

Change in employment size: As can be seen form table 9, from the total respondents who said to have increased the number of their employees, most (about 40%) of them are operators organized as Bisrat saving and credit association these operators are followed

by operators organized as Yenat Guda (with 26.67%, the operators) and Birhan (with 26.67% of the operator) respectively. Some operators have stated to have been operating with no change of employees, and about 29.26% of them are operators organized as Alegnta saving and credit association. These operators are followed by operators organized as Birhan and Yenatguada (with 26.65% each) and Bisrat saving and credit association (with 17.44%) respectively.

When a decline in size is taken into consideration operators organized as Birhan and Alegnata saving and credit association were best performers in their ability to maintain their employees from leaving. Operator organized as Bisrat and Yenatguada underlined to facing a decline. Given this fact about 75% of them are operators under Bisrat while 25% of them are operators organized as Yenatguada saving and credit association.

3.4.3. Innovation and learning perspective

3.4.3.1. Efficiency and Flexibility

This part of the analysis section will deal with the comparison between the MSEs under the four associations taken for the study purpose

As can be seen from table 13 operators organized as Bisrat saving and credit association proved to be more efficient with 42.9% of the total respondent, who stated to have a certain level of efficiency. These operators are followed by operators organized as Yenatguada and Alegnta making 42.8% and 14.3% respectively. Albeit this fact, operators organized under Birhan and Yenatguada are featured with the majority of their

operators responding to have been operating with no awareness of the concept and importance of the term efficiency. These respondent, both 26.32% each, of the total respondents operating with no awareness of Bisrat and Alegnta saving and credit association. This facts underlined the limited awareness of the term efficiency among members of Birhan saving and credit association while operators organized as Alegnta proved to be the most efficient of all operators organized under the rest three saving and credit associations.

When flexibility is taken into consideration all operators, in their own way have understood it, and this can be seen as follows.

New product: -As can be seen form table 15 from the total respondent who understood flexibility in terms of coming up with a new product about 60% of them are operators under Bisrat while the rest 40% are under Yenatguada. This beyond reflecting the attitude of operators under Bisrat, towards serving the market with new product, it also reflected how limited the attitude of respondents under Birhan and Alegnta, towards providing new products, is, In a similar manner when Bisrat, and Yenatguada are seen in terms of coming up with a new product 50% of respondents under Yenatguada who took flexibility as coming up with a new product came up with one while only 33.33% of operators under Bisrat, who took flexibility as coming up with a new product met what they believe in.

Generally, operators under Bisrat and Yenatguada proved to be more flexible while respondent organized as Yenatguada proved to have been the best in coming up with a new product.

Product mix: when this factor is taken into consideration from the total respondent who understood flexibility in this respect about 38.46% of them turn out to be operators organized as Birhan saving and credit association. These operators are followed by operators organized as Yenatguada, Bisrat and Birhan saving and credit associate making about 30.7%, 23.1% and 7.69% of the total respondents. When the implementation is seen only operators under Birhan and Bisrat were able to increase their product mix each making 50% of the total respondent who increased their product mix and this makes them best performers among operators organized under the four associations.

Distribution channel: when this factor is seen from the total respondent who understood flexibility in terms of finding new outlet about 46.67% of them are organized as Bisrat saving and credit association. These operators are followed by respondent organized as Birhan and Yenatguada making 40% and 13.3% of the respondents respectively. When the implementation is seen from operators who understood its as finding a new outlet all operators organized as Yenatguada were able to find a new outlet. These operators are followed by operators organized as Bisrat, with 57.14% finding a new outlet, Alegnta with 50% of them finding a new outlet and Birhan with 33.3% them finding a new outlet.

3.4.3.2. Trainings (Refer table 10, 11 and 12)

This part will try to make a comparison between the operators organized in different association taking selected types of trainings and associated problems.

When training associated with enhancing profitability is seen from the total operators who said to have been exposed to such training about 28.57% of them were organized as Bisrat saving and credit association. These operators are followed by respondents organized as Yenatguada, Birhan and Alegnta as making 26.53%, 24.48% and 20.41% respectively.

When marketing related trainings, especially, customer handling is taken into consideration about 34.6% of the respondents who stated to have been exposed to such trainings turned out to be operators organized as Yenatguada saving and credit association. This operation are followed by respondents organized as Bisrat, Birhan and Alegnta saving and credit association each making 25%, 21.15% and 19.23% respectively.

The other factors adapted for comparison purpose are access, linkage and post training supports

Access to trainings: from the total respondents who said to have a limited access about 77.7% of them are operators organized as Yenatguada. These operators are followed by respondents organized as Alegnta, Bisrat and Birhan making about 66.66%, 47.36% and 40% of the total respondents with limited access to trainings. Considering these facts

operators under Birhan confirmed to have been exposed to trainings relative to other operators organized under the rest saving and credit associations.

Linkage (Relationship between trainings provided and the enterprises):-When this factor is taken into consideration from the total respondents who felt the poor link, about 36.84% of them are operators organized under Bisrat saving and credit association. These operators are followed by respondents organized as Birhan, Alegnta and Yenatguada making 26.32%, 21.05% and 15.789%, respectively, of the total respondent with this complaint. All facts reflected the limited access to trainings operators organized as Bisrat are exposed to followed by operators organized as Birhan, Alegnta and Yenatguada respectively..

Post-training support service: taking this factor into consideration, from the total respondent who complained about it about 50% of them are respondents organized as Birhan saving and credit association. These operators are followed by those organized as Bisrat and Yenatguada saving and credit association making 37.5%, 12.5% respectively. Respondents organized as Alegnta are featured with no complaints of this type.

3.4.3. Customer (Refer table16 and 18)

The upcoming paragraphs will look into the comparison between operators organized as the four stated association taking the customer perspective of balanced scorecard as an evaluation base. Here, emphasis will be on customer satisfaction and customer number.

3.4.3.1. Customer satisfaction:

According to the data collected from the total respondent who dwell on speed of reply to satisfy their customer about 66.7% them are organized as Bisrat saving and credit association. These operators are followed by respondents from Alegnta saving and credit association making about 33% of the total respondent who rely on speed of reply. When informal hearings are taken into consideration from the total respondents who rely on it, about 31.04% of them are respondents organized as Yenatguada. These operators are followed by operators organized as Bisrat and Birhan, each making 25.86% of the respondent who depend on informal hearings.

