



# ILO EVALUATION

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**This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Unit.**



International  
Labour  
Organization

# Independent Final Evaluation of WED-EE



July 2015

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## List of Acronyms

BDS	Business Development Service
CPO	Country Programme Outcome
CTA	Chief Technical Adviser
DAC	Development Assistance Committee
DWA	Decent Work Agenda
DWCP	Decent Work Country Programme
EAC	East African Community
EAGET	Eastern Africa Gender and Entrepreneurship Trust
FAMOS Check	Service Quality Check for organisations supporting Female and Male Operated Small Enterprises
IRIS	Integrated Resource Information System (IRIS)
IYES	Improve Your Exhibition Skills
MOWE	Month of Women Entrepreneurs
NAC	National Advisory Committee
NPC	National Project Coordinators
PARDEV	Department of Partnerships and Development Cooperation
P&B	Planning and Budget
RB	Regular Budget
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
SPF	Strategic Policy Framework
SIYB	Start and Improve Your Business
UNDAP	UN Development Assistance Programme
WED	Women Entrepreneurship Development
WED-EE	Women's entrepreneurship development and economic empowerment
WEDGE	Women's Entrepreneurship-Development and Gender Equality project
XBTC	Extra-budgetary resources for technical cooperation
YEF	Youth Entrepreneurship Facility

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## Executive summary

**BACKGROUND & CONTEXT:** The Women’s Entrepreneurship Development and Economic Empowerment project (WED-EE) mainly contributes to the achievement of ILO’s P&B Outcome 3 ‘Sustainable enterprises create productive and decent job’, with a view to contributing to the promotion of employment opportunities (Outcome 1), the strengthening of employers’ organizations (Outcome 9), and the elimination of discrimination in employment (Outcome 17). It builds on an earlier project phase (2012 – 2013), and indirectly on the WEDGE project for supporting the growth of women operated enterprises, both carried out under the ILO/Irish Aid Partnership Programme. WED-EE received an estimated total budget of €1.5 million for 2012-2013 and an additional € 1.5 million for 2014-2015. Each phase of WED-EE had specific outcomes and outputs but phase II aimed to build on what had been done in phase I.

The objectives of this phase are: CPO KEN130: Young women's and men's entrepreneurial skills for self employment and SME activities enhanced/ increased, CPO TZA 102: Young women's and men's entrepreneurial and SME activities enhanced, and CPO UGA 128: Young men's and women's entrepreneurship for self employment and productivity increased. WED-EE aims towards achieving the following outcomes: Outcome 1: Women-led businesses increase their performance; Outcome 2: Selected policies and programmes are reviewed by policy makers to mainstream WED; and Outcome 3: Selected WED tools and approaches are available beyond the project’s lifespan.

**PURPOSE, SCOPE & CLIENTS OF THE EVALUATION:** This is the final evaluation of WED-EE, a four-year project, focusing on phase II considering the mid-term evaluation of phase I.

The key evaluation clients are:

- Irish Aid as donor of the projects
- ILO as executor of the projects
- Project management and staff
- Members of the national Project Advisory Committees

**METHODOLOGY OF EVALUATION: INFORMATION HAS BEEN COLLECTED THROUGH FIELD VISITS AND OTHER TOOLS (SURVEYS, INTERVIEWS, ETC.) IN ALL THREE PROJECT COUNTRIES (KENYA, TANZANIA AND UGANDA). THE GLOBAL COMPONENT OF THE PROJECT HAS BEEN FULLY CONSIDERED IN THE EVALUATION.**

All aspects of this evaluation have been guided by the ILO evaluation policy which adheres to the OECD/DAC Principles and the UNEG norms and standards. The evaluation will be based on the OECD/DAC criteria of relevance, efficiency, effectiveness and evidence of impact and sustainability through the analysis of the project implementation and outputs. The evaluation criteria ‘Coherence’ has been added by the ILO evaluation unit, to ensure the assessment of the logical connection of all planning and implementation levels.

**RELEVANCE:** WED-EE is aligned to Outcome 3 and is RELEVANT to four other Outcomes (8, 9, 16,17) of the ILO Programme and Budget Plan 2014 - 2015. The alignment of WED-EE Objectives with the respective Country Programme Outcomes is assessed to be excellent. The logical and STRATEGIC FIT and COHERENCE within the planning hierarchy is very good. The selection of ultimate beneficiaries is assessed to have been fair and relevant to the needs of the target communities.

While the overall goal of WED-EE is women focussed, the project team and implementation partners took a gender relations perspective in the direct work with ultimate beneficiaries. This was done with the idea that gender equality is best achieved with the involvement of both genders. Due to the close cooperation with YEF, female youth has been considered and included strongly in WED-EE activities (31% in Uganda, 32% in Kenya, 48% in Tanzania). In turn, WED-EE influenced YEF in giving more consideration to gender, thus increasing the participation of female youth in YEF activities.

WED-EE is aiming specifically at inclusive economic growth with its focus on skills development of women entrepreneurs especially in rural areas, facilitating networking and exchange among the targeted entrepreneurs, on gender-responsive relevant policies and on sharing specific lessons learnt on inclusive entrepreneurship development. Ensuring that labour standards are respected for employees as well as self-employed people has been discussed in training activities for women entrepreneurs.

WED-EE contributes to tripartism and social dialogue in all three countries by involving government, employers' and workers' organisations in the implementation of its activities. These joint discussions and work on women entrepreneurship forge mutual understanding and connections for future reference.

**EFFECTIVENESS:** All targets have been over-fulfilled by WED-EE – and that already six months before the end of the project. The approach for Outcome 1 seems to have been successful, as women entrepreneurs report an increase in business performance plus additional women empowerment effects. It is estimated that the majority of the women entrepreneurs reached by the project access more markets and increased their income. To mainstream women entrepreneurship development, action plans have been prepared with government and other stakeholders, the discussion process in itself being regarded as capacity building. More capacity building for implementing the action plans is planned in the remaining project period. Outcome 2 to review policies has thus been reached. Accompanying the actual implementation could be part of a future intervention. Outcome 3 aims at sustainability of the intervention by making WED tools available after the projects life-span. Trainers have been certified, trainers' networks formed, agreements with implementers signed, sustainability plans made, and policy briefs on sustainability issues such as formalisation and involvement of men have been prepared. The basis has been built; how many of the involved partners will be able to implement follow-up

activities without some accompanying measures by the ILO after the end of the project remains to be seen. No **UNINTENDED OR UNEXPECTED EFFECTS** have been observed by the evaluator.

**GLOBAL PRODUCTS:** Knowledge developed by WED-EE such as policy briefs, videos, studies and a randomised evaluation of the GET Ahead tool are shared through ILO and partners' (NAC) networks and websites, special events and newsflashes. As communication has not been budgeted for, wider communication efforts cannot be made at the moment.

The core of WED-EE's strategy has been to create **SYNERGIES**, and thus enhance the funds and resources available to the project. High effectiveness has been achieved by leveraging the work of other ILO projects such as on youth (YEF in three countries), where WED-EE had a pivotal role in bringing about the inclusion of young women and girls, or in an ILO/HIV project in an international transport corridor in Tanzania. WED-EE has contributed also to interventions of other UN organisations, such as UN Women's (Tanzania) work with cross-border trade in the EAC and on Eastern African regional approaches to women entrepreneurs' development, or in contributing to the implementation of UNDAP (UN as one) plans, or in being pivotal to a turn-around in entrepreneurship development of a UNESCO-led project in the Usambara National Park in Tanzania. National bodies such as Vision 2030; private sector organisations such as TIGO in Tanzania or Serena Hotel in Kenya, which WEDEE supported in achieving its local supply goals; and NGOs such as Catholic Relief Services in Uganda also benefited from WED-EE interventions.

**EFFICIENCY:** WED-EE is very efficiently managed through close cooperation with ILO-YEF and a systemic approach to management engaging intermediaries to contribute resources. Value has been added as outcomes defined in the Logical Framework of WED-EE have been achieved by more than 100%. Benefit-cost efficiency at the level of the final beneficiaries is good, in the case of two years until benefits for the ultimate beneficiary offset costs of the GET Ahead training. There is scope for improvement (a different approach maybe), at the higher range of 6 years until benefits off-set costs, which the evaluation of GET Ahead also found possible.

Management of the project is efficient with one project manager (CTA) between WED-EE and YEF, one National Project Coordinator per country plus a technical officer in headquarters. Also, the National Advisory Committee composed of the three ILO constituents plus civil society is shared by WED-EE and YEF. To facilitate reporting, a monitoring and evaluation system has been established. A Scorecard on the basis of the WED-EE Logical Framework has been developed by the project team which captures the extent to which targets are met. Different baselines have been established in cooperation with partners in all three countries. With additional funding a large-scale randomised evaluation of the GET Ahead tool (being part of similar evaluations done in other parts of the world) is carried out by WED-EE with the support of partners. Irish Aid suggests improvements to the yearly progress report, which makes it clearer which results have been achieved.

**IMPACT:** Women entrepreneurs targeted by WED-EE changed their business behaviour and practices which result in positive business outcomes. They can now find creative solutions to business problems and barriers. As women entrepreneurs are aware of the reasons (feedback cycles) leading to these positive results, and as their behaviour is embedded in the system in which they operate, it is likely that longer-term development impacts have been achieved. The clear majority of the ultimate beneficiaries of WED-EE benefited from project's interventions and their welfare has been increased. However, the scale of the project needs to be expanded, learning from the systemic approach which WED-EE adopted in involving a wide variety of public and private sector organisations.

**SUSTAINABILITY:** What will remain of WED-EE's interventions is close to 2500 women entrepreneurs, whose businesses became more competitive and thus more sustainable; a network of organisations having access to a wide variety of women, who learnt more conducive training approaches for business; action plans and partly a mind-set change of policy makers in government administrations. WED-EE's approach of intervening in systems and building the capacity of systems' actors, rather than focusing all attention on the ultimate beneficiaries at grass-root level, has been geared towards sustainability, additionally to focussing one outcome of phase II on sustainability. With its interventions, long-term and sometimes irreversible changes have been achieved, and WED-EE inputs are rendered sustainable.

#### **Findings and conclusions:**

**Relevance:** The alignment of WED-EE Objectives with the respective Country Programme Outcomes is assessed to be excellent. The logical and STRATEGIC FIT and COHERENCE within the planning hierarchy is very good. The selection of ultimate beneficiaries is assessed to have been fair and relevant to the needs of the target communities. Female youth has been considered and included strongly in WED-EE activities.

**EFFECTIVENESS:** All targets have been over-fulfilled by WED-EE – and that already six months before the end of the project.

**EFFICIENCY:** Value has been added as outcomes defined in the Logical Framework of WED-EE have been achieved by more than 100%. Benefit-cost efficiency at the level of the final beneficiaries is good, in the case of two years until benefits for the ultimate beneficiary offset costs of the GET Ahead training.

**IMPACT:** Women entrepreneurs targeted by WED-EE changed their business behaviour and practices which result in positive business outcomes. The clear majority of the ultimate beneficiaries of WED-EE benefited from project's interventions and their welfare has been increased.

**SUSTAINABILITY:** With its interventions, long-term and sometimes irreversible changes have been achieved, and WED-EE inputs are rendered sustainable.

**The positive results achieved can be strengthened and rendered more sustainable in time through the following suggested actions.**

**RECOMMENDATIONS:**

1. Scale up the ILO/WED training package including training follow-up (mentorship) in Kenya, Tanzania, Uganda
2. Update older ILO entrepreneurship development and WED instruments such as SIYB, IYB and Improve Exhibition Skills and instruments for gender mainstreaming such as FAMOS Check, also to ICT applications, and make it to fit to the agricultural sector.
3. Expand the value chain approach to link rural producers, especially women and young people, to markets
4. Promote the growth of women operated enterprises
5. Accompany the implementation of the WED action plans and promote more integration of WED issues in policies and strategies of the state in Kenya, Tanzania and Uganda
6. Bring women entrepreneurship issues into schools and curricula so that girls in school learn about business and savings

See Appendix 1.a. for more details.

See Appendices 1b for two **EMERGING PRACTICES** regarding mentoring and a value chain approach to women entrepreneurship development.

## **1. Project Background**

The ILO works to enhance economic opportunities for women by carrying out affirmative action in support of women starting, formalizing and growing their enterprises, and by mainstreaming gender equality issues into the ILO's work on enterprise development.

The WED-EE (Women's Entrepreneurship Development and Economic Empowerment) project builds on an earlier project phase (2012 – 2013), and indirectly on the WEDGE Project (2002 – 2011) for supporting the growth of women operated enterprises, both carried out under the ILO/Irish Aid Partnership Programme. WED-EE mainly contributes to the achievement of P&B Outcome 3 'Sustainable enterprises create productive and decent job', with a view to contributing to the promotion of employment opportunities (Outcome 1 - More women and men have access to productive employment, decent work and income opportunities), the strengthening of employers organizations (Outcome 9- Employers have strong, independent and representative organizations), and the elimination of discrimination in employment (Outcome 17 – Discrimination in employment and occupation be eliminated).

The new "Decent Work through Development" Partnership Programme has been fully harmonized with the ILO's programming cycles, covering two ILO biennia: 2012-13 and 2014-15. For each biennium, Irish Aid provided a total budget for the entire portfolio of projects of €6 million, of which WED-EE is a part.

WED-EE received an estimated total budget of €1.5 million for phase I 2012-2013 and an additional € 1.5 million for phase II 2014-2015. Each phase of WED-EE had specific outcomes and outputs but phase II aimed to build on what had been done in phase I.

## **1.1 Objectives of project**

The objectives of this phase II are:

- CPO KEN130: Young women's and men's entrepreneurial skills for self employment and SME activities enhanced/ increased;
- CPO TZA 102: Young women's and men's entrepreneurial and SME activities enhanced;
- CPO UGA 128: Young men's and women's entrepreneurship for self employment and productivity increased.

WED-EE aims towards achieving the following outcomes: Outcome 1: Women-led businesses increase their performance; Outcome 2: Selected policies and programmes are reviewed by policy makers to mainstream WED; and Outcome 3: Selected WED tools and approaches are available beyond the project's lifespan.

For more details, please refer to Section 3.1, 3.2 and Appendix 2.

The mid-term evaluation suggested a shift from a welfare to a business orientation, gender equality promotion and the shift from a focus on numbers (increasing the business accounting skills of literate audiences) to an emphasis on building a 'business mindset' and sustainability. All three suggestions have been taken into account in the goal (outcome, outputs) and target setting of phase II. The ultimate beneficiaries are women entrepreneurs operating micro and small enterprises, and the direct target groups are financial and service providers including NGOs, chambers, and policy makers.

## **2. Evaluation Background**

### **2.1 Purpose, scope and clients of the evaluation**

The evaluation manager of this final evaluation of WED-EE is Ms. Maria Sabrina De Gobbi from the ILO Enterprise Department. WED-EE is a four-year project, with two phases (phase 1: 2012 – 2013; phase II: 2014 – 2015) differentiated by different outcomes, outputs and approaches. This final evaluation focuses on phase II considering the mid-term evaluation of phase I. Information has been collected through field visits and other tools (surveys, interviews, etc.) in all three project countries (Kenya, Tanzania and Uganda). The global component of the project has been fully considered in the evaluation.

Following ILO evaluation requirements, the evaluation is based on the Development Assistance Committee (DAC) criteria of relevance, effectiveness, efficiency, evidence of impact and sustainability through contributions of ILO support.

The key evaluation clients are:

- Irish Aid as donor of the projects
- ILO as executor of the projects
- Project management and staff
- Members of the national Project Advisory Committees

## 2.2 Evaluation Methodology

### 2.2.1 The main Evaluation Criteria

All aspects of this evaluation have been guided by the ILO evaluation policy which adheres to the OECD/DAC Principles and the UNEG norms and standards. The evaluation will be based on the OECD/DAC criteria of relevance, efficiency, effectiveness and evidence of impact and sustainability through the analysis of the project implementation and outputs. The evaluation criteria ‘Coherence’ has been added by the ILO evaluation unit, to ensure the assessment of the logical connection of all planning and implementation levels.

<ul style="list-style-type: none"> <li>• <b>Relevance:</b> To what extent is the design of the ILO project relevant to the strategy outlined in the CPOs and P&amp;B for Outcomes it aims to support (see table 1), and for the achievement of the Global product and CPOs it aims to support?</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coherence:</b> To what extent are the various activities in the project’s implementation strategy coherent and complementary (in its design and implementation) with regard to the vertical and horizontal elements of P&amp;B Outcomes which the project supports?</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Effectiveness:</b> Have the project outputs effective in supporting the achievement of the CPOs, and Strategic Outcomes listed in Table 1.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Efficiency:</b> To what extent are the project’s resources (technical and financial) are being used efficiently?</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Contribution to Impact:</b> To what extent have the project’s actions produced and contributed to immediate, mid-term and future expected impacts towards achieving CPOs and P&amp;B outcomes it aims to support?</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Sustainability</b> Does the project have an implementation strategy that involves tripartite constituents and development partners to establish synergies that could enhance impacts and sustainability?</li> </ul>

Through these criteria the evaluation aimed to identify how donor funding contributes to the achievement of the selected CPOs and how these CPOs contribute to the achievement of P&B outcome indicators.

## THE MAIN EVALUATION QUESTIONS

According to the Terms of Reference (see Appendix 2) of this evaluation, the key questions are:

The key questions that the evaluation shall address are:

### Relevance

- How exactly does the Irish Aid funding contribute to achieving progress towards the selected Global Product and CPOs as set out in the documents approved by the donor, in line with the indicators listed in the logframes?
- How do the interventions reach out to the target groups, addressing their problems and part of a wider poverty reduction strategy?
- How are other decent work issues (gender equality, social dialogue ...) mainstreamed into the project implementation? In what way is social dialogue necessary for entrepreneurship?
- How do project interventions build on previous experience (other projects or regions, previous phases funded by the donor), and/or the synergies realized with other ILO interventions and sources of funding (i.e. RB, RBTC, XBTC, RBSA)?
- To what extent have synergies been established with other ILO interventions, including projects funded by other donors, in order to have an overall picture of ILO work under each targeted outcome?
- In particular, to what extent could the WED and YEF projects work together? Were they complementary? Were the target groups similar?
- To what extent have synergies been established with other UN projects?
- To what extent are the interventions aligned with the Programme and Budget, Strategic Policy Framework and the Decent Work Country Programmes?
- To what extent have the immediate objectives been achieved?
- To what extent does the project continue to be relevant to the needs of beneficiaries?
- Efficiency
- To what extent has results-based management been used?

