

**ASSESSMENT OF THE PRACTICE OF BUSINESS  
DEVELOPMENT SERVICES (BDS) IN GURAGE  
ZONE**



**RESEARCH THESIS SUMMITTED TO WOLKITE UNIVERSITY  
COLLEGE OF BUSSINESS AND ECONOMICS DEPARTEMENT OF  
MANAGEMENT AS PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS  
ADMINISTRATION (MBA) DEGREE**

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**WOLKITE, ETHIOPIA**

**SEPTEMBER, 2022**

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**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE  
DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

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## DECLARATION

I, *Abulfeta Negash*, declare that this work entitled “*The Assessment of the practice of Business Development Service (BDS) Provision*” is the outcome of my own effort and study and that all the sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my Research Advisor. This study has not been submitted for any degree in this University or any other University. It is prepared in partial fulfillment for the award of degree in Masters of Business Administration [MBA].

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This is to certify that the thesis entitled “*Assessment of The practice of Business Development Services in Gurage Zone*” Submitted in partial fulfillment of the requirement for the degree of Master’s with specialization in Business Administration, the Graduate program of the Business and economics college departments of management, and has been carried out by *Abdulfeta Negash Hussen ID.No BEGE/011/12*, under our supervision. Therefore, we recommend that the student has fulfilled the requirements and hence here by can submit the department.

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## ACRONYMS

<b>ACCION</b>	Americans for Community Co-operation in Other Nations
<b>ADB</b>	Asian Development Bank
<b>BDS</b>	Business Development Services
<b>CDASED</b>	Committee of Donor Agencies for Small Enterprise Development
<b>CSA</b>	Central Statistics Agency
<b>ETB</b>	Ethiopian Birr
<b>FDRE</b>	Federal Democratic Republic of Ethiopia
<b>Fe MSED</b>	Federal Micro and Small Enterprises Development Agency
<b>GDP</b>	Gross Domestic Product
<b>GTP</b>	Growth and Transformation Plan
<b>GZE&amp;IDD</b>	Guraghe Zone Enterprise & Industry Development Department
<b>IBLF</b>	International Business Leaders Forum
<b>ICT</b>	Information Communication Technology
<b>ILO</b>	International Labor Organization
<b>M4P</b>	Making markets work for the poor
<b>MDG</b>	Millennium Development Goals
<b>MFI</b>	Micro Finance institutions
<b>Mo UDHC</b>	Ministry of Urban Development, Housing and Construction
<b>MSME</b>	Micro, Small and Micro Enterprises
<b>NGOs</b>	Non-Governmental Organizations
<b>OECD</b>	Organization for Economic Co-operation and
<b>REMSEDA</b>	Regional Micro and Small Enterprises Development
<b>SEC</b>	Commission Staff Working Paper
<b>SMEs</b>	Small and Micro Enterprises
<b>SD</b>	Standard Deviations
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UNDP</b>	United Nations Development Program

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## ABSTRACT

*Business development services as one mechanism of enterprises development have been thought of as a wide array of non-financial services designed to help small and micro enterprises to overcome barriers and increase their profitability and contribution to job opportunity creation by improving their performance. The overall objective of this study was to assess the practice of Business Development Services in the case of Guraghe zone Administration. The study used an explanatory and Descriptive research design with purposive and Area (clusters) sampling technique. The population of the study would consisted BDS facilitators, BDS co-coordinators, BDS providers & Micro Enterprises managers (BDS users) of Guraghe Zone Business Development Services, specially (Wolkite, Butajira, cheha, Enor and Kebena). The finding of the research shows that, a total of 340 (95.2%) BDS facilitators, BDS co-coordinators, BDS providers & Micro Enterprises managers (BDS users) out of 357 respondents were participated in the study. In addition to this, 8 Focus Group Discussion (key Informants). The chi-square test result reveals that, the practice of BDS based on types of BDS delivered to the micro enterprises, the study indicates that among the different aspects of BDS only some (marketing assistance, information technology, advisory & training, alternative sources of finances, enhance personal skills, access to infrastructure, and access inputs service) are provided. Add to this, significant level of agreement is found between BDS provider & users respondent ratings of the independent variables, whereas, no significant agreement was found between the respondents in ratings of information technology. Based on the above findings, wolkite, and butajira town administrations BDS coordination unit have delivered special BDS service to theirMEs with compared to other weredas & town administration, therefore, taking these better service experience to other weredas and town administration, so as to expanding in all dimension of service quality, so as to fill service gap in the zone. The researcher also forwards his recommendation for further researches in the area of the findings were limited due to time, budget and geographic coverage. Therefore, this study is initial point for further investigations of guraghe zone to consolidate the results.*

**Key words:** *Business Development Service, Service providers, Service users, and Guraghe zone.*

# CHAPTER ONE

## INTRODUCTION

This chapter concerns the background of the study, statements of the problem, research question, and objective of the study, significance of the study, scope of the study, definition of terms and organization of the study.

### 1.1. Background of the Study

The growing number of large firms in the world today is a drive to economic growth, wealth creation and improvement in standard of living. Though the challenge may not be an easy one, more and more business start-ups and small firm's desire and hunger to become large firms and create significant positive impact on the society as a whole (Kahyihura, 2013).

Many studies have stated that, small business enterprises can be supported by both financial and non-financial services the latter currently known as business development services (BDS). Business Development Service is non-financial service provided to MSEs on formal or informal basis. The micro and small enterprises (MSEs) have been regarded to play significant roles of job creation, poverty alleviation and economic development of many countries worldwide. MSEs play a key role in triggering and sustaining economic growth and equitable development in both developed and developing countries (Lawrence & Maurice, 2012; Stella, 2014).

performance of MSEs enhanced through factors related to market access, infrastructure, policy advocacy, bookkeeping/accounting, legal advice, consulting, input supply, training and technical assistance, technology and product development, and alternative financing mechanisms as well as business incubation .These all are termed as business development service (ILO, 2003). Business development service (BDS) is a very important means of supporting the development of micro, small and medium-sized enterprises , which are known to create employment, generate income and contribute to economic development and growth(UNDP, 2004)

According to Washington et al (2014) BDS are services that provided to enterprises so as to improve their performance. BDS address market problem by providing information, facilitating the provision of consultancy services, encouraging skills, improve equity by engaging in technology transfer and development, and providing access to infrastructure and financial services.

The European Union defines business services as a group of different activities (The United Nations Economic Commission for Europe, 2002) in which the different functional characteristics of enterprises will explain the number of these activities. It can include highly advanced consultancy services, professional services, marketing services, labor intensive services, as well as human resources development and innovation policy focused on technology oriented small and medium scale enterprises.

According to previous studies conducted, results show that small and medium scale businesses in the Middle East and Africa are boosting regional GDP in Sub-Saharan Africa, by contributing to over 50% of African employment and adding to about 20% of the continent's gross domestic product (Kahyihura, 2013).

In Ethiopia, it is widely recognized that, the government and donors have supported Micro and Small Enterprise (MSE) in a variety of ways, which include both financial and non-financial service, they have understood that non-financial service currently known as business development services (BDS), is among the important factors that can improve the performance of MSE operators in the country (Gebrehiwot and Wolday, 2004). Empirical studies demonstrate that provision or supply of BDS to MSEs has received a considerable amount of attention, demand for measuring impact of BDS on MSEs performance has been given relatively less focus. Researches done on BDS and its practice on micro small enterprise are very scanty in Ethiopia. As we know BDS has a great role for the success of micro & small enterprises, in the same manner the micro and small enterprises (MSEs) have been regarded to play significant roles of job creation, poverty alleviation and economic development of many countries worldwide. However, in Guraghe zone those enterprises have been facing different business service problems, this shows, the BDS provider & facilitators providing service not fully exploited their

capacity. In addition, as per the knowledge of the researcher; there is scarcity of studies on practice of business development service and assess its practice in this zone. Therefore, it is very helpful and critical issues that should be studied to contribute some in the strategies that helps to improve performance of Micro Enterprises

With this in mind, the researcher motives & trigger to conducted assessment of the practice of Business Development services to micro enterprises in Guraghe zone administration with due attention to an exhaustive list of potential factors and appropriate sample size.

## **1.2. Statement of the Problem**

Business Development Services are a very important means of supporting the development of micro, small and medium sized enterprises (MSMEs), which are known to create employment, generate income and contribute to economic development and growth. Employment and income generation are particularly important as far as impoverished rural areas, vulnerable communities and groups are concerned. In this sense, supporting BDS is an important means of achieving the Millennium Development Goals (MDGs) by addressing poverty and empowering the poor and vulnerable groups (see IBLF/UNDP, 2003). Recent UNDP strategic developments, such as the publication of the report “Unleashing Entrepreneurship” (2004a) and the small enterprises strategies for South East Europe (2003a) and Central Asia (2003b), have underlined the continuing role to be played by UNDP in addressing private sector development, partly focused on MSMEs through support to BDS provision.

Micro and Small Enterprises Micro caught the attention of development practitioners and policy makers recently not only because of its importance in terms of generating employment also because of various other attributes. Some of these are: Micro and Small Enterprises are breeding ground for entrepreneurs, the sector has high employment generating capacity, and is less capital intensive and it is highly competitive, flexible, and innovative (Endalkachew Mulugeta,2008).Thus indicated that, MEs needs Business

Development Services, rather than SMEs in terms of information technology, market access, infrastructure and the like.

The Ethiopian government has been given to due emphasis to the periodization of the BDS sector, there are different rules and regulation, execution of manuals for the implementation of practicing Business Development Services on the federal level BDS rules and regulation prepared as well executing on the basement of MEs strategy currently. On the basement of new structure the BDS center formation and execution rules on the starting point of by legal formation that gives a service and government supports are not fully implemented for the micro enterprises /work free people (Guraghe Zone Enterprise and Industry development department, 2021).

Accordingly, Guraghe zone Enterprise and Industry Development Department BDS coordination unit, reported that, in the case of BDS users there are a total of 34,099 members with in 5,406 MEs, i.e. by industry (27.43%), urban agriculture (11.99%), and service (60.58%) up to 2013 E.C. A pilot survey shows currently, the sector has tried to giving a service for the Micro Enterprises members in a place (BDS center) by BDS facilitator & BDS provider. Mine while, the statistical evidences also shows that, all micro enterprises a total of 5406 MEs have got BDS training, among them 1892 enterprises grow economically and transfer to SMEs, but the rest are still less in practice. In this zone, there are total of 16 wereda, and 5 town administration with 47 BDS center except Oda (meskan wereda), Bad (Gumer wereda), Adele borebor (sodo worda), Gusbajay (Enemore wereda). Due to structure for BDS center that assured from higher level government body in this zone. According to survey, Some weredas & towns administration BDS practice has been implementing well like: Wolkite, Butajira, Gunchire town, & Muhir and Ezxa wordas respectively, in terms of a pre BDS practitioners as well as accessible for providing & getting a service. The rest wereda and town the implementation of BDS becomes medium & less in practice, Due to late BDS practitioner, lack of man power coverage, the presence of turn over from BDS center to main office, and the absence of BDS center place. But the Gaps in practice BDS, the presence of skill gap, Attitudinal challenges from MEs, Delivering the same BDS service

business types, lack of commitment, Management turnover and Service Consistency problems. To the best of the researcher's knowledge, there exists no previous research work undertaken in concerning the assessment of the practice of BDS for micro enterprise in Guraghe zone. Based on the above level of town & wereda current BDS practitioner data and as the title is assess the BDS practice, taking the top, medium, and bottom level current BDS practitioners are target populations. To justify that, they really represent all the population wereda & towns as well as they also easily show holistic BDS data in the zone. Therefore, this study is particularly intended to examine the practice of BDS to micro enterprise by taking a target population of current top level BDS practitioner Wolkite & Butajira town, medium level Cheha wereda, and the current bottom level BDS practitioner Enor & Kebena wereda in Guraghe zone Administration with due emphasis on an exhaustive list of potential factors as well as use of a representative sample size to allow generalization.

### **1.3. Research Questions**

This research attempts to answer the following basic questions.

- What are the types of BDS provided to MEs?
  - ✓ What is the alternative financial source type of BDS provided to MEs?
  - ✓ What is the market access type of BDS provided to MEs?
  - ✓ What is the training & advisory service type of BDS provided to MEs?
  - ✓ What is the infrastructure facility service type of BDS provided to MEs?
  - ✓ What is the information and technology service type of BDS provided to MEs?
  - ✓ What is the input supply service type of BDS provided to MEs?
  - ✓ What is the human resource capacity building type of BDS provided to MEs?
- What is the status of BDS practices in the study area?
- What problems/challenges are being faced in implementing BDS for Micro business enterprises in Guraghe zone?

## **1.4. Objectives of the study**

### **1.4.1. General Objectives of the Study**

The general objective of the study was to assess the practice of Business Development Services of in Guraghe Zone.

### **1.4.2. Specific Objectives**

The specific objectives particularly, the study was try:

- To examine the types of BDS provided to MEs.
  - ✓ To examine the practice of alternative financial source type of BDS in the study area
  - ✓ To examine the practice of market access type of BDS in the study area.
  - ✓ To examine the practice of training & advisory services type of BDS in the study area.
  - ✓ To examine the practice of infrastructure facility of BDS in the study area.
  - ✓ To examine the practice of information and technology of BDS in the study area.
  - ✓ To examine the practice of input supply of BDS in the study area.
  - ✓ To examine the practice of human resource capacity building of BDS in the study area.
- To examine the status of BDS practices in the study area
- To identify the major challenges/constraints for the practice of BDS for micro business enterprises based on their importance.

## **1.5. Significance of the Study**

Basically, the study is significant in assessing the practice of business Development Services in improving the performance of micro enterprises in Guraghe zone. Thus, the Micro Enterprises and Enterprises & Industry development department of Guraghe zone may use the findings of the study as an input to review its existing activities delivering

business supports to micro enterprises. The findings of the study can also serve as an input to micro enterprises in the zone to reexamine their strategies relating to getting business development services to boost their profitability and development. The study was also paved the way for the researcher for further study and it can add value to the existing knowledge of the researcher. Finally, the study added its contribution to the existing knowledge in the area studied and served as a secondary data source for further investigation.

### **1.6. Scope of the Study**

BDS provision is applicable in many town & wereda government sectors and MEs are engaged in different business types. By conducting a pilot survey, the result shows that BDS is applicable only for micro enterprises in order to assess the practice of BDS only in the form of public service provision in improving their performance in the zone, why because other enterprises grow their economy. Therefore, the study was delimited to those micro enterprises engaged in industry, urban, and services. In addition, that they have already established their business and are operating.

The scope of the study delimited in terms of geographical location, Wolkite town Butajira, Cheha, Enor and kebena werda in Guraghe zone, so as to obtaining and representing appropriate sample population, particularly focusing on the two top level, one middle, & two bottom level in terms of current BDS practitioner respectively. Due to obtaining the general overview of the subject and to generalize study findings from sample to population. The scope of the study delimited in terms of conceptual variables, are marketing assistance, information technology, advisory & training, alternative sources of finances, enhance personal skills, access to infrastructure, and access inputs service are the explanatory variables. As a pilot survey indicated that, the current BDS applicable only those variables and also they are relating to BDS practice gap in the study area. Finally, the study delimited the methodological approaches are the explanatory and descriptive research survey design. Because of the limitations pointed out, care should be exercised in the interpretation and application of the results of this study and the generalization of the findings to the whole of Guraghe zone.