When the breakdown of complaints are seen, from the total respondents who stated to have faced increased customer compliant, about 32.57% of them are operators organized as Yenatguada. These operators are followed by respondent from Bisrat, Birahn and Alegnta saving and credit association making about 30.43%,19.6% and 17.4% of the total respondents who have experienced an increase in customer compliant, respectively. This indicated how operators organized as Alegnta saving and credit association are better in customer handling and satisfaction than other operators. A declining customer compliant was featured only by operators under Birhan and Alegneta saving and credit association.

3.4.3.2. Change in customer number

According to the data collected, from the total respondents who have shown an increment in customer number about 38.47% them were noticed to be respondents organized as Bisrat saving and credit association. This percentage is followed by respondents

organized as Alegnta, Birhan and Yenatguada making 26.92%, 19.23% and 15.38% of the total respondent who were able to increase their customer number over the years under consideration.

When a decline in customer number is taken into consideration from the total respondent who stated to experience a decline about 66.67% of them were respondents organized as Yenatguada. These operators were followed by operators organized as Bisrat and Birhan making about 20% and 13.33% of the total respondent who confirmed a decline in customer number. Albeit of this facts, some respondents were able to operate with a relatively constant number of customers and this was a feature of operators organized as Birhan saving and credit association.

The other factor to be considered is operator's level of awareness on the change in customer number. From the total respondents who stated to have a limited information on the change in their customer number about 35.29% of them are operators organized as Bisrat saving and credit association. These respondents are followed by respondents from Alegnta, Yenatguada and Birhan saving and credit associations making 29.41%, 23.53% and 11.77% information on their customer number (size) respectively.

Summary

Table 19 Aggregated performance of women operated MSEs

	Increase		Decrease		No change		No awareness	
	Number of respondents	%	Number of respondents	%	Number of respondents	%	Number of respondents	%
Financial Perspective								
Sales	12	18.75	0	0	52	81.25	0	0
Profit	13	20.31	0	0	51	79.69	0	0
Saving and Contribution	64	100	0	0	0	0	0	0
Capital	10	15.63	0	0	54	84.37	0	0
Customer Perspective								
Customer Number	26	40.62	15	23.44	6	9.38	17	26.56
Customer Compliant	46	71.88	2	3.13	11	17.19	5	7.8
Internal Perspective								
Employment Size	15	23.44	8	12.5	41	54.06	0	0

Source: Survey Data

As can be seen from table 19 except for their good performance on their savings most of the women operated MSEs were operating under a stagnant financial performance horizon. When the customer aspects of these operators is seen about 40.62% of them were able to increase their customer number while about 23.44%,9.38% of the responded operators were operating with a declining and a stagnant customer number, respectively.

Similarly about 26.56% of them were noticed to have been running their business with a lack of awareness on the change in their customer number. According to most operators, the escalating input prices and the principal and interest payments they make are major reasons for the stagnant financial performance they have experienced over the years under consideration. When customer compliant is seen, about 71.88% of the responded operators confirmed to have been operating with an ever-increasing compliant number while 3.13% and 17.19% of respondents stated to have been operating with a declining and similar number of customers compliant. According to most operators the increase in selling price, due to the increase in input price, and the intensified competition, due to the ease of entrance, were put as major reasons for the relatively lower increase in customer number and ever increasing customer complaints. When the employment aspect of these operators is seen about 23.44% of the respondents were able to increase the number of people working for them while 54.06% and 12.5% of the respondent confirmed to have been operating with no change and a declining employment size respectively

Table 20 Aggregate performance of women operated MSEs-Innovation and learning

Flexibility	Number of respondents	%
New product	2	3.12
Product mix	13	20.31
Distribution channel	8	12.5

Source:-Survey Data

As can be seen from table 20, from the total operators who responded to have been flexible about 3.12%, 20.31% and 12.5% were able, throughout the years under consideration, to come up with a new product, increase their product mix and find a new outlet respectively. For this lower level of performance most operators gave the capital that may be required and their limited access to it they have as major reasons.

Table 21 Aggregate performance of women operated MSEs-Innovation and learning

Efficiency	Number of respondents	%
Efficient	7	10.94
No understanding of the concept	57	89.1

Source:-Survey Data

As can be seen from table 21 about 89.1% of the responded operators have been running their enterprises in an inefficient manner while only 10.94% of the operators confirmed to have been efficient either by reducing the time taken to produce outputs or reducing inputs in quantitative terms. Most operators gave the lack of proper trainings as major reasons for their operation featured with limited efficiency and flexibility.

Table 22 Aggregate performance of women operated MSEs-Innovation
and learning

Training	Number of respondents who took the training	%	Number of respondents who did not take the training	%
Profitability enhancing	15	23.44	49	76.56
Customer handling skill development	12	18.75	52	81.25

Source:-Survey Data

As can be seen from table 22 only about 23.44% and 18.75% of the total respondents had access to profitability enhancing and customer handling, respectively while the rest 76.56% and 81.25% of the total respondents confirmed to have never been exposed to profitability enhancing and customer handling skill development trainings respectively.

Table 23 Aggregate performance of women operated MSEs-Innovation

and learning

Problems with the trainings offered	Number of respondents who complained about it	%
Limited access	37	57.81
Linkage problem	19	29.69
Implementation problem	8	12.5

Source:-Survey Data

As can easily be seen from table 23 most operators were operating having the stated reservations on the training given to them. From the total respondents who mentioned of a problem with the trainings about 57.81% of them complained about the limited access they have, about 29.69% of them complained on the poor relationship between the trainings and the enterprises they run, about 12.55% of them complained about the lack proper post trainings support.

Chapter Four: -Conclusion and Recommendation

4.1. Conclusion

General findings

In conducting this study, wide range of literature on MSE in general and women operated MSEs in particular were reviewed. The literature taken into consideration were not specific to the study but were more like general ideas on the subject matter. This surfaced the scarcity of literature and researches on the financial and operating performance of women operated MSEs.

Women operators face different barriers, from realizing the full potential of their enterprises, and these include cultural, financial, business support ,education, training , regulatory and infrastructural obstacles as major ones. These obstacles, beyond limiting the income operators generate, they also have got a negative impact on the growth, and expansion of enterprises.