- Have baselines been established? What changes do women entrepreneurs report?
- Effectiveness
- Have management arrangements proven effective in the achievement of results? How is the relationship between the ILO field offices in the three countries and ILO head-quarters?
- What are the problems or difficulties encountered in the implementation of the project which will allow management to take appropriate actions in order to avoid similar ones in future interventions?
- Impact
- To what extent has knowledge dissemination been promoted nationally and regionally? As a result of national and/or regional knowledge dissemination, can the project report any major changes for entrepreneurial-related issues or for women entrepreneurs?
- To what extent has the project promoted shared learning, new knowledge/knowledge exchange?
- What are the challenges that beneficiaries (women entrepreneurs) feel the project addressed?
- What do women entrepreneurs feel they gained from training and other support provided by the project?
- What do women entrepreneurs feel they gained from the project overall?
- While the project had a women focus, to what extent did it engage with male entrepreneurs?
- What is the profile of entrepreneurs who benefited from the project (operating in the informal economy, from rural areas, cooperative members, starting from a condition of extreme poverty, age, in business out of necessity or because of entrepreneurial culture, etc)? How were beneficiaries selected?
- To what extent did women entrepreneurs move into more lucrative business thanks to the project?
- What are examples of good practices and success stories from the project?
- Sustainability

- To what extent has the project produced durable interventions that can be maintained, scaled-up and replicated?
- Has a sustainability strategy been designed?
- What are changes brought forward by the project both in beneficiaries' lives, but also at a more macro level, if any?

All data should be sex-disaggregated in the report or provide estimates to this effect, and any gender-based needs and concerns of women and men targeted by the project should be considered throughout the evaluation process and integrated throughout the final evaluation report.

### 2.2.2 Evaluation Design

The evaluation focused on assessing the achievement of results and impacts against plans (e.g. WED-EE Logical Framework, Decent Work Country Programme, Programme & Budget for the Biennium 2014 - 2015) of phase II taking into account evaluation results of phase I, and, when existing, against baselines. On the basis of these, the effectiveness of WED-EE has been evaluated. The evaluation gives answers regarding the relevance and coherence of WED-EE's work with respect to ILO principles, ILO Decent Work Agenda, the Decent Work Country Outcomes, the Programme & Budget Outcomes and the objectives and indicators formulated in the WED-EE Logical Framework. Financial information was compiled and put in juxtaposition with results achieved to evaluate efficiency and to allow the donor to determine, if value has been added and how its funding has helped produce change. Evidence of impact and sustainability was gathered through interviews with beneficiaries.

The project stakeholders have been categorised, interviewed and analysed according to the following groupings:

- 1-Ultimate beneficiaries
- 2-Intermediaries such as finance providers, business service and training providers, advocacy and lobbying organisations
- 3-Project implementing partners such as other ILO projects and UN organisations, NGOs, and private sector companies
- 4-Policy makers and government organisations implementing policies

Tools used to gather information from the different interview groups outlined above:

- Desk review of project documents
- Focus group discussions with women entrepreneurs (15 – 20 people per country) with certified trainers as interpreters
- Telephone calls to beneficiaries with certified trainers as interpreters

- Questionnaire to WED-EE PMU (see Appendix 4)
- A survey of views on context and contributions of different partners targeted towards intermediaries (direct recipients) of the project (see Appendix 3)

A potential limitation of the evaluation could be the filter of focus group participants: selection by possibility to come (family duties, social obligations, cultural propriety, resources in terms of knowledge, self-confidence) – already empowered women, and not those who are on the way there (young)

### DESK REVIEW

The desk review looked into WED-EE contributions to overall strategies, it assessed WED-EE effectiveness comparing reported results with planned outcomes, and efficiency by putting money spent in relation with results achieved.

Documents analysed included the following (see Appendix 6 for a list of documents):

- ILO Programme & Budget outcomes
- Country programme outcomes (CPOs) as specified in Decent Work Country Programmes DWCPs
- baselines for different countries
- questionnaires filled in by WED-EE project coordinators
- surveys filled in by WED-EE implementation partners (direct recipients, intermediaries)
- evaluations and documentation of project results

### INTERVIEWS

The opinion and views on effectiveness, impact, and sustainability, triangulated between different interview groups have been found out in

- 21 one to one interviews (open questions, anonymous except when explicit citation of statement is necessary); 16 respondents have been selected randomly from participants' lists of different types of training activities, 5 respondents have been selected by the intermediary supporting them;
- Focus group discussions facilitated by the evaluator in Kenya (17 participants in 2 Focus Groups), Tanzania (27 participants in 2 Focus Groups) and Uganda (29 participants in 2 Focus Groups) – in total 66 discussants in six focus group discussions;

The evaluator thus spoke with 4% of the women entrepreneurs trained in ILO tools.

Facts and background information on facts reported and described in documents have been compared to information gathered in the interviews.

64 interviews with intermediaries and other project implementation partners were held (see Appendix 5 for list of interviewees). The interviews were organised, so that the evaluator could speak to representatives of all different stakeholders, especially during the field trip. Interviewees are grouped into the following:

- ultimate beneficiaries, (young) women and men
- Irish Aid representatives
- Ministries and government (partly direct beneficiaries)
- Employers' organisations (partly direct beneficiaries)
- Workers' organisations (partly direct beneficiaries)
- Service providers (NGOs, private sector) and intermediaries (partly direct beneficiaries)
- ILO team working on WED-EE
- ILO director, regional office in Tanzania



ILO's 19 Decent Work Outcomes are formulated in the ILO 'Programme & Budget for the Biennium 2012 – 2013 and 2014-15' implementing the 'ILO Strategy Policy Framework (SPF) 2010 – 2015' and the '*Four Strategic Objectives*' of the ILO:

1. Promote and realize standards and fundamental principles and rights at work
2. Create greater opportunities for women and men to decent employment and income
  - a. WED-EE is relevant to and currently working towards this Strategic Objective in all three countries
3. Enhance the coverage and effectiveness of social protection for all
4. Strengthen tripartism and social dialogue

In order to make the 'ILO Strategy Policy Framework (SPF) 2010 – 2015' more concise, eight '*ILO Areas of critical importance for priority action 2014 -2015*' have been formulated, guiding the next biennium of the SPF implementation. WED-EE is particularly aligned to 'Jobs and skills for youth', and 'Decent Work in the Rural and Informal Economies', as in phase II WED-EE targets 30% rural women entrepreneurs and 30% young women. Regarding youth, the close cooperation with YEF allowed to bind in many young women and give them access to SIYB training additionally to WED-EE training tools; regarding informal economic activities especially in rural areas, WED-EE targeted informal and formal groups, associations and cooperatives of women entrepreneurs, and supported them to formalise especially in cooperation with banks and financing institutions.

The entire ILO strategic framework implements *the 'ILO Declaration on Fundamental Principles and Rights at Work'* (adopted in 1998). The ILO '*Decent Work Agenda*' is based on the 'Declaration' and principles formulated in it.

The ILO 'Decent Work Agenda' aims at:

- Creating Jobs
  - WED-EE is relevant to this in all three countries supporting entrepreneurs to create jobs or to successfully employ themselves
- Guaranteeing rights at work
  - WED-EE training contained modules on rights at work and decent working conditions
- Extending social protection
  - Has been part of WED-EE training activities, when health insurance experts were invited to explain social and health insurance to trainees
- Promoting social dialogue
  - In the platforms for action planning, the dialogue between all ILO constituents has been facilitated

WED-EE contributes through its activities mainly to ILO Programme & Budget 2014 – 2015 Outcome 3 'Sustainable enterprises create productive and decent jobs', but almost equally strongly to income opportunity aspect of Outcome 1 'More women and men have access to

productive employment, decent work and income opportunities’. WED-EE had several activities contributing to Outcome 8 ‘The world of work responds effectively to the HIV/AIDS epidemic’. By involving employers’ organisations in training implementation and training some of their staff as trainers, WED-EE also worked towards Outcome 9 ‘Employers have strong, independent and representative organizations’. People with disabilities were actively encouraged to participate in WED-EE’s project activities, which helped to achieve Outcome 17 ‘Discrimination in employment and occupation is eliminated’.

The *ILO–Irish Aid Partnership Programme 2012–2015* defines four focus themes aligned to ILO’s 19 Decent Work Outcomes with milestones and indicators, baselines and targets (as required by the Results Based Management system).

**TABLE 1: RELEVANCE WED-EE TO IRISH AID**

<b>Irish Aid Four Themes</b>	<b>ILO Decent Work Outcomes</b>	<b>WED-EE alignment</b>
<b>Women entrepreneurship</b>	3	Focus and development objective of WED-EE
<b>Disability</b>	2, 17	Entrepreneurs with disabilities have been encouraged to participate in WED-EE organised training activities
<b>Child labour</b>	16	WED-EE discussed child labour in decent work modules
<b>Forced labour</b>	15	None

As shown in the Table 1 above, WED-EE works mainly towards achieving Outcome 3, chosen by Irish Aid, and the theme ‘women entrepreneurship’, which is one of the four focus themes of Irish Aid. WED-EE’s work is thus relevant for the overall Irish Aid policy. On the local level in Tanzania, where Irish Aid is for example strongly involved in work on agricultural value chain work such as sun flower, milk, or cocoa, WED-EE “has no strategic value” to Irish Aid at the moment according to representatives of Irish Aid. Too much focus on ILO instruments was diagnosed as the problem as well as not enough strategic involvement of the private sector. WED-EE involved strategically banks and private companies in tourism and mining in its implementation activities, but this was seen as too ad-hoc and a more strategic approach has been recommended.

WED-EE contributes and reports to the ILO Programme and Budget Outcome 3 ‘Sustainable enterprises create productive and decent jobs’.

**Outcome 3: Sustainable enterprises create productive and decent jobs**

<i>Indicator 3.2: 14 Member States, of which 5 in Africa, 3 in the Americas, 2 in Arab States, 3 in Asia, 1 in Europe</i>	
To be counted as reportable, results must meet at least two of the following criteria:	WED-EE relevance
<input type="checkbox"/> The Member State introduces entrepreneurship development policies in national development frameworks or similar national policy documents.	In all three countries discussions and validation workshops have taken place with WED stakeholders including government, and action plans are about to be finalised
<input type="checkbox"/> Entrepreneurship development strategies are implemented in economic sectors or value chains that have been selected because of their high job-creation potential.	WED-EE piloted a value chain approach for vegetable growers in rural areas in all three countries
<input type="checkbox"/> A national association or network of trainers and organisations with the skills and resources to support the delivery of entrepreneurship programmes, especially with a focus on entrepreneurship for women and young people, is established or strengthened.	In all three countries, WED-EE established or strengthened networks of trainers certified in ILO WED tools
<input type="checkbox"/> Targeted entrepreneurship development strategies are implemented that support (a) the transition of informal activities to formality or (b) poverty reduction in rural areas, in line with the 2008 ILC resolution concerning the promotion of rural employment for poverty reduction.	WED-EE focussed on women entrepreneurship development in rural areas and had formalisation as a training module in some of its training activities

Source: ILO-Irish Aid Partnership Programme 2012 – 2015; different to ILO B & P

The outputs and objectives formulated in the Logical Framework and the work actually carried out, fit precisely to the P&B Outcome which WED-EE is aligned to.

WED-EE's activities as planned in its strategy, the Logical Framework, are coherent in design and implementation with the vertical elements of P&B Outcomes (e.g. DWA, 4 Strategic Objectives, SPF) and the horizontal ones (other P&B Outcomes, 8 areas of critical importance), as shown in the graph above. Logical coherence and complementarity has been achieved by strategically working towards the project goal on three different levels – on micro level with women entrepreneurs directly, on meso-level with finance and business service providers, and on macro level with policy makers. Contrary to the findings in the mid-term evaluation, the linkages

between the different levels are established and cross-fertilise each other. Strategic coherence has thus been achieved.

DWCPs form the key platform for the ILO contribution to an integrated UN approach to poverty reduction, through UN Development Assistance Frameworks (UNDAP). UNDAP has been especially used as a synergy creating approach in WED-EE, as on the one hand WED-EE contributed directly to the implementation of UNDAP by ILO, and as on the other, UN Women and UNESCO acted as implementing partners. In general, the UN family often regards ILO as the specialist on women entrepreneurship within UN (a view shared by UN Women).

In all three WED-EE countries, the Objectives and Outcomes of WED-EE are relevant for the CPOs, thus they are aligned to the Decent Work Country Programme and comply with the plans.

WED-EE works towards achieving all three Outcomes as defined in the Logical Framework in Kenya, Tanzania and Uganda.

Outcome 1: Women-led businesses increase their performance

Outcome 2: Selected policies and programmes are reviewed by policy makers to mainstream WED

Outcome 3: Selected WED tools and approaches are available beyond the project's lifespan

The work of WED-EE Global is mainly relevant to outcome 3, but also to outcome 2. Key Outputs and Indicators within the Logical Framework of WED-EE describe and define the Outcome adequately and are thus aligned to the LogFrame Outcomes. In some cases, indicators for one Outcome are also speaking to another Outcome (e.g. the indicator on action plans under Outcome 2 fits also to number of letter of agreements under Outcome 3). The programme logic from indicators to outputs to objectives to outcomes is generally very good, and a strategic fit in place.

The ultimate beneficiaries, women entrepreneurs operating micro and small enterprises, did not change in phase II. During the implementation of WED-EE, however, implementing partners and the WED-EE project team found it conducive to include men as trainees (ultimate beneficiaries), as women entrepreneurs felt validated and men from the community were less suspicious. Also, direct recipients remained the same, financial and non-financial service providers, women

### **Box 1: Selection**

We wanted to support women in rural areas to earn money on the use of which they can decide themselves. We held consultative meetings with community leaders, and asked women what their different needs are and which activity they would be part of. We told them about the benefits of the training and economic activities such as vegetable growing for the market – we did not force any one; those who wanted to participate, could. Beforehand we set very clear criteria of eligibility: young mother; earning very little; 18 – 35 age;

(A trainer, Women Focus, Uganda)

entrepreneur associations, WED national stakeholders and promoters, policy makers, and constituents. Moreover, private sector partners from tourism and mining cooperated in implementing activities to strengthen the competitiveness of women entrepreneurs.

The selections of ultimate beneficiaries was usually done by the implementing partners ensuring that on the one hand selected women fit the development criteria, and on the other could benefit most from the services provided, such as training or financial services. The selection methods included going via local councils or women groups which exist all over the country in all three countries, often using self-selection mechanisms. In other cases, WED-EE used the special networks build by NGOs, e.g. with community leaders for girls having dropped out of school or by another ILO project as for entrepreneurs living with HIV/AIDS. Not everyone could participate, but the selection was still fair, as people who have been already showing interest and have been organised in women groups and associations were selected, or people who responded to a call from a council or an NGO. Further screening by implementing partners helped to choose women, who could benefit most from the training and capacity building offered. Ultimate beneficiaries of WED-EE interventions who did not continue to participate in longer-term interventions (e.g. value chain developments), have been replaced with other interested individuals.

The choice of intermediaries and implementation partners has been assessed to be fair by all interviewees, because “it embraces people of all walks of life” – meaning that a wide variety of organisations have been involved, representing different parts of the society in the three different countries, and reaching out to them. All organisations that have actively shown an interest in participating in the project have been considered by WED-EE. Some interviewees mentioned the limited choice of partners in rural areas as a constraint to WED-EE. By involving local councils and other UN organisations such as UNESCO in Tanzania, which had already built structures and connections with local communities, WED-EE tackled this challenge.

### 3.1.1 Relevance to Cross-cutting Issues

**GENDER** is mainstreamed in the WED-EE project. While the overall goal of WED-EE is women focussed, the project team and implementation partners took a gender relations perspective in the direct work with ultimate beneficiaries. This was done with the idea that gender equality is best achieved with the involvement of both sexes. In the training and capacity building activities with entrepreneurs, men who showed interest were also allowed to participate, which proved to be good for the dynamics of empowerment within the group, and helped men in the community, who did not take part, to understand what the women of their community were doing. On a policy level, an ‘Issue brief on good practices in engaging men in women’s entrepreneurship development and economic empowerment interventions’ is currently being finalised.

Thanks to the close cooperation with YEF, female **YOUTH** has been considered and included strongly in WED-EE activities (31% in Uganda, 32% in Kenya, 48% in Tanzania). In turn,

WED-EE influenced YEF to consider gender more strongly, increasing also the participation of female youth in YEF activities.

The overall objective of the ILO–Irish Aid Partnership Programme 2012–2015 is to contribute to the **REDUCTION OF POVERTY** and the protection of vulnerable groups. One interviewee from Irish Aid said that “this project fits well into our priorities” because of its focus on gender and youth and inclusive economic growth leading to a reduction in poverty. WED-EE is aiming specifically at inclusive economic growth with its focus on skills development of women entrepreneurs especially in rural areas, facilitating networking and exchange among the targeted entrepreneurs, on gender-responsive relevant policies and on sharing specific lessons learnt on inclusive entrepreneurship development.

Ensuring that **LABOUR STANDARDS** are kept for employees has been discussed in training activities for women entrepreneurs. According to some interviewees from women entrepreneurs, the discussion of decent work issues also helped women entrepreneurs themselves to become aware of health hazards and work time issues.

WED-EE contributes to **TRIPARTISM AND SOCIAL DIALOGUE** in all three intervention countries by involving government, employers’ and workers’ organisations in the implementation of its activities, and in this context bringing them together in different platforms such as the national advisory committee (NAC) or in stakeholder consultations for government action plans on women entrepreneurs. These joint discussions and work on women entrepreneurship forge mutual understanding and connections for future reference.

### 3.2 Findings related to Effectiveness

The effectiveness of WED-EE has been determined by analysing to which extent completed outputs and reported indicators contribute to the achievement of outcomes planned in the logical framework and ultimately to the objectives of the project.

**TABLE 2: OVERVIEW EFFECTIVENESS**

<b>Outcomes of WED-EE</b> (prioritisations of contributions through countries and Global by the project team)	<b>Fulfilment of targets</b> As defined in WED-EE Log-Frame and Scorecard
Outcome 1: Women-led businesses increase their performance UGA128; KEN130; TZA102	206% average Surpassing target on average by 106% Most targets were surpassed by up to 72%; only one target was only met by 23%.
Outcome 2: Selected policies and programmes are reviewed by policy	106% average Surpassing target on average 6%

makers to mainstream WED TZA102; GLO 3.2; KEN130; UGA128	Some targets not fully fulfilled yet; some targets not measured yet (impact study);
Outcome 3: Selected WED tools and approaches are available beyond the project's lifespan GLO 3.2; TZA102; KEN130; UGA128	106.6% average Surpassing target on average by 6% Some activities will be carried out later this year (logically follow others); some targets not measured yet (impact study);

All targets of all three outcomes have been surpassed, for outcome 1 even over-fulfilled by 106%. Some of the planned activities must still be carried out until the end of the year. They logically follow activities implemented up to now.

