

**International Labour Organization – Irish Aid**

**Women's Entrepreneurship Development and Gender  
Equality: Phase 3**

**Final Programme Evaluation Report**

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31 August 2011

Countries:	Ethiopia, Kenya, Tanzania, Uganda, Zambia, Cambodia, Lao PDR and Vietnam
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## **Executive summary**

In 2008, Irish Aid extended its support to the development of women's enterprises and gender equity in developing countries by supporting a third phase of the WEDGE programme (WEDGE-III). Irish Aid's support for WEDGE is part of a broader partnership programme the agency has with the ILO. This report presents the results of a final evaluation of the WEDGE-III programme conducted from June to August 2011 in Africa and Asia.

### **Summary of the project purpose, logic and structure**

WEDGE-III spanned three years, from August 1, 2008 to the end of July 30, 2011. The programme sought to redress existing gender imbalances in enterprise development through approaches and activities aimed specifically at women. This is put into operation through three broad areas:

- 1 Creating an enabling environment for women's entrepreneurship development;
- 2 Strengthening institutional Capacity building in women's entrepreneurship development; and
- 3 Promoting tools and support services for women entrepreneurs

The WEDGE-III programme endeavoured to promote women's entrepreneurship and support women entrepreneurs to create decent employment, achieve women's empowerment and gender equality, and work toward poverty reduction.

WEDGE-III was a 3.1 million euro project that continued support to seven countries in the two regions. In Asia, the programme involved Cambodia and Lao PDR and included Vietnam for the first time. In Africa it involved Ethiopia, Kenya, Tanzania, Uganda, and Zambia. It also extended the introduction of WEDGE tools to an additional 25 countries.

The programme supported interventions at three levels:

- Macro level: Create an enabling environment for women entrepreneurship (seven outputs were designed to achieve this objective);
- Meso level: Improve the capacity of business development service providers to deliver services to women entrepreneurs (four outputs were designed to achieve this objective); and
- Micro level: Improve women entrepreneurs' income-generating capacity, productivity and competitiveness (four outputs were designed to achieve this objective).

The programme was highly decentralised. A Chief Technical Adviser (CTA) in each region (i.e., Africa and Asia) managed the financial and administration arrangements and country budgets were prepared. All eight country-projects employed a national project coordinator and reported to a national project advisory committee made up of relevant organisations, including the social partners.

The ultimate beneficiaries were women (and some men) entrepreneurs at all stages in the business cycle. However, the programme sought to build the capacity of service providers, associations, governments, social partners, non-government organisations

focusing on entrepreneurship and gender equality, and disabled person organizations. The programme also attempted to link partners with microfinance institutions and services and, in some cases, sought to help women's entrepreneurs associations to develop a microfinance scheme, based on the programme WEDGE-II had developed in Lao PDR and Cambodia.

Particular attention was given to women entrepreneurs whose businesses have "growth potential" as a more strategic way to create sustainable jobs and decent work. Emphasis was also given to the targeting of vulnerable groups, such as women living with and affected by HIV and AIDS in sub-Saharan Africa, and women with disabilities.

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

The final programme evaluation was conducted in order to:

1. Determine whether the project achieved the stated objectives;
2. Determine what steps have been taken for the sustainability of key components of the project beyond the project's life;
3. Determine how close the project has come to what can be considered good practice in women's entrepreneurship development and gender equality promotion in enterprise development institutions;
4. Determine what the potential is for taking the project interventions to scale so that a large number of women entrepreneurs may benefit in the future; and
5. Document lessons learned and extract recommendations for future projects and exercises initiated by ILO on enterprise development and women's economic empowerment.

The evaluation was conducted for use within the ILO as well as for Irish Aid and other external partners. Within the ILO, the evaluation has been prepared for use by the Small Enterprise Development unit, the manager and coordinators of the WEDGE project in Southeast Asia, Enterprise, Gender and other Specialists, the Partnership Development Department), and constituents.

### **Methodology of evaluation**

The evaluation was split across the regions of Africa and Asia. Dr. Simon White was commissioned to coordinate the full evaluation and was responsible for the production of the final evaluation report. He also evaluated the WEDGE-III projects in Africa (i.e., Ethiopia, Kenya, Tanzania, Uganda, and Zambia). Ms. Hariëtte Mingoen was responsible for evaluating the programme in Asia, with assistance from Ms. Nou Keo Sothea in Cambodia and Ms. Nguyen Tung in Vietnam. Thus, the findings of Ms. Mingoen's evaluation have been incorporated into this final evaluation report. However, a separate report on the Asia component of the programme is available. The evaluators also sought to personally interview key actors, including programme and project partners. This was done through direct face-to-face interviews, email and telephone discussions.

### **Main findings and conclusions**

WEDGE-III has created a number of achievements in the eight countries and two regions it has operated in. Even beyond these boundaries, WEDGE-III has contributed to

improved support for women's entrepreneurship and gender equality. However, the full extent of these successes have been hampered by poor programme design and inadequate monitoring.

The three levels of programme interventions reflect the three objectives or outcomes of the programme:

- Macro level objective 1: Create an enabling environment for women entrepreneurship (seven outputs were designed to achieve this objective);
- Meso level objective 2: Improve the capacity of business development service providers to deliver services to women entrepreneurs (four outputs were designed to achieve this objective); and
- Micro level objective 3: Improve women entrepreneurs' income-generating capacity, productivity and competitiveness (four outputs were designed to achieve this objective).