The other thing surfaced through this study is the benefit they are receiving by gathering under a single association such as Bisrat, Birhan, Alegnta and Yentaguada saving and credit association or organization like WISE. Operating under a single umbrella such as WISE assisted operators to enhance the financial and operating potential of their enterprises, generally, and it specifically assisted them to have access to better market, access to finance and good management of it and it also paved the way for them to improve product quality and diversify their outputs than it would otherwise be.

For most operators generating a smaller sum and supporting family is of higher priority than growth, diversification and expansion. It is with this narrow business scope that most enterprises have been operated over the years under consideration. By giving due emphasis to the four perspectives, the whole idea behind the lower performance level of women operated MSEs can be condensed in the following manner.

Financial Perspective

- Sales

Although operators were able to perform with at least a single measure to look over the performance of their sales, the survey data, as reflected through tables 5 and 6, surfaced how poorly operators were able to improve their stagnant sale level. This dormant sales level is generally the result of controllable factor such as lack of proper business management skill development trainings and uncontrollable factor such as the ever-increasing input price that brought about an increase in selling price and associated reduction in customer number and sales amount.

- Profit

The one point noticed through the study is the higher relationship that exists between sales and profitability of enterprises. Most women operated MSEs are totally dependent on the income from their sales and stated in the aforementioned paragraph their sales feature a stagnant nature bringing about a stagnant profitability of the enterprises. In addition to the factors that brought about the neither increasing nor decreasing sales, heightened competition and increasing principal and interest payments were identified as major factors that brought about a stagnant profitability of operators.

- Saving and Contribution

The one thing that almost all operators showed best performance over was on increasing the saving and contribution they make. As can be seen from table 3 operators have been able to increase the savings and contribution they make over the years considered for the study purpose. This point surfaced, with a stagnant sale and profitability of enterprises, how committed operators are to their enterprises.

- Capital

The other stagnant financial aspect featured by operators is capital. Through the years, most were performing badly in their effort to increase their capital. This mostly is attributed to the limited access to finance and the dull sales and profitability eaten by principal and interest payments

Generally it can be said that, over the years covered by the study, women operated MSEs were not performing well in financial terms except for the improvement operators made in the savings and contributions they make over the years. If this increase in saving is perpetuated operators will get the chance to improve their operation that will definitely bring about an improved sales and profitability.

Customer Perspective

The performance of operators, regarding customers was dealt through customer number and customer complaints as focal points. Even though some operators have shown to have been operating with the speed of reply to cope with the satisfaction level of their customers, most were not able to cope with the increasing compliant customers made on the price and the inconsistency of quality of goods they avail. Generally, even though

operators were able to perform well in terms of numbers, the complaints customers made over the price and inconsistency in the quality of products overshadows the good performance they showed in increasing customer number.

Internal Perspective

The sector employs 997,350 people implying an employment ratio of 1.25 per MSE. From the total people absorbed by the sector 598,296 are female showing the big role the sector plays in women employment(CSA:2003;125).Even though the case may be the data collected did not reflect this fact. According to the data collected except for a handful of operators who were able to increase the number of employees that work for them, most were able to operate with a constant number of employees. Given this fact, it would be misleading to state that operators, through out the years, were able to operate with an increase in the number of people that work for them.

Innovation and Learning

When efficiency is seen, it would be hard to conclude on the idea that most operators were performing efficiently. Even though operators understood it in term of reducing the time taken to produce outputs or reducing the input required to produce an output, only a handful of them were able to operate in such a manner. When flexibility is seen, most women have been conducting their business with a limited emphasis on flexibility, be it in terms of increasing product mix, finding new outlets or providing new products. The lower innovative ability of operators was reflected through the limited number of new product and increased mix they were able to come up with throughout the years. Generally performing well goes beyond being subsistence to growth, expansion and propelling the enter economy to a certain development end. Even though the sector, on its

own way, is creating jobs, it fails to provide operators with a remunerating return that will help them improve their life and the many lives that depend on them. This makes it a laggard sector that needs to improve its performance both in financial and operating terms. Unless and other wise all concerned parties exert maximum effort to improve the performance of the sector most operators will, in the near future, go out of the business and will lead to the release of poor and ill educated women into an economy that does not guarantee their retention.

4.2. Recommendation

The data collected from the sampled women operated MSEs reflected the higher extent of operating at breakeven. Most operators engage in the sector not willingly but due to the economy's failure to absorb them. Women operating their own business only push it to the extent it can generate enough amount that would assist them support their family. This limited scope they have for their enterprises is not intentional but is also the result of wide range of cultural, financial, business related obstacles.

Therefore the study recommends the following points so that the aforementioned barriers can be removed for women operated MSE to come out of their subsistence nature and operate with a financial and operating scope that goes beyond supporting family members.

- Most operators do not have assets that can be used as collaterals. Due to this reason they are forced to reduce their savings and amounts that may be used to support their family. For operators to increase their capital, loan providers such as MFI and Commercial Banks should device a way of providing them with funds that may be used to expand their business.
- Most operators stated interest payments as a factor that eats their profit. Loan providers including WISE, should device a means to either reduce the interest rate or provide amounts payable over an extended period of time.
- Trainings provided to operators should be made on sector basis. Trainings, when availed to operators, should have a clear relationship with the enterprises whose owners attend those trainings.

- Most operators complained about the lack of post-training support services. This, according to the operators, is making the implementation of the trainings very difficult if not impossible. So, government, hand in hand with donor organizations, should be able to provide trainees with all the required post-training support services.
- The nature of trainings provided should go beyond being general to innovation skill development, profitability enhancing, customer handling skill development and competitiveness and quality improvement.
- One of the major problems associated with MSE is their limited knowledge of keeping books of accounts. This makes proper evaluation of their performance very difficult, if not impossible. The government and all other concerned parties should assist operators, through a proper and continual training, to keeping record of their operation.
- The government, hand-in-hand with all concerned parties should properly promote women operated enterprises and their outputs. This may be done through the use of public media through which operators may be allowed to introduce their outputs. This would enable them cover wider markets and enhance their profitability.
- There should be a through research on the operating and financial performance of women operated MSEs so that their problems could be brought to light.
- Most operators are faced with premises problem. To overcome this problem the government, with the help of donor organizations, prepare

trading places, for similar sub-sectors, so that operators can produce and market their product from a single location.