**BENEFICIARIES** remained the same as planned in the WED-EE Logical Framework – micro and small women entrepreneurs as ultimate beneficiaries and as direct recipients, intermediaries such as financial and non-financial service providers (public, private and “associative”), women entrepreneur associations and other constituents’ organisations), WED national stakeholders, and policy makers. WED-EE managed in all three countries to reach a high variety of women entrepreneurs – farmers, manufacturers and traders (the majority of which employs at least one person), urban and rural producers and traders, entrepreneurs living with HIV/AIDS, widows, school drop-outs, established business women and starters, women entrepreneurs with disabilities reflecting thus the heterogeneity of these groups. On average 39% of the women reached by WED-EE are below 35 years of age; 96% of the women entrepreneurs reached live in rural areas<sup>1</sup>. Most entrepreneurs operated an informal business, also due to the context in rural areas. Through the project, some women started to formalise their business, and many turned from an entrepreneur out of necessity into a business person.

### **Box 2: Synergies created regarding GET Ahead training tool**

We have at least 4 organizations are fully using the GET Ahead tool for the entrepreneurship skills training for their targets:

1. Equity Bank- Trained 68 Bank staff to deliver GET Ahead tools
2. Medicine du Monde has a long term agreement with 1 GET Ahead trainer who was introduced by WEDEE through a partnership where 50 youth were trained and linked to finance services. since then the organization entered agreement with one of the certified trainer to deliver GET Ahead training to young women and men.
3. The government of Zanzibar, 20 government officials (community Dev officers, Cooperative officers, empowerment officers) to deliver GET Ahead, the government is running training and provide business loans to women and youth in both Pemba and Zanzibar.
4. Restless Development- Trained 15 trainers to deliver GET ahead training young women, the organization is running training under WEDEE supervision.

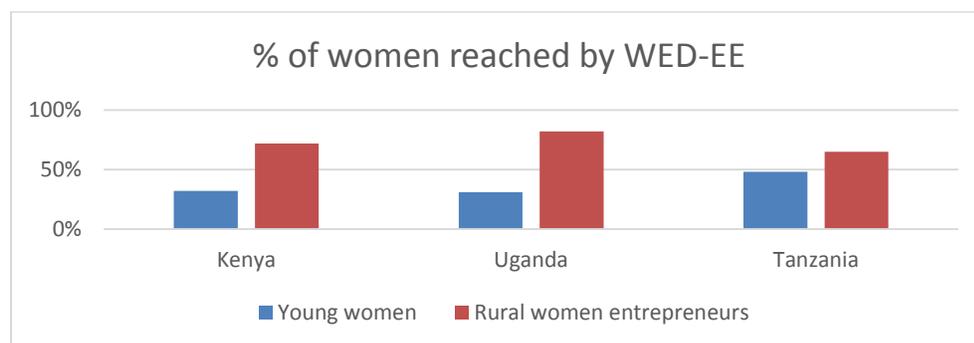
Internal programmes: UNDP/SED and Sida HIV/AIDS programs have adopted GET Ahead tools for their target groups.

(WED-EE PMU, Tanzania)

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<sup>1</sup> Numbers 2nd quarter 2015

**GRAPH 2: PERCENTAGE OF YOUNG WOMEN AND WOMEN IN RURAL AREAS REACHED BY WED-EE**



Source: WED-EE PMU, numbers 1<sup>st</sup> quarter of 2015

The core of WED-EE's strategy has been to create **SYNERGIES**, and thus enhance the funds and resources available to the project. High effectiveness has been achieved by leveraging the work of

- other ILO projects such as on youth (YEF in three countries), where WED-EE had a pivotal role in bringing about the inclusion of young women and girls, or in an ILO/HIV project in an international transport corridor in Tanzania;
- other UN organisations such as UN Women's work with cross-border trade in the EAC and on Eastern African regional approaches to women entrepreneurs' development, or in contributing to the implementation of UNDAP (UN as one) plans, or in being pivotal to a turn-around in entrepreneurship development of a UNESCO-led project in the Usambara National Park in Tanzania;
- national bodies such as Vision 2030;
- private sector organisations such as Serena Hotel, which WEDEE supported in achieving its local supply goals;
- NGOs such as Catholic Relief Services in Uganda;

In all three countries, cooperation with partners who continue to use ILO tools for women entrepreneurship development mostly Get Ahead (see more under Outcome 3 below) have been formed.

No **UNINTENDED OR UNEXPECTED EFFECTS** have been observed by the evaluator.

**Development Objective of WED-EE/ Expected Impact:**

More women-led businesses contribute to job creation, economic growth and gender equality

**Outcome 1:** Women-led businesses increase their performance (UGA128; KEN130; TZA102) 2373 women entrepreneurs have been trained in an ILO tool – mostly GET Ahead and additional 103 women entrepreneurs in market readiness, market linkage and marketing related tools such

as IYES. 39% of these trainees are young female entrepreneurs, and 96% of them live in rural areas (source: Scorecard, June 30, 2015). Through cooperation with YEF, young women could participate more in SIYB training organised by YEF. WED-EE cooperated with other UN organisations (UN Women, UNESCO, via UNDAP) and national financial service providers (e.g. Equity Bank in Tanzania, Centenary Bank in Uganda, Women Enterprise Fund in Kenya), private sector organisations (e.g. TIGO mobile phones, Barrick/Acacia Gold), NGOs (e.g. WAMA, Catholic Relief Services) and parastatals (13 letters of agreement for co-organising training activities have been signed) to provide training to a high variety of women (and some men) entrepreneurs.

The number of women entrepreneurs reached by the project who increased their sales will be found out by an impact study to be started in the third quarter of 2015. Most of the interviewees,

### **Box 3: Effects of GET Ahead training reported by women entrepreneur**

A women beneficiary, trading silver fish on Lake Victoria, Uganda:

“If I buy in big quantities and sell in small tins, I get a higher profit. Before, I did not know how to do savings, how to keep the money. Now, I want to buy more silver fish with my savings and start trading to Mombasa.”

A women beneficiary, hair salon in a small town in Kenya:

“I never knew how to keep records, so I did not understand why I never made any profit, no matter how many people I plaited the hair. Through record keeping, I am able to calculate profit and loss and so I can price my service; for example: clients came with only three plaids, so the client needs maybe an extra plaid; before I just provided it without charging for it; now I charge for it – and make a profit.

A women beneficiary, tailor in Pemba, Tanzania:

“After the training I was awake. I went back to my husband and told him: I have a place in Dar; so I opened another shop there; one in Pemba and one in Dar. I am overseeing both. I employ now two people in each of the two shops.”

(GET Ahead training participants in interviews with the evaluator)

involved in organising training activities or not, positively mentioned these tools and their contribution to women entrepreneurship development in their countries. Also, most recommendations suggested by interviewees concern the ILO training tools for women entrepreneurship. A Kenyan policy maker described the positive effect of WED-EE training in the following way: “For going to next level they need confidence building; when they are in comfort zone that they can pay bills – then they can move, take loans.”

In one-to-one interviews, 81% of the interviewed 20 women entrepreneurs and one male entrepreneur during this final evaluation reported that they have observed an improvement in their businesses (sales, profits). If this holds true in the impact study, WED-EE would have surpassed its target of 50%.

In Tanzania, women entrepreneurs mostly reported some kind of growth in their businesses (e.g. more employees, more shops, diversification into more and newly created products), in Uganda they mostly recounted an increase in sales, and in Kenya they emphasized growth in profits. All

interviewees related these improvements directly to the training helping them to tackle challenges with respect to pricing, capital building, building networks and marketing. Four women (20%) entrepreneurs interviewed reported no change to the situation before, but were still in business – three of these were vulnerable women operating in the transport corridor in Tanzania.

Another indicator designed to show if outcome 1 has been reached is the number of businesses started following project support. 15% of the randomly chosen trainees have been starters and have still been in business and thriving, when the evaluator spoke with them – which has been approximately one year after business start. An NGO in Uganda supporting widows to run their businesses successfully after having started mostly out of emergency reported that from their observation, 20% of the businesses started grow, 60% stabilise at a level to at least feed the family, and 20% fail in business finding maybe other livelihood opportunities.

All entrepreneurs with whom the evaluator spoke either in interviews or in focus groups mentioned one or several good business practices, some of them being good work place practices. The business practices mentioned mostly were record keeping and secondly, friendliness and good services to clients. Only about 40% of the entrepreneurs interviewed had employees.

Good work place practices mentioned spontaneously (without prompting) by the entrepreneurs were decent salaries including feeding employees while in their work place. One entrepreneur went out of her way to explain health hazards and how to protect her workers from them.

Seventy-two trainers, thirty-nine of which are women, have been accredited in GET Ahead (mostly), IYES, FAMOS or WEA. A Kenyan intermediary organisation pointed out that the credibility of training organisations increases when they use an ILO tool and ILO certified trainers, emphasizing that it is also a plus for the trainers to be certified. “Women entrepreneurs say that they feel very equipped now, and have more confidence,” they added. Several intermediary organisations in the different countries emphasised that “ILO does training so differently - it reaches out to rural areas,” a Ugandan intermediary said.

“Including more young and rural women (30% rural, 30% young of target group) is the main difference to phase I”, says Jealous Chirove, WED-EE's chief technical advisor. Objective 1 of the first phase of WED-EE is very similar to the one of the new phase, expanding capacity building of women associations and chambers to WED-EE partners for national and international market linkages. 9 national and international events to link women entrepreneurs to markets and have been organised (e.g. Kigali Trade Fair, UN Women rural technology fair, Tanzania Farmers Trade Fair, business tour of Ugandan business women to Tanzania). In particular, networking links and exhibitions around the national ‘Month of the Women Entrepreneur (MOWE)’, inspired by the ILO-WEDGE project (also financed by Irish Aid) has been mentioned by many

intermediaries and policy makers in the three countries for being an important platform for market linkages and women entrepreneur’s networking.

Women entrepreneurs in all three countries pointed out (without being prompted), how good the market linkage brokered by WED-EE was for their business. WED-EE also worked strongly in cooperation with UN Women to strengthen female cross-border traders (confidence, awareness on rights, negotiation and business skills) in the framework of the Eastern African Community – these interventions not only improved the business standing of female traders, but also created new business linkages for them (e.g. Tanzanian micro-traders have been linked up with bigger trading companies of women entrepreneurs in Arusha for an increased cross-border trade to Kenya).

## **Outcome 2**

Selected policies and programmes are reviewed by policy makers to mainstream WED (TZA102; GLO 3.2; KEN130; UGA128)

The most important results to achieve this outcome are the ‘Women Entrepreneurship Development National Action Plans’ (WED NAP) developed in Uganda and Tanzania, and the ‘Women Economic Empowerment Framework’ drafted in Kenya. Furthermore, in Uganda, WED-EE contributed strongly to the gender-responsiveness of the MSME policy.

Partners from ministries and other ILO constituents in all three countries reported the importance of stakeholder forums organised by WED-EE, which on the one hand resulted in gender-responsive policies and action plans, and on the other contributed to build the capacity of stakeholders on gender and women entrepreneurship issues. WED-EE reports the development of seven action plans by WED stakeholders after validation workshops on women entrepreneurship development. Policies are drafted, and not yet adopted or at implementation stage. As described below, prospects of wide adoption of the policies, also in decentralised structures, is very likely in all three countries. Implementation will, however, need accompanying advice after end of project (see Recommendation 5, Appendix 1a).

### **Box 4: Cashew nuts packaging and trading – Tanzania**

“After I participated in the (IYES) training, I can do things differently – esp. marketing. Now I dare to go from one region to another without having a relative there; now I can find out new buyers from supermarkets.” Judith Petro used her own money to go to an exhibition in Ruanda recently. She changed her packaging and labelling after the training of WED-EE. “I approached a local designer to have different packaging than all others”.

(A woman beneficiary in the interview with the evaluator)

In Uganda, interviewees from ministries, worker and employer representatives all showed their satisfaction for being involved and for being asked their views and ideas on women entrepreneurship development, and for having the possibility to directly exchange with each other on entrepreneurship development specifically for women. One interviewee from constituents in Uganda said: “At national level they (WED-EE) achieved a lot: they ensured reaching out to all levels, all ages, and to rural women; very good that they involved women with disabilities, who

usually do not have a voice.” Capacity building of stakeholders of the National WED Action Plan will be done until the end of WED-EE. Already now, the Ministry of Gender & Labour and the Ministry of Trade, Industry and Cooperatives said in the survey that they do a lot of things differently now than before the cooperation with WED-EE.

In Tanzania for example, interviewees from three different ministries (labour, SME, gender) emphasized WED-EE’s contribution to gender-mainstream their policies and action plans. It was especially appreciated that WED-EE brought in aspects of women entrepreneurs living with HIV/AIDS, decent work and social protection issues with respect to women entrepreneurship development, of women entrepreneurs with disabilities and of female school leavers. In the survey, all interviewees from policy makers pointed out that they changed a lot how they do things after the cooperation with WED-EE. The capacity building aspect of the project seems to have taken hold in Tanzania. For UN Women, who has been building the capacity of about 100 officials in gender since 2012, WED-EE’s contribution has been particularly the women entrepreneurship and livelihood aspect. An intermediary observed: “Government moves slowly – but MOWE is planted firmly; other things will hopefully also be there one day.”

In Kenya, constituents appreciated being involved in the policy making process. One interviewee from intermediary said: “The Women Empowerment strategy is there - but it will take time; we work with them (government) on the action plan, there is commitment; but I am not sure if they will implement.” Policy makers and implementers from government in equal amounts said that they changed behaviour a lot or a bit, mostly related to how WED-EE approaches women entrepreneurship development. One interviewee from a policy making organisation said that the influence of WED-EE has been low due to the low scale, but with the implementation of the strategic framework, WED-EE will have been decisive: “We see the impact on women to be more entrepreneurial not really, yet. As we go on the next level of strategy implementation for women entrepreneurship – it will scale in future.” Most intermediaries also recorded effects of the cooperation with WED-EE within their organisations. One finance providing intermediary from Kenya reported: “We look at women with disabilities and look at youth, now. Although we have always women entrepreneur focussed, we became more gender-sensitive.”

Outcome 2 of phase I ‘Increased acceptance of entrepreneurship as a career option for women’ changed from a campaigning focus to an action plan focus led by different types of constituents and stakeholders of women entrepreneurship development.

### **Outcome 3**

Selected WED tools and approaches are available beyond the project’s lifespan (GLO 3.2; TZA102; KEN130; UGA128)

Agreements with training service providers will make ILO/WED-EE training tools available after the end of the project. Tanzania has in place three letters of agreement for the replication of ILO WED Tools signed. In Kenya implementing agreements for a programme on mentoring has been signed with Kenya Industrial Estates and the Women Enterprise Fund. In Uganda, the

project is working on agreements with two national organizations, Micro Business Mentors and CODEA to use GET Ahead.

In each country a network of accredited trainers has been formed, or as in Kenya, an existing network (EAGET) has been strengthened, to be able to offer training on ILO women entrepreneurship development tools and to improve and adapt the training tools to newly emerging requirements in the future. To enhance the sustainability aspect of high quality provision of training through trainers organised in these networks, representatives from the networks have been brought together to formulate sustainability plans for their networks (EAGET Kenya, BDS Provider Network Uganda, WED Trainers Tanzania). Between March 23 and 25<sup>th</sup> 2015 a Trainers regional forum took place in Arusha Tanzania. Ten certified trainers from each country participated. Before and during this workshop, trainers in all three countries met to start organising and planning sustainability plans on how they could carry out GET ahead training beyond 2015. While the participants from the networks found this important, the evaluator got the impression that these plans have not yet been taken on board by other members of the networks, and it seems that these plans are not the most important feature of sustainability of high-quality training provision after the end of WED-EE.

For current and especially future reference, a video giving trainers guidance and tips on how to train has been produced. A second video is in production, which shows two women entrepreneurs after having followed the GET Ahead training, what they did after the training, what was the most useful information from the training etcetera, which on the one hand raises the understanding of the point of view of women entrepreneurs, and on the other can guide trainers on the needed focus.

Two issue briefs are currently existing in draft form. One on strategies towards helping women formalize or improve their business is completed and will proceed to layout and printing. It will also be included in an upcoming publication of the ILO looking at formalization of enterprises from different angles. Two national events on formalisation have been held in Kenya and Tanzania, but are not reported yet in the WED-EE Scorecard, a monitoring tool. A second issue brief on how to involve men in interventions specifically targeting women for women's economic empowerment and/or entrepreneurship development is ongoing. The issue brief gathers case studies from five interventions, four in Africa and one in Latin America. Both of these issue briefs will be presented and shared during the upcoming Knowledge Sharing Event taking place in Uganda between September 24 and 25, 2015.