***Objective 1: Create an enabling environment that supports the creation and growth of women's enterprises which generate quality jobs.***

Seven outputs were specified within this objective (outcome) and the figure below summarises the performance of WEDGE-III in achieving its prescribed outcomes. Three outcomes have not been achieved, three were partially achieved, and only one output was fully achieved.

Output 1.1:	Enabling environment for Growth Oriented Women Entrepreneurs (GOWE) assessed and results disseminated for enhanced policy dialogue in at least three countries	Partially Achieved
Output 1.2:	Gender Mainstreaming Action Plans developed and implemented by Ministries of Industry in at least four countries	Partially Achieved
Output 1.3:	Gender equality issues integrated into SME development frameworks in at least three countries	Partially Achieved
Output 1.4:	Barriers for women entrepreneurs to access financial services lifted in at least four countries	Not Achieved
Output 1.5:	Barriers for women entrepreneurs to register their business lifted in at least four countries	Not Achieved
Output 1.6:	Women entrepreneurs as role models actively promoted in five countries	Fully Achieved
Output 1.7:	Policy frameworks developed and adopted which include principles protecting women entrepreneurs from HIV/AIDS related stigma and discrimination and creating a conducive environment in five sub-Saharan countries	Not Achieved

The WEDGE-III Project Proposal did not contain any indicators of success at the objective or outcome level. Thus, to assessment whether the programme has met its objective requires a reflection on the extent to which the outputs that programme produced were used by its partners and beneficiaries. With only one of the anticipated outcome fully achieved, and three partially achieved, it appears that the programme has achieved less than 50 percent of its targets. However, the evidence collected for this final evaluation suggests that those outputs that were achieved were used by programme partners and have contributed to some change in the enabling environment. Thus, while the programme has attempted to contribute to the creation of a more enabling

environment, it has not succeeded in these efforts because the changes the programme fostered are still yet to be realised. However, the programme has succeeded in raising awareness of the reforms needed to do this and has begun to engage key actors on the actions that could be taken to eventually achieve this objective.

***Objective 2: Improved capacity of business development service providers to deliver services to women entrepreneurs.***

Four outputs were specified within this objective (outcome). The figure below summarises the performance of WEDGE-III in achieving its prescribed outcomes. Three outcomes were fully achieved and one was partially achieved.

Output 2.1:	Capacity of business development service providers enhanced to deliver relevant and effective services to women entrepreneurs in at least six countries	Fully Achieved
Output 2.2:	Capacity of business groups and associations enhanced to represent the needs of women entrepreneurs in at least five countries	Fully Achieved
Output 2.3:	Capacity of member-based organisations enhanced to deliver financial services and/or to facilitate access to financial services for their members in at least four countries	Partially Achieved
Output 2.4:	Increased use of written press, television and radio in the delivery of gender-responsive business services in at least four countries	Fully Achieved

Most of the outputs have been produced in this level of programme intervention. Thus, while the lack of accurate quantitative measures tends to weaken the strength of this conclusion, the qualitative evidence suggests that WEDGE-III did improve the capacity of business development service providers to deliver services to women entrepreneurs in the eight programme countries.

***Objective 3: Women entrepreneurs income-generating capacity, productivity and competitiveness improved.***

Four outputs were specified within this objective (outcome). The figure below summarises the performance of WEDGE-III in achieving its prescribed outcomes under the third objective (outcome). Two outcomes were not achieved, one was partially achieved and one was fully achieved.

Output 3.1:	Women's Entrepreneurship Development tools extended to at least 15 countries reaching at least 25,000 entrepreneurs	Fully Achieved
Output 3.2:	Improved market access for women entrepreneurs through value chain upgrading in at four countries	Not Achieved
Output 3.3:	Gender equality issues integrated into entrepreneurship education in secondary schools in at least three countries	Not Achieved
Output 3.4:	Gender equality issues integrated into the Expand Your Business programme in at least four countries	Partially Achieved

As shown above, few of the outputs originating from the eight participating countries were achieved. The only output fully achieved concerned the extension of WEDGE tools beyond the programme countries. Thus, the programme has not shown significant results toward the objective of ensuring that the income-generating capacity,

productivity and competitiveness of women entrepreneurs in the participating countries have been improved.

In summary, WEDGE-III has produced mixed result. At the macro-level, the programme has done much to raise awareness and advocate for reform. It has worked closely with its programme partners. In many cases, the achievement of these reforms have by stymied by the slow pace of government policy-making.

At the meso-level, the programme has improved the capacity of business development service providers to deliver services to women entrepreneurs in the eight programme countries. WEDGE-III has clearly responded to the needs and concerns of many women in business in developing economies. While the demand for this support is great, there are few programmes that offer the breadth and practicality of the services and tools WEDGE has provided.

At the micro-level, the programme sought to improve income-generating capacity, productivity and competitiveness of women entrepreneurs. However, the measures for this were poorly elaborated making it difficult to show how these efforts have actually improved income-generating capacity, productivity and competitiveness.

Overall, WEDGE-III appears to have operated extremely efficiently. While the programme was ambitious for its budget, the national projects supported by the programme worked well with very limited resources. Indeed, the lack of resources at the national level was a sore point among many national project coordinators. In a number of cases, national WEDGE-III projects formed strong links with other programmes. These linkages increased the programme's outreach and improved the success of efforts to disseminate WEDGE tools and resources, and to reach women entrepreneurs with practical support measures.