Generally, with due emphasis on the aforementioned points efforts to improve the operating and financial performance of women operated MSEs should not be left to operators themselves but should also be taken, by the government and other concerned parties, a responsibility that requires attention and priority.

ANNEX-2

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS AND ECONOMICS
DEPARTEMENT OF ACCOUNTING AND FINANCE

Questionnaire on the research:

The Financial and operating performance of women operated MSEs
(A case study on women operated MSEs organized under WISE)

Introduction:- I am a final year Accounting and Finance(MSC) student at the Addis Ababa University. As a partial fulfillment of the program, I am conducting a study on the financial and operating performance of women operated MSEs. The purpose of this questionnaire is to better understand the operating and financial performance of these enterprises over the past five years. The results will be used to assist policy makers, academicians and other interested parties develop a good understanding of how women operated MSEs are performing. The questions are designed in a manner that can be dealt with easily and the corresponding answers will be kept strictly confidential. People with access to the answers are those related with the study and answers will be combined anonymously with all the other information collected to form a report

Date

Part one: General Information

1.1. Age _____

1.2. Marital Status

- Married Divorced Separated
 Single Widowed

1.3. Do you have any formal education?

- Yes No

1.4. If 'Yes' to 1.4 what is your highest level?

- Primary Vocational
 Secondary Other, specify _____

1.5. If 'No' to 1.4 can you read and write?

- Yes No

1.6. If 'No' to 1.6 who helps you run your business?

- Husband Son/daughter Friend
 Relative Other, specify

1.7. Did you have any work experience before you start this business?

- Yes, state the industry and the years of experience _____
 No

1.8. Is your business registered with trade and industry?

- Yes No

1.10 How do you see your business?

- Employment purpose
- Carrier options
- Other, specify

Part Two: Business Level

2.1 Name of the enterprise _____

2.2 Type of sub-sector

- Textile and Garment
- Construction
- Food processing
- Municipal activity
- Wood and metal works
- Other, specify _____

2.3. Why did you selected the above sub sector?

- Large market size for products
- Short period of return over investment
- High role in self poverty reduction
- Other, specify _____

2.4. Who helped you with information to select the above (shown under 2.2) sub sector

- No one (myself)
- Relative
- Husband
- Friends
- Others specify _____

2.5. How do you see your business?

- Profitable
- Helps support the family
- Satisfying
- Other, specify _____

2.6 How do you evaluate your business?

- Successful Not successful

2.7. If your answer to 2.6 is successful how do you define success?

- Reduced cost of operation Increased sales
 Increased market Increased profit
 Increased customer Other, specify _____

2.8. How do you think your business will operate in the future?

- With expansion Increase potential to support family
 With enhanced quality With new product
 With new product Other, specify

2.9. What factors, in your opinion, will hinder your business from achieving the above objective?

- Premise issue Market issue
 Finance issue Training issue
 Employee (labour) issue Policy issue
 Competition
 Other, specify _____

2.10. Do you think the current place you are running your business from is adequate enough?

- Yes No

2.11. How is the working premises of your business held up?

- Owned Related Other, specify _____
 Family house

Part Three: Performance (General)

3.1. How do you measure your performance?

- Qualitative (e.g. Profit and market share)
- Quantitative (e.g. Number of complaints)
- Monetary (e.g. turnover, profit, return on capital employed)
- Non-monetary

3.2. Are there any socio-cultural factors affecting your financial and operating performance?

- Yes, specify _____
- No

3.3. Are there any regulatory constraints affecting your financial and operating performance?

- Yes, specify _____
- No

3.4. Are there any training related issues affecting your financial and operating performance?

- Yes, specify _____
- No

3.5. Does gender have an impact on your financial and operating performance?

- Yes, specify _____
- No

3.6. Do you think the sub-sector you selected has got its implication on your current level of financial and operating performance?

- Yes No

3.7. What kind of business strategy do you follow?

- Cost leadership
 Product diversification

3.8. Do you think the strategy selected has got its own impact on your current operating and financial performance?

- Yes No

3.9. What is the level of your profit compared to the previous year?

- More Less Same /not sure

3.20. Have you taken any training on how to improve?

- Yes No

3.21. Have you taken any training on customer handling and keeping customers satisfied?

- Yes No

3.22. Have you taken any training on how to diversify your products/services?

- Yes No

3.23. In your opinion, what do you think are the main problems with the training offered?

- Low outreach
 Not customized
 Lack of assistance in work place (to implement the training)
 Men trainers [Husband don't feel comfortable]
 One-off nature
 Others, specify _____

Business process and customer prospective

Quantity and price

3.24. How do you determine your quality?

- Taking all expenditure
- Taking variance due to usage
- Others, specify _____

3.25. How do you determine your price?

3.26.

- Taking all expenditure
- Taking variance due to usage
- Others, specify _____

3.26. How is the level of your price compared to previous years?

- More
- Same
- Less
- Hard to say

3.27. Please state possible reasons for your answer of 3.23

3.28. How is the current level of quantity used when compared with previous years?

- More
- Same
- Less
- Hard to say

3.29. Please state possible reasons for your answer of 3.28

Competitiveness

3.30. How do you measure your competitiveness?

- Sales by product/service
- Customer base
- Relative market share and position
- Others, specify

3.31. Do you have any standard for products you provide?

- Yes
- No

3.32. Do you think your competitiveness have increased during the previous years?

- Yes
- No

3.33. Please state possible reasons for your answer of 3.33

Activity Level

3.34. What factor do you consider to measure your activity level?

- Sales units
- Number of customer orders
- Number of customers
- others, specify _____
- Time spent on the business

3.35. Do you think you are operating at an increased activity level compared to previous years?

- Yes No

3.36. Please state possible reasons for your answer of 3.35

Efficiency

3.37. How do you evaluate your efficiency?

- Comparison between actual and planned inputs used
- Comparison between inputs available and actual inputs used
- Through production /output per time spent on the business
- Others, specify _____

3.38. In your opinion do you think there is an improvement in your efficiency?

- Yes No

3.39. Please state your reasons for your answer of 3.38

Quality

3.40. How do you measure your quality?

- Quality per unit
- Number of complaints received
- Number of new customer
- Number of items returned back
- Others, specify _____