## 1.7. Organization of the Study

The research was organized into five major parts: introduction, literature review; research design, result and discussion and conclusion and recommendations. Each chapter has sub-sections to be discussed and analyzed in detail upon each specific issue. Chapter one dealt with introduction parts, which encompass the background of the study, problem statement, objectives, significance, scope, and description of the study area. The second chapter addressed the literature review of the study that was devoted to discussion of the theoretical and conceptual issues used to frame the study. In this part, the study used various theoretical and empirical insights in order to understand the subject under study from different perspectives.

Chapter three covered the detailed study research methodology and entailed description of the study area, the research design, target population, sample size and sampling procedure, the research instruments, validity and reliability of research instruments, data collection procedures and data analysis techniques and ethical considerations. The fourth chapter dealt with the result presentation, analysis, discussion and interpretation. Finally, chapter five had been concluded major findings of the research summarized and possible recommendations suggested as optional strategies for future action.

## 1.8. Operational Definitions

**Micro Enterprises:** are those business enterprises with a paid-up capital of less than Birr 20,000, excluding high tech consultancy firms and other technology establishments and have five and fewer employees including family members (MEs development strategy 2011).

**Small Enterprises:** are those business enterprises with a paid-up capital of above Birr 50,000 but not exceeding 500,000 (for service) and above Birr 100,000 but not exceeding Birr 1,500,000, and excluding high tech consultancy firms and other technology establishments with 6 to 30 employees including family members (MSEs development strategy 2011). The working definitions used in this thesis is based on number of

employees. Accordingly, a micro-enterprise is a firm with 5 or fewer employees; and a small enterprise is a firm with 6-30 employees including family labor.

**Sustainability of MSE:** in this paper sustainability of MSE refers to a micro and small business enterprise that will continue in operation given similar situation in the environment.

**Business Development Services** are services that improve the performance of the enterprise, its access to markets, and its ability to compete. The definition of 'business development service'... includes an array of business services [such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion, etc.], both strategic [services those are needed for medium or longer term affairs] and operational [services that are needed for the day to day affairs of enterprises]. (CDASED, 2001:11).

- **A BDS organization** is any organization with a mandate to provide business development services to the business community. BDS organizations can be public or private sector institutions, and registered as a non-profit organization or as commercial business. Examples for BDS organizations are consultancy companies, computer training institutes and vocational training centers.

- **BDS providers:** A firm, institution or individual that provides BDS directly to MEs. They may be private for-profit firms, private not-for-profit firms, NGOs, national or sub national government agencies, industry associations, consultancies, lawyers, bookkeepers etc. They may also be firms whose core business is not services but who provide them as part of a broader transaction or business-to-business relationship (CDASED, 2001, UNDP 2004).

- **BDS facilitators:** An international or local institution which has as its primary aim to promote the development of local BDS markets. This may include a range of services to BDS providers (e.g. development of new service products, promoting good practice and building provider capacity) and to BDS consumers (e.g. information, education about the potential for BDS purchase). A BDS facilitator may also perform other important

functions, including the external evaluation of the impact of BDS providers, and advocacy for a better policy environment for the local BDS market. Currently, most BDS facilitators are public institutions, NGOs or project offices of donors, and are usually funded by governments or donors (CDASED, 2001).

- **Donors:** provide funding for BDS projects and programs.
- **Governments:** may provide funding for BDS and “public goods” such as information, education and training and other services, such as provision of infrastructure.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This section focuses on the literature pertaining to business development service and its practice on performing for micro enterprise. The section commence with a review of general concepts and principles of business development service.

#### **2.1. Theoretical Literature Review**

##### **2.1.1. Meaning and definition of business development service**

Business Development Service is non-financial service provided to MSEs on formal or informal basis. According to Washington et al (2014) BDS are services that provided to enterprises so as to improve their performance. BDS address market problem by providing information, facilitating the provision of consultancy services, encouraging skills, improve equity by engaging in technology transfer and development, and providing access to infrastructure and financial services. Park, Lim and Koo (2008) on their study justify that market imperfections negatively affect MSEs, therefore, they need to provide government support to survive competition with large and established enterprises. Brijlal(2008) finding indicated that leaving the MSEs sector without government or donor support can negatively affect their growth and survival, as a result there is need for government intervention.

According to the Committee of Donor Agencies for Small Enterprise Development (2001) definition, BDS is defined as services that improve the performance of the enterprise by providing access to markets and ability to compete. The definition includes: training, consultancy, marketing, information, technology development and transfer, business linkage promotion both at strategic and operational level. Similarly The International Finance Corporation (2006) defines BDS as those non-financial services and products offered to entrepreneurs at various stages of their business needs. According to Exim (2001) BDS can help micro and small enterprise solve their problems by: facilitating access to market, introducing new technology ,improve availability of quality input ,

improve technical and management skills, eliminating policy problems, and helping enterprise access appropriate finance mechanism.

### **2.1.2. The role of BDS in MSE development**

Business Development Service play a very important form of support for the development of MSEs by providing a range of business advice, information and support to the sector, as well as stimulating sustainable MSE development by improving the general business environment. They are generally viewed as a mechanism for addressing market failures which are particularly evident in transition economies, such as lack of information (market opportunities, rules and regulations, access to credit, quality standards for export, etc.) which can act as a barrier to faster economic development and growth in a particular geographical area (UNDP, 2004). Businesses typically make use of support services at critical stages of their development. The provision of information and advice that forms the core service of most support organizations is particularly important at business startup and at sensitive stages of subsequent development, such as when growth opportunities or problems present themselves, when exporting is first being considered or when arrangements have to be made to hand on a business to new owners.

Helping enterprises to develop their business activities, particularly at important turning points over the course of their life cycle, is the central task of business support organizations. The services that they provide are many and various, but, in almost every case, they concern essentially the provision of information and advice to entrepreneurs and business managers. BDS has been studied in different forms in small enterprise literature. For example in South Africa, JP Morgan Chase (2013) argued that BDS led to improved MSE business growth, access to finance, access to markets, financial management, workforce management and corporate governance which resulted in increase in their overall revenue and number of permanent staff. Specifically, BDS enabled MSEs in that study to adopt more structured approaches to management and planning and to have the ability to prioritize and be more strategic and focused.

BDS are also very important means of supporting the development of micro and small enterprises (MSEs), which are known to create employment, generate income and contribute to economic development and growth (UNDP, 2004). According to UNDP, employment and income generation are particularly important as far as impoverished rural areas, vulnerable communities and groups are concerned. In this sense, investing and expanding BDS is an important means of achieving the Millennium Development Goals (MDGs) by addressing poverty and empowering the poor and vulnerable groups (see IBLF/UNDP, 2003).

Moreover focusing on BDS is also important because it can contribute to development goals such as economic growth, employment generation as well as poverty alleviation (UNDP, 2004). BDS generally seek to raise the profitability and enhance the growth and competitiveness of enterprises, which directly raise incomes. BDS interventions at the micro firm level can lead to enhanced economic security and incomes, thus permitting poor entrepreneurs, not least women, to invest in nutrition, housing, health and education of their families. Equally, BDS delivered to MSEs can lead to employment generation, thus absorbing excess labor, innovation and adding value to goods and services, flexibility in responding to dynamic and volatile markets, and fiscal contributions to hard-pressed governments (DFID, 2000).

### **2.1.3. BDS approach and sustainability of the Services**

In most cases BDS in Ethiopia has been provided on a supply driven basis due to low demand and less awareness for the importance services; and enterprises do not value these services. As many of the BDS are donor or supply driven in nature they are free of charge. The provision of services is not based on proven needs of the targeted operators and the coverage of the services is small. This is aggravated by the limited capacity of the service providers in the Government and NGO sector. In contrast to the free provision of BDS by these two actors there are also commercial BDS providers in the private sector. However, these are not demand driven as the services they provide are bought by NGOs and government who then send to MSE operators free of charge. This implies that even though BDS is commercially provided it depends on the assessment of Government and

NGOs. This assessment not necessarily addresses the needs of every individual enterprise. Generally, market-oriented BDS is immature in developing countries, as a result of an insufficient expression of demand from micro and small enterprises side as well as limitations on supply side. In addition, many of the small enterprises are unable and unwilling to pay the cost for the available services. In the same way, BDS providers have been offering supply-driven services which would have been unaffordable otherwise for the micro and small enterprises. This may imply that still there is a need of non-profit BDS providers intervention to stimulate BDS market development. Furthermore, EBDSN (2005a: 14) stated that in demand-driven BDS the subsidized element of the intervention needs to be of a temporary nature and only support BDS transactions until the market for BDS operates alone with the help of market forces. The main aim of running subsidized BDS programmers is not to encourage MSE support institutions to engage in direct service provision, rather to develop a market for BDS by facilitating business to-business linkages between the demand side represented by the businesses and the supply side represented by BDS providers. Although, it has been thought that BDS should be market oriented in terms of cost sharing and cost recovery of its services, there may be services that could never achieve total cost recovery but only cost-sharing as many micro enterprises may not afford commercial BDS. So it seems that the BDS development depends on the local context and not only by commercial business providers but also by other private non-profit organizations. To distinguish between services free of charge and those with charge is not always easy. The EBDSN of Ethiopia felt that there is no theoretical criterion that can be applied to all situations. Moreover, the decision must be pragmatic and must fit the situation and the objective of further market development. Some examples of paid BDS in the context of Ethiopia may include (EBDSN 2005a: 15) operators should pay for services received according to their possibilities; operators should pay their own contribution for technical and business training courses; operators pay to write a business plan (but business plan forms and some general info are free); they pay for tender training course (but general info to open tenders and tender procedures are free); operators pay for tender forms and for writing their individual tender dossier, and pay for participation in expositions and fairs.

#### **2.1.4. Types of BDS service**

Business development a service comprises of many disciplines, it does not fit easily into a single category. BDS organized into categories that address issues MSEs commonly face. However, there may be significant overlap between categories with some services fitting into more than one. It should be also known, that BDS are often complementary and implementing strategies may use several of them to achieve desired results. Business development service include a wide range of non-financial support service concentrated in the following categories: market access, infrastructure, policy advocacy, book keeping, legal advice, consulting, input supply, training and technical assistance, technology and product development, and alternative finance mechanism and business incubation (Minda,2013).He further explain that in supporting development and sustainability of MSE ,these service help to increase employment, generate higher income and provide economic security .Such intervention at micro level contribute the alleviation of poverty empower vulnerable groups by the means economic development and growth.

The Small Enterprise Education Program Guide to Business Development Services identified seven BDS categories: market access, input supply, technology and product development, training and technical assistance, infrastructure, policy/advocacy and alternative financing mechanisms (Brasilia& Rodriguez, 2010).

BDS comprises services that improve the performance of enterprises. These services include training in business management, entrepreneurship, and business plan development, consulting, coaching and mentoring, and the provision of advice, marketing assistance, information, technology development and transfer, and business linkages promotion (Stevenson and St-One, 2013). These services are resources that YOEs need in order to improve their daily operations, to make strategic decisions that can help them identify and service markets, to design products, to set up facilities, to seek finance, and/or to make them more competitive with other enterprises (Stevenson and St-Onge, 2013).This study however focused on marketing assistance, access inputs service, access to infrastructure, training & advisory, information technology, alternative sources of finances, and enhance personal skill service, which are deemed crucial for micro and small enterprises (Mahmoud, 2011; Boncella, 2013; Okay, 2014).

#### **2.1.4.1. Market access**

A marketing manual prepared by FeMSEDA identifies three market opportunities for MSEs. These markets are classified based on the geographic outreach of MSEs as local market, regional market and national/international market. The manual suggests that MSEs should target their immediate local markets where the rural-urban linkages could be strengthened through identifying and meeting the demand of the market. Then MSEs could broaden their scope and get more competent to serve the regional markets and they should target supplying national and export markets. According to EDRI, despite the efforts exerted to create market linkages there are a number of setbacks. The challenges include that, many of the MSEs are not benefiting from the support schemes, the support scheme made by the government created dependency and unnecessary expectation on MSEs, lack personal initiatives to search for market. Due to failures to properly use the market linkage opportunities, MSEs have failed to serve their debts timely; their products could not be sold or are sold at loss. Rent seeking behaviors observed on both the MSEs and the bureau officials have exacerbated the market linkage problems. Most of the government induced linkages which target holidays and festivities created only temporary jobs. Moreover lack of detailed support packages, poor implementation of packages coupled with limited market information are hampering the development of MSEs to access market for their products (EDRI, 2014).

#### **2.1.4.2. Input supply**

According to Basilio and Rodriguez (2010) input supply includes linking to input suppliers, improve supplier capacity to provide regular supply of inputs, information on input supply sources, encouraging the establishment of bulk buying groups. Input supply services have been described as the business function that is responsible for identification and purchase of external resources needed by organization to fulfill its strategic objectives (Kidd, 2005). In manufacturing environment an important undertaking is the purchase of raw materials and other input supplies which are important ingredients. Input supplies have been noted as important for an enterprise's processes since they facilitate the production of goods and services (Kohl et al., 2007).

However, MSEs are not as strong as their larger counterparts, due to their inability to negotiate favorable input supply services. Studies argue that limited resources and capabilities in small enterprises affect their ability to negotiate for better prices and terms and this may be alleviated when business development services are provided to MSEs (Schmitt-Degenhardt, Stamm & Zehdnicker, 2002). According to Miehlabradt and McVay (2003), better input supply services may be achieved by MSEs to suppliers, facilitating bulk buying groups, improving suppliers' capacity to provide quality inputs and providing information on input supply services.

#### ***2.1.4.3. Infrastructure facility***

Organizational infrastructure refers to the physical structures that enable businesses to run smoothly (Horby, 2005). In a manufacturing concern, infrastructure facilities consist of the factory, equipment and warehousing facilities. Unavailability of appropriate infrastructure could lead to excessive capital investments, support levels and inadequate organizational flexibility. Thus strained access to infrastructure components like warehousing may have adverse implication for performance in a manufacturing enterprise.

According to Easterly (2002), infrastructure facilities have been viewed as the basic structures physical and organizational that provides support for development of an organization or economy. It has been regarded as an essential linkage between a firm and its markets which can have the potential to impact on the firm's revenues and overall effectiveness (Price, Stoica & Boncella, 2013). He added that well developed infrastructure facilities reduce the impact of inter-regional distances, integrating the local markets as well as connecting them at low cost to markets in other countries and regions. Inquired and Vasallo's (2004) study pointed out that infrastructure facilities and economic development are positively correlated such that there are effects during the construction phase and during the usage of such facilities.

#### ***2.1.4.4. Training and technical assistance***

According to Basilio and Rodriguez (2010) training and technical assistance includes mentoring, feasibility studies and business plans, exchange visits and business tours,

management training ,franchising, technical training, counseling/advisory services, financial and taxation advice, legal services , accountancy and bookkeeping. As observed by Okwena et al (2011), book keeping practices among the small businesses in Kisi Municipality are not effective and this has had a negative effect on the financial performance of these enterprises. The poor bookkeeping skills are associated to little knowledge. MSEs, therefore require bookkeeping services to be able to have accurate financial records that can enhance decision making. Moreover, according to Thacker (2008), training is an organized procedure by which people learn knowledge and skills for a definite purpose. Tim and Brinkerhoff (2008) insist that human capital development represents the planned opportunity that is provided for training as the overall process whereby an individual's behavior is modified to conform to a pre-defined and specific pattern. Training is also a process or procedure through which skills, talents, knowledge of employees are enhanced. Mochona (2006) studied the impact of microfinance in Addis Ababa-Ethiopia. He assessed the impact of microfinance on women micro enterprises that were clients of Gash Microfinance Institution. The research findings indicated that only a few of the women clients of the Gash Microfinance Institution reported increased incomes from their micro enterprise activities. Majority of the women clients of Gash Microfinance Institution were also unable to build key assets since the savings were dismal. The study recommended that, improving technical and business skills of clients through training and technical assistance will enhance their business skills hence their performance. Also, it recommended that the women microenterprises should be assisted to establish market channels for their products until they do that independently (Mahmoud, 2011; Boncella, 2013 ; Okey,2014).