Across the eight national projects that comprised WEDGE-III a wide range of results have been achieved. These include:

- Establishment and nurturing of national and sub-national networks of key actors involved in the promotion of women's entrepreneurship;
- Awareness raised among key government and non-government agencies regarding the importance and relevance of women's entrepreneurship and gender equality in national social and economic development, and the creation of decent and productive employment;
- Support for the establishment and growth of women's entrepreneurs associations and other formations of businesswomen;
- Support for the institutionalisation of women's participation in social dialogue;
- Assistance in the broadening of participation in social dialogue processes to ensure that women and other marginalised groups, such as people with disabilities and people affected by HIV and AIDS are more able to participate;
- Produced evidence on a range of gender-specific issues affecting women's access to finance and business registration;
- Publication of research and policy proposals on how to promote women's entrepreneurship and gender equality and how to incorporate these approaches into national policy frameworks;
- Business group formation has been used widely by project partners in their activities funded from their own budget and through government budgets;

- Introduction of new development tools (i.e., WEDGE tools) that have been adapted to suit local needs and circumstances;
- Promotion of successful businesswomen as role models to others;
- Development of skills and competencies in women's entrepreneurship and business management among service providers, women's associations, government programme managers and various civil society organisations;
- Piloting the use of gender mainstreamed entrepreneurship education curriculum in the secondary school system.

The capacity building support provided to women's entrepreneurs associations has been relevant and strategic. While each of these organisations have their own unique characteristics and capacities the programme has helped these to become more aligned to their members needs and better able to manage their resources.

The programme's work with integrating gender issues into government instrumentalities has promoted systemic change in norms and attitudes. WEDGE-III has worked with state and non-state actors to promote change.

WEDGE-III appears to have raised awareness among other regional actors of the importance of promoting women's entrepreneurship and gender equality. There have been many requests for the WEDGE tools and for programme support from other countries in these regions.

WEDGE-III appears to have had a significant impact at the international level in the promotion of women's entrepreneurship development. There have been increasing demands from donor and development agencies for the WEDGE tools and resources. The introduction of WEDGE tools to over 25 countries and their translation into 22 countries highlights the growing demand and positive response to these resources. Within the ILO and its global network of offices and programmes, there has been a strong interest in the use and adaptation of these resources.

### **Lessons learned**

The major lessons identified by this evaluation are briefly summarised:

- WEDGE-III was a multi-national and multi-regional programme, which focused on national level interventions. The programme responded to national priorities and worked with national partners. At the regional and international levels, the experience and networks created at the national level were supported and shared. This bottom-up approach was a major strength of the programme.
- There is a high demand for WEDGE tools and resources. Practical tools and processes provide a way for these actors to focus on responses to complex challenges in ways that are relevant to their specific needs and contexts.
- A poorly designed logical framework and the lack of a programme-wide monitoring and evaluation system has undermined the results of the programme.
- The strategy employed by WEDGE-III has provided for targeted measures that remove systemic barriers and build the capacity of government agencies and business service providers to serve an underserved population, while mainstreaming issues in existing structures. This strategy avoids treating women

as victims and locates the challenges of women's entrepreneurship and gender equality within a broader social, cultural and economic framework.

- WEDGE-III has applied a systemic model of social inclusion that has relevance to other marginalised groups, such as people with disabilities, indigenous and rural populations.
- The integration of gender issues into mainstream business management and development services and products is an essential and valuable strategy.

### **Key recommendations**

The following recommendations are summarised below to contribute to discussions on how women's entrepreneurship and gender equality can be more effectively promoted:

1. WEDGE-III has created and solidified a sound base of national and regional networks for women's economic empowerment and enterprise development that can be built upon through future programme interventions.
2. WEDGE-III has refined and improved a range of tools and resources that can be further used by key development agencies (i.e., former programme partners) and integrated into the programmes and services of these agencies. However, greater attention should be given to the promotion of these tools and a rigorous assessment of their impact.
3. National coordination and programme steering committee arrangements appear to have worked well, although the effective engagement of workers' organizations in enterprise development programmes remains a challenge.
4. Attention should be given to improving the global coordination of future programmes. It is recommended that a global WEDGE advisory committee be formed, consisting of representatives of Irish Aid, the ILO and selected experts from the development community.
5. While the programme's intent to work at macro, meso and micro levels is appropriate, there are concerns that not all of the activities undertaken at the meso and micro level are appropriate or sustainable. The strategic positioning of the programme's interventions at the meso and micro levels could be improved by reflecting a clearer understanding of systems in which businesswomen are excluded from greater participation in the national economy and limited in their capacity to make their businesses more competitive and profitable.
6. Greater precision and strategic positioning should be given to programmes that promote women's economic empowerment and enterprise development—this should be based on a clear diagnosis and understanding of the barriers to women's economic empowerment and enterprise development, rather than focussing on the most apparent symptoms.
7. Future programmes should recognise that the development impact of such programmes should be measured in terms of women's participation in the economy through enterprise development. While there are many gender-specific barriers that women face in most, if not all, developing economies, as well as significant social and personal costs to women who confront these barriers, the promotion of women's enterprise development, as well as the broader challenge of women's economic empowerment, requires tools and methods that specifically address these.



8. Achieving the Decent Work Agenda through women's economic empowerment and enterprise development requires that programmes focus on the impediments to expansion among women-owned-enterprises. Women's lack of capacity is but one element of the impediments to empowerment and maybe a result of other more fundamental impediments that programmes should address more squarely.
9. Questions must be asked about the timeframes allocated to programmes of this kind. Changing social norms, overcoming gender-based stereotypes and discrimination, and facilitating greater access by businesswomen to new and growing markets takes time. The three-year programme phase of WEDGE-III provides scope for a wide range of interventions, but the full impact and the sustainability of these is likely to take longer. Further programme activities in the eight countries could help to sustain these efforts and build on them to achieve greater strategic outcomes.
10. Greater attention should be given to developing a monitoring and evaluation system that reflects the programme's rationale and assessment of priority problems and establishes baseline data against which project outcomes can be measured.
11. Greater attention should be given to measuring the broader impact of the programme on the status of women's economic empowerment and enterprise development.