3.41. Do you think there is an improvement in the quality of product you provide?

- Yes
- No

3.42. Please state reasons for your answer of 3.41

Customer satisfaction

3.43. What factor do you consider to keep your customers satisfied?

- Speed of response to their needs
- Informal listening
- Other, specify _____

3.44. Do you think your customers are satisfied with your products/service?

- Yes
- No

3.45. Please state reasons for your answer of 3.44

3.46. Who are your major customers?

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> Individuals | <input type="checkbox"/> Traders |
| <input type="checkbox"/> Households | <input type="checkbox"/> Others, specify |

Flexibility

3.47. What factors do you think are important to be flexible?

- New product/service introduction
- Product /service mix
- Volume flexibility
- Delivery flexibility
- Others, specify _____

3.48. Do you think there is an improvement in your business flexibility?

- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|

3.49. Please state reasons for your answer of 3.48

Labor (Employee)

3.50. What measures do you consider to measure your performance concerning your employees?

- Idle time
- Absenteeism
- Labour turnover
- Others, specify _____

3.51. Is there an increase in the number of people working for you?

- Yes
- No

3.52. Do you think your employees are in a better place (do you think they have a good working condition?)

- Yes
- No

3.53. Please state reasons for your answer of 3.53

Service quality

3.54. What factors do you consider to provide a qualitative service?

- Reliability
- Responsiveness
- Appearance
- Comfort
- Availability
- Communication
- Curtsey
- Compliance
- Others, specify

3.55. Do you think there is an improvement in the quality of service you provide?

- Yes
- No

3.56. Please state reasons for your answer of 3.55

Finance information

3.57. Do you think you have access to finance?

- Yes
- No

3.58. Rate your access to finance?

- Excellent Good
 Very good Fair

3.59. What factors do you consider to control your financial performance?

- Cost Budget variance analysis
 Profitability Other, specify
 Liquidity

3.60. Do you think there is an improvement in your financial performance over the years?

- Yes No

3.61. Please state reasons for your answer of 3.60

PROFIT

3.62. Do you think your profit have increased over the years?

- Yes No

3.63. If 'Yes' to 3.62 what factors have contributed?

- Customer Increased quantity
 Increase in demand Improved management
 Increase in investment Other, specify
 Increase in selling price Diversification/innovation

3.64. If 'No' to 3.62 what factors have contributed

- Competition
- Illness, death, funeral of family member
- Theft, fraud, robbery
- Lack of capital
- Loan repayment
- Other specify _____

SALES

3.65. What kind of market do you serve?

- Local
- National
- Regional
- Global

3.66. How do you evaluate your sales?

- Profitability by customers
- Market share
- Customers satisfaction
- Orders as a percentage of sales (What %age of orders have been converted to actual sales?)
- Others, specify

3.67. Do you think your sales have increased over the years?

Yes

No

3.68. Please state reasons for your answer of 3.67

PART FOUR

(Please give five reasons for each)

4.1. What do you recommend to improve the financial and operating performance of SME in same sub sectors?

4.2. What do you think the government should do to improve the financial and operating performance of SMEs in your sub-sectors?

4.4. In what way would you like to get the market related problems addressed?

4.5. What do you think are the major infrastructure problems?

አዲስ አበባ ከተማ ውስጥ በሴቶች የሚንቀሳቀሱ አነስተኛና ጥቃቅን የንግድ ድርጅቶች የስራና የፋይናንስ እንቅስቃሴ ዙሪያ መረጃ ለማግኘት የተዘጋጀ የጥናት ቃለ-መጠይቅ

የዋይዝ ኢትዮጵያ ጉዳይ

ክፍል አንድ: አጠቃላይ መረጃዎች

1.1 እድሜ _____

1.2 የጋብቻ ሁኔታ

ያገቡ	የፈቱ	የተለዩ
ያላገቡ	ባለቤትዎ በሞት የተለዩ	

1.3 ማንኛውም አይነት መደበኛ ትምህርት ተምረዋልን?

አዎ አልተማርኩም

1.4 ለተራ ቁጥር 1.3 የሰጡት መልስ «አዎ» ከሆነ ክፍተኛ የትምህርት ደረጃዎ ምንድን ነው?

አንደኛ ደረጃ የቴክኒክ ሙያ

ሁለተኛ ደረጃ ሌላ ከሆነ ይግለጹት _____

1.5 ለተራ ቁጥር 1.3 የሰጡት መልስ «አልተማርኩም» ከሆነ መፅፍና ማንበብ ይችላሉን?

አዎ አልችልም

1.6 ለተራ ቁጥር 1.5 መልስዎ «አልችልም» ከሆነ ስራዎን በመምራት ረገድ ማን ይረዳዎታል?

ባለቤቱ ሴት/ወንድ ልጅ ጓደኛዬ

ዘመድ ሌላ ካለ ይገለጹ _____

1.7 ይህንን ስራ ከመጀመርዎ በፊት ሌላ የስራ ልምድ አለዎትን?

አዎ:: የስራ ዘርፉንና የአገልግሎት ዘመንዎን ይግለጹ:: _____

የለኝም

1.8 የንግድ ስራዎ በንግድና ኢንዱስትሪ ጽ/ቤት ተመዘግቧልን?

አዎ

አልተመዘገበም

1.9 ስራዎችን የሚመለከቱት በምን መልኩ ነው?

ስራተኛ ለመሆን አላማ/አንደኛው የሥራ ምንጭ

በስራ መስክ አማራጭነት

ሌላ ካለ ይገለጹ _____

ክፍል ሁለት: የስራው ደረጃ

2.1 የድርጅቱ መጠሪያ ስም _____

2.2 የንዑስ ዘርፉ አይነት

ጨርቃ ጨርቅና ልብስ

ኮንስትራክሽን

ምግብ ማደራጃ

የማዘጋጃ ቤት ተግባር

የአንጨትና ብረታ ብረት ስራ ሌላ ካለ ይገለጹ _____

2.3 ከላይ የተጠቀሰውን ንዑስ የስራ መስክ ለምን መረጡት?