#### **2.1.4.5. Access to finance**

Ethiopian Development Research Institute found out that, the access to finance problem is twofold when it comes to the MSEs in the country. First is the wide gap existed between the demand and supply of credit to MSEs. For instance MFIs have only met about 50% of the demand for finance. Second, given that the prices of goods and services have been increasing, the real value of the loan is so small and does not provide MSEs much leverage (EDRI, 2014).

## 2.2. Empirical Literature Review

Various empirical study using different methodologies and approaches have been conducted in various parts of the world to investigate the practice of BDS for MEs. While such studies have contributed substantially to the literature on BDS implementation, their findings may not be applicable to other countries, due to differences in cultural, economic and legal environments. Another notable fact across many of the research is that none use a specific frame sticking to any of the choice theory or processes.

Results of several empirical studies agreed up on the BDS implementation emphasized that improve the performance of enterprises. These services include training in business management, marketing assistance, access inputs service, access to infrastructure, training & advisory, alternative sources of finances, and enhance personal skill service entrepreneurship, and business plan development, consulting, coaching and mentoring, and the provision of advice, information, technology development and transfer, and business linkages promotion (Stevenson and St-Onge, 2013). So as to improve their daily operations, to make strategic decisions that can help them identify and service markets, to design products, to set up facilities, to seek finance, and/or to make them more competitive with other enterprises (Stevenson and St-Onge, 2013). . This review aimed to assess how previous studies link the practice of BDS and its comprises services.

There is published assessment conducted on the challenges of MSEs & BDS by Bizusew Kebede,(2015) a case study in Bahirdar city. This earlier assessment analyzed factors that affect MSEs performance& BDS area were well-articulated. Another research conducted by Noraini Omni, (2018), The Effect of Business development Services on small medium Enterprises Performances in Malaysia. This study had briefly analyzed the effect of BDS areas& small medium enterprises. Thirdly, a research done by Belay Mengieste, 2016) titled Impacts of BDS on performance of MEs, in east Amhara region of Ethiopia, had addressed impacts of BDS on the performance of MEs issues such as , social, economic, environmental and cultural benefits of service development.

### **2.2.1. Actors in the BDS delivery mechanisms**

Business Service Centers are a particular delivery mechanism of assisting MSEs to improve their access to the type of BDS, usually within a certain geographical space which is considered to have limited service provision. The delivery mechanism for BDS can take one of two main forms, namely the “Traditional Development” or the newer “Market Development” approach, both of which operate around the following principal actors (CDASED, 2011): The actors involved in BDS include: Small enterprises (SEs), BDS providers, BDS facilitators, Donors and Governments.

### **2.2.2. Factors Affecting the Performance of Micro and Small Enterprise**

According to Tiruneh,(2011) the factors that affect the performance of MSEs could vary from one country to another due to the economic, geographical and cultural differences. This kind of investigation of the success factor is very important for developing countries like Ethiopia because the research conclusion could be useful for the economic development planners as well as to individual entrepreneurs and business owners in the countries concerned. Access to working and sales premises are also the other challenges to the performance of MSEs operating in the country. To this end, a national strategy was designed to construct appropriate working shades in different parts of the country. As a result considerable number of manufacturing and service rendering premises have been built and offered to both MSEs that are working in the manufacturing and service sectors (FeMSDA, 2015). EDRI in its survey identified that constraints in the area of working and sales spaces include, limited accessibility of the sheds, distant location of the constructed sheds from large and medium enterprises, non-suitability of the quality and size of the constructed sheds and gradual return ability of the sheds without any replacement of another space are among the challenges that the MSEs are facing in the area (EDRI, 2014).

Ethiopia’s MSE policy support is multi-agency. The implementation of the MSE policy involves many government agencies – FeMSEDA and ReMSEDA, MFIs, Land Development and Management Bureaus, and other infrastructure providers such as EEPC,

Ethio-Telecom and Water and Sewerage Management Authority (FeMSEDA 2011). As a result of this, multi-agency support system policy coordination becomes a critical challenge during the policy implementation. In order to address the coordination problems, Ethiopia instituted coordination councils both at Federal and Regional Levels. At the Federal level, there is an MSE council that oversees policy implementation and coordination. The MSE council consists of Ministry of Urban Development, Housing and Construction (MoUDHC), Federal Micro and Small Enterprises Development Agency (FeMSEDA), Regional Micro and Small Enterprises Development Agencies (ReMSEDA) who are represented by regional Vice Presidents, Technical and Vocational Education and Training (TVETs), Ministry of Industry (MOI), National Bank of Ethiopia (NBE) and Ethiopian Revenue and Customs Authority. The Federal MSE council is chaired by the MoUDHC. There is similar council at the regional level, which is chaired by the Mayor in Addis Ababa and Presidents in other regions (FeMSEDA, 2011).

### **2.3. Identified Literature Gap**

There is published assessment conducted on the challenges of MSEs & BDS by Bizusew Kebede,(2015) a case study in Bahirdar city. This earlier assessment analyzed the only factors that affect MSEs performance& BDS area were well-articulated. Another research conducted by Thirdly, a research done by Belay Mengieste, (2016) titled Impacts of BDS on performance of MEs, in east Amhara region of Ethiopia, had addressed impacts of BDS issues such as governance of green area, social, economic, environmental and cultural benefits of green area development besides this the research had addressed the problems include the absence of a comprehensive management plan, inadequate institutional capacity, constraints with budget for sustainable BDS services, absence of commitment and the issues with lack of service consistency. Therefore, all the research works mentioned above had addressed similar issues in different ways as well as to the best of the researcher's knowledge, there exists no previous research work undertaken in concerning the assessment of the practice of BDS for micro enterprise in the study area.; Due to these reasons the Practice of BDS and different stakeholders Participation, & opportunities had not been reported as major factors in practice of business development

services for micro enterprises management in the study area. Despite many research findings had shown BDS is vital for economic growing, poverty alleviation and for creating employment had not been addressed as well as BDS issues such as lack of man power coverage, the presence of turn over from BDS center to main office, and the absence of BDS center place, the presence of skill gap, Attitudinal challenges from MEs, Delivering the same BDS service business types, lack of commitment, Management turnover and Service Consistency problems. Pursuant to the above, this research work seeks to consider these gaps incorporating with it framework operation.

## **2.4. Conceptual Framework**

Conceptual framework means that concepts that relate to one another were used to explain the research problem. Based up on the review of different literature, this study has identified market access, input supply, infrastructure facilities, training and technical service, information technology, alternative sources of finances, and enhance personal skill service which are the major types of business development services that are crucial for improving the performances of small and micro enterprises and the possible outcomes as a result of using these services(Mahmoud, 2011; Boncella, 2013 ; Okey,2014).

Based up on the review of theoretical and empirical literature review presented above, this study has identified market access, advisory & training services, information technology, input access, infrastructure access, personal skills, and alternative financing mechanisms. Which are the major types of BDS that are crucial for improving the performance of small & micro enterprises The investigator consequently has developing the following conceptual framework to guide the research.

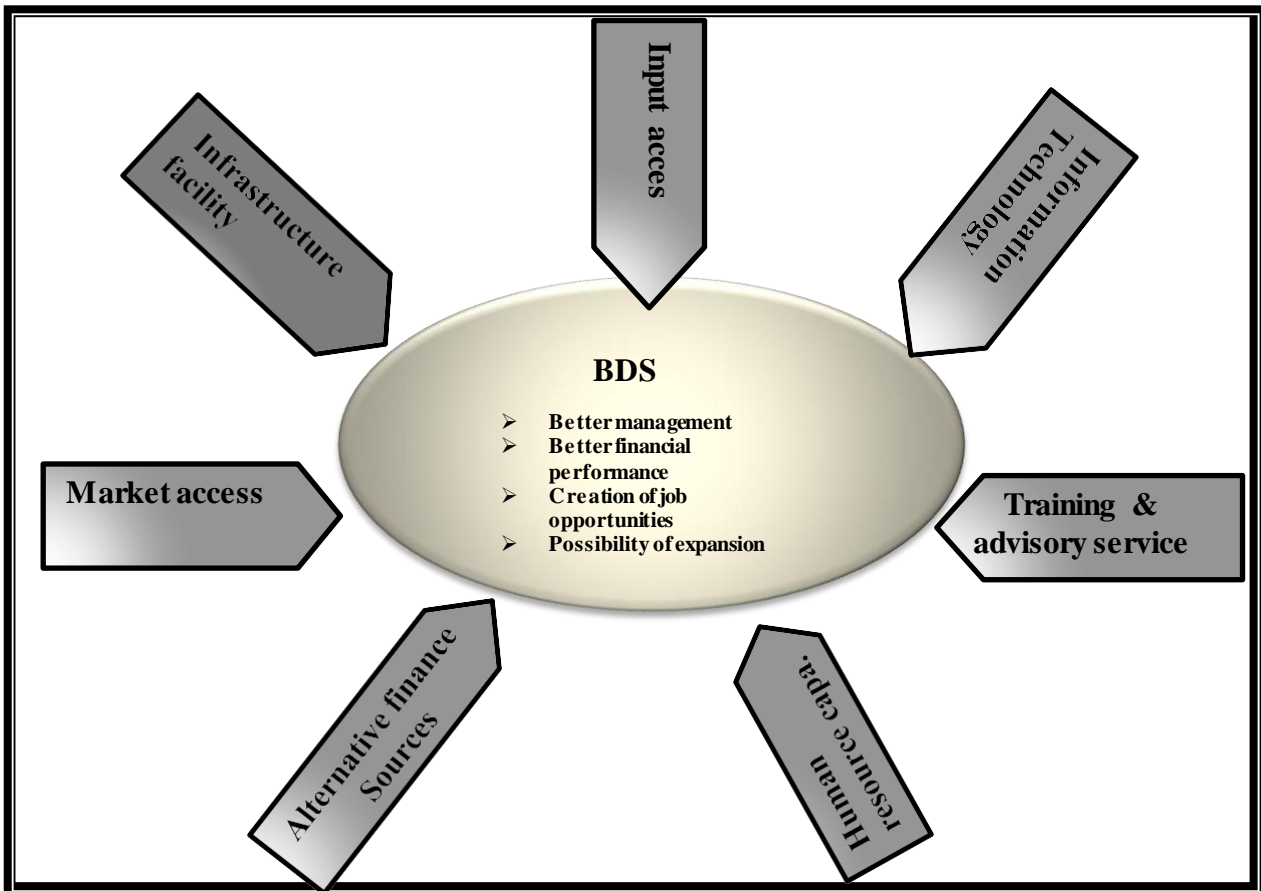
### **2.4.1. FACTORES AFFECTING THE EFFECTIVNESS OF BDS PRACTICES**

According to survey conducted by Morrison (2003) in SMEs in Scotland, in the sphere of SME management and leadership development, there appears to be a mismatch between what's supplied by public sector support agencies in the form of courses and programs and the needs and expectations of the people operating those small, but vital businesses. The need to get the right sort of training to the right people at the right time is crucial in

any business. Scottish enterprises are the main economic development body in the country, and the governing Scottish executives have recognized that SMEs' owners and managers will play a central role in resurrecting the industry. However, attempts to design and deliver help for them in managing those businesses had not been successful, with take-up being biased towards large businesses. Consequently, it had been decided that future provision should address the requirements of smaller enterprises.

According to the report made by Meer et al. (2007), despite its potential, the present BDS market in Kenya faces constraints the following constraints:

- **Supply constraints:** insufficient BDS suppliers in the market, suppliers lack information about the market; suppliers lack the required combination of skills.
- **Demand constraints:** SMEs lack information about BDS, high costs in locating and negotiating with BDS, SMEs lack clarity on service provision contract details
- **Environmental constraints:** lack of clarity on responsibilities during transition period constrains market development, free poor quality services distort the BDS market, water enterprises cannot afford upfront cost of BDS, water enterprises and BDS are both risk averse (enterprises do not want to pay upfront, BDS do not want to start work without payment), and BDS providers are not near to the dispersed small water enterprises
- **Lack of awareness of available business advice:** ME owners may be unaware of the existence of business advice services and ME owners may be too preoccupied with the daily operations of their businesses to actively seek out advice that may help increase their productivity. The awareness problem can also be an issue where public business advice systems have complex structures and overlaps. For example, recent UK evidence suggests that only 3-in-10 ME employers had heard of Growth Hubs, one of the government's major business advice operators (BEIS, 2018).



**Figure 1: Research framework**

**Source: Developed based on theoretical and empirical review**

## CHAPTER THREE

### RESEARCH METHODOLOGY

This chapter reflects; description of the study area, selection of an appropriate research design, target population (sample frame, sampling technique, sample size determination), data source & data type, methods of data collection, instrument development, method of data analysis, model specification and ethical consideration were discussed.

#### 3.1. Description of the Study Area

Guraghe zone is one of the 13 zones of Southern Nation's Nationalities and Peoples, Regional State (SNNPRS). It is located at north of the southern nation's nationalities and people's regional state capital (Hawassa) and 155km south of Addis Ababa. Guraghe zone is bordered in the North, Northwest, Northeast and East by Oromia region, in the West by Yem special Woreda, in the South by Hadiya zone, and in the Southeast by Silte zone.

Guraghe zone is structured into sixteen Woreda and five town administrations. On the other hand, Guraghe zone contains 437 rural Kebeles and fifteen municipal centers. Guraghe languages are spoken as first language by 80.54% of population, 5.28 % spoke Amharic, 4.09 % spoke Libido 3.2% spoke Kebena, 2.98% spoke Silte and 1.06% spoke Oromo; the remaining 2.85% spoke all other primary language reported (Gurage Zone Adm., 2020).

According to central statistical Agency (2007), the total population of Guraghe zone is 1,279,646 of whom 622,078 were men and 657,568 women, with an area of 5,893.40 square kilometers. The percentage share of female population in the zone is 51.5 percent. Guraghe has population density of 217.13. From the total population 119,822 or 9.36% are urban inhabitants. A total of 286,328 households were counted in this Zone. It shares 8.5 percent of the southern region population (i.e. 15, 042,531). Guraghe zone stands in a 4<sup>th</sup> position in southern region in terms of zonal population.

Guraghe zone Enterprise & Industry development department is one of Governmental structure in Guraghe Zone administrations. Under Guraghe Zone Enterprise Industry development Department there are sixteen woredas & five town Administration BDS practice in BDS center. According to the information obtained from Guraghe Zone Enterprises & Industry development department BDS co-coordinator unit (2021), five of them are (Wolkite, Butajira towns, as well as Cheha, Enor and Kebena weredas) having a better, medium, and bottom level in current BDS practitioner related to others?