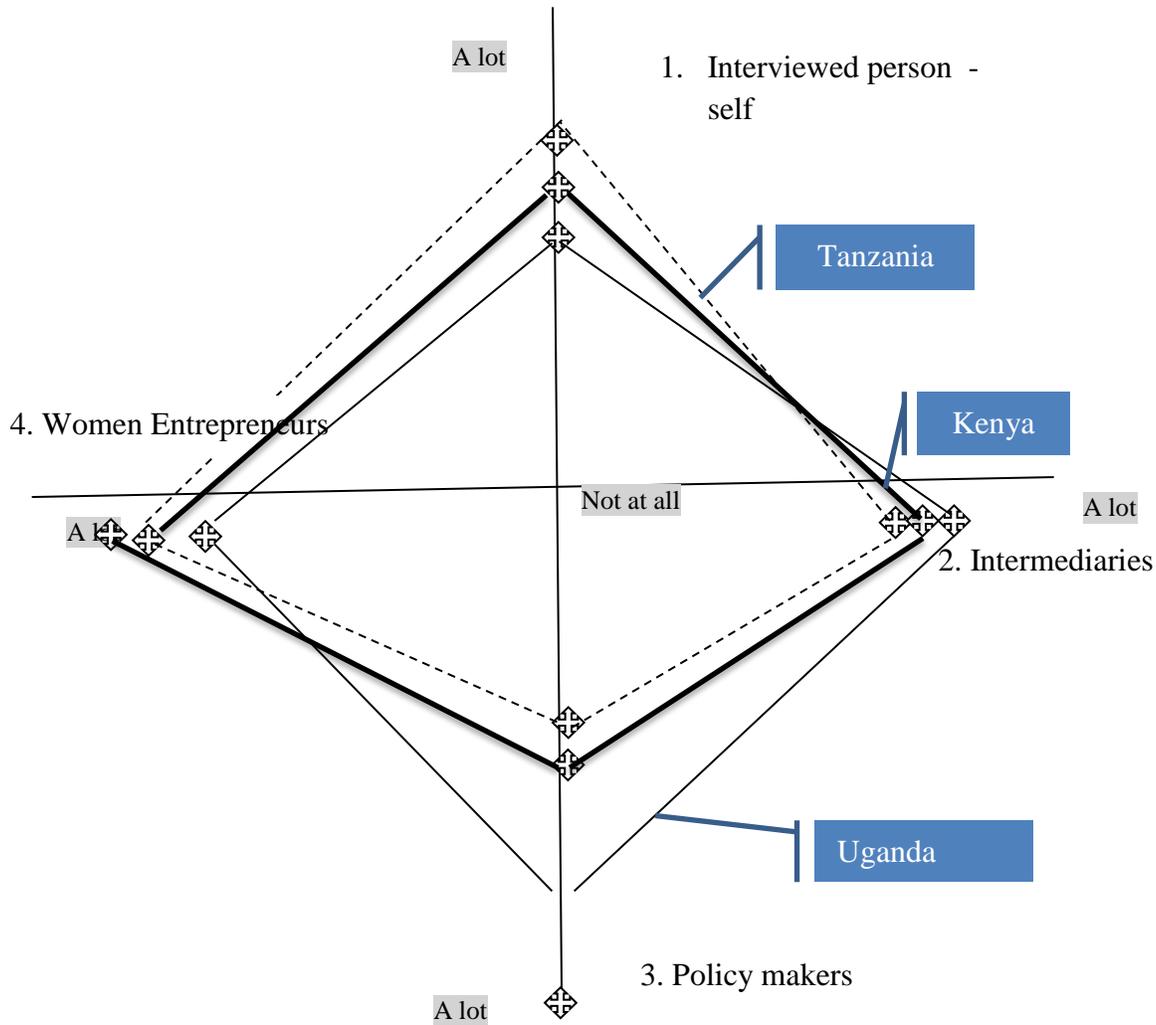
In phase I, WED-EE outcome 3 was to look for increased evidence on what works in women entrepreneurship development. In this second phase, output 3 focuses on the availability of tools and approaches after the end of the project with deliverables such as sustainability plans for trainer networks, support videos for trainers and policy briefs which work partly on subjects recommended by the mid-term evaluation (involvement of men). Surely, accrediting trainers and

building and strengthening trainers' networks, done under outcomes 1 and 2, are also contributing to this outcome.

Additional activities, which have not been originally planned in the LogFrame, include women entrepreneurship development through intervention in a specific value chain – in the case of WED-EE the vegetable growing chain from producer to consumer. Another approach tested now is peer-mentoring of women entrepreneurs. To re-enforce business conducive behaviour after training, trainees are linked up with mentors from their peer-group. Both approaches are more closely described in the emerging practice section, Appendix 1.

### GRAPH 3: ACHIEVING EFFECTS (SURVEY RESULTS):

Do you do things differently now after cooperation with WED-EE? Answers to this survey question visualised below.



Tanzania and Kenya show a similar pattern of responses to the survey (visualised in graph 3). In both countries the interviewed person had changed a lot after exposure to WED-EE and respondents also believed that women entrepreneurs had changed a lot how they do things in business and life after WED-EE interventions. Also, intermediaries changed things just by being involved in organising training activities and having staff certified as trainers. Policy makers have been thought to have changed the least because of WED-EE. In Uganda, respondents thought that intermediaries had changed most followed by policy makers and women entrepreneurs, who were assessed to have changed in equal measure. In all three countries, the majority of respondents thought that WED-EE has changed how things are being done with one target group or the other.

### 3.2.1 Global products

In the ‘ILO – Irish Aid: Partnership Programme 2012 – 2015’ the knowledge management strategies of the ILO are described as aiming “to ensure that broader research and policy development are linked to technical cooperation work. For this reason, all outcomes develop **GLOBAL PRODUCTS** which support the development of research, policy and tools that support country level work.”

WED-EE developed two policy briefs – on formalisation and on the involvement of men in entrepreneurship development, two videos with inputs for trainers regarding training in women entrepreneurship development, two studies on Women Entrepreneurship Development in Uganda and Tanzania, one financial sector map in Uganda, and Impact Study reports on GET Ahead in Kenya (with additional financing, WED-EE carries out a randomised evaluation of the GET Ahead tool spanning two years). While these products are disseminated effectively through the joint National Advisory Committee of WED-EE/YEF, on internet platforms and networks to ILO constituents and other WED stakeholders, a communication strategy, which has not been budgeted, would have helped to spread information and discussion further and involve more potentially interested parties.

Direct knowledge sharing with partners happens regularly on the National Advisory Committees. One partner might not know all the issues and lessons learnt. One intermediary pointed out that they had the impression to hear about WED-EE only once a year, in the month of the women entrepreneur (MOWE): “Knowledge sharing events are very important as well as networking events.” Another interviewee from intermediaries was of the opinion that through its cooperation with YEF, WEDEE improved sharing of knowledge and tools. Nine knowledge sharing events were held for women entrepreneurs, and were appreciated by those who could participate. Naturally, towards the end of the project, more knowledge sharing events are planned to discuss WED-EE’s lessons learnt and results from studies (randomised evaluation). That will then also be the time to assess the influence that knowledge sharing had on the thinking of different stakeholders on subjects related to women entrepreneurship.

### 3.3 Adequacy and Efficiency of Resource Use

The WED-EE project has an estimated total budget of €1.5 million for 2012-2013 and an additional € 1.5 million for 2014-2015, which has been entirely funded by Irish Aid. Each phase of WED-EE had specific outcomes and outputs; phase II aimed to build on what had been done in phase I. This evaluation assesses the 2<sup>nd</sup> phase. An innovative funding modality has been applied, providing flexible resources, lightly earmarked at the level of select Decent Work Outcomes. The contribution of Irish Aid is to the Extra-Budgetary resources for Technical Cooperation (XBTC), made up of voluntary contributions by donors to specific geographic and/or thematic programmes and being ‘lightly earmarked’. ILO points out that it is aligned with

principles of aid effectiveness, offering a good compromise between fully un-earmarked funding and the traditional, project-based cooperation.

While Irish funds are key, WED-EE managed to organise additional funding of 750.000 USD by 3ie for an impact study (randomized control trial combined with qualitative in-depth study in Kenya) of the GET Ahead training tool. Furthermore, project funds received have been leveraged through forging close cooperation with YEP, funded by the Danish cooperation with about USD 20 million, and by mobilising contributions in kind and money from implementing partners of WED-EE such as WAMA Foundation and Equity Bank (Tanzania), Catholic Relief Services in Uganda, or Women Enterprise Fund in Kenya.

WED-EE’s budget has been allocated according to Outcomes:

**TABLE 3 BUDGET PER OUTCOME**

Outcome 1: Women-led businesses increase their performance	398.700 USD
Outcome 2: Selected policies and programmes are reviewed by policy makers to mainstream WED	220.400 USD
Outcome 3: Selected WED tools and approaches are available beyond the project’s lifespan Incl. Project Management Global	399.380 USD
Project Management Countries	737.636 USD
TOTAL	Estimated 1.756.116 USD (1.500.000 Euro)

Source: WED-EE Budget

This budget has been then fairly equally paid out to Kenya, Tanzania and Uganda according to financing needs. The ‘ILO – Irish Aid Partnership Programme 2012 – 2015’ states that budget “allocations have been based on the resource requirements identified in the Outcome Based Workplan”. Tanzania has been spent up to now 205,000 USD, Kenya 253,000 USD, and Uganda 217,000 USD. So, according to WED-EE management, the project only spent 66% of its budget for reaching outcomes (excluding project management costs), yet – having already fulfilled most of its targets, and to a large extent over-fulfilled them, and still 6 months (25% of the project duration) to go at the time of the evaluation. 54% of the budget used up to now has been spent for Outcome 1, 20% for Outcome 2, and 26% for Outcome 3. So, WED-EE spent about 36% of its budget for global and the country outcomes up to date, while already achieving more than 100% of its targeted outcomes as measured in indicators. Thus WED-EE is implemented exceptionally efficiently, and ‘value for money’ has been delivered.

ILO/WED-EE allocated project staff time and thus cost of staff very efficiently, by having one project manager (CTA) for WED-EE, who is shared with YEF, and by having only one National Project Coordinator per country and only one part-time technical officer at headquarters in Geneva. This time and cost efficiency has been made possible by a systemic project management, which delegated implementation activities and responsibility to a large extent to organisations (intermediaries) rooted in the target countries. This on the one hand helped with leveraging the budget of WED-EE through the cash and in kind contributions of the involved intermediaries, and on the other contributed to the sustainability of WED-EE's activities (as giving responsibility empowers and builds capacities). Another contribution to efficiency was the basis built by the earlier phase of WED-EE and the WEDGE project, which saved time for WED-EE II: contacts and trust with many stakeholders and partners of WED-EE had already been built before as well as an image of ILO as a partisan for women entrepreneurs has been created with different interventions such as the 'Month of Women Entrepreneurs (MOWE)' which is firmly established in the three countries' calendar of events.

The randomised evaluation of GET Ahead, calculated in its Midline Report, April 2014, that the "impact on sales and profits (of women entrepreneurs) is equivalent to a US\$1.30 to \$2.47 per week increase in profits." This is confirmed in the presentation by the researchers in May 2015: "14 to 18 % increase in sales and profits; between KSH 113 and 210/week." The researchers estimate that the costs per woman trained is between KSH 22,293 - 33,440. Taking these numbers, they calculate that 2 to 6 years are needed for benefits to exceed costs. While costs of training might be further reduced, the conclusion from this efficiency calculation should also be that the effects on profits need to be higher. To do this, it is suggested to continue to mix women entrepreneurs and women producer groups with a high potential for growth with women entrepreneurs whose main interest is sustaining themselves and their dependents. This could lead not only to a gain in efficiency, but also to additional support and cross-fertilisation of ideas.

As has been said above, the MANAGEMENT OF THE PROJECT is efficient with one project manager (CTA) between WED-EE and YEF and only one National Project Coordinator per country. A national project officer in Tanzania and administrative staff are shared as well. The team meets regularly via skype each two months. The manager of the Global component of the project from headquarters also participates in these meetings. Backstopping through the CTA is always available according to the national coordinators. A joint National Advisory Committee of WED-EE/YEF composed of the three ILO constituents plus civil society gives strategic advice, helps with communicating on the project (creates more visibility) and enjoys general support. Due to costs, a physical meeting of all NAC and project team is only held once a year; in the countries, the NACs meets quarterly.

To facilitate Results Based Management and **REPORTING** on results, a **MONITORING AND EVALUATION SYSTEM** has been established. A Scorecard on the basis of the WED-EE Logical Framework and results chain has been developed by the project team (esp. by Global). It captures the extent to which targets are met. It is partly fed with data from a practical database developed by the Ugandan Project Coordinator. “Establishing baselines was the critical point for results based management,” says the CTA of WED-EE, and reports that partners were closely involved in supporting the baseline data collection, record keeping and monitoring of the project. The partners’ support is crucial in the randomised evaluation of the GET Ahead tool in Kenya. In Tanzania and Uganda, Women Entrepreneurship Development Reports have been put together at the start of the project, and in Uganda a mapping of the financial sector was done. Further, as

**Box 5: Impact in a Grocery Store in Jinja, Lake Victoria, Uganda**

A beneficiary, who is a widow with five children.

She owns a grocery stall approximately 2.5 sqm in size and feeds her five children with the income from this business. Through the support she received from WED-EE, she has learnt how to save, how to keep records – especially records of customers buying on credit, to track costs, to cost and price goods, and to handle customers better. She says that the new skills she learnt – especially record keeping and handling customers – allowed her to save money.

A loan from a NGO for the support of children and widows helped her to increase the amount and variety of her stock about a year ago. XX reported that before they gave her the loan, her shop had very little stock. She not only managed to clear her loan, but also to be still well stocked; others fell back to their former level of income, often because too many dependents eat into profit and capital, and reinvestment in stock is not possible.

She confirms that it is now for her ‘normal’ to keep records and handle customers well, and that she will continue to manage her business in this way. New options she sees are to get a bigger space for more items to sell, and to sell cooked food, which she thinks people would buy. Getting a new loan to expand, would allow her to realise these opportunities.

(in interview with evaluator)

recommended by the mid-term evaluation, a more detailed sustainability strategy has been sought with partners in order to ensure sustainability of ILO tools. Irish Aid receives a Progress Report yearly. One interviewee from Irish Aid suggested that the report should be made livelier and more tangible with stories and cases from the ground and illustrating results achieved. Furthermore, it should be reported how the projects results support other Irish Aid interventions. WED-EE tries to create visibility through monthly newsflashes and by publishing documents on ILO and partners’ websites.

**3.4 The likelihood of achieving Impact**

Impact is understood here as having produced visible and lasting change. Since most of the direct interventions with ultimate beneficiaries in form of sensitisation, training, creating market linkages and inspiring networking among entrepreneurs happened a year or less ago, the evaluator tried to find out if systemic changes which would be difficult to reverse had occurred after the interventions. The idea is that entrepreneurs are embedded in a system.

When they manage to change how they do things and thus become part of different feedback loops, the changed entrepreneurial behaviour will become part of the system's mechanisms and will be difficult to reverse back.

The randomised evaluation of the GET Ahead tool showed that trainees from these tools experienced a 14 to 18 % increase in sales and profits. About 80% of the interviewed women entrepreneurs in this final evaluation reported that they have observed that their businesses are more lucrative (sales, profits, networks). About half of them made a decisive change in their business such as widening their market (e.g. opening another outlet), partnering for increasing their production, and developing their product further.

In focus groups, participants were presented with business problems and asked how they would solve them, in order to see how engrained a new *behaviour* is already, and if it can be adapted flexibly to new situations. Across the three countries, keeping records emerged as a business behaviour which would not be dropped again and participants found ways to replace lost or damaged records.

In the analysis of the games, participants said that businesses without record keeping could easily collapse, as business capital will be depleted and income will be reduced due to a confusion on stock and costs: “The woman doesn't even know, what is happening, and she is gone”.

Urban micro-entrepreneurs in Kampala mentioned that missing records could lead to overcharging by tax authorities since they base their tax demands then on their own estimations – knowledge which the evaluator found quite unusual for micro-entrepreneurs.

Another business behaviour which women entrepreneurs participating in WED-EE will probably not change any more is the good handling of clients. This was not only mentioned by entrepreneurs who participated in marketing related training, but also by others. “Treat people well, who come and buy,” one participant sub-summarised this behaviour. When asked ‘what do you do differently now to ensure business success?’ marketing behaviour came first (mentioned nine times). It included: identify needs in the market; place, price, and product are crucial; be aware of quality and price relationship; know customers, their need and interests; know competitors. One farmer said that the training enabled her to follow now the linkage between price and season better. The second most mentioned business behaviour has been planning (six times mentioned), followed by book keeping (3x), networking (2x), acquiring business skills

#### **Box 6: Impacts in a goats business in a pastoralist community in the North-West of Kenya**

“I sold goats, just following what others did in the market, without putting into account what it cost me to raise goats. After the training, I am thinking now. I factor into the selling price for my goats, the inputs into the goats, which I had. Furthermore: By making a business plan (facilitated by WED-EE), I could understand, where I wanted to be. Now, because of the training and business plan, I was able to buy land and build (before in a rented place). I identified the person (with land) and the place; there, I raise goats – and have profit! (smile)

(told by a woman beneficiary from this pastoralist community during an evaluation focus group)

(2x) and importance of location (2x). Mentioned, too, were saving, ensuring storage, seizing opportunities, ensuring sanitation & hygiene, and that commitment is very critical. “Also welfare of staff is important and the awareness of strengths and weaknesses staff,” one participant said. In interviews and the focus groups, many women emphasized the importance having more self-confidence after the training encouraging them to approach customers and to travel far for the marketing of their products.

Intermediaries told the evaluator in interviews that business behaviours that changed through WEDEE interventions include:

- How women entrepreneurs behave—more self-confidence;
- Now women entrepreneurs keep records – before, there was nothing at all. (“They thought, when you write it down, you are looking for a thief,” one intermediary in Uganda said);
- Saving culture has improved;
- Women groups are networking more;

Feedback loops regarding income, power over income, and *re-investment* into the business were looked at in the focus groups by a role game between husband and wife (business woman), whom he asks for money.

In two of six such role games, the wife refused; in another two, she found a middle way (“I give you half and come along into the bar”) and in two cases, she gave it to him fairly quickly, saying, she would be beaten, if not (in all role games women played the husband, in two role games a man played the wife).

The results of this game leads to the conclusion that about a third of the women learnt to negotiate their way around traditions (“you must obey, you are my wife”) by offering their husbands relief from their financial responsibilities (“I take over the electricity bills”) or gently denying them the money (“I do not refuse; I borrowed from the bank, so I cannot give you”), or

**Box 7:** Analysis of trade-offs regarding re-investing into your business or handing over money to your husband, when he demands it:

<b>Trade-offs: Re-investing profits in business</b>
Business must grow (with experience growing)
Act responsibly towards your business and income
Not a good women
Mistrust from husband
He thinks, you do not respect him
Women don’t trust their own judgement (themselves)

(by a focus group in Kampala)

**Box 8: Impact through tackling business problems in vegetable growing and marketing**

Jointly, we manage to deal with challenges such as timing, sourcing all product, the client needs, even, if it is not on the farm, organising means of transport between our farms, dealing with weight differences off-farm and at the client, and correct packaging to keep quality during transport. And the impact is realized: now the invoice is 169.000 Ksh (before it was 10.000 Ksh) for all of us.

(Vegetable producer group supplying Serena Hotel in the Amboseli National Park, Kenya)

trying to give them some responsibility for their money (“if you don’t pay it back, I am in trouble, because I must repay my loan”).

But still for at least a third of women entrepreneurs, traditions and their enforcement prevent them from freely deciding over their income and therefore often from re-investing into their business – a problem which the evaluation found to be particularly strong for women entrepreneurs in the region.

While no discernible impact has been achieved (or aimed at) regarding husband – wife relationship factors preventing re-investment into the business, other business behaviour relating to re-investment in the business have changed. In particular, the importance of separating private and business money to avoid reducing one’s capital became clear to the women entrepreneurs interviewed and in the focus groups. An intermediary in Kenya is of the opinion that “there is change in the way women entrepreneurs do business; they learnt to differentiate between private and business money; not to eat into the capital; ensure that profits go into the business; and they learnt the culture of saving.” And one woman entrepreneur recounted in a focus group that she had been in businesses since 10 years and never realised a profit. Through the training she understood: “I must separate – because it was my family and me myself who destroyed the business,” by not re-investing and eating into the capital.