Should Irish Aid and the ILO agree to support another phase of the WEDGE programme, the above recommendations and lessons learnt would apply. However, it also recommended that a new phase of the programme avoid the dangers of simply extending the range of coverage of the current programme. In some countries, it appears that this is what occurred in the transition from the second phase. Thus, a possible fourth phase of the programme should focus more strongly on the systemic elements of promoting women's enterprise development and gender equality. Where possible, this should include a focus on the ways in which enterprise development and gender equality can be used to promote women's economic empowerment. Within this context, it is recommended that a new phase of the programme contain the following key elements:

1. Further investigation into the systemic barriers that reduce women's participation in the economy, especially in the private sector;
2. Facilitating stronger strategic linkages between women's enterprise development policies and programmes, and broader national economic development plans (e.g., ensuing greater levels of women's participation in national growth strategies and identified growth sectors);
3. Continuing the support for greater inclusion of women and other marginalised groups in the enterprise development policies, programmes and services; and
4. Increasing the programme's engagement with the private sector in the participating countries—ensuring greater up-take of the programme's products and services by the domestic private sector.

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## List of acronyms used

BDS	Business development service
CTA	Chief Technical Adviser
DPO	Disabled person organisation
FAMOS Check	Service Quality Check for Supporting Female- and Male-Operated Small enterprises (WEDGE tool)
GSVCA	Gender Sensitive Value Chain Analysis (WEDGE tool)
ILC	International Labour Conference
ILO	International Labour Organization
MOWE	Month of the Woman Entrepreneur (WEDGE tool)
MSEs	Micro and small enterprises
NGO	Non-government organisation
SMEs	Small and medium enterprises
WED	Women's Entrepreneurship Development
WEDGE-I	Women's Entrepreneurship Development and Gender Equality programme (Phase 1): 2002-2005
WEDGE-II	Women's Entrepreneurship Development and Gender Equality programme (Phase 2): 2005-2008
WEDGE-III	Women's Entrepreneurship Development and Gender Equality programme (Phase 3): 2008-2011

## 1 Introduction

In March 2008, the Governing Body of the International Labour Organization (ILO) adopted a strategy on promoting women's entrepreneurship development. The strategy was in line with prior documents such as the ILO's *Policy on Gender Equality and Mainstreaming* (1999) and the International Labour Conference (ILC) *Conclusions on Sustainable Enterprises* (2007), which called for "targeted programmes in women's empowerment and entrepreneurship".<sup>1</sup> This strategy was based, in part, on the ILO's involvement in promoting women's entrepreneurship development in a number of developing countries. Since 2002, the ILO has worked in partnership with Irish Aid to promote women's entrepreneurship development through its Women's Entrepreneurship Development and Gender Equality (WEDGE) programme. The partnership between Irish Aid and the ILO has been critical in the learning and development of the ILO's expertise in women's entrepreneurship development and mainstreaming gender in public and private enterprise development agencies.

In 2008, Irish Aid extended its support to the development of women's enterprises and gender equity in developing countries by supporting a third phase of the WEDGE programme (WEDGE-III). Irish Aid's support for WEDGE is part of a broader partnership programme the agency has with the ILO. This report presents the results of a final evaluation of the WEDGE-III programme conducted from June to August 2011 in Africa and Asia.

WEDGE-III spanned three years, from August 1, 2008 to the end of July 30, 2011. The programme sought to redress existing gender imbalances in enterprise development through approaches and activities aimed specifically at women. This is put into operation through three broad areas:

- 1 Creating an enabling environment for women's entrepreneurship development;
- 2 Strengthening institutional Capacity building in women's entrepreneurship development; and
- 3 Promoting tools and support services for women entrepreneurs

The WEDGE-III programme endeavoured to promote women's entrepreneurship and support women entrepreneurs to create decent employment, achieve women's empowerment and gender equality, and work toward poverty reduction.

WEDGE-III was preceded by two other phases.

WEDGE-I ran from August 2001 to December 2004 and received US\$1,657,512 from Irish Aid. This programme was conducted in Africa (i.e., Ethiopia, Tanzania and Zambia) and

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1 WED's work is directly concerned with the first and third Millennium Development Goals (Eradication of extreme hunger and poverty, and promoting gender equality and the empowerment of women) and with the ILO Declaration on Social Justice for a Fair Globalization, 2008 – which promotes full and productive employment and decent work for all, including women and young people. As stated in the 2008 Declaration on Social Justice for a Fair Globalization, the ILO's four strategic objectives – employment, social protection, social dialogue and tripartism, and fundamental principles and rights at work – are inseparable, interrelated and mutually supportive, and gender equality must be considered cross-cutting in these objectives.

Asia (i.e., Cambodia, India and Lao PDR). The programme pursued three strategies: knowledge, advocacy and services.

In knowledge development, the programme produced a series of situational analysis reports in the countries it operated in and conducted a number of consultative forums. In some cases, the work of the programme went beyond the target countries. For example, nine working papers on aspects of women's entrepreneurship development in various countries (i.e., Pakistan, Vietnam, Bangladesh, Bulgaria, and Albania) and on key issues (e.g., policy environment for women's entrepreneurship development) were also produced.