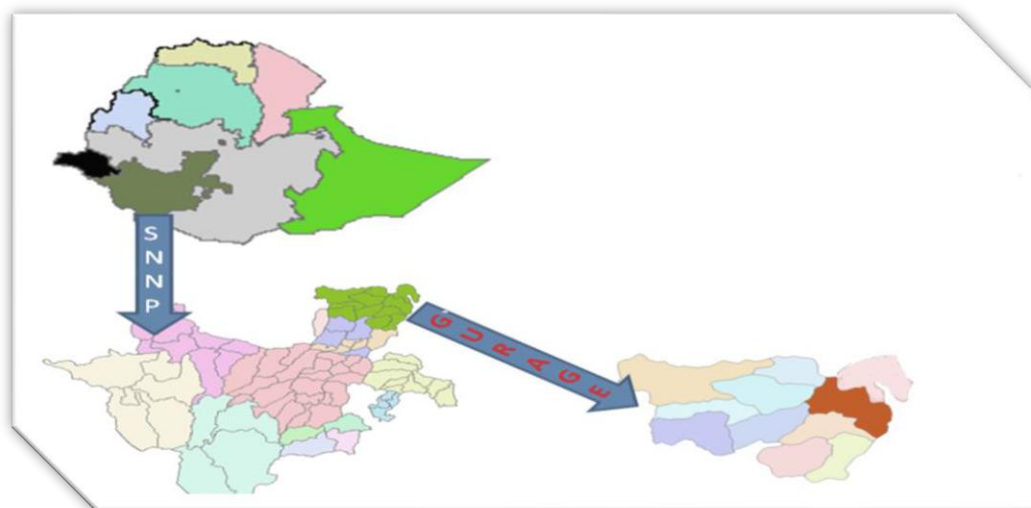


Fig 04 Guraghe Zone administration web site <http://www.guragezone.gov.et/>

### 3.2. Research Design

A research design is simply the framework or plan for a study that is used as a guide in collecting and analyzing the data. It is the blue print for collection measurement and analysis of data and completing a study. Actually it is a map that is usually developed to guide the research (Prabhat & Menu, 2015). This study applied descriptive and explanatory type of research design. Since the purpose of the study is to obtain complete and adequate information on the issue at hand, the research design for this study is descriptive, describing what has happened and what is happening. In addition to this, the major purposes of descriptive research are description of the state of affairs as it existing at present. Then this study described and critically assessed the practice of BDS in guraghe zone. According to Kothari (2014) explanatory research, aims at establishing the

cause and effect relationship between variable. In other words, explaining the current situation on the issue. Then this study assessed between the practice of BDS and the types of BDS (Advisory & training, alternative financial services, marketing assistance, information & technology, enhance personal skills, access inputs, and infrastructure access) for Micro Enterprises BDS beneficiary & BDS implementation by collecting and analyzing data on the seven variables to establish sustainable market access, implementation at Guraghe zone BDS centers.

### 3.3. Research Approach

According to Creswell (2009), there are three basic research approaches; these are quantitative, qualitative and mixed research approaches. In this research study depend on both quantitative as well as qualitative approach; this is because the data were collected quantitatively using structured questioners from BDS providers and BDS users/MEs/ from related zonal BDS reports of the institution. This research approach is systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques it is important for this study. Because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Where as in the case of qualitative data includes those data collected through interview

### 3.4. Target Population

Target population is a specific group of entities necessary for a particular research work. Hair, Wolfinbarger,Ortinau and Bush (2008) define a targeted population as consisting of the complete group of elements (people or objects) that are identified for investigation based on the objectives of the research. Therefore, so as to assess the practice of BDS in guargue zone(a total of 3 wereda & 2 town administration),the target population represents Wolkite,Butajira,Cheha,Kebena,andEnor. In other words, they represent the complete group of the whole population.Thus the defined target population of this research includes: BDS providers of the selected Woreda & town and BDS users/ME managers. The total size of the study population is 3320 specially (Wolkite 1597, Butajira 1587,

Cheha 88, Enor 24, and, Kebena wereda, 24) and 10 Focus Group Discussion from zonal BDS coordinator & MEs managers also a part of target population in Guraghe Zone.

### **3.4.1. Sample Frame**

Sample frame is a complete list of the population or the listing of the accessible population from which we were drawn our sample. Therefore, selection of Cheha, Enor & kebena wereda as well as Wolkite, and Butajira town administration carried-out based on the administrative structure of the zone. The sampling frame included the list of BDS facilitators BDS providers and BDS users/ME managers and 10 Focal Group Discussion from zonal BDS coordinator & MEs manager. Thus, the sample frame consists of the list of the items from which the representative sample was draw from total population of the study area.

### **3.4.2. Sampling Techniques**

Sampling is the process of selecting a small number of elements from a large defined target group of elements. Accordingly, this study deployed both probability and non-probability techniques to select the target group for the study purpose. The researcher used Cluster (Area) Random Sampling type of sampling techniques why because, the target populations are disbursed across a wide geographic region, so as to get to each of the units sampled clusters, as well as it is easier and more practical method, which facilitates the field work. In order to triangulate the data, purposive sampling (judgmental) method employed from non-probable sampling techniques for small target expert selected purposively based on their prior knowhow of implementing BDS in better way of the study. Within this structure, 1597 from Wolkite both BDS providers &MEs managers, 1587 from Butajira, 88 from Cheha, 24 from Enor, and 24 from Kebena wereda are the target population of the research, which means this number indicates that the number of office holder employees or business operators and MEs managers in selecting the intended sample size of respondents.

### 3.4.3. Sample Size Determination

This refers to the number of items to be selected from the universe to constitute a sample. The size of population must be kept in view for this also limits the sample size. According to Guraghe zone Enterprises & Industry development department BDS coordinator unit (2021), reported that, there are sixteen woreda & five towns Administration in Guraghe zone. Therefore, the researcher focused on the above two better BDS practitioner(Welkite & Butajira town), one medium level(Cheha wereda) & two bottom level( Enor & Kebena wereda) BDS practitioner have been taken to be the target population of the study.

Accordingly, Wolkite town accounts 45 BDS facilitators/employer & 1552 MEs managers, Butajira town 48 BDS facilitators & 1539 MEs managers, Cheha woreda,3 BDS facilitators & 85 ME managers, Enor 5 BDS facilitators & 19 ME managers, Kebena,3 BDS facilitators & 21 ME managers. There are various approaches for computing the sample size. In other words, Different authors use different formula to determine the sample size of the study was to determine the appropriate sample size, the basic factors to be considered are the level of precision required by users, the confidence level desired and degree of variability. Based on for this survey data, the researcher used sample size determination with the total respondents included in the study had been determined the formula given by Yamane (1967).

According to him, for a 95% confidence level and  $p = 0.5$ , size of the sample should be developed a formula to calculate a representative sample for proportions as: -

$$n = \frac{N}{(1 + N (e^2))}$$

Where: -

- $N$  = the population size
- $e$  = the levels of residual error (0.05)
- $n$  = Sample size

- The area under the normal curve for 95 % level of confidence suppose we want to calculate a sample size of population whose degree of variability is known. Assuming the maximum variability and taking 95% confidence level with  $\pm 5\%$  precision, the calculation for required sample size was as follows;

$$n = \frac{3320}{(1 + 3320 (0.05^2))} = 357$$

Based on this formula a total of 3320 respondents from under Guraghe Zone Industry & Enterprise Development and Department offices BDS practice and the numbers of respondents in each BDS center was determine by proportionate sampling technique as follows:

$$ni = \frac{Ni}{N} * n$$

Where: -

- $ni$  = each proportionate sample size
- $N$  = Total population
- $n$  = Total Sample Size
- $Ni$  = Total Number of population

**Table 3.1:** List of wereda & town administration population and sample size of the respondents to be included in the study.

Name of wereda/town	Individual actors size	Population size	$n = \frac{(T.N.P)(T.S.S)}{T.P}$	Sample size
Wolkite town	BDS Providers	45	$n = \frac{45*357}{3,320}$	5
	BDS users(MEs)	1552	$n = \frac{1,597*357}{3,320}$	167
Butajira town	BDS Providers	48	$n = \frac{48*357}{3,320}$	6
	BDS users(MEs)	1539	$n = \frac{1539*357}{3,320}$	165
Cheha wereda	BDS Providers	3	$n = \frac{3*357}{3,320}$	3
	BDS users(MEs)	85	$n = \frac{85*357}{3,320}$	7
Kebena wereda	BDS Providers	3	$n = \frac{3*357}{3,320}$	1
	BDS users(MEs)	21	$n = \frac{21*357}{3,320}$	1
Enor wereda	BDS Providers	5	$n = \frac{5*357}{3,320}$	1
	BDS users(MEs)	19	$n = \frac{19*357}{3,320}$	1
Total		3,320	$n = \frac{3,320 * 357}{3,320}$	357

**Note;** *T.N.P = Total number of population T.S.S =Total Sample size*  
*T.P = Total population*

Therefore, by using the formula, 172 respondents from Wolkite, 171 respondents Butajira, 10 respondents from Cheha wereda, 2 respondents from Kebena, and 2 from Enor.

In addition to this, ten key Informants (two BDS co-ordination from zonal level, 3 from Wolkite town, 2 from Butajira, (1 from Cheha, 1 from Enor and 1 from Kebena wereda BDS co-coordinator based on their linkage and responsible on BDS development and management issues were involved in study.

### 3.5. Data Source and Data Type

In order to carry out any research activity information should be gathered from proper sources. Therefore, the achievement of the objective of this study used both primary and secondary sources of data. The primary data were collected from BDS providers & MEs managers using structured questioner and unstructured interview data gathering tools, in the questioner the study tried to provide similar questions both for BDS providers as well

as MEs managers of the target population while, question respecting with zonal BDS coordinators and micro enterprises management were also collected using interview. Because they are the front line stake holders to giving quantitative and qualitative BDS evidences.

The study also used both qualitative and quantitative data. The qualitative data includes those data that are primarily collected through interview, and quantitative data includes objective items through the questionnaires. In this study, a combination of qualitative and quantitative approaches of doing research employed which has been practice, as recommend by Creswell (2009).

### **3.6. Instrument Development**

From the very beginning, the researcher deployed strategies to control the quality of data, reduce data scrambling errors and enhance quality data collection efforts., the researcher had taken an endorsement letter from the university (WKU) to get permission from respondents of primary and secondary data. The researcher disclosed that the need of data collection was for only intended academic purpose and informed consent was made accordingly. Careful attention concerning about respecting the rights, needs and values of the study subjects, confidentiality of data and acknowledging sources of information had been maintained. On technical aspect of the study, the researcher recruited 2 data collectors with contractual agreement and oriented them for half day on all issues of data collection procedures. The researcher himself collected data from the sample BDS service provider, users and focus group discussion (key informants). The researcher also reviewed relevant documents so that it could check-out data quality issues through triangulating data collected data from respondents and key informants. The researcher conducted a surprise monitoring/supervision to check out whether data being collected were cocked or not. Moreover, on the job technical assistance had been given to data collectors.

In order to verify the **validity** of the research data instrument, the pilot test was done in five wereda & town administration in Guraghe zone namely Wolkite, Butajira, Cheha, Enor, and Kebena with the selected BDS providers and service users(MEs). Pilot test is initial version

of complete survey tasks that is used to identify whether complications exist before disseminated actual survey to the respondents (Lavrakas, 2008). Moreover validity in this study refers to face validity which is surface level judgment of whether the items seem to measure the practice of BDS (McBurney 1994:123 cited in Woynshet, 2019). The participants of the pilot test were oriented to comment on the questionnaires of them understand ability, incisiveness, appropriateness, redundancy and the like. After the dispatched questionnaires were handed back, necessary revisions at the word level requiring corrections were taken based on the feedback from the pilot participants. Therefore, a reliability test of the pilot test data was carried out to check the consistency and accuracy of the measurement scales using SPSS version 26 for BDS practice variables and level of services rendered variables. *Validity was ensured by using a statistician and a panel of experts to evaluate the research instrument for conceptual clarity and by pre-testing the research instrument in a pilot study.* All AVE values were more than 0.5, indicating a good convergent validity (Hair et al., 2006). All the loadings exceeded the recommended value of 0.708 (Hair et al., 2014). Accordingly, it was found that a reliability of a questionnaire BDS practice variables 0.96, level of with the BDS services rendered in dependable variables the whole instrument had reliability or the level confidentiality of 0.95

Reliability, is concerned in the mechanism's capacity to generate a consistent outcome in measurement. Reliability is the degree to which the measure of a construct is consistent or responsible. Therefore, a reliability test of the pilot test data was carried out to check the consistency and accuracy of the measurement scales using SPSS version 26 for the practice of BDS variables 0.952.

### **3.7. Methods of Data Analysis**

The data collected was processed by checking, coding, and editing and. It was analyzed, based on the nature of the data (qualitative or quantitative), by using tables, descriptions, and interpretations. Statistical techniques were employed on the basis of the basic research questions stated and on the nature of the data collected. Consequently, data collected from the respondents were analyzed as after the require data had been collected. Moreover, the study

employed descriptive statistics like mean scores, standard deviations, and chi-square tests were conducted with the help of SPSS version 26 for analyzing the questionnaires with five point Likert scales and dichotomy (Yes or No) to identify their views on the practice of BDS in improving the performance micro enterprises. The reason for using descriptive statistics is used to describe the basic features of the data in a study, so as to provide simple summaries about the sample and the measures to compare the different factors as would, for the interviews and open ended questions, the responses were analyzed by using descriptive narrations through concurrent triangulation strategy. In using this technique, first summary sheets were prepared and field notes were written and the content of the response were analyzed. Inferential statistics also used for the variables test by using chi-square as well as the r-square. Finally, based on the analyzed data, interpretation was made side by side with the analysis part to come up with certain conclusions and recommendations at the end.

### **Model specification**

Model is a simplified & idealized representation of reality or system. Its objective is to provide means for analyzing the behavior of the system, for the purpose of improving its performance. Due to this, the study was applying descriptive model analyses of all the variables (market access, infrastructure, input supply, training and technical assistance, technology and information, and alternative finance) why because it explains various operations in nonmathematical language such as observation, survey and questionnaire, the analysis to establish the relationship between the dependent and the independent variables by using Chi-Square. Each independent variable was tested individually together with the control variables. The level of agreement for interpreting the data (mean value) that the researcher used for the practice of business development services was [1.00-1.49] = Most important. [1.50-2.49] = More important; [2.50-3.49] = somewhat important; [3.50-4.49] = Less important; and [4.50-5.00] = Not important at all;

## **Ethical Considerations**

Bobbie and Mouton (2002:522) point out that conducting research requires good ethical considerations. In carrying out the study the researcher abided by the ethical research principles. The managers / owners of the targeted MEs had been informed of the objective of the research project. And a covering letter obtained from the Department of Management. The researcher was make sure that the covering letter contains information about the investigation, the objectives of the measuring instrument, the voluntary participation of the respondents, assurance regarding confidentiality and anonymity, the intention to reveal the findings up on completion of the study and the contact details of theresearcher.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

#### Introduction

This chapter reflects data presentation, analysis, discussion and interpretation of the data obtained from the BDS providers/experts, facilitators and other key informants working on BDS practice area and other relevant issues through questionnaires, interviews and field observations. Based on the research objectives data collected through questioner, interview and observation. Data analyzed through Descriptive statistics analysis qualitatively, quantitatively, interpreted and presented in tables, percentages charts and graphs.

Furthermore, the demographic characteristics of respondents are discussed to give basic information about respondents. From the plan so as to collect data from households were 357 and distributed to 357 BDS providers, and users respondents; from 357 questioners, 340 of them were filled and returned. This shows that response rate of the survey was 95.2%. From 10 Focal Group Discussion ((key informants) (8 zonal BDS co-coordinators, experts and 2 MEs managers) planned, interview had conducted with 6 of experts (75%) and 2 MEs managers (100%). The average of total responses rate is 92.1%.

**Table 4.1:** Response rates of the respondents

S. N	Respondents	Planned	Achieved	Percent achieved response rate
1	BDS provider & user(MEs)	357	340	95.2%
2	Zonal BDS coordinator	8	6	75 %
3	MEs manager	2	2	100 2%
	Total	367	348	90%

*Source: Field Survey(2022)*

## 4.1. Demographic Characteristics of Respondents

From the data collected from sample BDS providers & users, demographic characteristics namely: sex, age, marital-status, working condition, income level, and educational status. Some of them were believed to better BDS implementation for better outcomes to enterprises, due to the level of awareness on the benefits of BDS. These BDS providers and users characteristics were assessed and the result was presented in tables (Table 4.2) and charts accordingly.