In the survey questionnaires, intermediaries were asked if they believed that the options and enabling context for women entrepreneurs in their countries have improved in general. The responses were positive regarding women entrepreneurs in urban areas. About half of the respondents saw the options to be improving for women entrepreneurs in rural towns Kenya and Tanzania; only a few respondents thought that options and enabling environment for women entrepreneurs in rural areas have been visibly improving.

Women entrepreneurs from rural and urban areas in interviews and focus groups observed that they have and see more *options* after the training.

This was demonstrated by finding realistic solutions when the evaluator confronted them in games with barriers and difficulties often encountered by women entrepreneurs (e.g. walk

**Box 9: Growing a business of making cooking stoves in Tanzania**

I realised from training that I must be aggressive in marketing. I now get more income and I increased my sales. Currently more than what I can supply, as the shops for farm supplies want to store stoves for the time after harvest, which comes soon. I need a storage facility to be able to fulfil this demand – I just got this storage facility. Now I am very busy the whole time – before I was a bit idle; although I added two employees; they too had to extend working hours – I do not know, where the threshold for more employees is?

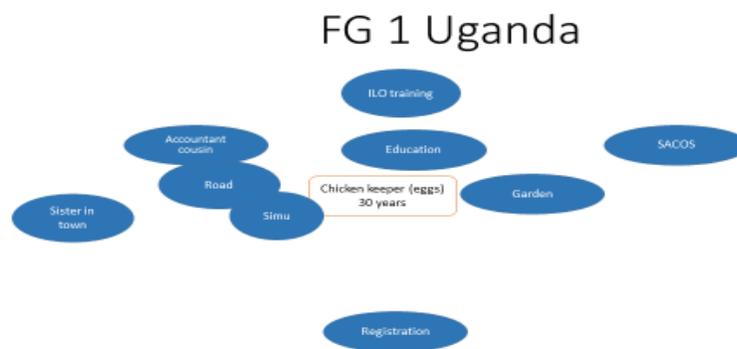
I promote women in other rural areas, especially where they had to get out of charcoal. I take them to my place for testing from different villages; it is a locally made stove; they come and test it with me. Also, facilitated by the (research) institution which develops stoves.

(Interview by evaluator)

path-way of a woman to start a business; business women without business space, capital or without business skills). WED-EE seemingly thus has made a difference to women entrepreneurs seeing options, maybe also to the numbers of options available since their resources (knowledge, skills, networks) increased.

To find drivers of change, participants in focus group were asked to position people who represented ‘drivers’ according to their importance around a woman in the centre with a specific type of business.

Below the result of a focus group in Uganda:



At the end, the business woman in the middle was asked to only keep the three most important *drivers of her business success*. In the case of this focus group in Uganda, she kept the road, the garden, and the ILO training. The road was seen as important in one more group; in most groups, the mobile phone was kept; the accountant and SACCOS membership was most important to two groups. One more group prioritised the garden, and education (as the basis for the ILO training) and (ILO) business training. Women entrepreneurs could reason very impressively, what drives their business success, what feedback loops are initiated by these drivers and how they can take advantage of them.

Without being prompted, women entrepreneurs in the focus groups and in interviews reported *spill-over effects*. About half of them were proud to report that they are asked for advice by women entrepreneurs in their vicinity, others recounted that they were now asked by the community to mediate in social conflicts. Some women started close business cooperation with

other women entrepreneurs, thus expanding their business and promoting the business of their partners, and three entrepreneurs had founded a savings and credit group. A Tanzanian intermediary observed: “Multiplication happens: women come back and tell the others the new things – it goes into every direction; sons, husbands, neighbours. It is good.” And a policy maker in Kenya made following experience: “For women the training is sustainable, because you find after the training that individuals pick up different items from the training according to their strengths; they continue to learn from each other. After a while they are able to actualize all contributions from the training.”

### 3.5 Findings related to Sustainability

WED-EE’s project strategy for phase II is aiming at long-term sustainability, particularly by achieving Outcome 3: ‘Selected WED tools and approaches are available beyond the project’s lifespan’, but also the other outcomes. System-wide interventions on different levels aspire to influence policies, to build WED-support structures and the capacity of private-sector BDS and finance providers, government ministries, WED-lobbying organisations such as employers’ and workers’ organisations, and to inspire changes in the business behaviour of women entrepreneurs embedded in the local context.

Special efforts have been made in particular to engage a wide variety of partners in training and opportunity creation (market linkages) for women entrepreneurs, and thus plant the knowledge on ILO training tools, the connections with certified trainers and approaches to the selection of participants and training organisation in very different organisations and contexts. As partners contributed in cash and kind to the organisation of training at the outset, they not only showed their commitment, but also became clear on the costs involved in these training activities and interventions. Furthermore, three letters of agreement have been signed with institutions (trainers’ networks and in Tanzania and Uganda, planned in Kenya; signed with a bank in Tanzania; planned with a financing institutions in Kenya), to carry on with training of women entrepreneurs with ILO WED tools after the end of the project. In the surveys, the majority of intermediaries said that they themselves and their organisations learnt from WED-EE’s approaches and changed how they do women entrepreneurship development.

Partners were closely involved in supporting the baseline data collection and monitoring of the project as well as in the randomised evaluation of the GET Ahead tool in Kenya. Furthermore, as recommended by the mid-term evaluation, a more detailed sustainability strategy has been built with partners, in order to ensure the sustainability of ILO tools.

As reported under effectiveness (see 3.2), trainers have been certified, trainers’ networks formed, agreements with implementers signed, sustainability plans made, and policy briefs on sustainability issues such as formalisation and involvement of men have been prepared. As ILO tools are not bound to a specific project, they will continue to be maintained by ILO headquarters

and will remain available. The issue is, if systems are in place at this level, how to provide further support and quality control after certification (a website exists, where reports from training activities need to be uploaded for certification; it could be used for maintaining the relationship with certified trainers in an interactive manner).

From the networks of certified trainers, particularly the one existing in Kenya before WED-EE, suggestions to make the application of ILO WED tools more sustainable have been presented. On the suggestion of ILO, EAGET in Kenya developed the facilitator's manual for GET Ahead further, but now they have no ownership over this product, and feel that their contributions are not acknowledged. Trainers from the trainers' network in Kenya have been particularly miffed that a letter of agreement regarding the further use of the GET Ahead instrument had been signed with an employers' organisation, but not with their network. As GET Ahead is most often trained in communities, where English is not spoken, interviewees wondered: "It should be in national languages – can we just translate it? What are the copyright issues?" A sustainability question, which, the evaluator presumes, can only be solved by WED-EE in cooperation with ILO Headquarters. Another suggestion to strengthen the sustainability of the project made by the network of certified trainers in Kenya, was to make more efforts to engage trainers, who have been certified in ILO tools before WED-EE, and thus build on results of earlier projects: "A big load went through training before – and we lost them; a pool of trainers which has been left out, which has to be supported." Furthermore, as the certification process is relatively long (approx. two years), it proved sometimes difficult to keep people on board, and quite a number of trainers seemingly have been trained without being certified. Also, it was suggested, to make more efforts that trainers, who are certified in one tool, can get (more easily) certification in other tools.

A regional forum with 30 representatives from the trainer networks in the three countries met in Arusha in March 2015, in order to prepare sustainability plans on how they could continue training ILO tools (mainly GET Ahead) after the end of the project. While the participants from the networks found these important, the evaluator got the impression that the plans have not yet been taken on board by other members of the networks. Particularly, the newly founded networks still seem to be in the need of developing cohesion and common purpose besides being something like an 'alumni club'.

WED-EE supported the government administration in the three countries to develop action plans on promoting women entrepreneurship in their countries, and was pivotal in engaging and connecting WED stakeholders in the countries with policy makers. One interviewee from Kenya said: "A lot of pushing came from lobby groups." While mind-sets have changed and structures have been built, it is crucial for sustainability that the action plans are implemented. Several interviewees had doubts that this is going to happen without international pushing of this agenda fearing especially extensive bureaucracy and lack of engagement by political leaders regarding women entrepreneurship. "Policy makers have done a lot this time around; but we don't know

about implementation,” an interviewee remarked in Uganda. Several interviewees from policy makers and intermediaries suggested that ILO continues to accompany line ministries in implementing policies (and the specific action plans) for women entrepreneurship development.

The sustainability of WED-EE support to ultimate beneficiaries has been discussed under impact (see 3.4). The conclusion was that positive new business behaviour and practices were taken on by the majority of the participants, and that more options to cope and to succeed are now available to them. To render training more sustainable, a mentoring programme has been started (see emerging practice in Appendix 1), the effects of which will be studied by the randomised evaluation. Furthermore, women entrepreneurs have been linked to finance and health insurance providers, and have been informed on their products and on what benefits and obligations they bring.

Risks to sustainability are according to interviewees from WED-EE:

- Unclear ownership, as well as unclear processes of further development and of quality assurance of the ILO/WED tools;
- Implementation of action plans not started or being stalled – missing leadership of a concerted effort in some countries, or not enough anchoring of the subject in national strategies;
- Not scaling-up the training packages and losing the momentum; this entails the integration of lessons learnt with respect to follow-up of trainees, and length and frequency of training;

To mitigate these risks, ILO can organise an over-haul of its tools; ILO and Irish Aid can jointly strategize on how to support the implementation of action plans and scaling-up the WED-EE outcome 1.

#### **4. Findings and conclusions**

In short, findings per evaluation criterion are as follows:

**RELEVANCE:** WED-EE is aligned to Outcome 3 and is **RELEVANT** to four other Outcomes (8, 9, 16, 17) of the ILO Programme and Budget Plan 2014 - 2015. The alignment of WED-EE Objectives with the respective Country Programme Outcomes is assessed to be excellent. The logical and **STRATEGIC FIT** and **COHERENCE** within the planning hierarchy is very good. The selection of ultimate beneficiaries is assessed to have been fair and relevant to the needs of the target communities.

While the overall goal of WED-EE is women focussed, the project team and implementation partners took a gender relations perspective in the direct work with ultimate beneficiaries. This was done with the idea that gender equality is best achieved with the involvement of both genders. Due to the close cooperation with YEF, female youth has been considered and included

strongly in WED-EE activities (31% in Uganda, 32% in Kenya, 48% in Tanzania). In turn, WED-EE influenced YEF in giving more consideration to gender, thus increasing the participation of female youth in YEF activities.

WED-EE is aiming specifically at inclusive economic growth with its focus on skills development of women entrepreneurs especially in rural areas, facilitating networking and exchange among the targeted entrepreneurs, on gender-responsive relevant policies and on sharing specific lessons learnt on inclusive entrepreneurship development. Ensuring that labour standards are respected for employees as well as self-employed people has been discussed in training activities for women entrepreneurs.

WED-EE contributes to tripartism and social dialogue in all three countries by involving government, employers' and workers' organisations in the implementation of its activities. These joint discussions and work on women entrepreneurship forge mutual understanding and connections for future reference.

**EFFECTIVENESS:** All targets have been over-fulfilled by WED-EE – and that already six months before the end of the project. The approach for Outcome 1 seems to have been successful, as women entrepreneurs report an increase in business performance plus additional women empowerment effects. It is estimated that the majority of the women entrepreneurs reached by the project access more markets and increased their income. To mainstream women entrepreneurship development, action plans have been prepared with government and other stakeholders, the discussion process in itself being regarded as capacity building. More capacity building for implementing the action plans is planned in the remaining project period. Outcome 2 to review policies has thus been reached. Accompanying the actual implementation could be part of a future intervention. Outcome 3 aims at sustainability of the intervention by making WED tools available after the projects life-span. Trainers have been certified, trainers' networks formed, agreements with implementers signed, sustainability plans made, and policy briefs on sustainability issues such as formalisation and involvement of men have been prepared. The basis has been built; how many of the involved partners will be able to implement follow-up activities without some accompanying measures by the ILO after the end of the project remains to be seen. No UNINTENDED OR UNEXPECTED EFFECTS have been observed by the evaluator.

**GLOBAL PRODUCTS:** Knowledge developed by WED-EE such as policy briefs, videos, studies and a randomised evaluation of the GET Ahead tool are shared through ILO and partners' (NAC) networks and websites, special events and newsflashes. As communication has not been budgeted for, wider communication efforts cannot be made at the moment.

The core of WED-EE's strategy has been to create SYNERGIES, and thus enhance the funds and resources available to the project. High effectiveness has been achieved by leveraging the work of other ILO projects such as on youth (YEF in three countries), where WED-EE had a pivotal

role in bringing about the inclusion of young women and girls, or in an ILO/HIV project in an international transport corridor in Tanzania. WED-EE has contributed also to interventions of other UN organisations, such as UN Women's (Tanzania) work with cross-border trade in the EAC and on Eastern African regional approaches to women entrepreneurs' development, or in contributing to the implementation of UNDAP (UN as one) plans, or in being pivotal to a turn-around in entrepreneurship development of a UNESCO-led project in the Usambara National Park in Tanzania. National bodies such as Vision 2030; private sector organisations such as TIGO in Tanzania or Serena Hotel in Kenya, which WEDEE supported in achieving its local supply goals; and NGOs such as Catholic Relief Services in Uganda also benefited from WED-EE interventions.

**EFFICIENCY:** WED-EE is very efficiently managed through close cooperation with ILO-YEF and a systemic approach to management engaging intermediaries to contribute resources. Value has been added as outcomes defined in the Logical Framework of WED-EE have been achieved by more than 100%. Benefit-cost efficiency at the level of the final beneficiaries is good, in the case of two years until benefits for the ultimate beneficiary offset costs of the GET Ahead training. There is scope for improvement (a different approach maybe), at the higher range of 6 years until benefits off-set costs, which the evaluation of GET Ahead also found possible.

Management of the project is efficient with one project manager (CTA) between WED-EE and YEF, one National Project Coordinator per country plus a technical officer in headquarters. Also, the National Advisory Committee composed of the three ILO constituents plus civil society is shared by WED-EE and YEF. To facilitate reporting, a monitoring and evaluation system has been established. A Scorecard on the basis of the WED-EE Logical Framework has been developed by the project team which captures the extent to which targets are met. Different baselines have been established in cooperation with partners in all three countries. With additional funding a large-scale randomised evaluation of the GET Ahead tool (being part of similar evaluations done in other parts of the world) is carried out by WED-EE with the support of partners. Irish Aid suggests improvements to the yearly progress report, which makes it clearer which results have been achieved.

**IMPACT:** Women entrepreneurs targeted by WED-EE changed their business behaviour and practices which result in positive business outcomes. They can now find creative solutions to business problems and barriers. As women entrepreneurs are aware of the reasons (feedback cycles) leading to these positive results, and as their behaviour is embedded in the system in which they operate, it is likely that longer-term development impacts have been achieved. The clear majority of the ultimate beneficiaries of WED-EE benefited from project's interventions and their welfare has been increased. However, the scale of the project needs to be expanded, learning from the systemic approach which WED-EE adopted in involving a wide variety of public and private sector organisations.

**SUSTAINABILITY:** What will remain of WED-EE's interventions is close to 2500 women entrepreneurs, whose businesses became more competitive and thus more sustainable; a network of organisations having access to a wide variety of women, who learnt more conducive training approaches for business; action plans and partly a mind-set change of policy makers in government administrations. WED-EE's approach of intervening in systems and building the capacity of systems' actors, rather than focusing all attention on the ultimate beneficiaries at grass-root level, has been geared towards sustainability, additionally to focussing one outcome of phase II on sustainability. With its interventions, long-term and sometimes irreversible changes have been achieved, and WED-EE inputs are rendered sustainable.

Recommendations stemming from these findings have been developed. They are described in details in appendix 1 and they are:

1. Scale up the ILO/WED training package including training follow-up (mentorship) in Kenya, Tanzania, Uganda
2. Update older ILO entrepreneurship development and WED instruments such as SIYB, IYB and Improve Exhibition Skills and instruments for gender mainstreaming such as FAMOS Check, also to ICT applications, and make it to fit to the agricultural sector.
3. Expand the value chain approach to link rural producers, especially women and young people, to markets
4. Promote the growth of women operated enterprises
5. Accompany the implementation of the WED action plans and promote more integration of WED issues in policies and strategies of the state in Kenya, Tanzania and Uganda
6. Bring women entrepreneurship issues into schools and curricula so that girls in school learn about business and savings (See Appendix).

To conclude, WED-EE achieved high efficiency and managed to reach out to a high variety of women entrepreneurs by cooperating with a heterogeneous group of implementation partners. The synergies thus realised have not only been of financial nature, but could engage different expertise and experience to reach WED-EE's outcomes and fulfil targets, on average to more than 100% already.

In all three target countries - Kenya, Tanzania and Uganda – about 80% of the women entrepreneurs reached by WED-EE reported to have benefited from WED-EE interventions by increasing self-confidence, business growth, and available income. The evaluator concludes from discussions with women entrepreneurs and from observation that the business practices of most of the ultimate beneficiaries have changed for good, and will therefore in the long run continue to stabilise income, stimulate business growth and empower the women entrepreneurs reached.

Most implementation partners thought that WED-EE contributed decisively to women entrepreneurship in their countries mentioning ILO/WED tools and certified trainers, the engagement of the tripartite ILO constituents and civil society in joint discussions over promoting women entrepreneurship, and the WED action plans and policies, the development of which WED-EE facilitated. Most partners had changed approaches because of their interaction with WED-EE. The evaluator is of the opinion that the network of certified trainers and the agreements regarding the use of ILO/WED tools will inspire a continuation of effective women entrepreneurship training in the three target countries, especially for somewhat neglected target groups such as the young, women in rural areas, living with HIV/AIDS or with disabilities.

The evaluator suggests to replicate the systemic management approach of delegating implementation responsibilities to private and public sector partners while continuing to steer the strategy and quality of the project, and monitor the project. The ILO/WED tools are highly appreciated because of their effectiveness and because of ILO assuring their quality for example through trainer certification. It is suggested to ‘overhaul’ these instruments with inputs from users worldwide. Results from pilot tests regarding the monitoring programme recently started, and the value chain approach of supporting vegetable growers to supply hotels should be widely shared at the end of the project.

Some lessons can be learnt from the WED-EE project. In particular, these include a mentorship pilot programme for women entrepreneurs in Kenya and support to vegetable producers in value chains. More details on these good practices can be found in appendix 2.