In the promotion of advocacy and a voice for women entrepreneurs, WEDGE-I conducted a series of training courses for women entrepreneurs associations and their supporters. It produced videos and DVDs on women entrepreneur role models in Ethiopia, Laos, Pakistan, Tanzania and Zambia; supported the "Month of the Woman Entrepreneur" (MOWE) in Ethiopia; provided; six months of seed-funding for a radio programme, "Women in the Business Arena", in Ethiopia and supported a national radio programme on women entrepreneurs in Zambia. The programme also gathered background information on employers' organisations' support for women entrepreneurs in 13 countries in the Asia-Pacific region.

In the development of innovative support services, WEDGE-I supported training programmes for women entrepreneurs and the development of tools and other resources.

The WEDGE-II programme ran from December 2004 to end of July 2008. This programme cost US\$4,266,517 and sought to intensify the efforts made in the first phase in Cambodia, Ethiopia, Kenya, Laos, Tanzania, Uganda, and Zambia. In addition to focusing on research and impact assessments, the programme contained three main components:

6. Creating an enabling environment for women's entrepreneurship development that generates quality jobs;
7. Institutional capacity building in women's entrepreneurship development; and
8. Development of tools and support services for women entrepreneurs.

When supporting the creation of an enabling environment for women's entrepreneurship development WEDGE-II contributed to the revisions of proposed small business policies in Ethiopia and Kenya. It helped the Cambodia Ministry of Industry, Mines and Energy in the implementation of its Gender Mainstreaming Action Plan and the collection of sex-disaggregated data on business registration, and supported the Bank of Laos in the drafting of micro-finance regulations.

WEDGE-II support for institutional capacity building involved the development of a range of tools and resources for women's entrepreneurs associations. This involved a series of training courses at which these tools were modified and tested. The evaluation of this phase found that most of the partner organisations were using the tools and strategies introduced by WEDGE-II using their own financial resources.

WEDGE-II also developed tools and support services for women entrepreneurs. The programme reached to more than 35,000 entrepreneurs, two thirds of whom were women. In Africa, the programme achieved a 20 percent inclusion rate of women with disabilities in its activities.

Thus, the first two phases of the programme focused on the development of tools and resources that partners and beneficiaries could use. These included the following:

- *GOWEs (Assessment framework for growth- oriented women entrepreneurs):* Developed for use by government units, small enterprise and WED support agencies, and BDS providers, this is a research and policy analysis tool for assessing the supportive mechanisms available in a country to assist businesswomen with growth potential. It seeks to identify policy recommendations that can enhance the growth prospects of businesswomen in a country or region.
- *FAMOS Check (Service Quality Check for Supporting Female- and Male-Operated Small enterprises):* Developed for use by business support organisations, this is a gender self-check to identify improvements in an organisation's operations with respect to the needs of women entrepreneurs. It seeks to improve services that business support organisations provide to both women and men entrepreneurs.
- *GET Ahead Gender and Entrepreneurship Together:* Developed for use by low-income women, this is a training tool for low-income to strengthen basic business management skills and help women engaged in or wishing to start a small-scale business.
- *Making the Strongest Links (Gender Sensitive Value Chain Analysis):* Developed for use by enterprise development practitioners working on value chain analysis, this guide that takes an explicitly gendered approach and applies principles of participatory approaches to value chain analysis. It seeks to improve the effectiveness, equity and outreach of development interventions in the SME sector that use value chain analysis.
- *Improve Your Exhibiting Skills:* Developed for use by small businesswomen, this is a guide for facilitators to use to encourage and support women's participation in trade fairs and exhibitions.
- *Month of the Woman Entrepreneur (MOWE) Guide:* Developed for use by businesswomen and their organisations, this guide aims to assist organisations involved in the promotion of women's entrepreneurship through events that highlight their role in and contribution to socio-economic development. It is used to build organisations' capacity to promote the potential and the achievements of women's entrepreneurship through MOWE events.
- *Women's Entrepreneur Association Capacity Building Guide:* Developed for use by associations, this is a training tool designed to build the capacity of their organisations.
- *WED Capacity Building Guide:* Developed for use by service providers, this is a training tool for improving the skills of staff in enterprise support institutions and projects, to provide more effective services. It seeks to build institutional capacity in WED with a focus on business creation, formalisation and expansion.
- *Business Group Formation:* Developed for use by trainers interested in supporting micro and small enterprise development, this is a training tool for trainers to promote group formation. It aims to promote group formation as a way to empower women and men in low- income communities.
- *Financial Education: Trainers' Manual:* Developed for use by trainers from organisations interested in increasing the financial literacy of very poor men and women, this is a guide to educating vulnerable groups of mothers of working

children in financial literacy. The manual emphasises gender equality and follows a participatory learning approach for learners with limited formal education or training. It helps women and men make better spending, savings and investment decisions, by creating a family budget and managing debt; to enable parents to reach financial goals without relying on child labour, and to expand women's economic decision-making in a business and household.

- *Guidelines on the Formation of Self-Help Groups – For families of working children:* Developed for use by trainers in organisations interested in rural development, and particularly in empowering women to help themselves and their neighbours, this is a collection of tools designed to prepare women and men to start and manage a self-help group. It assists in designing and managing self-help groups as a productive alternative for very poor people to build up some savings and to counter the indebtedness problem.
- *Village Banking and the Ledges Guide:* Developed for use in Laos by agencies interested in setting up a village banking scheme, it provides practical details about village banking: how it works and principles needed to ensure success. The manual promotes village banking as a tool to improve income generating opportunities.

WEDGE-III was a 3.1 million euro project that continued support to seven countries in the two regions. In Asia, the programme involved Cambodia and Lao PDR and included Vietnam for the first time. In Africa it involved Ethiopia, Kenya, Tanzania, Uganda, and Zambia. It also extended the introduction of WEDGE tools to an additional 25 countries.