**Table 4.2:** Demographic Characteristics of Respondents

Items		Respondents	
		Fr.	%
Sex	Male	201	59.1
	Female	139	40.9
	Total	340	100
Age	Below 18 years	0	0
	19-30 Years	240	70.58
	31-47Years	100	29.42
	more than 48 years	0	0
	Total	340	100
Marital status	Married	116	34.11
	Unmarried	224	65.89
	Divorced	0	0
	She/he died	0	0
	Total	340	100
Occupation	Working at free time	50	14.71
	Full time recruitment	290	85.29
	Working on his/ time	0	0
	Total	340	100
Level of education	Primary completed	0	0
	Secondary completed	0	0
	Certificate & Diploma	32	9.41
	Bachelor Degree & above	308	90.59
	Total	340	100
Monthly income	Less than Br.2,000	0	0
	Br.2,000-4,000	146	42.94
	Br.4,001-6,500	155	45.59
	Greater than Br.6,500	39	11.47
	Total	384	100

**Source:** from SPSS version 26 result (2022)

As clearly seen in the Table 4.2 above, the majority of BDS providers & users (59.1%) were males while the rest (40.9%) were females. From the data one can see that more males have participated to BDS as compared to females. The number indicates that gender participation on the study was fortunately well-composed.

Different age groups had expected to have a distinctive inference for business development services and management in the study area. Table 4.2 indicated that 70.58% of age category in between 19-30 years, and 29.42% the respondents are youths (from 31--47 years old). This indicated that, there are no adolescent and aged category respondents. Hence, participation of other age category group is very important on better business development service practice why because they are found at the active and productive age category grouped.

The data obtained from the same table depicted that the majority of the respondents were (65.89%) were single or unmarried and (34.11%) were married. That means there were no Divorced and she/he died respectively. These shows that more unmarried BDS provider and users were having more participate on services in the study area. With regard to occupational status of the respondents' 85.29% of the respondents were employed in full-time recruitment, and the remaining 14.71% of the total respondents were Working at free time. This indicated that, the majority of BDS practitioner occupational status was in full-time recruitment.

Concerning educational level, the majority of the respondents (90.59%) were Bachelor Degree and above, the rest respondents (9.41%) were have certificate and diploma. In other words, there were no Primary and secondary completed BDS practitioner respondents in the study area. This infers that, it is possible to assume that peoples who have degree holders more used BDS practice services.

Regarding to respondents monthly income, the sample survey indicated that the income of 42.94% of the total respondents is in between 2,000 to 4,000 birr, whereas 45.59% of the respondents had earned between than 4001-6500 birr, the remaining 11.47% respondents' monthly income is more than 6,500. This shows that there were no respondents there monthly income less than 2000 birr.

## 4.2. Analysis of the Findings of the Study

### 4.2.1. The practice of Business Development services in the study area

In guraghe zone the practice of Business Development Services was started in 2000E.c. At that time, these services were practiced only in Wolkite and Butajira town administration. Due to the accessibility of the town, the presence of skilled manpower with respect to the services. Currently, these BDS services have been practicing almost all weredas and town administration.

According to Enterprises and Industry department development BDS coordination unit, there are no significant changes in the development of BDS services. It implies rendering business services to micro enterprises in the study area is not satisfactory. Based on the results drawn from observation and secondary data, there is no service consistency to provide the enterprises that could satisfy the BDS users in the Guraghe zone.

**Table 4.3.** The status of Business Development Services based on Respondents' response

No	Variables	Response	Frequency (N=340)	Percentage	Mean	Stand Dev.
1.	Have you ever delivered business development service for micro enterprises?	Yes	275	80.9	1.19	.394
		No	65	19.1		
		Total	340	100	1.19	.394
2.	Is there any change in performance after the business development service is delivered for the enterprises?	Yes	263	77.35	1.23	.419
		No	77	22.64		
		Total	340	100	1.23	.419
3.	After implementing BDS did applicable monitoring & evaluation the service?	Yes	171	50.9	1.50	.501
		No	169	49.1		
		Total	340		1.50	.501
4.	Level of factors that affect BDS	Medium	44	12.9	4.25	.670
		High	166	48.8		
		Very high	130	38.2		
		Total	340	100	4.25	.670
5.	How do you evaluate the role of BDS in aiding the growth of your enterprise and job opportunity creation in Guraghe zone?	Medium	35	10.3	4.42	.671
		High	127	37.40		
		Very high	178	52.4		
		Total	340	100	4.42	.671

Sources, from SPSS version 26 result (2022)

With regard to the current status of delivering BDS services as table 4.3 indicated that, around 275(80.9%) of the BDS users and providers responded that they have been providing services to the service users. The rest 65(19.1%) have not responded to the services. In order to triangulate the data, based on secondary data as well as the data obtained from interview the service was delivered to the users. The Mean or average or arithmetic mean is probably the most commonly used method of describing central tendency, this average quiz score is determined by summing all the scores and dividing by the number. In the same manner, the standard deviation is a more accurate & detailed estimate of dispersion, with this in mind, according to table 4.3.shows that, the grand mean score of (1.19) and SD (.394) this also infer that, how much the service average mean relating to the standard deviation of service providing. After providing the services, 263(72.3%) of the respondents were there are positive, the rest 77(21.2%) said that no changes after delivering service. Evidences based on interview & personal observation infers that there were changes from both BDS users and providers, in the case of, service provider's awareness creation, and improving service, where as in the case of service taker (MEs), developing attitude for better job creation, from time to time decrease work free people poverty alleviation and better income generate. On the other hand, after providing the services to the MEs there were challenges, that hinder the service with grand mean scores and SDs of (1.23) and (0.419) respectively, took the ratings of the respondents, that the grand mean scores also ascertained that: here were challenges, that faces the service.

In relation to better rendering BDS service monitoring and evaluation is mandatory regard to these 169(49.1%) replied that, no monitoring and evaluation after providing service, the rest 171(50.9%) of the respondents said that practicable after delivery. The researcher cross checked and verified from by service taker and from secondary data shows that weak practicable on the side service provider. On the other hand, after providing the services to the MEs, this shows that, after delivering BDS service monetary and evaluation was not in a good manner. In other words, the service with grand mean scores and SDs of (1.50) and (0.501) respectively of respondents shows that, the mean score of monetary and evaluation service to the MEs was found to be weak in practice. The Level of factors that affect BDS at medium level, 166(48.8%) of them the service affect high level. Whereas, the remaining

130(38.2%) of respondents put their notion at very high level with grand mean scores and SDs of (4.25) and (0.670) respectively of respondents shows that, the mean score of the levels of factors that affect the service to the MEs was found to be at high levels..From The Secondary data, personal observation, and BDS beneficiary infer that, *attitudinal problem, the presence of clarity problems, delivering the same BDS service for all business types of micro business enterprises, quality service problem, the service that delivering by BDS providers were not consistent.* To this end, those factors affect the service at high level. In addition to this, secondary data infers, factors that going to be hinder BDS practices : giving less attention to the sector from lower level of government structure, lack of BDS man power coverage, budget constraint and lack of BDS information so as to getting at the right time. Regarding from the roles of BDS aiding the growth of your micro enterprise and job opportunity creation from the total respondent 10.3% of them evaluate at medium level, 37.40 % of them responded their intention infer at high level, the remaining 52.4% put their evaluation at very high level. According to Washington et al (2014) BDS are services deliver to enterprises so as to improve their performance as well as address market problem by providing information, facilitating the provision of consultancy services, encouraging skills, improve equity by engaging in technology transfer and development, and providing access to infrastructure and financial services. Therefore, His finding was directly related to these consequences as well and also BDS play high level significant roles for the growing economy of enterprises.

#### **4.3. Types of BDS delivered to the enterprises**

Business development services comprise of many disciplines, it does not fit easily into a single category. BDS organized into categories that address issues MSEs commonly face. However, there may be significant overlap between categories with some services fitting into more than one. It should be also known, that BDS are often complementary and implementing strategies may use several of them to achieve desired results. Business development service include a wide range of non-financial support service concentrated in the following categories: market access, infrastructure, policy advocacy, book keeping, legal advice, consulting, input supply, training and technical assistance, technology and

product development, and alternative finance mechanism and business incubation (Minda,2013).He further explain that in supporting development and sustainability of MSE ,these service help to increase employment, generate higher income and provide economic security .Such intervention at micro level contribute the alleviation of poverty empower vulnerable groups by the means economic development and growth. Here, The practice of Business Development Services implementing situation was assessed considering the types of BDS services priority given to areas in this zone.

**Table 4.4.Types of BDS used (Types of BDS delivered to the micro enterprises)**

Types of BDS	Respondent group		Responses		Total	Grand Mean	Standard Dev.
	BDS	MES	Delivered	Not delivered			
Training and advisory assistance	BDS		Delivered	Not delivered	100%	2.56	0.90
		No.	247	93	340		
		%	72.6%	27.4%	100%		
	MEs	No.	242	98	340		
		%	71.2%	28.8%	100%		
Market access	BDS	No.	223	117	340	3.15	0.96
		%	65.6%	34.4%	100%		
	MEs	No.	184	156	340		
		%	54.1%	45.9%	100%		
Information & technology	BDS	No.	135	205	340	3.52	0.76
		%	39.7%	60.3%	100%		
	MEs	No.	27	313	340		
		%	7.4%	92.6%	100%		
Human resource capacity building	BDS	No	200	140	340	2.8	0.98
		%	58.8%	41.2%	100%		
	MEs	No	208	132	340		
		%	61.2%	38.8%	100%		

Infrastructure & working place supply	BDS	No	200	140	340	2.47	0.92
		%	58.8%	41.2%	100%		
	MEs	No	233	107	340		
		%	68.5%	31.5%	100%		
Input supply	BDS	No	295	45	340	2.31	0.87
		%	86.8%	13.2%	100%		
	MEs	No	279	61	340		
		%	82.1%	17.9%	100%		
Alternative Financial source	BDS	No	179	161	340	2.56	0.90
		%	52.6%	47.4%	100%		
	MEs	No	108	232	340		
		%	31.8%	68.2%	100%		

Sources, from SPSS version 26 result (2022)

### **Training and advisory assistance**

According to Basilio and Rodriguez(2010) training and technical assistance includes mentoring, feasibility studies and business plans, exchange visits and business tours, management training ,franchising, technical training, counseling/advisory services, financial and taxation advice, legal services , accountancy and bookkeeping. As observed by Okwena et al (2011), book keeping practices among the small businesses in Kisii Municipality are not effective and this has had a negative effect on the financial performance of these enterprises. The poor bookkeeping skills are associated to little knowledge. MSEs, therefore require bookkeeping services to be able to have accurate financial records that can enhance decision making. Training is also a process or procedure through which skills, talents, knowledge of employees are enhanced. In other words, it is one of pillars of effective BDS implementation.

From this, as clearly indicated table 4.4, and the chart shows that, both service provider and user (72.6%)& (71.2%)respondents answered implies that Training and advisory assistance(*Business Counseling services, Business plan development, Credit management, Legal service advices, Financial management, Bookkeeping (financial record keeping) Tax advice, Personnel management Business management training, Inventory management, Time management, and Supply chain management, Basic computer training*)services have delivered the service, the remaining (27.4%)&(28.8%) responded that not delivered respectively. According to table 4.4 also indicated that, the grand mean score of(2.56) and SD(0.90) obtained from the respondent also indicated that the service had delivered . In addition to that, the majority of BDS beneficiaries have also agreed to that they have taken the services ever before. The Secondary data, tell as this types of service provided to the users. On the other hand, the data gathered via the interview with both BDS providers and BDS user’s micro enterprises development of the zone shows that they have agreed for providing the service for the users.

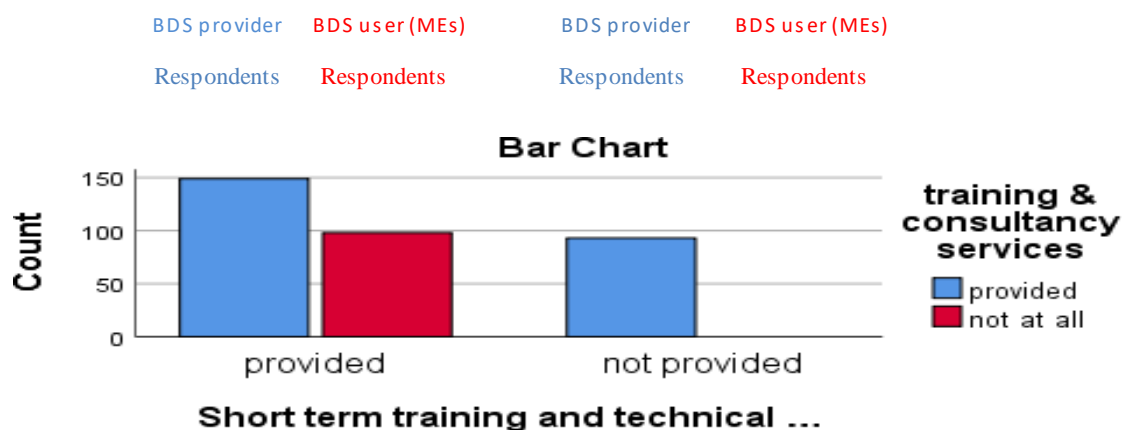


Fig 4.1.Training and advisory services

*Sources, spss version 26, (2022)*

## Market access

UNDP (2004) presented market access as a seven element factor comprising market research, market information, trade fairs, product exhibitions, advertising, packaging, marketing trips and meetings, and subcontracting and outsourcing. To this end, the respondents emphasized their attitude to market access.

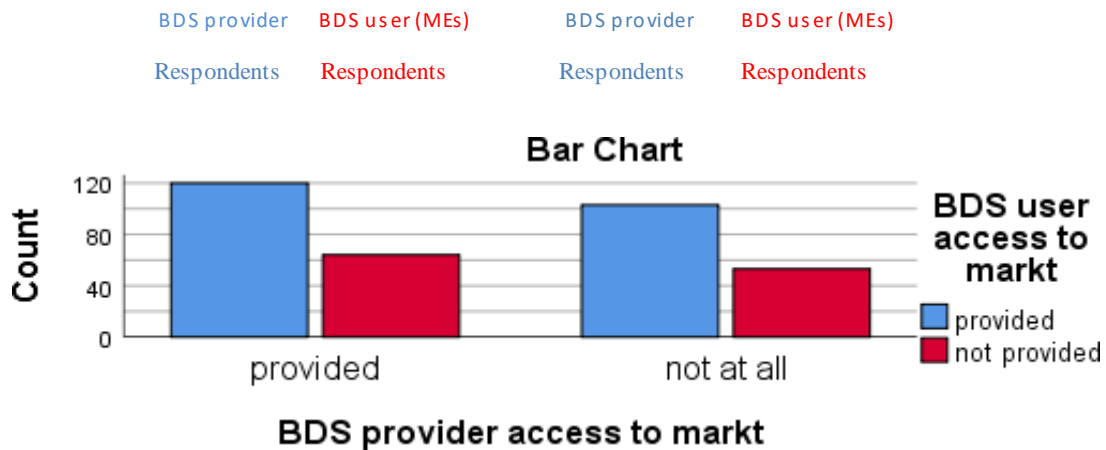


Fig 4.2., Market access

*Sources: Sources, SPSS version (2022)*

Regarding to table 4.4 & chart revealed that, both service provider & user 223(65.6%)& 184(54.10%) respondents implies that marketing assistance(market research, market information, trade fairs, product exhibitions, advertising, packaging, marketing trips and meetings, and subcontracting and outsourcing)services have delivered the service, the remaining 17(34.4%)&156(45.9%) responded that not delivered respectively. In addition to that, the majority of BDS beneficiaries have also agreed to that they have taken the market access services, According to table 4.4 also indicated that, the grand mean score of (3.15) and SD(0.998) obtained from the respondent also indicated that the service had delivered . The Secondary data, tell as this types of service provided to the users. On the other hand, the data gathered via the interview with both BDS providers and BDS user’s micro enterprises development of the zone shows that they have agreed for providing the service for the users.