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## Appendix 1a: Recommendations

### 1. RECOMMENDATION

#### **Scale up ILO/WED training package incl. training follow-up (mentorship) in Kenya, Tanzania, Uganda**

- To scale-up the impact – especially also regarding agriculturally active population and the young - which has been achieved on smaller scale by WED-EE now (about 3000 women entrepreneurs improved their entrepreneurial approaches), use the momentum achieved to reach out to (rural and young) women entrepreneurs operating in similar contexts and systems with the approaches developed by WED-EE
- Strategic involvement of private sector partners (companies, cooperatives, training institutes, NGOs) or government partners (parastatals, local councils), UN – further building, up-dating their capacities;
- Reaching out to rural areas (one interviewee: “A lot of desperation is there; people do not know how to bring things to the market.”)
- Going beyond training: linkage to marketing companies, finance (banks), mentoring, formalisation, insurance (health and social insurance) etc. Plus: “Thinking about decent work should be there from the beginning,” one intermediary thought.
- Target cooperatives and producer/marketing groups with a strong female membership; An intermediary: “The group model is so useful: is it easy for them to unite and sustain; so they make a constitution; they have their own individual business, but then additionally they have a group business; and that strengthens them.”
- Target women entrepreneurs with businesses of all sizes, sectors and potential (survivalists as well as growing businesses). One intermediary: “Training at all levels would be good – in different groups, however; do not mix them.”
- Involve men as well; target men entrepreneurs as well; one trainer: “Not only women should be targeted; now the tool is flexible enough to reach out to different target groups. Encourage that it stays open – because there are so many sub-groups ...”
- Plan refresher training and meetings

*Implementation of recommendation by:* ILO-WED in cooperation with Irish Aid (strategic fit: Goal 2: pro-poor economic growth; Goal 1: reduced hunger, stronger resilience) and Danish Cooperation

*When :* from 2016

*Resources required:* 33,440 KES (330 USD) x 50.000 WE = USD 16.5 million in Kenya, Tanzania, Uganda

### 2. RECOMMENDATION

**Update** older ILO entrepreneurship development and WED **instruments** such as SIYB, IYB and Improve Exhibition Skills and instruments for gender mainstreaming such as FAMOS

Check, also to **ICT applications**, and make it fit to the **agricultural** sector.

- All as much as possible in local languages (with trainer manuals)
- Get Ahead manual is quite big: maybe, it can be made smaller and simpler;
- ILOs training overall is really good – but it is not specific for certain sectors – each business has specific character; so, they can collaborate with technical skills trainer;
- Re-think the structure of training. A certified trainer: “WEDEE is set out for people who cannot read and write – 6 hours a day is quite tiresome – they might miss out on topics; spread it out.”
- Package tools. A certified trainer: “This WED-EE focused mainly on GET Ahead but could be complemented by other tools especially IYES and FAMOS Check. BDS providers should have their capacity built in using these other tools.”
- GET Ahead: trainers suggest that the accounting part is too basic and should be made useful for bigger companies; Exercise 9, the mapping exercise, is missing; the Action plan structure needs to be reviewed; follow-up on impact should be included: ”After training, we do an action plan – so, it must be followed-up, if that action plan has been implemented,” one trainer thought.
- Drawing together lessons learnt on financial viability of ILO instruments being implemented by private sector partners (e.g. independent certified trainers, NGOs, banks) and government organisations

*Implementation of recommendation by: ILO-SME*

*When : in 2016*

*Resources required: staff time, consulting fees, dissemination costs*

### **3. RECOMMENDATION**

**Expand value chain** approach to link rural producers, especially women and young people, to markets

- Reach out to rural areas, to young women and men;
- Focus on non-traditional sectors and their value chains to integrate them (e.g. green businesses and off-farm products (clay stoves, fuel from plant waste), emerging sectors)
- Facilitate value-addition (packaging, cleaning, branding, processing) and connection to markets (information, transport, marketing);
- Promote intra-county and intra-country trade (e.g. fish, banana etc.); one intermediary: “This is now our engine of growth – women need to be able to keep up with the pace; we need to do product mapping and create demand in other counties and countries; cross-country we need to do; esp. agriculture has potential; chance for women; capacity building at all those levels;”
- Scale up training linkage to the market; Iso provision of market information is important for the growth of the business. “Value chain needs to be growth oriented, without leaving out micro entrepreneurs. These are majority and they need to climb the ladder.”

<i>Implementation of recommendation by:</i> ILO-SME (WED) in cooperation with Irish Aid (strategic fit: goal 2: pro-poor economic growth; priority area: reduced hunger) and Danish Cooperation, FAO and IFAD
<i>When :</i> from 2016
<i>Resources required:</i> USD 1 million per value chain

<b>4. RECOMMENDATION</b>
Promote the <b>growth of women operated enterprises</b> <ul style="list-style-type: none"> <li>• Focus on a few sectors</li> <li>• Accompany growing women operated enterprises after they managed the first hurdles to growth to get financing, access to new and bigger markets, develop products further;</li> <li>• Train growing women operated enterprises to plan for and manage business growth, incl. ICT; One intermediary: “Women entrepreneurs are keen to know.”</li> <li>• Build on former ILO experience (WEDGE, GOWE)</li> </ul>
<i>Implementation of recommendation by:</i> ILO-SME (WED) in cooperation with Irish Aid (strategic fit: goal 2: pro-poor economic growth; priority area: trade and economic growth)
<i>When :</i> 2016 - 2017
<i>Resources required:</i> for pilot testing an approach to be up-scaled later; joint approach in three different contexts: 800.000 USD

<b>5. RECOMMENDATION</b>
Accompany the <b>implementation of the WED action plans</b> and promote <b>more integration of WED</b> issues in policies and strategies of the state in Kenya, Tanzania and Uganda <ul style="list-style-type: none"> <li>• One policy maker: “Implementation of action plan should be the focus of support in the future.” One intermediary said: “Sensitization of policy makers happened. But by the time we discuss with policy makers on the right issues – the project has already been closed.”</li> <li>• For future policy support: research from grass-roots and involve social partners from the very beginning, because it is easier then to implement;</li> <li>• Capacity building for implementing structures</li> </ul>
<i>Implementation of recommendation by:</i> ILO-WED in cooperation with Irish Aid (strategic fit: goal 2: pro-poor economic growth)
<i>When :</i> 2016-2017
<i>Resources required:</i> 900.000 USD in three countries

<b>6. RECOMMENDATION</b>
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Bring WED issues into **schools** and curricula so that **girls** in school learn about **business and savings**

- Research needs to be done beforehand to see to which extent entrepreneurial and business issues are already included in school curricula in the three countries
- Rural areas should be a focus

*Implementation of recommendation by:* ILO-WED in cooperation with Irish Aid (strategic fit: Goal 2: pro-poor economic growth; Goal 1: reduced hunger, stronger resilience; priority area: essential services)

*When :* 2016

*Resources required:* 150.000 USD for preparatory research and project development

## Appendix 1b: Emerging Practice, WED-EE Kenya

### ILO Emerging Good Practice Template

**Evaluation Title:**

**Project TC/SYMBOL:**

**Independent Final Evaluation of WED-EE**

**Name of Evaluator:**

**Karin Reinprecht**

**Date:**

**August 2015**

<p><b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b></p>	<p><b>Mentoring – pilot test in Kenya</b> Mentoring is needed to help newly trained women entrepreneurs to apply their knowledge in practice. “When you do not follow-up people, they lapse,” informed the expert leading the mentorship programme. Mentoring has been started by WED-EE as a pilot test in Kenya to see the effect of a close follow-up. The randomised evaluation will do the research on this effect.</p>
<p><b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b></p>	<ul style="list-style-type: none"> <li>• Training in GET Ahead took place beforehand</li> <li>• Mentoring intervention organised with partners on the ground: Women Enterprise Fund (government fund that is targeting women) and with KIE (parastatal targeting agriculture, doing a lot of asset financing);</li> <li>• four counties selected as pilot areas for mentorship</li> <li>• Experienced women entrepreneurs recruited as mentors with these pilot counties; selection: criteria to be considered to be trained as mentors:             <ul style="list-style-type: none"> <li>- In business since 5 years; alternatively, they have worked in an organisation which empowers women entrepreneurs or worked as manager in companies</li> <li>- Education not below O-levels</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• 2 days basic mentoring skills training – approaches of mentoring (appreciative inquiry, emotional intelligence) – and how to apply these in a business mentoring context</li> <li>• Mentors meet women entrepreneurs each 2 weeks; one on one they meet once a month;</li> <li>• Mentors get honorarium – 15.000 KES (est. 150 USD)/each month; 3250 KES for transport; (mentored women are not paying and ore not getting paid)</li> <li>• Follow-up meetings with new mentors are held once a month; mentors bring reports for the month – these reports are journals and report templates with names – signatures in journals; implementing partners keep check;</li> </ul>
<p><b>Establish a clear cause-effect relationship</b></p>	<p>Mentoring was seen as necessary because women had struggling progress: they were using record keeping, book keeping, marketing, but they had difficulties in: sourcing (they did it, but did not fully apply new knowledge), production, financing (they fear if they have the capacity to pay back). Mentoring should help them to overcome these hurdles.</p>
<p><b>Indicate measurable impact and targeted beneficiaries</b></p>	<p>446 potential mentees randomly selected for mentoring from GET Ahead training; 80% turned up for mentoring; 80% (285 women entrepreneurs) of these have been linked to mentors; Impact expected: more business growth than trainees without mentoring;</p>
<p><b>Potential for replication and by whom</b></p>	<ul style="list-style-type: none"> <li>• Invest in materials for mentoring (good guides)</li> <li>• Ensure that every woman trained is mentored – should become integral part of training</li> <li>• Training of mentors could be more thorough (2 days too short)</li> </ul>

<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	Outcome 3 'Sustainable enterprises create productive and decent jobs' of P & B Decent Work Agenda: Creating Jobs
<b>Other documents or relevant comments</b>	

<b>ILO Emerging Good Practice Template</b>	
<b>Evaluation Title:</b>	
<b>Project TC/SYMBOL:</b>	<b>Independent Final Evaluation of WED-EE</b>
<b>Name of Evaluator:</b>	<b>Karin Reinprecht</b>
<b>Date:</b>	<b>August 2015</b>

<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<b>Value Chain Approach</b> <b>Support of vegetable producers in the trading chain from production to buyer</b>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<ul style="list-style-type: none"> <li>• Group of vegetable growers closely knit together across tribal boundaries through being HIV positive and supporting each other to take retro-virals on time and against stigmatisation</li> <li>• Group members have individual plots and also market their vegetables occasionally individually</li> <li>• Involvement private sector: <ul style="list-style-type: none"> <li>○ Serena Hotel in Amboseli Park who buys</li> <li>○ NGO owning trading company</li> </ul> </li> <li>• Training and accompanying producers from harvest to delivery of vegetables (timing, packaging, transport, sourcing of not produced</li> </ul>

	<p>type of vegetables, quality assurance etc.)</p> <ul style="list-style-type: none"> <li>• Difficulty: private sector players in the value chain with different knowledge and capacity require special monitoring structure from support institution</li> </ul>
<b>Establish a clear cause-effect relationship</b>	<ul style="list-style-type: none"> <li>• Learn required business practices on-the-job</li> <li>• Establish structures to market vegetables from rural areas (far from city)</li> <li>• More value added to vegetable growing in rural areas – more sales at higher margin</li> </ul>
<b>Indicate measurable impact and targeted beneficiaries</b>	Per month, the group can realise 170.000 KES (1.680 USD) in comparison to 10.000 KES; depending on who delivered, the profit is shared among 10 to 15 members;
<b>Potential for replication and by whom</b>	The approach to learn competitive business practices on the job, and establish functioning marketing structures within the existing context can be replicated for producer groups of specific sectors, esp. within agriculture (food and non-food products; value-addition, agro-processing included)
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	Outcome 3 'Sustainable enterprises create productive and decent jobs' of P & B Decent Work Agenda: Creating Jobs
<b>Other documents or relevant comments</b>	

## Appendix 2: Terms of Reference, WED-EE Independent Final Evaluation

### ILO-Irish Aid Partnership Programme 2012 - 2015

#### Terms of Reference

#### Independent Final Evaluation of Project relating to Women's entrepreneurship development and economic empowerment

**Project Title:** Women's entrepreneurship development and economic empowerment

**Umbrella Project:** GLO/13/35/IRL\_3

**TC Codes:** RAF/14/50/IRL and GLO/14/53/IRL

**Type of Evaluation:** Independent **Final**

**Country(ies):** Kenya, Tanzania, Uganda

**Project End:** December 2015

**Evaluation Manager:** Ms Maria Sabrina De Gobbi, Enterprises

**Administrative Unit:** ENTERPRISES

**Technical Unit:** SME

**Evaluation Team:** To be added

**Date Evaluation Completed:** To be added

## Introduction and rationale for the evaluation

The “Decent Work through Development” Partnership Programme currently in place between the ILO and Irish Aid from 2012 to 2015 builds on the experience and lessons learned from prior cooperation and partnership agreements. Thematically it currently covers four main areas of work: inclusion of people with disabilities, elimination of child labour, elimination of forced labour and women’s entrepreneurship development. The funding modalities of the partnership are however different from those in the past as it relies on an innovative funding modality, providing flexible resources, lightly earmarked at the level of select Decent Work Outcomes. It is aligned with principles of aid effectiveness, offering a good compromise between fully un-earmarked funding and the traditional, project-based cooperation. This partnership programme ends in December 2015 and an independent final evaluation is required for each of the areas covered in the partnership. The present document contains the terms of reference of the final evaluation for the women’s entrepreneurship development thematic area, specifically referred to as the “Women’s Entrepreneurship Development and Economic Empowerment” Project (WED-EE).

This thematic area funded under the partnership relating to sustainable enterprises with a focus on women, which is implemented at global (headquarters) and country level, sets out to contribute to the achievement in particular of ILO Programme and Budget (P&B) Outcome 3 concerning sustainable enterprises (*Outcome 3 - sustainable enterprises create productive and decent jobs*). It also sets out to partially contribute to the achievement of other outcomes, notably: Outcome 1 - more women and men have access to productive employment, decent work and income opportunities; Outcome 9 - Employers have strong, independent and representative organizations; and Outcome 17 – Discrimination in employment and occupation be eliminated.

At country level, WED-EE contributes to the achievement of P & B outcomes through country programme outcomes (CPOs). These CPOs were selected because of their explicit reference to young women’s and men’s entrepreneurial skills for self-employment, productivity and SME activities increased. The three countries where the project is implemented are Kenya, Tanzania and Uganda and specific CPOs per country are as follows

- Kenya KEN 130 - Young women and men’s entrepreneurial skills for self-employment and SME activities enhanced/increased-which contributes to one the Kenya’s DWCP priority 2 namely; Promotion of employment creation and employability to enhance livelihoods and resilience of men and women, including the disadvantaged and vulnerable groups.
- Tanzania TZA 102 - Women and youth entrepreneurship development policies and programmes that create decent work strengthened -which contributes to one of Tanzania’s priority outcomes, namely; poverty reduction through creation of decent work opportunities with a focus on young women and men. (Note: wording for TZA 102 was slightly modified by the ILO between the time the project document was approved and this final evaluation)

- Uganda UGA 128 - Young men's and women's entrepreneurship skills for self-employment and productivity increased-which contributes to one of Uganda's priority outcomes, namely; Poverty reduction through increased opportunities for youth employment and productivity.

The project also contributes to work undertaken under two of ILO's Areas of Critical Importance (ACIs):

- **Jobs and skills for youth:** ILO seeks to tackle the global employment crisis facing young women and men through a multi-pronged strategy of economic, labour market and skills policies, paying particular attention to bridging the gap between training and world of work, youth entrepreneurship and supportive environment. The project has a special focus on young women, given its close ties with Youth Entrepreneurship Facility (YEF), a Danish funded project aiming to tackle youth unemployment by boosting youth entrepreneurship.
- **Decent Work in the Rural and Informal Economies:** ILO seeks to support policies and programmes enabling the working poor in rural areas and informal economy to secure decent employment. Women entrepreneurs in the three countries are often found in the rural areas, and often working in cooperatives. The project targeted its outreach to 40% women entrepreneurs being in the rural areas and thus contributes to this ACI.

On the request of Irish Aid, the final independent evaluation is taking place a few months before the project end as to align the donor's decision for future partnership funding to its financial calendar year.

The independent final evaluation will be undertaken in accordance with the ILO's Evaluation Policy adopted by the Governing Body in 2005, which provides for systematic evaluations of projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision-making process and support to constituents in promoting decent work and social justice. The evaluation will comply with UN norms and standards and ethical safeguards will be followed.

## **Background and Context**

The ILO works to enhance economic opportunities for women by carrying out affirmative action in support of women starting, formalizing and growing their enterprises, and by mainstreaming gender equality issues into the ILO's work in enterprise development.

The WED-EE project builds on earlier work carried out under the ILO/Irish Aid Partnership Programme in contributing to the achievement of P&B Outcome 3, with a view to contributing to the promotion of employment opportunities (Outcome 1 - More women and men have access to productive employment, decent work and income opportunities), the strengthening of employers organizations (Outcome 9- Employers have strong, independent and representative organizations), and the elimination of discrimination in employment (Outcome 17 – Discrimination in employment and occupation be eliminated).

The new “Decent Work through Development” Partnership Programme has been fully harmonized with the ILO’s programming cycles, covering two ILO biennia: 2012-13 and 2014-15. For each biennium, Irish Aid provided a total budget for the entire portfolio of projects of €6 million, with the second phase conditional upon the findings of a mid-term review which took place in mid/late 2013.

WED-EE thus received estimated total budget of €1.5 million for 2012-2013 and an additional € 1.5 million for 2014-2015. Each phase of WED-EE had specific outcomes and outputs but phase II aimed to build off of what had been done in phase I.