## 2 Background and context

This chapter provides a summary of the WEDGE-III programme and its strategy. It describes the purpose of the evaluation and its methodology.

### 2.1 Summary of the project purpose, logic and structure

Three development objectives of the programme are cited in the *Summary Project Outline* (ILO 2008):

1. Gender equality and women's economic empowerment;
2. Creation of decent work and productive employment; and
3. Poverty reduction.

There was a two-fold strategy employed in the design and implementation of WEDGE-III.

First, the programme sought to redress existing gender imbalances in enterprise development through approaches and activities aimed specifically at women, and to ensure that all ILO's small enterprise initiatives are gender sensitive.

Secondly, the programme endeavoured to reduce the vulnerability of women's enterprises relating to working conditions, safety and health at work, social protection, lack of organisation, representation and voice; access to appropriate financial services; and all forms of gender-based discrimination. The emphasis was on working to remove the underlying causes of women entrepreneurs' vulnerabilities, including the particular barriers faced by women with disabilities and women living with HIV and AIDS, rather than removing their symptoms.

In line with the fifth core element of the ILO's *Global Employment Agenda* and the ILC's *Conclusions on Sustainable Enterprises*, the programme took into account the diversity of enterprise types, sizes and structures. This included informal and formal enterprises, micro, small and medium-sized enterprises, individual and group-based initiatives, cooperatives and community enterprises. Following from ILO Recommendation No. 189 *Concerning General Conditions to Stimulate Job Creation in Small and Medium Sized Enterprises*, and the *Strategy for Women's Entrepreneurship Development* agreed by the Governing Body in March 2008, there were three operational programme levels:

- Macro level: Create an enabling environment for women entrepreneurship (seven outputs were designed to achieve this objective);
- Meso level: Improve the capacity of business development service providers to deliver services to women entrepreneurs (four outputs were designed to achieve this objective); and
- Micro level: Improve women entrepreneurs' income-generating capacity, productivity and competitiveness (four outputs were designed to achieve this objective).

The programme was designed based on the lessons and experiences of the two earlier WEDGE programme phases. This included the use of tools and resources that were produced during these phases. However, many of these were adapted to suit the specific conditions of the countries in which WEDGE-III projects were run.

The programme was decentralised. A Chief Technical Adviser (CTA) in each region (i.e., Africa and Asia) managed the financial and administration arrangements and country budgets were prepared. All eight country-projects employed a national project



coordinator and reported to a national project advisory committee made up of relevant organisations, including the social partners. Some funds were allocated specifically to regional coordination. Ms Joni Simpson, (ILO Geneva) performed a global project coordination and promotion role, but was not responsible for managing national project funds. ILO enterprise specialists in the regional and sub-regional offices provided technical backstopping.

The ultimate beneficiaries of WEDGE-III are women (and some men) entrepreneurs at all stages in the business cycle. However, the programme did not propose to target these beneficiaries directly. Rather, it sought to build the capacity of service providers, associations, governments, social partners, non-government organisations (NGOs) focusing on entrepreneurship and gender equality, and disabled person organizations (DPOs). The programme also attempted to link partners with microfinance institutions and services and, in some cases, sought to help women's entrepreneurs associations to develop a microfinance scheme, based on the programme WEDGE-II had developed in Lao PDR and Cambodia.

Particular attention was given to women entrepreneurs whose businesses have "growth potential" as a more strategic way to create sustainable jobs and decent work. Enabling more women to pursue enterprise growth through a more favourable support environment was seen as a means of generating employment, empowering women and bringing social and economic benefits to women and to society at large.

Emphasis was also given to the targeting of vulnerable groups, such as women living with and affected by HIV and AIDS in sub-Saharan Africa, and women with disabilities. Building on approaches employed by WEDGE-I and II in Ethiopia and Tanzania, WEDGE-III attempted to link up with organizations of People Living with HIV and AIDS in order to use entrepreneurship as a vehicle to mitigate the impact of the virus. The programme worked in partnership with the representative organisations of women with disabilities to ensure mainstreaming of disability in project interventions. By working together with programmes on child labour and youth employment the programme sought to ensure that the WEDGE tools are used to combat child labour and promote youth employment.

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

The final programme evaluation was conducted in order to:

4. Determine whether the project achieved the stated objectives;
5. Determine what steps have been taken for the sustainability of key components of the project beyond the project's life;
6. Determine how close the project has come to what can be considered good practice in women's entrepreneurship development and gender equality promotion in enterprise development institutions;
7. Determine what the potential is for taking the project interventions to scale so that a large number of women entrepreneurs may benefit in the future; and
8. Document lessons learned and extract recommendations for future projects and exercises initiated by ILO on enterprise development and women's economic empowerment.

The evaluation was conducted for use within the ILO as well as for Irish Aid and other external partners. Within the ILO, the evaluation has been prepared for use by the Small Enterprise Development unit, the manager and coordinators of the WEDGE project in

Southeast Asia, Enterprise, Gender and other Specialists, the Partnership Development Department), and constituents.