### Alternative Source of finance

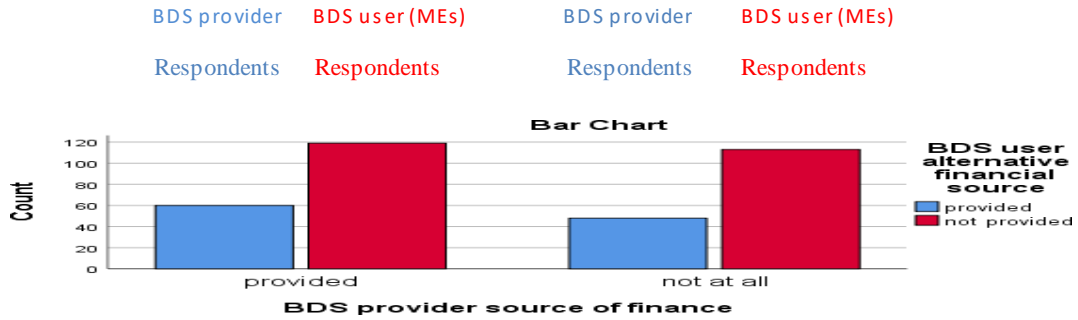


Fig 4.3., alternative source of finance Sources, SPSS version 26, (2022)

From the above table 4.4 and bar chart alternative finance point of view 179 (52.6%) & 108 (31.8%) respondents answered implies that, alternative source of finance (Micro finance Institutions, on credit suppliers, Leasing companies, Banks) services have delivered the service, the remaining 161 (47.4%) & 232 (68.2%) responded that not delivered respectively. But the majority of BDS users disagree that they have taken to the service providing, According to table 4.4 also indicated that, the grand mean score of (2.56) and SD (0.90) obtained from the respondent also indicated that the service had been weak in delivered. In addition to that, The Secondary data, tell as these types of service provided to the users. On the other hand, the data gathered via the interview and BDS user's micro enterprises development of the zone shows that they also disagreed for providing the service for the users. Not only this, as the above table 4.4. infers that, based on, BDS user's responses there were weak in information & technology. This may lack of skilled man power, or lack of commitments.

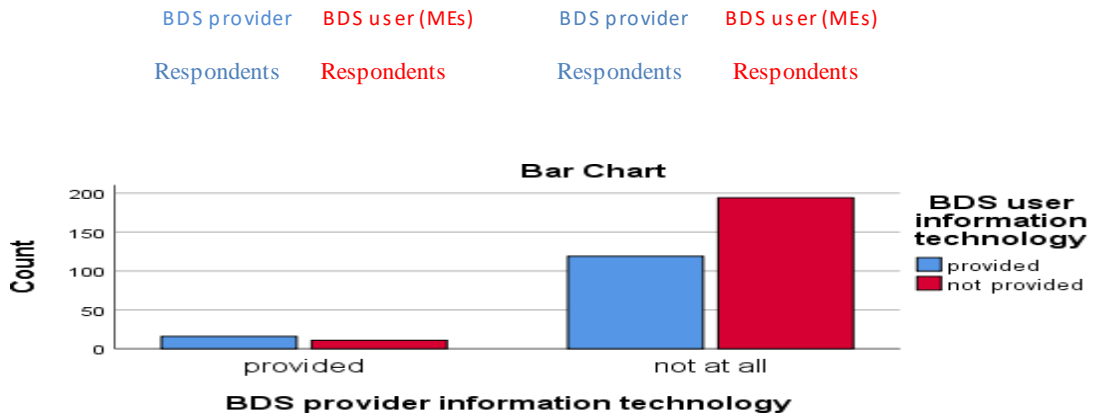


Fig 4.4., information & technology  
*Sources, SPSS version 26, (2022)*

### Information & technology

With regard to the current status of delivering BDS services as table 4.4 and the bar graph revealed that, there were a disagreement between some BDS providers and Micro enterprises i.e. both BDS provider & user 135(39.7%) & 27(7.4%) of them replied service delivered, But the majority 205(60.3%) & 313(92.6%) of the service users and providers agreeing did not delivered in the case of information technology permanently (emailing, secretarial services, accessing materials through internet) respectively, According to table 4.4 also indicated that, the grand mean score of(3.52) and SD(0.761) obtained from the respondent also indicated that the service had delivered. In order to triangulate the data, based on secondary data as well as the data obtained from interview the service was not delivered to the users. Therefore, this may be related budget constraint and commitment problem.

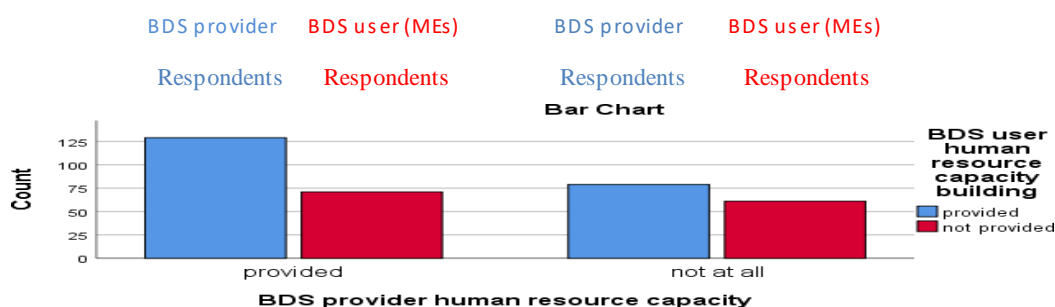


Fig 4.5., human resource capacity  
*Sources, SPSS version 26, (2022)*

### Human resource capacity building

With regard to the current status of delivering BDS services as table 4.4 and the bar chart indicated that, the majority of the service users and providers responded that they have been providing human resource capacity building services to the service users. The rest have not responded to the services. In order to triangulate the data, based on secondary data as well as the data obtained from interview the service was deliver to the users, According to table 4.4 also indicated that, the grand mean score of(2.8) and SD(0.98)

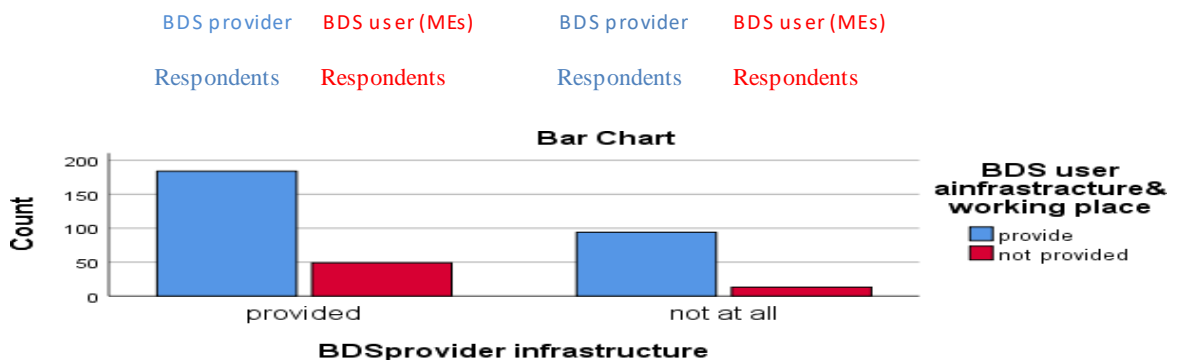
obtained from the respondent also indicated that the service had delivered. But, when we see the current BDS employee recruitment coverage in guraghe zone reveals from the secondary data.

**Table 4.5: BDS man power coverage in the study area**

N. o	Authorized BDS man power Planned		Current BDS facilitators man power planned achieved	
1	From zonal level, wereda,& town administration office	42	14	33%
2	From 47 BDS center	577	214	37%
	Total	619	288	36.8%

*Source: secondary data from Guraghe zone Enterprise & Industry BDS unit (2022)*

According to table 4.5 zonal BDS man power planned revealed that, 42(100%) BDS facilitators from zonal, wereda and town administration office level man power coverage, 577(100%) from a total of 47 BDS center a total of 619(100%).But they hired 14(33%) &214(37%), a total of 288(36.8%) business development services facilitators respectively. This indicated that, 331(65.1%) of BDS expert had not been hired .As a result, this also a factor for the practice of BDS in the study area.



**Fig 4.6, infrastructure & working place supply**

*Sources, SPSS version 26, (2022)*

### Infrastructure & working place supply

Regarding to the current status of delivering BDS services as table 4.4& the bar chart indicated that, the majority of the service users and providers 200(58.8%) &233(68.5%) respectively responded that they have been providing infrastructure and working place supply(Manufacturing site, Sales site ,Transport access ,Storage and ware house ,Business incubators, and Telecommunication) services to the service users. But the rest 140(41.2%) &107(31.5%) service deliver and user have not responded to the services. In order to triangulate the data, based on secondary data as well as the data obtained from interview the service delivered to the users. According to table 4.4 also indicated that, the grand mean score of(2.47) and SD(0.92) obtained from the respondent also indicated that the service had delivered,.

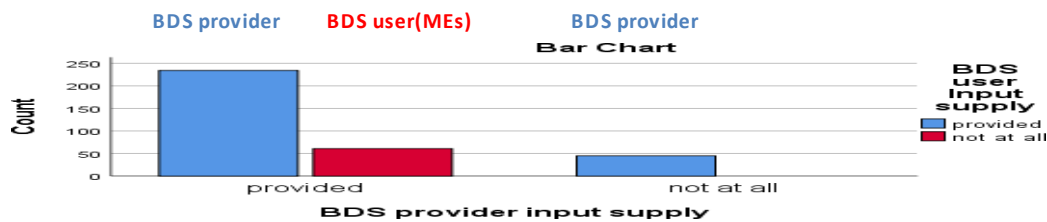


Fig 4.7., input supply

Sources, SPSS version 26, (2022)

### Input supply

According to the current status of delivering BDS services as table 4.4 and the bar graph indicated that, the blue color represent service provider which means the service were delivered or not in the side BDS provider, but the red on is represent for BDS user(MEs) respondents. Therefore, the majority (86.8%) &(82.1%) of the service users and providers responded that they have been providing input supply(production materials, product quality ,Distance from the production site, Competitive price and Capacity of the supplier ) services to the service users. The rest (13.2%) & (17.9%) have not responded to the services respectively. In order to triangulate the data, based on secondary data as well as the data obtained from interview the service have been delivered to the users with the grand mean score of(2.31) and SD(0.87) obtained from the respondent also indicated that the service had delivered,.

Table 4.6: The level of BDS service practice in Guraghe zone wereda and town.

High level BDS service	Middle BDS level service	Low level BDS service
Wolkite town administra	Bue wereda	Gedebano Gutazer Welene wer
Butajira town adm.	Entegagn wereda	South sodo wereda
Ezxa wereda	Geta wereda	East meskan
Gunchire town admi.	Gumer wereda	Enor wereda
Muhir Aklil	Cheha wereda	Kebena wereda
	Emdibir town administ	
	Enemor wereda	
	Sodo wereda	
	Mareqo wereda	
	Abeshghe wereda	

*Source: secondary data from GZE&IDD BDS unit (2022)*

As Table 4.6 shows that, Wolkite, Butajira, Ezxa wereda, Gunchire town admi. and Muhir Aklil are delivering a service at high level BDS practitioner. As the secondary data revealed that, they are pre BDS practitioners as well as they are also accessible for providing & getting a service, as a result better skilled manpower coverage. But, Bue, Entegagn, Geta, Gumer, Cheha, Emdibir, Enemor, Sodo, Mareqo, and Abeshghe wereda are delivering a service at middle level BDS practitioner, but the rest are the weak implementer.

**Table 4.7.** Chi-square results of responses on the types of BDS provided

Types of BDS	Respondent group		Responses		Total	Chi-Square Test		
						Value	DF	p-value
Training and advisory assistance	BDS		Delivered	Not delivered	100%	26.81	1	0.001
		No	247	93	340			
	%	72.6%	27.4%	100%				
	MEs	No	242	98	340			
		%	71.2%	28.8%	100%			
Market access	BDS	No	223	117	340	53.68	1	0.02
		%	65.6%	34.4%	100%			
	MEs	No	184	156	340			
		%	54.1%	45.9%	100%			
Information & technology	BDS	No	135	205	340	10.72	1	0.24
		%	39.7%	60.3%	100%			
	MEs	No	27	313	340			
		%	7.4%	92.6%	100%			
Human resource capacity building	BDS	No	200	140	340	54.35	1	0.02
		%	58.8%	41.2%	100%			
	MEs	No	208	132	340			
		%	61.2%	38.8%	100%			
Infrastructure & working place supply	BDS	No	200	140	340	19.51	1	0.032
		%	58.8	41.2	100%			
	MEs	No	233	107	340			
		%	68.5	31.5	100%			
Input supply	BDS	No	295	45	340	8.07	1	0.02
		%	86.8	13.2	100%			
	MEs	No	279	61	340			
		%	82.1	17.9	100%			

Alternative source	Financial	BDS	No	179	161	340	51.14	1	0.04
			%	52.6	47.4	100%			
	MEs	No	108	232	340				
		%	31.8	68.2	100%				

Sources: own survey (2022)

As it is depicted in table 4.7, and also briefly stated in the above, the majority of all types of BDS independent variables the respondents in the BDS providers and micro enterprises responded that: training and advisory assistance, market access, information & technology, human resource capacity building, infrastructure & working place supply, input supply, and alternative financial source services are provided to their respective enterprises, except information and technology types of BDS. The p-value in the Chi-square test shows that all variables value have less than 0.05 values, which means all have not significant difference there is a no significance difference in the views of the two respondent groups regarding. Except information and technology types of BDS, its p-value significantly difference from the the levels of residual error value i.e.  $0.24 > 0.05$ .

From the Chi-square result in Table 4.7 we can understand that the BDS types focused on training and advisory assistance, market access, information & technology, human resource capacity building, infrastructure & working place supply, input supply, and alternative financial source, and information and technology services in the study area. The data obtained through the interview and secondary data also shows the main BDS services are training and advisory assistance, market access, information & technology, human resource capacity building, infrastructure & working place supply, input supply, and alternative financial source, and information and technology services in the study area.

Generally, the data gathered from both primary and secondary data sources were revealed that, the dependable variables (BDS practice) relates to the in dependable variables( training & advisory services, market access, alternative financial sources, information & technology, capacity of human resource, infrastructure & working place area, and input supply). In other words, if the in dependable variables will in active, the BDS service in appropriate, and also as the above quantitative as well as qualitative data revealed that most

of the in dependable variable were weak in practice. Due to, no service consistency to the users.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter provides an overview of the study, highlighting the summary of major results, conclusions as well as recommendations.