The project’s immediate objectives and outputs for each phase were as follows:

	Phase I	Phase II
<p><b>Outcome at country level</b></p> <p><i>Outputs at country level</i></p>	<p><b>Existing women led business increase their performance and increased number of women led start-ups</b></p> <ul style="list-style-type: none"> <li>• <i>Financial and non financial service providers’ are advised/trained on how to deliver services to women entrepreneurs</i></li> <li>• <i>Women entrepreneurs’ associations’ and women chambers’ are advised/trained on how to better serve and represent members</i></li> </ul>	<p><b>Women-led businesses increase their performance</b></p> <ul style="list-style-type: none"> <li>• <i>Non-financial service providers capacity to provide business services to women entrepreneurs strengthened and accredited.</i></li> <li>• <i>Financial service providers’ outreach to women entrepreneurs increased.</i></li> <li>• <i>WED-EE partners’ capacity is strengthened to link women entrepreneurs to national and regional markets.</i></li> </ul>
<p><b>Outcome at country level</b></p> <p><i>Outputs at country level</i></p>	<p><b>Increased acceptance of entrepreneurship as a career option for women</b></p> <p><i>National campaigns on the role Women Entrepreneurs play in job creation and economic growth are carried out</i></p>	<p><b>Selected policies and programmes are reviewed by policy makers to mainstream WED</b></p> <ul style="list-style-type: none"> <li>• <i>Action plans on WED developed with constituents and other stakeholders based on WED Assessments.</i></li> <li>• <i>WED-EE advocacy partners’ capacity strengthened to advocate and lobby for priority WED assessment recommendations</i></li> </ul>
<p><b>Outcomes at global level</b></p>	<p><b>Increased evidence on what works and what doesn’t in WED</b></p> <ul style="list-style-type: none"> <li>• <i>Concept note, methodology and</i></li> </ul>	<p><b>Selected WED tools and approaches are available beyond the project’s lifespan</b></p>

<p><i>Outputs at global level</i></p>	<p><i>baseline carried out for impact assessment on ILO management training tool “Gender and Entrepreneurship Together”</i></p> <ul style="list-style-type: none"> <li>• <i>WED assessments from Tanzania, Kenya and Uganda available</i></li> <li>• <i>One research paper on what works and what doesn’t in WED including case studies from ILO and 8-10 other organizations to close knowledge gap on WED developed</i></li> <li>• <i>One international knowledge exchange event on WED in one of the three countries</i></li> <li>• <i>Youth Entrepreneurship Facility project’s M&amp;E system is gender mainstreamed</i></li> <li>• <i>Results measurement system of project is audited based on DCED standard</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>National sustainability action plans developed for replication of select ILO-WED tools and approaches.</i></li> <li>• <i>WED tools enhanced with videos and audio to support trainers and their outreach.</i></li> <li>• <i>Policy briefs for advocacy, formalization and men’s involvement in WED initiatives are developed and shared with WED-EE constituents, partners and stakeholders.</i></li> </ul>
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As shown in the table above, the project has a country component and a global one. Phase II of the project aims to concentrate its activities on helping micro and small women entrepreneurs access appropriate business development services (both financial and non-financial) and local and international markets, and supporting women entrepreneurs to engage further through stronger networks, notably women entrepreneurs’ associations. Finally, the project overall aimed to increase the general knowledge, understanding of and commitment to WED of ILO constituents and implementing partners and help ensure sustainability of ILO interventions in the longer run in all three countries.

The three project countries are Kenya, Tanzania and Uganda. In phase I, the number was based on recommendations from past phases which called for not spreading out too thinly among too many countries. The final selection was based on consultations with the field offices on priority countries for Outcome 3 and clustering in countries where the ILO had already ongoing projects in support of entrepreneurship and enterprise development. In the three countries listed above, the ILO had a large entrepreneurship project for youth called the “Youth Entrepreneurship Facility” (YEF). In phase II, the WED-EE project continued to work closely with YEF and this enabled increasing sharing of knowledge, tools and partners as well as resources helping to achieve scale, reach out further to women and young women in particular and consolidate the existing pool of financial and non-financial service providers trained in ILO-WED tools.

Activities in relation to each outcome in phase II aim to promote gender equality and non-discrimination and develop partnerships at national level and with relevant UN agencies to develop synergies and increase effectiveness and impact. Special efforts were made, in particular to engage partners in supporting baseline data collection, record keeping and monitoring of project support. Further, as recommended by the mid-term evaluation, a more detailed sustainability strategy was sought with partners (representatives of governments, employers and workers) in order to ensure sustainability of ILO tools. Finally, more conscious efforts were made to further ensure that changes made at the micro level connect to the macro or policy level within the design of the interventions and vice-versa.

In line with the new funding approach and the linkage to ILO P & B outcomes and CPOs, the Global component is managed by the SME unit at ILO headquarters. Country level activities are managed by country offices and decentralised from ILO headquarters. ILO sub-regional office in Dar es Salaam is responsible for the project's implementation. Technical support is provided by the headquarter-based specialists. National Project Coordinators implement the projects objectives in each country. The project manager (CTA) is the same manager for the Youth Entrepreneurship Facility allowing for strong synergies between the two projects.

### **Purpose, scope and clients of the evaluation**

Although the present ToRs are for a final evaluation of a four-year project, its scope shall focus on phase II. For an overall assessment of phase I, the mid-term evaluation report shall be considered. Through field visits and other tools to collect information (surveys, interviews, etc), the evaluator can ask questions also on phase I of the programme. The geographical coverage includes the three project countries (Kenya, Tanzania and Uganda). The global component of the project will be fully considered in the evaluation.

Following ILO evaluation requirements, the evaluation will be based on the Development Assistance Committee (DAC) criteria of relevance, effectiveness, efficiency, evidence of impact and sustainability through contributions of ILO support. The key questions that the evaluation shall address per criterion are:

#### *Relevance*

- How exactly does the Irish Aid funding contribute to achieving progress towards the selected Global Product and CPOs as set out in the documents approved by the donor, in line with the indicators listed in the logframes?
- How do the interventions reach out to the target groups, addressing their problems and part of a wider poverty reduction strategy?
- How are other decent work issues (gender equality, social dialogue ...) mainstreamed into the project implementation? In what way is social dialogue necessary for entrepreneurship?
- How do project interventions build on previous experience (other projects or regions, previous phases funded by the donor), and/or the synergies realized with other ILO interventions and sources of funding (i.e. RB, RBTC, XBTC, RBSA)?

- To what extent have synergies been established with other ILO interventions, including projects funded by other donors, in order to have an overall picture of ILO work under each targeted outcome?
- In particular, to what extent could the WED and YEF projects work together? Were they complementary? Were the target groups similar?
- To what extent have synergies been established with other UN projects?
- To what extent are the interventions aligned with the Programme and Budget, Strategic Policy Framework and the Decent Work Country Programmes?
- To what extent have the immediate objectives been achieved?
- To what extent does the project continue to be relevant to the needs of beneficiaries?
  - *Efficiency*
- To what extent has results-based management been used?
- Have baselines been established? What changes do women entrepreneurs report?
  - *Effectiveness*
- Have management arrangements proven effective in the achievement of results? How is the relationship between the ILO field offices in the three countries and ILO headquarters?
- What are the problems or difficulties encountered in the implementation of the project which will allow management to take appropriate actions in order to avoid similar ones in future interventions?
  - *Impact*
- To what extent has knowledge dissemination been promoted nationally and regionally? As a result of national and/or regional knowledge dissemination, can the project report any major changes for entrepreneurial-related issues or for women entrepreneurs?
- To what extent has the project promoted shared learning, new knowledge/knowledge exchange?
- What are the challenges that beneficiaries (women entrepreneurs) feel the project addressed?
- What do women entrepreneurs feel they gained from training and other support provided by the project?
- What do women entrepreneurs feel they gained from the project overall?
- While the project had a women focus, to what extent did it engage with male entrepreneurs?
- What is the profile of entrepreneurs who benefited from the project (operating in the informal economy, from rural areas, cooperative members, starting from a condition of extreme poverty, age, in business out of necessity or because of entrepreneurial culture, etc)? How were beneficiaries selected?
- To what extent did women entrepreneurs move into more lucrative business thanks to the project?
- What are examples of good practices and success stories from the project?
  - *Sustainability*

- To what extent has the project produced durable interventions that can be maintained, scaled-up and replicated?
- Has a sustainability strategy been designed?
- What are changes brought forward by the project both in beneficiaries' lives, but also at a more macro level, if any?
  - All data should be sex-disaggregated in the report or provide estimates to this effect, and any gender-based needs and concerns of women and men targeted by the project should be considered throughout the evaluation process and integrated throughout the final evaluation report.

The key evaluation clients will be:

- Irish Aid as donor of the projects
- ILO as executor of the projects
- Project management and staff
- Members of the national Project Advisory Committees

## Methodology

The evaluator will undertake the evaluation based on the following methodology:

- i. Review relevant information available on the project: the project document, the progress report, monthly internal progress reports, workplans, self-assessment reports from the national project coordinators, the Chief Technical Advisor and staff at ILO Headquarters in charge of the global component. All documents will be made available upon signature of the external collaboration contract.
- ii. Undertake interviews with staff. This includes discussions with the Chief Technical Advisor, the national project coordinators and the technical back stoppers of the project in headquarters. The evaluator may also interview key partners in selected countries with whom WED-EE has worked or collaborated.
- iii. Conduct a survey with questions with a fixed set of answers for beneficiaries in the three countries. National coordinators will support the evaluator in the survey implementation. The evaluator will have to make sure that national coordinators are however not present when respondents are providing answers.
- iv. Undertake an evaluation visit to all three countries where WED-EE is active in in order to under-take face-to-face interviews with key partners, stakeholders and possibly end beneficiaries in order to get their views on good practice and lessons learned. The evaluator shall make sure that national coordinators and other project staff are not present when beneficiaries express their views. The evaluator shall hold a debriefing meeting in each country at the end of his/her visit.
- v. Develop a first draft report with findings in the areas/questions listed above and responding to the key evaluation questions.
- vi. Based on comments and clarifications from project staff, send a final draft to the evaluation manager in order for it to be shared with ILO Evaluation Unit (EVAL) and ILO Partnerships and Field Support Unit (PARDEV).

A final debriefing session, by the evaluator to the ILO and Irish Aid, will be arranged, as a means of checking draft findings, conclusions and recommendations. A draft report will be prepared by 6th August 2015, with the final report, to include examples of good practices and lessons learned, and recommendations for follow-up actions to be submitted by end-August 2015.

### Main outputs of the evaluation

The evaluation process will yield the following outputs:

- An inception report with an agreed evaluation design to be submitted to the evaluation manager for approval by 15th June 2015.
- A draft report to be submitted to the evaluation manager by 6th August 2015 and to be circulated to ILO and Irish Aid for comments.
- A maximum 30-page final report (excluding annexes) including recommendations and incorporating comments of ILO and Irish Aid to be submitted to the evaluation manager by the end of August 2015.
- An 2-page evaluation summary according to the ILO template provided.

### Management arrangements

In order for the final evaluation to be carried out on time and according to ILO standards, the evaluation process has an ILO official working as an evaluation manager who, with support from project staff will:

- Provide logistical and administrative support to the evaluator throughout the process and ensure project documentation is up to date and easily accessible.
- Provide support to the evaluator throughout the process, receive first draft, collect comments from different stakeholders of the evaluation and liaise for the final submission of the evaluation report by the evaluator.
- Assure the good quality of the evaluation report using EVAL's check-lists.

### Proposed timeframe and workplan

The total evaluation process goes from 1st June to 31<sup>st</sup> August 2015.

The total amount of work days for the evaluation consultant will be 26 days. This includes desk research and preparation of the inception report and survey questionnaire (4 days), interviews and field visits (15 days), report drafting (5 days), integration of comments and final editing and layout (2 days).

### Workplan

Tasks	Responsible Person	Number of working days	Timeframe
- Select external consultant, and recruitment	Evaluation	15	April/May 2015

Manager			
- Desk Review of thematic programme related documents			
- Telephone/HQ briefing	Consultant	4	June 2015
- Consultations with ILO staff and other relevant individuals			
- Inception report and survey questionnaire			
- Conduct interviews			
- Field visits to intervention sites in selected country	Consultant	15	June/July 2015
- Consultations with national partners			
- Draft and interim report based on consultations from field visits and desk review	Consultant	4	July/August 2015
- Review of the draft report			
- Circulate draft report to key stakeholders	Evaluation Manager	5	August 2015
- Consolidate comments of stakeholders and send to consultant			
	Consultant	2	August 2015
- Finalize the report			
- Approval of the report	Evaluation Manager/EVAL	2	Early September 2015
<b>TOTAL (CONSULTANT):</b>		<b>26</b>	

### Appendix 3: Example for Survey Questionnaire

#### Survey questions

This survey asks your opinion and view on the general development of women entrepreneurship in your country and the contributions by different partners. Questions 5 – 7 are more specifically about the WEDEE project.

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*Respondent information:*

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Type of organisation	
Age of respondent	
Sex	
Type of connection to project	

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*Questions:*

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.1. Since 2011, did the performance of women entrepreneurs increase?	<input type="checkbox"/> yes	<input type="checkbox"/> remained the same	<input type="checkbox"/> less
Describe which:			
.2. Since 2011, did options for women entrepreneurs increase?	<input type="checkbox"/> yes	<input type="checkbox"/> remained the same	<input type="checkbox"/> less
Describe:			

.3. The contribution to higher performance of women entrepreneurs was on a scale of 1 (very little) to 10 (very much)	
by finance providers	
by business service providers (e.g. training)	
by advocacy organisations	
By other intermediaries Which: _____	
By policy makers	
By women entrepreneurs themselves	
Describe the reasons for the ratings of each group:	

.4. Is the enabling environment and context for economic activities better, the same, worse than four years ago?			
	<input type="checkbox"/> Better	<input type="checkbox"/> Remained the same	<input type="checkbox"/> Worse
for women entrepreneurs in urban areas	<input type="checkbox"/> Better	<input type="checkbox"/> Remained the same	<input type="checkbox"/> Worse
for women entrepreneurs in rural centers (towns)	<input type="checkbox"/> Better	<input type="checkbox"/> Remained the same	<input type="checkbox"/> Worse
for women entrepreneurs in rural areas	<input type="checkbox"/> Better	<input type="checkbox"/> Remained the same	<input type="checkbox"/> Worse

Describe the reasons for the ratings:

.5. Are things done differently now than before the WED-EE project?

Do you do things differently than before WEDEE?	<input type="checkbox"/> A lot	<input type="checkbox"/> A bit	<input type="checkbox"/> Not at all
By Intermediaries (finance providers, business service providers, advocacy organisations)	<input type="checkbox"/> A lot	<input type="checkbox"/> A bit	<input type="checkbox"/> Not at all
By Policy makers	<input type="checkbox"/> A lot	<input type="checkbox"/> A bit	<input type="checkbox"/> Not at all
By women entrepreneurs	<input type="checkbox"/> A lot	<input type="checkbox"/> A bit	<input type="checkbox"/> Not at all

Describe the reasons for the ratings of each group:

.6. Has selection of direct participants in the WED-EE project activities been fair?

As the selection of:

Intermediaries (finance providers, business service providers, trainers)	<input type="checkbox"/> A lot	<input type="checkbox"/> A bit	<input type="checkbox"/> Not at all
Policy makers	<input type="checkbox"/> A lot	<input type="checkbox"/> A bit	<input type="checkbox"/> Not at all
Women entrepreneurs (final beneficiaries)	<input type="checkbox"/> A lot	<input type="checkbox"/> A bit	<input type="checkbox"/> Not at all

Describe the reasons for the ratings of each group:

.7. What (new) themes should be the focus of a new phase of WED-EE?



## Appendix 4: Example for Questionnaire to WED-EE project team

### Questionnaire to Key Project Staff

#### A) Per Country: Milestones, Progress per Output; info on indicator

- What are the results per country (please, fill out the table below); also **add additional results achieved or in progress**
- What **modifications** to the outcome indicators have been carried out

<b>Your Country:</b> _____	<b>Development Objective:</b> More women-led businesses contribute to job creation, economic growth and gender equality
<b>Beneficiaries:</b> Direct recipients: : financial and non-financial service providers (public, private and “associative”), women entrepreneur associations, WED national stakeholders and promoters, policy makers, constituents	<b>EVALUATION Question:</b> Are these still the same? Did you add a group of beneficiaries or direct recipients? Is there a group of direct recipients on which you focus more?

Outcome 1	Indicators	To which extent have the indicators been achieved? Additional results achieved? Reasons for not fulfilling targets?
Women-led businesses increase their performance (UGA128; KEN130; TZA102)	<ul style="list-style-type: none"> <li>- Number of women -led businesses served by the project who report increase in sales of at least 10% (TARGET: Representative sample equivalent of about 50% of women entrepreneurs reached by project by June 2015 report 10% increase in sales or more)</li> <li>- Number of new businesses started by Women entrepreneurs following project support (TARGET: 150 new businesses per country in the 2 years; 450 new businesses in total)</li> </ul>	

	- Percentage of women entrepreneurs served by WED-EE who are able to list at least 1 good work place practice and 1 reason why they are important (TARGET: 50% of Women entrepreneurs surveyed and having gone through the project list at least 1 work place practices and 1 reason why important)	
<b>KEY OUTPUTS</b>	<b>Indicators</b>	
1.1 Non-financial service providers capacity to provide business services to women entrepreneurs strengthened and accredited	<p>1.1. b Number of women entrepreneurs trained in an ILO tool (TARGET: 2100 Women in 3 countries; 700 in each country)</p> <p>1.3 a Number of national and or international events where women entrepreneurs beneficiaries of WED-EE participate (TARGET: 6 events in total; 2 per country; at least 2 of the 6 are international)</p> <p>1.3. b Number of women entrepreneurs who take part in workshops on market readiness (TARGET: 450 women entrepreneurs; 150 per country)</p>	
1.2 Financial service providers' outreach to women entrepreneurs increased	1.2 b Percentage of women entrepreneurs served by WED-EE who submit a proposal for financial services to one of the WED-EE financial partners (TARGET: 30% women entrepreneurs served/trained by the project report having submitted a proposal)	

<p>1.3 WED-EE partners' capacity strengthened to link women entrepreneurs to national and regional markets</p>	<p>1.1 a Number of trainers accredited by ILO in Get Ahead, IYES, Famos or WEA capacity building (TARGET: 60 trainers; 20 per country out of which at least 40% are women)</p> <p>1.2. a Number of letters of agreement between ILO and different providers or joint events organized where there is evidence of co-organization (TARGET: 9 letters of agreement or events for all countries; 3 letters signed or multi-partner activities/events organized)</p>	
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Outcome 2	Indicators	To which extent have the indicators been achieved? Additional results achieved? Reasons for not fulfilling targets?
<p>Selected policies and programmes are reviewed by policy makers to mainstream WED (TZA102; GLO 3.2; KEN130; UGA128)</p>	<p>Number of position papers or recommendations developed by WEAs and/or constituents on key policies and programmes in favour of WED that are reviewed by policy makers (TARGET: At least 3 position papers in total- at least 1 position paper from a WEA or group of organizations in each country)</p>	
<p>KEY OUTPUTS</p>	<p>Indicators</p>	
<p>2.1 Action plans on WED developed with constituents and other stakeholders based on WED Assessments</p>	<p>2.1 Number of action plans developed by WED Stakeholders following a WED assessment validation workshop and based on assessment findings and recommendations (TARGET: 3 Action plans developed and shared among project stakeholders)</p>	