The evaluation has sought to investigate the following aspects of WEDGE-III:

1. Validity of design: Were the project strategy, objectives and assumptions appropriate for achieving the planned results? Does the project make use of a monitoring and evaluation framework? Is data regularly collected? To what extent are project indicators useful to measure progress?
2. Effectiveness: Has the project achieved its planned objectives? What factors influenced the effectiveness of the project capacity building and other activities? Have the quantity and quality of outputs been satisfactory? How have outputs been transformed into outcomes? How have stakeholders been involved in project implementation? Has the project effectively and efficiently succeeded in mainstreaming gender equality in its areas of work (outputs) and its processes? What interventions had effects on gender relations? What multiplier effects can be identified?
3. Sustainability: Has the project ensured that key components are sustainable beyond the life of the project? What project components appear likely to be sustained after the project and how? How likely is it that the project outcomes will be sustainable – that is, that the local/national partners take ownership of them and have the necessary capacity and resources to continue or even expand them? What needs, if any, were identified for further capacity building and supports to promote the likelihood of sustainability?
4. Relevance: To what extent have the project activities been relevant to implementing national and partner needs and priorities, programmes for national development and poverty reduction and other relevant national and international documents? To what extent have the design and implementation of capacity building and other activities involved stakeholders or been demand-driven? How do the interventions link with the DWCPs and UNDAFs?
5. Efficiency: To what extent have the project activities been cost-effective? What level of the project activities (individual; institutional; systemic) provided the most cost-effective benefits? What factors influenced decisions to fund certain proposed project activities, and not others? To what extent have the projects been able to build on other ILO initiatives and create synergies? What results have been achieved, including through tools developed, to assist implementing partners secure and sustain on-going operations? Is information available on numbers of direct and indirect beneficiaries?
6. Impact orientation: To what extent has results-based management been implemented in the projects? What is the likely contribution of the project initiatives, including the innovative approaches and methodologies piloted, to broader development changes in the area of intervention, including those laid out in the ILO Decent Work Agenda, the Decent Work Country Programmes, Country Objectives within the ILO Programme and Budget and national development programmes, and envisioned in relevant ILO standards?

## **2.4 Methodology of evaluation**

The evaluation was split across the regions of Africa and Asia. Dr. Simon White was commissioned to coordinate the full evaluation and was responsible for the production of the final evaluation report. He also evaluated the WEDGE-III projects in Africa (i.e., Ethiopia, Kenya, Tanzania, Uganda, and Zambia). Ms. Hariëtte Mingoen was responsible for evaluating the programme in Asia, with assistance from Ms. Nou Keo Sothea in Cambodia and Ms. Nguyen Tung in Vietnam. Thus, the findings of Ms. Mingoen's evaluation have been incorporated into this final evaluation report. However, a separate report on the Asia component of the programme is available.

The evaluation involved a detailed review of the programme's documentation at global, regional and national levels. Appendix 2 contains a list of the documents reviewed.

The evaluators also sought to personally interview key actors, including programme and project partners. This was done through direct face-to-face interviews, email and telephone discussions. The evaluators were able to make visits to Cambodia, Kenya and Vietnam. Appendix 3 contains a list of the people consulted for the evaluation.

### **3 Programme design and strategy**

This chapter examines the design of WEDGE-III, its strategy and implementation. It presents a commentary on the relevance of the strategy to its purpose and describes the way in which the programme performance was measured against its logical framework. It also comments on the relevance of the programme in relation to the needs and priorities of the implementing and project partners and to contributing to broader efforts that endeavour to promote national development, reduce poverty and create decent and productive employment.

#### **3.1 Validity of programme design**

The programme has benefited from the lessons and experiences of the first two phases. This has helped to refine programme and project activities and to apply a range of tools and other resources that had been developed in the previous phases. Building on the three levels of the previous WEDGE programmes (i.e., knowledge, advocacy and services), WEDGE-III pursued three operational programme levels:

- Macro level: Create an enabling environment for women entrepreneurship (seven outputs were designed to achieve this objective);
- Meso level: Improve the capacity of business development service providers to deliver services to women entrepreneurs (four outputs were designed to achieve this objective); and
- Micro level: Improve women entrepreneurs' income-generating capacity, productivity and competitiveness (four outputs were designed to achieve this objective).

These are discussed in more detail below.

##### **1 Creating an enabling environment for women's entrepreneurship development**

WEDGE-III promoted a policy and regulatory environment that supports the creation and growth of women's enterprises that generate quality jobs. It encouraged policy dialogue that leads to the inclusion of gender equality issues in enterprise development frameworks. The involvement of women entrepreneurs themselves in policy formulation, implementation and review was to be facilitated by opening up these procedures for their involvement and building the capacity of women entrepreneurs associations to take part.

Besides the more generic policy work on gender and enterprise development, WEDGE-III also sought to focus on three obstacles that impede enterprise growth: (1) access to finance, (2) access to markets, and (3) informality. It proposed that it would support governments and other partners to lift barriers that women entrepreneurs face in accessing formal financial services, such as obstacles related to property and collateral law, and would raise awareness amongst women entrepreneurs on the rights they already enjoy in this respect. Barriers to business registration were to be dealt with by supporting the simplification of registration and licensing procedures and by raising awareness amongst women entrepreneurs on the process.

Since many of the barriers faced by women entrepreneurs are rooted in cultural practices and deeply entrenched views on the economic and social roles and responsibilities of women, the programme sought to put a strong emphasis on gender awareness-raising. Specific strategies in this respect are the promotion of dialogue between men and women as a means to challenge established social norms, as well as promotion of role models for women's entrepreneurship development.

Within this level of the programme's activity the following objective (or outcome) was pursued: "Create an enabling environment that supports the creation and growth of women's enterprises which generate quality jobs".