ለምርቶቹ ክፍተኛ የገበያ መጠን ስላለው

ከወጣው መዋዕለ ንዋይ በላይ በአጭር ጊዜ ትርፍ ስለሚያስገኝ

በግል ድህነት ቅንሳ ረገድ ክፍተኛ ሚና ስለሚጫወት

ሌላ ካለ ይገለጹ _____

2.4 ከላይ ያለውን ንዑስ ዘርፍ (በቁጥር 2.2 የተጠቀሰውን) ለመምረጥ መረጃ በመስጠት የረዳዎት ማን ነው?

ማንም አልረዳኝም (ራሴ) ዘመድ

ባለቤቱ ጓደኞቹ ሌላ ካለ ይጠቀስ _____

2.5 ስራዎን እንዴት ይመለከቱታል?

ትርፋማ ነው

ቤተሰቤን ለመደገፍ ይረዳኛል

አጥጋቢ ነው

ሌላ ካለ ይገለጹ _____

2.6 ስራዎችን እንዴት ይገመግማሉ?

ስኬታማ ነው

ስኬታማ አይደለም

2.7 ለተራ ቁጥር 2.6 መልስዎ «ስኬታማ ነው» ከሆነ ስኬት ሲሉ ለእርስዎ ምን ማለት ነው?

የማንቀሳቀሻ ወጪን መቀነስ

የሽያጭ መጠን ማደግ

የገበያ መጠን መጨመር

የትርፍ መጠን መጨመር

የደንበኛ ቁጥር ማደግ

ሌላ ካለ ይገለፅ _____

2.8 ስራዎ ለወደፊቱ እንዴት ይንቀሳቀሳል ብለው ያስባሉ?

ከመስፋፋት ጋር

ቤተሰብን የመደገፍ አቅሙ ያድጋል

ከበለጠ ጥራት ጋር

ከአዲስ ምርት ጋር

ሌላ ካለ ይገለፅ _____

2.9 በእርስዎ አስተያየት ስራዎ ከላይ የተጠቀሰውን ግብ እንዳያስካ ሊያደርጉት የሚችሉት ጉዳዮች ምንድን ናቸው?

የቦታ/የቤት ጉዳይ

የገበያ ሁኔታ

የገንዘብ አቅም

የስልጠና ጉዳይ

የሰራተኛ ጉዳይ

የፖሊሲ ጉዳይ

የገበያ ውድድር

ሌላ ካለ ይጠቀስ

2.10 በአሁኑ ሰዓት ስራዎን እያንቀሳቀሱበት ያለው ቦታ በቂ ነው ብለው ያስባሉ?

አዎ

አላስብም

2.11 ስራዎን የሚሰሩበትን ቦታ እንዴት ሊያገኙት ቻሉ?

የራሴ ነው

የዘመድ ነው ሌላ ካለ ይጠቀስ _____

የቤተሰብ ቤት ነው

ክፍል 3: ስራ አፈፃፀም (አጠቃላይ)

3.1 የስራ አፈፃፀምን የሚለኩት እንዴት ነው?

በጥራት (ለምሳሌ ትርፍና የገበያ ድርሻ)

በቁጥር (ለምሳሌ በቅሬታዎች ብዛት)

ከገንዘብ አንፃር (ለምሳሌ ትርፍ/ ከካፒታል የተገኘ ተመላሽ)

ገንዘብን መሰረት ያላደረገ

3.2 የእርስዎን የፋይናንስ እና የስራ አፈፃፀምን የሚገቡ ማናቸውም ማህበራዊና ባህላዊ ምክንያቶች አሉን?

አዎ ፣ ይግለፁት _____

የለም

3.3 የእርስዎን የፋይናንስና ስራ አፈፃፀምን የሚገቡ ማናቸውም የሕግ/መመሪያ አንቅፋቶች አሉን?

አዎ ፣ ይግለፁት

የለም

3.4 የእርስዎን የፋይናንስና የስራ አፈፃፀምን የሚገቡ ከስልጠና ጋር ግንኙነት ያላቸው ጉዳዮች አሉን?

አዎ ይግለፁት _____ የለም

3.5 ስርዓተ - ጾታ በእርስዎ የፋይናንስና የስራ አፈፃፀም ላይ ተፅእኖ አለውን?

አዎ ፣ ይግለፁት

የለውም

3.6 የመረጡት ንዑስ ዘርፍ በአሁኑ ሰዓት ባለዎት የፋይናንስና የስራ አፈፃፀም ላይ የራሱ ትርጉም አለው ብለው ያስባሉን?

አዎ

አላስብም

3.7 ምን አይነት የስራ/ የንግድ ስትራቴጂን ይከተላሉ?

በወጪ የሚመራ /ወጪን መቀነስ

ምርትን ማሰባጠር/የምርት አይነትን ማብዛት

3.8 የመረጠት ስትራቴጂ በአሁኑ ሰዓት ባለዎት የስራ እና የፋይናንስ አፈፃፀም ላይ የራሱ አንድምት አለው ብለው ያስባሉን?

አዎ አላስብም

3.9 ካለፈው አመት ጋር ሲነፃፀር የእርስዎ ትርፍ ደረጃ ምንድን ነው?

ጨምሯል ቀንሷል ተመሳሳይ ነው/እርግጠኛ አይደለሁም

3.10 ትርፍን እንዴት ማሻሻል እንዳለብዎት ማንኛውንም ስልጠና ወስደዋልን?

አዎ አልወሰድኩም

3.11 በደንበኛ አያያዝ እና የደንበኞችን እርካታ በመጠበቅ ዙሪያ ማንኛውንም ስልጠና ወስደዋልን?

አዎ አልወሰድኩም

3.12 የምርቶችዎን/የአገልግሎቶችዎን አይነት እንዴት ማብዛት እንዳለብዎት ማንኛውንም ስልጠና ወስደዋልን?

አዎ አልወሰድኩም

3.13 በእርስዎ አስተያየት በተሰጠው ስልጠና ላይ ዋነኛ ችግሮች ናቸው ብለው የሚያስፈቅዱ ምንድን ናቸው?

- በአነስተኛ መጠን መዳረስ
- አለመለመድ/ከማካሂደው ንግድ ጋር አለመገናኘት
- በስራ ቦታ የማይረዳ መሆኑ (ስልጠናውን መተግበር አለመቻሉ)
- አስልጣኞቹ ወንዶች መሆናቸው (ባሎች ደስተኛ አለመሆናቸው)
- አንዴ ተሰጥቶ የሚቀር መሆኑ
- ሌላ ካለ ይግለፁት _____

የስራ ሂደትና ስለደንበኛ ያለ ምልክታ

ጥራት እና ዋጋ

3.14 ጥራትዎን የሚወስኑት እንዴት ነው?