<p>2.2 WED-EE advocacy partners' capacity strengthened to advocate and lobby for priority WED assessment recommendations</p>	<p>2.2a. Number of WED-EE partners trained trained on advocacy training (TARGET: 9 WED-EE partners; 3 per country)</p> <p>2.2. b Level of satisfaction of WED-EE partners trained on advocacy with the training provided and their strengthened capacity to advocate for WED (TARGET: At least 75% of training participants state they are satisfied or very satisfied and feel better prepared to advocate</p>	
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Outcome 3	Indicators	To which extent have the indicators been achieved? Additional results achieved? Reasons for not fulfilling targets?
<p>Selected WED tools and approaches are available beyond the project's lifespan (GLO 3.2; TZA102; KEN130; UGA128)</p>	<p>Number of letters of agreement signed with for the replication of ILO WED Tools (Number of letter of agreements signed with service providers/network of trainers on the use and replication of ILO WED materials TARGET: At least 1 letter of agreement is exchanged between a service provider and WED-EE in each country; total of 3 agreements)</p>	
<p><b>KEY OUTPUTS</b></p>	<p><b>Indicators</b></p>	
<p>3.1 National sustainability action plans are developed for replication of select ILO-WED tools and approaches.</p>	<p>3.1. a Number of trainers who take part in a regional forum on sustainability (TARGET: 10 certified trainers from each country participate in regional forum on sustainability)</p> <p>3.1.b Number of sustainability plans laying out action plans for at least</p>	

	2015-2016 in each country (TARGET: 1 plan per country; 3 plans in total)	
3.2 WED tools enhanced with videos and audio to support trainers and their outreach.	3.2 Number of videos/audio developed to enhance training of women entrepreneurs (TARGET: At least 2 videos/audios developed that are shared with trainers for their use)	
3.3 Policy briefs for advocacy, formalization and men's involvement in WED initiatives are developed and shared with WED-EE constituents, partners and stakeholders.	<p>3.3. Number of policy briefs/notes developed and shared with WED-EE and wider ILO-WED partners during relevant national and regional meetings (TARGET: at least 3 policy notes available and disseminated)</p> <p>3.3 b Degree to which partners and stakeholders who receive policy notes during KS event consider the information useful or very useful for their work (TARGET: At least 70% of those who receive guidance/documents state the information will be useful or very useful)</p> <p>3.3.c No of meetings/forums where the policy briefs are shared/discussed (TARGET: at least 3 meetings in each country and 1 international: total 10 meetings)</p>	

## Appendix 5: List of persons interviewed

June 2015	1. Joni Simpson	Women Entrepreneurship Specialist
	2. Markus Pilgrim	Head of SME Unit
	3. Virginia Rose Losada	Global, Women Entrepreneurship Specialist
	4. Merten Sievers	Value Chain Coordinator
	5. Elisa Cavacece	Irish Aid, Headquarters
TANZANIA		
June 22, 2015	6. Jealous Chirove	Chief Technical Advisor WEDEE and YEP Kenya, Tanzania, Uganda
	7. Noreen Toroka	WED-EE NPC Tanzania
	8. Rukia Lukanza	
	9. Maire Matthews	Irish Aid Head of Development Cooperation
	10. Edmund Moshy	National Programme coordinator UNDAF; Sustainable Enterprise
	11. Gertrude Sima	National HIV & AIDS Coordinator
June 23, 2015	12. Dr. Consolatha Ishebabi	Ministry of Industry and Trade Director
	13. Jane A. Lyatuu	Ministry of Industry and Trade Principal Trade Officer
	14. Harieth Mwamba	Ministry of Labour & Employment WEDEE Focal Point
	15. Meshack M. Ndaskoi	Ministry of Community Development, Gender and Children Director of Gender Development
	16. Susan Mtui	Tanzania Women Chamber of Commerce
	17. Eric Shitindi	Ministry of Labour PS NAC Chairperson
June 24, 2015	18. Oscar Mkunde	Tanzania Association of Employers

	19. Priya Bhandari	EduMe, TIGO
	20. Myoung Su KO	UNESCO Project Officer – Science Sector
	21. Lesley Reader	UN WOMEN
	22. Namsifu T. Nyagabona	Center for African Women Economic Empowerment Executive Director
	Telephone interviews with three women entrepreneurs, randomly selected from GET AHEAD participants list (Sept. 15, 2014)	
June 25, 2015	23. Tabu Likoko	WAMA Foundation Head of women empowerment department
	24. Lawrence Ambokile	Restless Development Assistance Programme Coordinator of Youth Entrepreneurship and Capacity Building
	25. David Mukaru	Equity Bank General Manager - Credit
	26. Eliasa Saidi	Cabo Consult (Capacity building for Organisations) Master trainer
	Telephone interviews with three women entrepreneurs, randomly selected from Exhibition Skills participants list (July 24, 2014)	
26 June, 2015	27. Suzan N. Mturi	Executive Officer Tanzania Women Chamber of Commerce
	Telephone interviews with three women entrepreneurs, randomly selected from HIV/AIDS participants list (October, 2014)	
	Two Focus Groups: Get Ahead participants Exhibition skills participants	
<b>UGANDA</b>		
29 June, 2015	28. Grace Rwomushana	WED-EE NPC

		Uganda
	29. Fred Baseke	ILO YEF – Y2Y Component Uganda
	30. Ms. Olive Gidudu 31. Mr. Wafana Nelson	COFTU Uganda Farm & Agro Based Workers' Union
	32. Mr. Jonan Muhindo	CODEA Conservation and Development Agency
	33. Stephen Emuria	Ministry of Trade, Industry and Cooperatives Assistant Commissioner, Micro, Small and Medium Enterprises
30 June, 2015	34. Douglas Opio	Federation of Uganda Employers Head of Policy and Research Department (& Coordinator for East African Employers Organisation)
	35. Lilian Linannakawala	Federation of Uganda Employers Policy and Research Assistant
	36. Mary L. Nannono	Council for Economic Empowerment for Women of Africa, Uganda Chapter Executive Director
1 July 2015	37. Caroline Kego Laker	Irish Aid Social Development Advisor
	Two focus groups (GET Ahead trainees)	
2 July	38. Kyateka F. Mondo	Assistant Commissioner Ministry of Gender, Labour & Social Development
	39. Samalie Odoy	Catholic Relief Services Uganda Program
	40. Flavia Nyadoi 41. nyvia2012@gmail.com	Women's Focus - Uganda
	42. James Katumba and Agatha Kisegerwa	President and Vice-President of BDS Providers Network
3 July	43. Dorothy Kanduhukye	Uganda Women Entrepreneurs Association
	5 WE interviews in Jinja, Uganda	

UGANDA		
6 July	44. Jane Maigua	National Project Coordinator, WEDEE project, Kenya
	45. Helen Magutu Amakobe	National Project Coordinator HIV/AIDS, UN Kenya
	46. Mary W. Kamore	Mentoring Consultants Company
	47. Loise Maina – Gichina	UN WOMEN Programme Manager – Economic Empowerment
	48. Alice Yalla (Mrs.)	Ag. Director of Social Affairs State Department of East African Affairs
7 July	49. Gituro Wainaina	Ag. Director General Kenya Vision 2030 Delivery Secretariat
	50. Aetoni Cleaver	Head of Human Resource and Training Women Enterprise Fund
	51. Helen Wanjiru	Federation of Women Entrepreneurs Associations Chief Executive Officer
	52. Betty Wanaika	Federation of Women Entrepreneurs Associations FEWA Business Development Manager
	53. Samuel Chogo	Kenya Industrial Estates Business Development Manager
	54. Joseph Kanyi	Micro- and Small Enterprise Authority Head Business Development Services & County Coordination
8 July	55. Charity Ndegwa	African Pro-Poor Tourism Development Centre Project Officer
	56. Njeri Ndung'u	EAGET Eastern Africa Gender and Enterprise Development Trust Consultant
9 July	57. Isaac Kiema	Federation of Kenya Employers Projects and Capacity Building

		Coordinator
	58. William O. Wandera	Federation of Kenya Employers Projects Assistant
	59. John Collins	Voluntary Service Overseas
	60. Meeting trainers network – 10 trainers	EAGET Eastern Africa Gender and Enterprise Development Trust
	61. Kennedy Orwa	ELCI Environment Liason Centre International
	Focus group Discussions	representatives from groups from Western (fishing communities at the Lake Victoria) and Northern Kenya (pastoralists)
10 July	7 WE interviews – market skills and Get Ahead	
	62. Valerie Brenda	GET AHEAD Impact Study coordinator
	63. Grace Makana gracebarasa	GET AHEAD Impact Study Researcher (quantitative part)
	64. Alexio Musindo	Director of the Sub-regional ILO office in Dar es Salaam

**Appendix 6: List of Documents used in the WED-EE Evaluation**

Donor Committee for Enterprise Development: *Introduction to the DCED Standard of Results Measurement*, September 2014

Farley, Sievwright, Singh, Fritz, Stangl: *"I am determined, no matter how hard it becomes, I will not give up"*, A qualitative assessment of the GET Ahead Business Training Programme, March 2015

Stangl, Sievwright, Brady, Fritz: *Enhancing Women's Entrepreneurship in Kenya, Initial Qualitative Assessment of ILO's GET Ahead Business Training Programme*, June 2014

Oswaldo Feinstein: *Improving Results Based Management in the ILO*, i-eval THINK piece, No. 5

Regina Namara IKamuhanda: *Mapping the financial sector for service to women entrepreneurs in Uganda*, April 2015

ILO Governing Body: *Strategic Policy Framework 200 – 2015, Making decent work happen*, March 2009

ILO Governing Body: *The Director General's Programme and Budget Proposals for 2014 – 2015*, January 2013

International Labour Conference, 104<sup>th</sup> Session: *Small and Medium-sized enterprises and decent productive employment creation*, Report IV, 2015

IrishAid Cooperation, Factsheet, February 2015

David McKenzie, World Bank, Susana Puerto, ILO; With contributions from: Bilal Hakeem and Grace Makana, IPA-Kenya, Valerie Breda, Virginia Losada, and Jane Maigua, ILO, Kathryn Farley, Katherine Fritz and Anne Stangl, ICRW: *Unpacking the determinants of entrepreneurship development and economic empowerment for women*, MIDLINE REPORT, April 2014

Grace Makena – IPA, Valerie Breda – ILO Consultant: *Business training to boost women entrepreneurship and empowerment? Business training to boost women entrepreneurship and empowerment?*, May 2015

Minutes of ILO YEF/WEDEE national advisory committee meeting (nac), held on 5-6<sup>th</sup>, June 2014 at Simba Lodge, Naivasha

Neema Mori: *Womens' Entrepreneurship Development in Tanzania*, 2014

Enock Mugabi: *Womens' Entrepreneurship Development in Tanzania*, 2014

Newsflash on Barrick, Equity Bank, TADEC, IYES, FairTrade, FairShare

Carlos Rodríguez-Ariza: *Independent Mid-term Evaluation of Project relating to Women Entrepreneurship Development and Economic Empowerment (Irish Aid Partnership Programme 2011 – 2013) (WED-EE)*, October 2013

Joni Simpson, Virginia Rose Losada, Jealous Chirove, Sadia Ahmed: *Pre-Audit of DCED Standards with suggestions for compliance*, August 2013

Trainers: Business Development Service Providers Network, Uganda: GET Ahead Forum

WED-EE - SCORECARD (annually, not cumulative) TANZANIA, last update 30 June 2015

WEDEE Monitoring Plan: what, when, how and who –June, 26 2014

WEDEE Progress Report 2014

WEDEE II Results Chain

WEDEE II Proposal to Ireland: *Concept note for technical cooperation in support of outcome-based workplans*, 2012

WEDEE II: Workplan for Global

WEDEE Brief: *Engaging Informal Women Entrepreneurs in East Africa: Approaches to Greater Formality*, May 2015

WED-EE II updated Logframe and Indicators, June 2014

*Women economic empowerment strategy for Kenya and implementation plan*, draft 2015

YEF WEDEE retreat: *WED impact evaluation*, Progress and results from baseline survey, June 2014

[www.ILO.org/inclusion](http://www.ILO.org/inclusion) – ILO, Irish Aid Partnership

WEDEE webpage on ILO site

## **Appendix 7: Comments WED-EE Team**

Below comments from the WED-EE team, which give more information on some points discussed in the evaluation report. One comment reacts to the Irish Aid critique cited on page 17 of the report.

*Policies*

On the WEE Kenya Strategy, the National WEE strategy preparation process engaged 47 county governments and now many have committed themselves to adapt the strategy to the counties, develop county WEE implementation plans and commit funds to implementation as well as establish the relevant coordination structures at the counties. By the way this is an area that requires financing for support to the counties- capacity building for planning and for implementation as capacity for this is low.

#### *Additional Synergies*

- Women Enterprise Fund trained 25 staff members on GET Ahead tool and have continued to use it to train over 700 women entrepreneurs.
- County Governments of Taita and Mombasa have contracted trainers to train women entrepreneurs in the counties using GET Ahead tool.
- Africa pro-poor tourism development centre and Environmental Liason Centre International have contracted GET Ahead trainers to training women in value chains- horticulture, fishing and mango value chains (maybe use if demanded)

#### *Management*

WED-EE work done at country level, also at a global level, and that in between both there is constant sharing and working together.

#### *On Irish Aid Critique*

It would be very interesting to know when Irish Aid started working on these value chains mentioned. While in agreement that more synergies could have been sought (with Irish Aid), it is also known that our NPCs have periodically tried to contact and inform Irish Aid embassies of work being carried out. Also, from the meetings in Geneva on Irish Aid I know that there are often changes in terms of interests, priorities and people on the ground. This sentence as it is currently written makes one think that Irish aid feel that ILO never consulted with them, met them or shared what they were doing. I would have liked to have disagreed to a certain point.

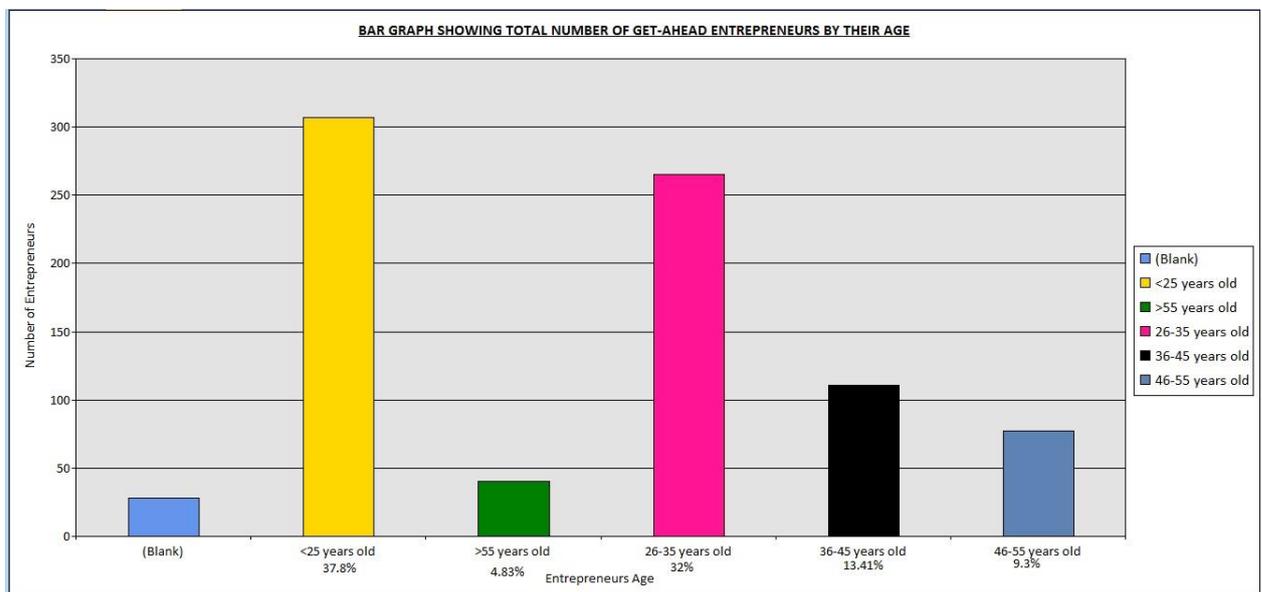
*Evaluations in phase I relating to phase II:*

- a. At the end of phase 1 there was what would be called a tracer study with a randomly selected group of beneficiaries to see if they had improved business practices, knowledge, income etc., etc. At the end of this phase a similar study will be carried out. TORS are available for that study. Again, I would call this a tracer study.
  
- b. Also during phase 1, in Kenya, we partnered with World Bank, ICRW and IPA with funding from 3ie to design and implement a randomized control trial looking at the effects GET Ahead and mentoring had on women who received it vs women who did not. This is an action research piece that was started in phase 1 but has been carried over to phase 2. This is a randomized control trial experiment of the GET Ahead tool.

*Percentage of Youth:*

39% of these trainees are young female entrepreneurs (*in Uganda, up to 69.8% are aged 35 years and below*), and 96% of them live in rural areas (source: Scorecard, June 30, 2015).

A bar graph on outreach data in Uganda is provided below. The outreach to rural youth was more.



## ILO Lesson Learned Template

**Project Title:** Independent Evaluation of Outcome 17

**Project TC/SYMBOL:** GLO/14/53/NOR

**Name of Evaluator:** Jane Hailé  
2014

20 June

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<p><b>Cross-Unit Collaboration on Gender Mainstreaming at ILO HQ under the PAs</b></p>	<ul style="list-style-type: none"> <li>• Outcome-based funding under the PAs appears to have enhanced collaboration between GED and other Outcome Coordinators over the period under evaluation. GED recognizes particularly strong collaboration with under Outcomes 2, 5 and 9 although there has also been collaboration with Coordinators of Outcomes 10,11 and 14.</li> <li>• However in order to be sustainable this essentially finance-driven collaboration should be underpinned by a unit workplan and a clear mechanism for cross-unit collaboration.</li> <li>• GED needs to ensure that a clear conceptual framework for gender mainstreaming in technical cooperation is developed in consultation with gender specialists and other members of a strengthened gender network and is reflected in a robust and coherent manner in the P&amp;B, in the ILO Gender Action Plan, in training tools and manuals and elsewhere.</li> <li>• In terms of interaction with the field GED also needs to ensure effective experience exchange between countries and regions, as is specifically stated as a function of the CTA. Experience exchange should involve not only recognizing and sharing good experience from the country and regional level but also bringing in new ideas and information on gender mainstreaming from outside the ILO.</li> <li>• The existing gender network needs to be expanded and strengthened initially by incorporating staff who have already been involved in gender mainstreaming activities under the PAs and are not recognized as part of the network. The evaluator has provided an expanded contact list which can be further elaborated</li> </ul>
<p><b>Context and any related preconditions</b></p>	<p>Gender mainstreaming under Outcome-based Partnership Funding</p>

<b>Targeted users / Beneficiaries</b>	<b>ILO HQ Units including GED</b>
<b>Challenges /negative lessons - Causal factors</b>	<b>Good collaboration and consultation with gender network required</b>
<b>Success / Positive Issues - Causal factors</b>	<b>Excellent experience already available in the organization which can be drawn upon</b>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<b>This work will be spear-headed by the Gender, Equality and Diversity Bureau.</b>