#### 5.1. Summary

This research was summarizing on assessing the practice of Business Development Service to Micro Enterprises in Guraghe zone. The primary purposes of the study were (1) to examine the types of BDS being delivered, (2) the status of BDS practice, and (3) the problems being faced in the practice of BDS provision. To realize these objectives, questionnaires and interview checklist were used to gather the necessary data. The research also attempted to answer the following three basic research questions;

- What are the types of BDS provided?
- What problems/challenges are being faced in implementing BDS for Micro business enterprises in Guraghe zone?
- What is the status of BDS practices in the study area?

To answer these research questions, mixed method approach was employed. To this effect, the study was conducted in five randomly selected town administration and wereda of guraghe zone. A total of 357' were selected through area sampling technique to participate in the study. Besides, 10 BDS co-coordinators & BDS users' managers were selected purposively, since they have had better know how as well as they have direct relation in delivering & using the services. To collect the data on the issue 357 questionnaires were distributed for service provider and service user (MEs) only 340(95.2%) were properly filled and handed back. In addition, interview was conducted with 8 BDS coordinators' and MEs managers by using open-ended interview guide questions to extract in-depth information regarding to BDS practice. To analyze and interpret the data collected from BDS users and providers through closed ended items of the questionnaire, descriptive and inferential statistical methods like, percentage, means, frequencies tables, exploratory factor analysis were used. The analysis of the quantitative data was performed in the help of SPSS version 26 computer program. The data gathered

through interview guide open ended questions of the interview was analyzed qualitatively using narrations to support the result obtained from quantitative analysis. Finally, the research came up with the following major findings.

With regard to the first research question,

**The types of business development services provided for the micro enterprises** in the study area, from the data obtained through questionnaire, interview session and open ended questions from zonal BDS coordinators and management bodies in MEs, the researcher has found the major types of business supports delivered for the enterprises from to be, training and advisory assistance, market access, information & technology, human resource capacity building, infrastructure & working place supply, input supply, and alternative financial source, and information and technology services in the study area. But, from the types of BDS information and technology services weak in practice in the study area. This shows that, low BDS practice in terms of information and technology services in the study area, due to giving less attention.

**In the case of the second question, factors that affect the practice of BDS were:**

The finding of the study also shows that the obstacles in BDS practice at high negative impacts on the process of delivering business supports to the enterprises were:

- Attitudinal problem,
- The presence of clarity problems,
- Delivering the same BDS service for all business types of micro business enterprises,
- Quality service problem,
- The service that delivering by BDS providers were not consistent. To this end, those factors affect the service at high level. In addition to this, secondary data infers, factors that going to be hinder BDS practices : In addition to this, secondary data infers, factors that going to be hinder BDS practices were :
- Giving less attention to the sector from lower level of government structure,
- Lack of BDS man power coverage,

- Budget constraint and lack of BDS information so as to getting at the right time. In general, the Level of factors that affect BDS service at high level.

In terms of the third research question, the findings of the research indicate **that the status of the practice of BDS** in the study area, evidences based on interview & personal observation annual zonal report infers that there were changes from both BDS users and providers, in the case of, service provider's awareness creation, and improving service, where as in the case of service taker (MEs), developing attitude for better job creation, from time to time decrease work free people poverty alleviation and better income generate. After delivering BDS service monetary and evaluation was not in a good manner. Furthermore,

- ✚ The result of the research shows that, the majority of BDS providers & users (59.1%) were males rather than females, unmarried, majority age category between 19-30 years which means they were active and productive aged group, have worked full time recruitment as well as the majority educational back ground have degree and above.
- ✚ The source of finance that business services have been providing were government as well as NGOs, but the service was not consistent.
- ✚ After providing BDS service the positive outcomes were awareness creation, and improving service, where as in the case of service taker (MEs), developing attitude for better job creation, from time to time decrease work free people poverty alleviation and better income generate.
- ✚ Finally, the data obtained from the study also assured that the deviation on perceived service and customers' expectation resulted in all dimension of service quality. This may result lack of customers' satisfaction on BDS service for maintaining sustainable economic growth that lead to sustainable service & profitability.

## 5.2. Conclusion

The aim of this study to assess the practice of business development services that consists of nonfinancial support on the performance of micro enterprises in guraghe zone. Based on the findings of the results of this study reveals that, the following conclusions could be made, market access, infrastructure facility, input supply, training and technical assistance services were found to be provided to micro enterprise for BDS beneficiaries in guraghe zone. However, weak BDS service was found information technology between BDS provider and BDS beneficiary.

Based on the findings of the study, the following conclusions could be made, the conclusion would be that market access, infrastructure facility, input supply, training and technical assistance services were found to be provided to micro enterprise for BDS beneficiaries in Guraghe zone. However, weak BDS service was found information technology between BDS provider and BDS beneficiary.

According to this study, training & advisory services and market access was the strongest indicator of MEs performance. Based on this finding infrastructure facilities contribute to improved performance of BDS beneficiary MEs while it has no association with performance of non beneficiary enterprises. This implies that small enterprises should give priority to incubation facilities in which new ideas may be developed and prototyped in order to improve existing products and service.

In addition, the study established that: factors that goanna be hinder the services were; attitudinal problem, the presence of clarity problems, delivering the same BDS service for all business types of micro business enterprises, Qualityservice problem, the service that delivering by BDS providers were not consistent. To this end, those factors affect the service at high level. The key contribution of this research is the empirical evidence of the practice of business development services on MEs performance, especially in Guraghe zone.

### 5.3 Recommendations

Based on the findings of the study, the following recommendations could be forwarded to the Business Development Service coordination unit of Guraghe zone for future improvements.

- The finding of the study indicates that the types of Business Development supports delivered to the MEs in the zone includes training and advisory assistance, market access, information & technology, human resource capacity building, infrastructure & working place supply, input supply, and alternative financial source, and information and technology services. Recognizing the importance of MEs in promoting employment opportunity, technology transfer and other roles in the zone, it is recommended that, if the enterprises will get other BDS supports like: legal and regulatory advice, accessing technical information, Services to improve the business environment through policy advocacy and infrastructure development, be given to so that they could be able to grow from micro to small, from small to medium, and from medium to large and contribute their part to the economic growth.
- In order to alleviate the above BDS service factors in the study area, integrated effort is a key and very important aspect for avoiding the problem and filling the gap as well as for any development. Hence, a collaborative action shall be taken through participation and partnership with different relevant stakeholders (wolkite polytechnique college, micro finance, municipality sectors and non-governmental organizations) so that it can develop and manage the business services in a sustained basis.
- The zonal government should give a due attention for economic incentive (better income generation) delivering BDS system to respond the high employment creation, poverty alleviation and economic growing of MEs rather than political incentives.
- The data obtained from the analysis part of secondary data study also shows that: wolkite, and butajira town administrations BDS coordination unit have delivered special BDS service to their MEs with compared to other weredas & town

administration, in terms of better service delivering, accessibility, and effectiveness of service users(MEs).Therefore, taking these better service experience to other wered as and town administration, so as to expanding in all dimension of service quality in the zone. Therefore, the zonal administration & gurague zone Enterprise and Industry development & department shall take the responsibility, so as to fill service gap.

- Finally, recommendation for Further Research: The problem associated with BDS practice and management is many and complex. Literatures on these issues are limited. However, the findings were limited due to time, budget and geographic coverage. Therefore, this study is initial point for further investigations of Guraghe zone to consolidate the results.

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## APPENDICES

### Appendix,

#### Survey Questionnaire (English Version)

#### Questionnaire to be filled by employees in the BDS providers/Facilitatores

Dear respondent

The objective of this questionnaire is to obtain data on the practice of Business Development Service (BDS) in improving the performance of micro enterprises in guraghe zone. The data is used to write a thesis for Master of Business Administration. You are kindly requested to respond for the following questions honestly and sincerely. . A few minutes of your time to answer these questions will be valuable to this study. Your response will be used only for the research purpose and kept confidential.

#### *Part One for BDS providers/facilitators*

Date of asking the questionnaire-----place-----Code no.-----

#### **I. The respondent personal information:**

1. Zone-----wereda/town-----kebele-----

2. Age: 1/ below18 2/ from 19-30 3/ from 31—47 4/ 48 and above

3. Gender: a) Male----- b) Female-----

2. Are you married? 1/married----- 2/unmarried----- 3/divorces ----- 4/  
he/she died -----

3. About working condition; 1/work free----- 2/working at free time----- 3/ full time  
recruitment-----4/ work in private----- 5 if others -----

4. Monthly income; 1/ below 2000 2/from 2000-4000 3/4001-6500 4/above 65001

3. What is your academic qualification?

No.	Academic qualification	
1	Primarily level completed	
2	Secondary level	

3	Certificate and diploma	
4	BA and above	

1. Have you worked as BDS provider or any related to business enterprises?

How long? -----

2. What are the requirements for the customers to get BDS services in your institution? -----  
-----

3. Have you ever delivered business development service for micro enterprises?  
 Yes                      Not at all

4. What BDS services are provided by your organization/institution?

No.	Type of BDS	Delivered	Not delivered
1.	Short term training and technical assistance		
2	Access to market		
3	Access to market		
4	Information and Technology		
5	Enhance personal skill		
6	Infrastructure and working premises		
7	Alternative sources of financing		

5. Have you ever delivered any other type of business development service other than those listed above?     Yes     No

6. If your answer for question number 3 is “Yes”, which type of services did you delivered for the enterprises? -----  
-----

8. Is there any change in performance after the business development service is delivered for the enterprises?                      Yes                       No

9. If your answer for question number 5 is “Yes”, what are the changes observed. Please specify. -----  
-----

-----  
-----

10. How do you evaluate the role of BDS in aiding the growth of the enterprises and job opportunity creation in the town/wereda?

Very Low  Low  Moderate  High  Very high

11. What are the sources of finance to provide the BDS services? Specify in priority

Sources of finance	Rank
Government	
Donors	
Enterprises (users)	
NGOs	
Others (specify) -----	

12. Comparing the BDS services which one is more profitable? If so specify in priority order and why? -----

13. Do you evaluate the BDS services provided?

a), yes/how often \_\_\_\_\_

b) No/why? \_\_\_\_\_

14. What problems do you face in providing the BDS services? -----  
-----

15. How do you see the negative impacts of the problems posed by these obstacles in the BDS provision process?

Very Low  Low  Moderate  High  Very high

16. What corrective measures are taken to solve the obstacles you mentioned for the question above -----  
-----

17. Are there any plans for the future in relation to BDS services providing? Making BDS commercially available? Extend BDS to other sectors? -----

18. If you have any suggestion regarding BDS practice service -----  
-----

**Part Two For mangers in the micro and small enterprises**

1. Did business development service delivered for your enterprise?

- Yes             Not at all

2. Please tick () in front of those business development services that are provided for your enterprise so far.

No.	Type of BDS	Delivered	Not delivered
1.	Short term training and technical assistance		
2	Access to market		
3	Access to market		
4	Information and Technology		
5	Enhance personal skill		
6	Infrastructure and working premises		
7	Alternative sources of financing		

3. From the services explained above, which one is working best for your business and why? -----  
-----

4. Have you ever accessed any other type of business development service other than those listed above?  Yes         No

5. If your answer for question number 5 is “Yes”, which type of services did your enterprise accessed? -----  
-----  
-----

6. Is there any change in performance after the business development service is delivered for your enterprise? Yes No

7. If your answer for question number 5 is “Yes”, what are the changes observed. Please specify -----  
-----

8. How do you evaluate the role of BDS in aiding the growth of your enterprise and job opportunity creation in the town?

Very Low      Low      Moderate      High      Very high

9. What obstacles are faced in receiving & implementing the process of BDS provision? Explain. -----  
-----  
-----

10. How do you see the negative impacts of the problems posed by these obstacles in the BDS provision process?

Very Low      Low      Moderate High      Very high

11. What have you done to overcome these obstacles? -----  
-----

13. What was your expectation from using BDS? -----

14. If you have any suggestion regard to BDS practice service -----  
-----



-----  
-----

10. How do you evaluate the role of BDS in aiding the growth of the enterprises and job opportunity creation in the town/wereda?

Very Low     Low     Moderate     High     Very high

11. What are the sources of finance to provide the BDS services? Specify in priority

13. What problems do you face in providing the BDS services? -----  
-----

14. How do you see the negative impacts of the problems posed by these obstacles in the BDS provision process?

Very Low     Low     Moderate     High     Very high

15. What corrective measures are taken to solve the obstacles you mentioned for the question above -----  
-----

16. Are there any plan for the future in related to BDS services providing? Making BDS commercially available? Extend BDS to other sectors? -----

17. If you have any suggestion regard to BDS practice service -----  
-----

**Appendix, B**

**Survey Questionnaire (Amharic Version)**

የጥናት መጠይቅ

ይህ ጥናት የቢዝነስ ልማት አገልግሎት አተገባበር የትምህርት መስክ የሁለተኛ ዲግሪ/ማስተርስ መመረቂያ ማሟያነት ለሚደረገው የምርምር ፅሁፍ አካል ነው።

የዚህ መጠይቅ ዋና ዓላማ በጉራጌ ዞን አስተዳደር ለአነስተኛ ኢንተርፕራይዝ የሚሰጠው የቢዝነስ ልማት አገልግሎት አተገባበር ላይ ያተኮረና እንደዚሁ ውጤታማነቱ አሁን ያለበት ሁኔታና በአተገባበሩ ላይ ያሉትን ተግዳሮቶች በመለየት አጥንቶ ዘናዊ መፍትሄ ማስቀመጥ ሲሆን። የዚህ መጠይቅ መመሪያ የተዘጋጀው በዞኑ ስር ከሚገኙት ወረዳና ከተማ አስተዳደር ያሉትን የቢዝነስ ልማት አገልግሎት ሰጪ፤ አስተባባሪ ባለሙያዎች እና አነስተኛ ኢንተርፕራይዝ(በኢንዱስትሪ፣በከተማ ግብርና እና በአገልግሎት ስራ ላይ የተሰማሩ) ለተደራጁ ማህበራት ሃላፊዎች ላይ የሚደረገው ጥናት መረጃ ለማሰባሰብ ነው። በመሆኑም እርስዎ በሃቀኝነት ይህን መጠይቅ ለመሙላት የሚሰጡን ጊዜ ለጥናቱ መሳካት ትልቅ ድርሻ አለው። ለዚህም ከወዲሁ ላመሰግንዎ እወዳለሁ። የሚሰጡን መረጃ ለዚህ ዓላማ ብቻ እንደሚውል በመገንዘብ የሚሰጡኝን መረጃ እርሶ ማንነት፣ነፃነት፣ገለልተኛነት ሚስጢር ሆኖ እንደሚያዝም ጭምር ላረጋግጥልዎ እወዳለሁ።

ለትብብርዎ አመሰግናለሁ! !