- ሁሉንም ወጪዎችን በመውሰድ
- በመጠቀም ምክንያት ያሉ ልዩነቶችን በመውሰድ

ሌላ ካለ ይግለፁት _____

3.15 ዋጋዎችን የሚወስኑት እንዴት ነው

ሁሉንም ወጪዎችን በመውሰድ

በመጠቀም ምክንያት ያሉ ልዩነቶችን በመውሰድ

ሌላ ካለ ይግለጹት _____

3.16 ካለፈው አመት ጋር ሲነፃፀር የዋጋዎች ደረጃ አንዴት ነው?

ጨምሯል

ተመሳሳይ ነው

ቀንሷል

ለመናገር ያስቸግራል

3.17 ለጥያቄ ቁጥር 3.16 ለተሰጡት መልስ ያለዎትን ምክንያቶች እባክዎን ይግለጹልን?

3.18 ካለፈው አመት ጋር ሲነፃፀር በአሁኑ ሰዓት የተጠቀሙት የግብአት ብዛት ደረጃ እንዴት ነው?

ጨምሯል

ተመሳሳይ ነው

ቀንሷል

ለመናገር ያስቸግራል

3.19 ለጥያቄ ቁጥር 3.18 ለተሰጡት መልስ ያለዎትን ምክንያቶች እባክዎን ይግለጹልን?

ተወዳዳሪነት

3.20 የእርስዎን ተወዳዳሪነት እንዴት ይለኩታል?

በምርት /አገልግሎት ባለ ሽያጭ

ደንበኛን መሰረት በማድረግ

አንፃራዊ የገበያ ድርሻና ደረጃ

ሌላ፣ ካለ ይግለጹት _____

3.21 ለሚያቀርቧቸው ምርቶች ማንኛውም ደረጃ አለዎትን?

አዎ የለኝም

3.22 ባለፉት አመታት ተወዳዳሪነትዎ አድጓል ብለው ያስባሉን?

አዎ አላስብም

3.23 ለጥያቄ ቁጥር 3.22 ለሰጡት መልስ እባክዎ ያልዎትን ምክንያቶች ይግለጹልን?

የተሳትፎ ደረጃ

3.24 የእርስዎን የተሳትፎ ደረጃ ለመመዘን የሚጠቀሙት መስፈርት ምንድነው?

የሽያጭ መጠን የደንበኞች የተእዛዞች ብዛት

የደንበኞች ብዛት ሌላ፣ ካለ ይግለጹት _____

በስራው ላይ የሚያሳልፉት ጊዜ (ሰዓት)

3.25 ካለፉት አመታት ጋር ሲነፃፀር እየጨመረ/ እያደገ በሚሄድ የተሳትፎ ደረጃ በመስራት ላይ ነኝ ብለው ያስባሉን?

አዎ አላስብም

3.26 ለጥያቄ ቁጥር 3.25 ለሰጡት መልስ እባክዎ ያልዎትን ምክንያቶች ይግለጹልን?

ብቃት

3.27 የእርስዎን ብቃት እንዴት ይገመግሙታል?

በትክክል ጥቅም ላይ የዋለውንና የታቀደውን ግብአት በማነፃፀር

ያለውን ግብአት እና በትክክል ጥቅም ላይ የዋለውን ግብአት በማነፃፀር

በስራው በተገኘው ምርት/ውጤት ስራ ላይ በዋለው ሰአት

ሌላ ካለ ይግለጹት _____

3.28 በእርስዎ አስተያየት በእርስዎ ብቃት ላይ መሻሻል ታይቷል ብለው ያስባሉን?

አዎ አላስብም

3.29 በቁ. 3.28 ለሰጡት መልስ እባክዎ ያሉዎትን ምክንያቶች ይግለጹልን?

ጥራት

3.30 የእርስዎን ጥራት የሚመዘኑት እንዴት ነው?

- ጥራት በቁጥር
- በተቀበሏቸው ቅሬታዎች ብዛት
- በአዳዲስ ደንበኞች ብዛት
- ተመልሰው በመጡ እቃዎች ብዛት

ሌላ፣ ካለ ይግለጹት _____

3.31 በሚያቀርቡት ምርት ጥራት ላይ መሻሻል ታይቷል ብለው ያስባሉን?

አዎ አላስብም

3.32 በቁጥር 3.31 ለሰጡት መልስ እባክዎ ያሉዎትን ምክንያቶች ይግለጹልን?

የደንበኛ እርካታ

3.33 የደንበኞችዎን እርካታ ለመጠበቅ ምን ዘዴ ለመጠቀም አስበዋል?

- ለፍላጎቶቻቸው የሚሰጠው ምላሽ ፍጥነት
- ኢ-መደበኛ በሆነ መንገድ ማዳመጥ

ሌላ፣ ካለ ይግለጹት _____

3.34 ደንበኞችዎ እርስዎ በሚያቀርቧቸው ምርቶች/አገልግሎቶች ረክተዋል ብለው ያስባሉ??

አዎ

አላስብም

3.35 በቁጥር 3.34 ለተሰጠው መልስ እባክዎ ያሉዎትን ምክንያቶች ይግለጹልን?

3.36 የእርስዎ ዋነኛ ደንበኞች እነማን ናቸው?

ግለሰቦች

ነጋዴዎች

አባወራዎች

ለሎች፣ ካሉ ይግለጹዎቸው _____

እንደሁኔታው ነገሮችን መቀያየር

3.37 ከወቅታዊ ክስተቶች ጋር መጓዝን ጠቃሚ የሚያደርጉት ነገሮች ምንድን ናቸው ብለው ያስባሉ?

አዲስ ምርት/አገልግሎትን ማስተዋወቅ

የምርት/ የአገልግሎት ውህድ (ቅልቅል)

ከመጠን አንፃር እንደሁኔታው መሄድ

ከማስረከብ አንፃር እንደሁኔታው መሆን

ሌሎች፣ ካሉ ይግለጹዎቸው _____

3.38 ከወቅታዊ ሁኔታዎች ጋር በመጓዝ ረገድ በእርስዎ ስራ ውስጥ መሻሻል ታይቷል ብለው ያስባሉ??

አዎ

አላስብም

3.39 በቁጥር 3.38 ለሰጡት መልስ እባክዎ ምክንያትዎን ይግለጹልን?

ሠራተኛ (ተቀጣሪ)

3.40 ሰራተኞችዎን በተመለከተ ያለዎትን የስራ አፈፃፀም ለመለካት ምን ምን መለኪያዎችን ለመጠቀም አስበዋል?

ከስራ ወጭ የሚሆኑበትን ሰአት

ከስራ የሚቀሩበትን ቀን

የሰራተኞች ስራ መልቀቅ

ሌላ ካለ ይግለጹት _____

3.41 በእርስዎ ተቀጥረው የሚሰሩ ሰዎች ብዛት ጨምሯልን?

አዎ

አልጨመረም

3.42 ሰራተኞችዎ በተሻለ ቦታ ላይ ናቸው ብለው ያስባሉን (ጥሩ የስራ ሁኔታ አላቸው ብለው ያስባሉን?)

አዎ

አላስብም

3.43 ለተራ ቁጥር 3.42 ለሰጠት መልስ እባክዎን ምክንያቶችዎን ይግለጹልን።

3.44 ጥራትን መሰረት ያደረገ አገልግሎት /ምርት ለመስጠት/ ለማቅረብ ተገቢ ነው ብለው የሚያስቡት መስፈርት ምንድን ነው?

አስተማማኝነት

ምላሽ ሰጪነት

መታየት /አቀራረብ

ምጽቶች

በቦታው መገኘት

ንግግር

ትህትና

ስምምነት

ሌላ ካለ ይግለጹ

3.45 በሚያቀርቡት አገልግሎት ላይ መሻሻል ታይቷል ብለው ያስባሉን?

አዎ

አላስብም

3.46 ለተራ ቁጥር 3.45 ለሰጡት መልስ እባክዎ ምክንያቶቻችንን ይግለጹልን?

የፋይናንስ መረጃዎች

3.47 ፋይናንስ /ብድር/ የማግኘት እድል አለኝ ብለው ያስባሉን?

አዎ

አላስብም

3.48 ፋይናንስ /ብድር/ የማግኘት እድልዎን ደረጃ ይስጡት?

እጅግ በጣም ጥሩ

ጥሩ

በጣም ጥሩ

በመጠኑ

3.49 የፋይናንስ ስራ አፈፃፀምዎን ለመቆጣጠር ተገቢ ናቸው ብለው የሚያስፈልጉት መስፈርቶች ምንድን ናቸው?

ወጪ

የበጀት ልዩነት ትንተና

ትርፋማነት

ሌላ ካለ ይገለጹ _____

ጠንካራ አቅም መኖር

3.50 ባለፉት አመታት በፋይናንስ ስራ አፈፃፀምዎ መሻሻል ታይቷል ብለው ያስባሉን?

አዎ

አላስብም

3.51 ለተራ ቁጥር 3.50 ለሰጡት መልስ እባክዎ ምክንያቶቻችንን ይግለጹልን?

ትርፍ

3.52 ትርፍዎ ባለፉት አመታት ጨምሯል ብለው ያስባሉን?

አዎ

አላስብም

3.53 ለተራ ቁጥር 3.52 ለሰጡት መልስ «አዎ» ከሆነ ለዚህ አስተዋፅኦ ያበረከቱት ምንድን ናቸው?

ደንበኛ ቁጥር እድገት

የምርት ብዛት መጨመር

የፍላጎት መጨመር

የስራ አመራሩ መሻሻሉ

የኢንቨስትመንት መጨመር

ሌላ ካለ ይገለፅ _____

የሽያጭ ዋጋ መጨመር

ስብጥር (ፈጠራ)

3.54 ለተራ ቁጥር 3.52 ለሰጡት መልስ «አላስብም» ከሆነ ለዚህ አስተዋፅኦ ያበረከቱ ነገሮች ምንድን ናቸው?

ውድድር /የተወዳዳሪዎች ቁጥር መጨመር

የቤተሰብ አባል ህመም፣ ሞት እና የቀብር ስነስርዓት

ስርቆት፣ ማጭበርበር፣ ዝርፊያ፣ የካፒታል እጥረት

የብድር ክፍያን መክፈል

ሌላ ካለ ይግለፁት _____

ሽያጮች

3.55 የሚሰሩት በየትኛው የገበያ አይነት ውስጥ ነው ?

የአካባቢ

የአገር አቀፍ

የክልላዊ

የአለም አቀፍ

3.56 ሽያጭችዎን የሚገመግሙት እንዴት ነው?

በደንበኞች ትርፋማነት

በገበያ ድርሻ

በደንበኞች እርካታ

ትእዛዞች ወደ ሽያጮች የተቀየሩበት መቶኛ መጠን (ምን ያክል ትእዛዞች መቶኛ ወደ ትክክለኛ ሽያጭ ተቀይሯል?)

ሌላ ካለ ይገለፁ_____

3.57 ሽያጭዎ ባለፉት አመታት አድጓል ብለው ያስባሉን?

አዎ

አላስብም

3.58 በተራ ቁጥር 3.57 ለሰጡት መልስ እባክዎን ምክንያቶችዎን ይገለፁ

ክፍል 4

(ለእያንዳንዱ አምስት ምክንያት ይስጡ)

4.1 በተመሳሳይ ንዑስ ዘርፎች ውስጥ የሚገኙን አነስተኛና ጥቃቅን ኢንተርፕራይዞች የፋይናንስ የስራ አፈፃፀም ለማሻሻል ምን መደረግ አለበት ብለው ያስባሉ?

4.2 በእርስዎ ንኡስ ዘርፍ ውስጥ የሚሰሩ አነስተኛና ጥቃቅን ኢንተርፕራይዞች የፋይናንስና የስራ አፈፃፀምን ለማሻሻል መንግስት ምን ማድረግ አለበት ብለው ያስባሉ?

4.4 ከገበያ ጋር ግንኙነት ያላቸው ችግሮች በምን መንገድ ቢፈቱ ይመርጣሉ?

4.5 ዋነኛ የመሰረተ ልማት ችግሮች ናቸው ብለው የሚያስቧቸው ምንድን ናቸው?