ቃለ-መጠይቁ ተደረገበት ቀን----- ቦታ-----መለያ/ኮድ-----

ማስታወሻ፤እባክዎ መልሱን እንደየ አስፈላጊነቱ በተሰጠው ባዶ ቦታ ላይ(-) ምልክት ያስቀምጡ።

የጥናቱ ባለቤት፡አብዱልፈታ ነጋሽ ሁሴን

**Email:** [abdinegash2026@gmail.com](mailto:abdinegash2026@gmail.com)

ክፍል አንድ፡የተጠያቂ የግል መረጃ

1. ዘን-----ወረዳ/ከተማ አስተዳደር-----

2. ፆታ፡           ወን  ሴት           

3. እድሜ፡  መት በታች    ከ19-30     --47    ከ48  .ያ በላይ   

4. የጋብቻ ሁኔታ፡    ያላገባ/ባች    ያገባ/ባች    የተፋታ/ች     የተለያ/የች

5. የስራ ሁኔታ: ስ [ ] ው/ለት በትርፍ ጊዜ [ ] ራ/ትሰራ የሙሉ ጊዜ ተቀጣሪ [ ]  
 የሚሰራ/ት [ ] ሌላ ካለ (ይግለጹልኝ)----- [ ]

6. ወርሃዊ አማካይ ገቢ፣ ከ1 [ ] ከ1ሺ1-2ሺ [ ] ሺ1-3ሺ500 [ ]  
 [ ] ሺ501-5ሺ ከ5ሺ [ ]

7. የትምህርት ደረጃ: ያ [ ] ማንበብና መ [ ] ሚችል 1ኛ ደረጃ 2ኛ ደረጃ [ ]  
 ሰርተፊኬት [ ] ሎማ ዲግሪና ከዚያ በ [ ] [ ]

ክፍል ሁለት: የቢዝነስ ልማት አገልግሎት አተገባበርን የተመለከቱ ጥያቄዎች ::

1. ከዚህ በፊት እርስዎ የቢዝነስ ልማት አገልግሎቶች ሰጪነት ወይም ማንኛውም ተዛማችነት ያለው ቢዝነስ ኢንተርፕራይዝ ሰርተው ያውቃሉ? መልስዎ አዎ ከሆነ ለምን ያህል ጊዜ?  
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2. በመ/ቤታችሁ የቢዝነስ ልማት አገልግሎት ተጠቃሚ የሆኑ ማህበራት ማሟላት ያለባቸው ቅቀድም ሁኔታ ምን ድናቸው?  
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3. ለአነስተኛ ማህበራት የቢዝነስ ልማት አገልግሎት የሚሰጡት ፋይናንስ/የበጀት ምንጭ ይገለጹ?

የገንዘብ ምንጭ	ምልክት ያድርጉ
• መንግስት	
• ተራድኦ ድርጅቶች	
• ኢንተርፕራይዞች/የአገልግሎቱ ተጠቃሚዎች	
• ግብረሰናይ ድርጅቶች	
• ሌላ ካለ ይገለጹ	

4. በመ/ቤትዎ የቢዝነስ ልማት አገልግሎት ሰጪ ተቋማት/አካላት እነማናቸው?

5. የቢዝነስ ልማት አገልግሎት ለአነስተኛ ማህበራት ተሰጥቶ ያውቃል? አዎ ተሰጥቶ አያውቅም

6. ለአነስተኛ ማህበራት የተሰጡ የቢዝነስ ልማት አገልግሎት አይነቶች የትኞቹ ናቸው? በተሰጠው ክፍት ቦታ ላይ ቲክ (-) ያድርጉ።

ተ.ቁ	የቢዝነስ ልማት አገልግሎት አይነት	ተሰጥቷል	አልተሰጠም
1.	የስራ አመራር ስልጠና እና የማማከር አገልግሎት		
2	በገበያ ዕድል/ የገበያ ትስስር		
3	አማራጭ የፋይናንስ ምንጭ		
4	የኢንፎርሜሽንና ቴክኖሎጂ ኢንተርኔት አገልግሎት		
5	በሰው ሀይል አቅም ማጎልበት		
6	በመሰረተ ልማት እና የመስሪያ ቦታ አቅርቦት		
7	የግብዓት አቅርቦት በተመለከተ		

8. ከላይ በሰንጠረዥ ውስጥ ከተዘረዘሩት የቢዝነስ ልማት አገልግሎቶች አይነት በተጨማሪ ተሰጥቶ ከሆነ ይዘርዘሩ።

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9. እስካሁን የቢዝነስ ልማት አገልግሎት መሰጠት ከጀመረበት ጊዜ ጀምሮ በአገልግሎቱ አሰጣጥም ሆነ በአነስተኛ ኢንተርፕራይዝ የመጡ አዎንታዊ ለውጦች ቢዘረዝሩልን።

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10. እስካሁን በተሰጠው የቢዝነስ ልማት አገልግሎት (ቢዝነስ ዴቪዎፕመንት አገልግሎት) ሂደት ላይ ምን ችግሮች አጋጥመዋል? ያብራሩልን።

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11. እነዚህ ችግሮች በአገልግሎት አሰጣጡ ሂደት ላይ ያላቸው አሉታዊ ተፅዕኖ እንዴት ያዩታል? በጣም ዝቅተኛ ዝቅተኛ ሞ  ከፍተኛ  ም ከፍተኛ

12. ከላይ አጋጥመዋል ብለው የዘረዘሯቸውን ችግሮች ለመፍታት የተወሰዱ የመፍትሄ አርምጃዎች ካሉ ይገለጹ-----

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13. የቢዝነስ ልማት አገልግሎት ለአነስተኛና ኢንተርፕራይዞች መሰጠቱ ለድርጅቶቹ መስፋፋትና በወረዳው/በከተማው ለሚደረገው የስራ ፈጠራ እንቅስቃሴ አስተዋፅኦ ላይ ያለው ሚና፤

በጣም ዝቅተኛ ዝቅተኛ መካከለኛ ከፍተኛ በጣም ከፍተኛ

ቢዝነስ ልማት አገልግሎት  ተቋማትም ሆነ  ሎቱ ተጠቃሚዎች /አነስተኛ ኢንተርፕራይዞች

አቅማቸው አሟጠው ይጠቀማሉን? አዎ አይጠቀሙም

15. ለጥያቄ 14 መልሱ አይጠቀሙም ከሆነ ለምን?-----

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16. የቢዝነስ ልማት አገልግሎት ለአነስተኛና ኢንተርፕራይዞች ከተሰጠ በኋላ ድጋፍና ክትትል ይደረጋልን? አዎ አይደረግም

17. በመጨረሻም ተጨማሪ አስተያየት ከሎት?-----

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የአነስተኛ ኢንተርፕራይዝ ሀላፊዎች /ናሙና survey የተዘጋጀ መጠይቅ

መግቢያ

ይህ ጥናት የቢዝነስ ልማት አገልግሎት አተገባበር የትምህርት መስክ የሁለተኛ ዲግሪ/ማስተርስ መመሪያ ማሟያነት ለሚደረገው የምርምር ፅሁፍ አካል ነው።

የዚህ መጠይቅ ዋና ዓላማ በጉራጌ ዞን አስተዳደር ለአነስተኛ ኢንተርፕራይዝ የሚሰጠው የቢዝነስ ልማት አገልግሎት አተገባበር ላይ ያተኮረና እንደዚሁ ውጤታማነቱ አሁን ያለበት ሁኔታና በአተገባበሩ ላይ ያሉትን ተግዳሮቶች በመለየት አጥንቶ ዘናዊ መፍትሄ ማስቀመጥ ሲሆን። የዚህ መጠይቅ መመሪያ የተዘጋጀው በዙጉ ስር ከሚገኙት ወረዳና ከተማ አስተዳደር ያሉትን የቢዝነስ ልማት አገልግሎት ሰጪ፣ አስተባባሪ ባለሙያዎች እና አነስተኛ ኢንተርፕራይዝ(በኢንዱስትሪ፣በከተማ ግብርና እና በአገልግሎት ስራ ላይ የተሰማሩ) ለተደራጁ ማህበራት ሃላፊዎች ላይ የሚደረገው ጥናት መረጃ ለማሰባሰብ ነው። በመሆኑም እርስዎ በሃቀኝነት ይህን መጠይቅ ለመሙላት የሚሰጡን ጊዜ ለጥናቱ መሳካት ትልቅ ድርሻ አለው። ለዚህም ከወዲሁ ላይ መሰማዎት እወዳለሁ። የሚሰጡን መረጃ ለዚህ ዓላማ ብቻ እንደሚውል በመገንዘብ የሚሰጡኝን መረጃ እርሶ ማንነት፣ነፃነት፣ገለልተኛነት ሚስጢር ሆኖ እንደሚያዝም ጭምር ላረጋግጥልዎ እወዳለሁ።

ለትብብርዎ አመሰግናለሁ! !

ቃለ-መጠይቁ ተደረገበት ቀን----- ቦታ-----መለያ/ኮድ-----

ማስታወሻ፤እባክዎ መልሱን እንደየ አስፈላጊነቱ በተሰጠው ባዶ ቦታ ላይ( ) ምልክት ስቀምጡ።

የጥናቱ ባለቤት፡አብዱልፈታ ነጋሽ ሁሴን

**Email:** abdinegash2026@gmail.com

ክፍል አንድ: የቢዝነስ ልማት አገልግሎት አተገባበርን የተመለከቱ ጥያቄዎች ።

ከዚህ በታች ለሰፈሩት ጥያቄዎች ከፊት ለፊታቸው ባለው ክፍት ቦታ ላይ መልስዎትን ያስቀምጡ።

1. የቢዝነስ ልማት አገልግሎት ለእርስዎ ድርጅት ተሰጥቶ ያውቃልን? አዎ

ጥቶ አያውቅም

2. ለአነስተኛ ማህበራት የቢዝነስ ልማት አገልግሎት የሚሰጡት ፋይናንስ ምንጭ አነሳሽ ናቸው?

የገንዘብ/የበጀት ምንጭ	ምልክት ያድርጉ
• መንግስት	
• ተራድኦ ድርጅቶች	
• ኢንተርፕራይዞች/የአገልግሎቱ ተጠቃሚዎች	
• ግብረሰናይ ድርጅቶች	
• ሌላ ካለ ይገለጹ	

3. ለእርስዎ ድርጅት የተሰጡ/ የእርስዎ ድርጅት ያገኛቸው የቢዝነስ ልማት አገልግሎቶች የትኞቹ ናቸው? በተሰጠው ክፍት ቦታ ላይ ቲክ (-) ያድርጉ።

ተ.ቁ	የቢዝነስ ልማት አገልግሎት አይነት	ተሰጥቷል	አልተሰጠም
1.	የስራ አመራር ስልጠና እና የማማከር አገልግሎት		
2	በገበያ ዕድል/ የገበያ ትስስር		
3	አማራጭ የፋይናንስ ምንጭ		
4	የኢንፎርሜሽንና ቴክኖሎጂ -ኢንተርኔት አገልግሎት		
5	በሰው ሀይል አቅም ማጎልበት		

6	በመሰረተ ልማት እና የመስሪያ ቦታ አቅርቦት		
7	የግብዓት አቅርቦት በተመለከተ		

4. ከላይ በሰንጠረዥ ውስጥ ከተዘረዘሩት የቢዝነስ ልማት አገልግሎቶች በተጨማሪ የእርስዎ ድርጅት አግኝቶ ያውቃል? አዎ ያውቃል አያውቅም

5. ተራ ቁጥር 4 ላይ ላለው ጥያቄ መልስዎ “አዎ ያውቃል” ከሆነ የትኞቹን የቢዝነስ ልማት ዓይነቶች ይዘርዝሩ። -----  
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6. የቢዝነስ ልማት አገልግሎት መሰጠቱ በእርስዎ ድርጅት ስራ ላይ መጣው አዎንታዊ ለውጥ አለ? አዎ አለ አይደለም

7. ተራ ቁጥር 6 ላይ ለቀረበው ጥያቄ መልስዎ “አዎ አለ” ከሆነ የመጣውን ለውጥ ቢዘረዝሩልን። -----  
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8. የቢዝነስ ልማት አገልግሎት ለእርስዎ ማህበር መሰጠቱ ለድርጅትዎ መስፋፋትና በከተማው/በውረዳው ለሚደረገው የስራ ፈጠራ እንቅስቃሴ አስተዋፅኦ ለማድረግ ያለው ሚና፤

በጣም ዝቅተኛ ዝቅተኛ መካከለኛ ከፍተኛ በጣም ከፍተኛ   
 ነስ ልማት አገልግሎቱ ደ  እንዲያድግ ያ  ተዋፅኦ፤   
 ም ዝቅተኛ ዝቅተኛ  ከለኛ ከፍተኛ  ም ከፍተኛ

10. የቢዝነስ ልማት አገልግሎቱን ከቴክኖሎጂ ሽግግር አንፃር ያለውን ሚና እንዴት ያይታል?

ጣም ዝቅተኛ ዝቅተኛ  መካከለኛ  ሾ በጣም ከፍተኛ

11. እስካሁን ድረስ በተሰጠው የቢዝነስ ልማት አገልግሎት (ቢዝነስ ዴቪሎፕመንት አገልግሎት) አሰጣጥ ሂደት ላይ ምን ችግሮች አጋጥመዋል? ያብራሩልን።  
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12. እነዚህ ችግሮች በአግልግሎት አሰጣጡ ሂደት ላይ ያላቸው አሉታዊ ተፅዕኖ እንዴት ያዩታል?

ም ዝቅተኛ    ዝቅተኛ  ከለኛ    ከፍተኛ  ም ከፍተኛ

13. ከላይ አጋጥመዋል ብለው የዘረዘሯቸው ችግሮችን ለመፍታት የተወሰዱ የመፍትሄ እርምጃዎች

## Amharic version of Interview Check list

በጉራጌ ዞን አስተዳደር በኢንዱስትሪ እና ኢንተርፕራይዝ ልማት መምሪያ የቢዝነስ ልማት አገልግሎት ሀላፊዎች እና በስር ባሉ የወረዳ/ ከተማ ኢንዱስትሪ እና ኢንተርፕራይዝ ልማት ጽ/ቤት ሃላፊ የሚሞላ ኢንተርቪው/ቃለ-መጠይቅ ነው።

1. በዘኑ ስር ላሉ አነስተኛ ማህበራት እስካሁን የተሰጡ የቢዝነስ ልማት አገልግሎት አይነቶች ይዘርዘሩ-----  
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2. ለአነስተኛ ማህበራት የቢዝነስ ልማት አገልግሎት የሚሰጡ የበጀት/ፋይናንስ ምንጭ ይገለፁ-----  
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3. የቢዝነስ ልማት አገልግሎት መሰጠቱ በአነስተኛ እና ጥቃቅን ድርጅቶች ስራ ላይ ያመጣው አዎንታዊ ለውጥ-----  
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4. የቢዝነስ ልማት አገልግሎት ለእነዚህ ማህበራት መሰጠቱ ለድርጅቶቹ መስፋፋትና በዙጉ ለሚደረገው የስራ ፈጠራ እንቅስቃሴ አስተዋፅኦ ያለው ሚና ምን ይመስላል

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5. የቢዝነስ ልማት አገልግሎቱ አነስተኛ ማህበራቶቹ እንዲያድጉ ያለው አስተዋፅኦ እንዴት ያዩታል-----

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6. በወረዳው/በከተማ አስተዳደር ውስጥ ለእነዚህ አነስተኛ ማህበራት የቢዝነስ ልማት አገልግሎት ሰጪ አካላት እነማን ናቸው-----

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7. እስካሁን ድረስ በተሰጠው የቢዝነስ ልማት አገልግሎት (ቢዝነስ ዴቪሎፕመንት አገልግሎት) አሰጣጥ ሂደት ላይ ምን ችግሮች አጋጥመዋል ያብራሩልን፡-----

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8. እነዚህ ችግሮች በአገልግሎት አሰጣጡ ሂደት ላይ ያላቸው አሉታዊ ተፅዕኖ እንዴት ያዩታል

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9. ከላይ አጋጥመዋል ብለው የዘረዘሯቸው ችግሮችን ለመፍታት የተወሰዱ የመፍትሄ አረምጃዎች ካሉ-----

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10. የቢዝነስ ልማት አገልግሎት ለአነስተኛና ኢንተርፕራይዞች ከተሰጠ በኋላ ድጋፍና ክትትል የሚደረግበትን ሁኔታ ይገለፁ-----

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11. በመጨረሻም በዘርፉ አተገባበርና መሻሻል ተጨማሪ አስተያየት ከሎት?-----

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ለትብብርዎ

አመሰግናለሁ!