Seven outputs were set to achieve this objective, which implies a high priority. These were:

- Output 1.1: Enabling environment for Growth Oriented Women Entrepreneurs (GOWE) assessed and results disseminated for enhanced policy dialogue in at least three countries
- Output 1.2: Gender Mainstreaming Action Plans developed and implemented by Ministries of Industry in at least four countries
- Output 1.3: Gender equality issues integrated into SME development frameworks in at least three countries
- Output 1.4: Barriers for women entrepreneurs to access financial services lifted in at least four countries
- Output 1.5: Barriers for women entrepreneurs to register their business lifted in at least four countries
- Output 1.6: Women entrepreneurs as role models actively promoted in five countries
- Output 1.7: Policy frameworks developed and adopted which include principles protecting women entrepreneurs from HIV/AIDS related stigma and discrimination and creating a conducive environment in five sub-Saharan countries

The challenge for many of the outputs listed above is that, while these achievements are desirable, they fall beyond the scope of the programme. Outputs 1.2, 1.3, 1.4, 1.5, and 1.7 require action to be taken by those who are not part of the programme or its projects. WEDGE-III could not ensure that gender-mainstreaming plans are implemented by national governments or that gender equity issues are integrated into government policies. As such, these are not good outputs. These are outcomes that are derived by the use of programme outputs, such as a draft gender mainstreaming action plan produced by the project, or a proposal for removing gender-based barriers to business registration. Thus, a poor result by WEDGE-III in achieving many of these outcomes reflects poor programme design, rather than poor programme performance.

Furthermore, while Output 1.4 focuses on an issue that is clearly a concern to many women in business or planning to start a business, the barriers that prevent women from accessing finance presents a complex and extremely difficult topic. This topic alone is worthy of a three-year cooperation programme. In this case, the topic is included in one of 15 programme outputs.

Similarly, Output 1.5 treats an extremely important and difficult problem in a very superficial manner. In this case, informality appears to be defined by whether or not a business is registered. Thus, an unregistered business is considered informal. However, this is but one aspect of informality. As much of the literature, including ILO literature, on this topic shows, informality is exhibited in many different forms and business registration is a poor indicator. Furthermore, it is likely that the barriers to business registration is influenced less by one's gender than other forms of informality, such as casual and unregistered labour and access to social safety nets. Indeed, this argument appears to have been borne out in some of the assessments conducted on this topic in earlier phases on the WEDGE programme.

## **2 Institutional capacity building for women's entrepreneurship development**

Complementary to the work at the policy level, WEDGE-III targeted the institutional infrastructure for enterprise development. It sought to build the capacity of employers' and workers' organisations, business development service providers, financial service providers, NGOs, DPOs and other intermediaries to deliver relevant and effective services to women entrepreneurs. Based on the achievements and lessons learnt in the previous phases, WEDGE-III proposed to strengthen the capacity of business groups and associations, both women entrepreneurs associations and mixed associations, in their dual role of representation and service delivery. Whereas in the first phase substantial numbers of business associations were trained generically on the management of business associations, this phase focused on specific demand-led support, based on the action plans developed by the associations themselves. The programme's support sought to strengthen the sustainability of the organisations by helping them better understand their members' and clients' needs in order to represent and respond to them more effectively.

In cooperation with business development service providers, WEDGE-III endeavoured to improve the provision of demand-led business services such as market information, business counselling, advertising, and legal and accounting services to women and men entrepreneurs. An important tool in this process was the FAMOS Check, which helps to assess to what extent finance and business service providers provide relevant support to both women and men entrepreneurs.

Since access to finance continues to be a major constraint for women entrepreneurs in the project countries, the programme proposed to support member-based organisations to deliver financial services to their members, or alternatively, to facilitate access for their members to financial service providers. In the absence of suitable partners in financial service provision, the programme was to support women entrepreneurs to establish savings groups or village banks, as was done in Laos and Cambodia under WEDGE-II. WEDGE-III would support member-based organisations to create linkages with these providers through group formation, credit guarantees or financial education.

Within this level of the programme's activity the following objective (or outcome) was pursued: "Improved capacity of business development service providers to deliver services to women entrepreneurs".

Four outputs were designed to achieve this objective:

- Output 2.1: Capacity of business development service providers enhanced to deliver relevant and effective services to women entrepreneurs in at least six countries
- Output 2.2: Capacity of business groups and associations enhanced to represent the needs of women entrepreneurs in at least five countries
- Output 2.3: Capacity of member-based organisations enhanced to deliver financial services and/or to facilitate access to financial services for their members in at least four countries
- Output 2.4: Increased use of written press, television and radio in the delivery of gender-responsive business services in at least four countries

These outputs do not share the same weakness as those listed under Objective 1. However, the degree to which service provider capacity should be “enhanced” is unclear in Output 2.1 and 2.3. The Project Document shows no connection between Output 2.2 and the second objective. Thus, it is hard to see how enhancing the capacity of business groups and associations to better represent the needs of women entrepreneurs will improve the capacity of business development service providers. However, the programme staff have indicated that this would be done by applying tools that encourage the gender mainstreaming of financial and business service providers with the aim of changing the attitudes of service providers.

### **3 Development of tools and support services for women entrepreneurs**

WEDGE-III aimed to work with constituents and other stakeholders to develop, refine, and disseminate tools and approaches to expand market opportunities, improve access to finance, and upgrade management skills of women entrepreneurs. The tools that were developed during the previous phases of the programme were to be widely disseminated beyond the target countries. More specifically, the project would facilitate and promote the use of these WEDGE tools in ILO programmes on child labour and youth employment.

Based on earlier work done by WEDGE on gender in value chain analysis, WEDGE-III proposed to look at more systematic ways to target women entrepreneurs through “value chain upgrading”. However, the concept of upgrading was not defined in the Project Document. Within value chains that provide income for large numbers of women entrepreneurs, the programme was to design specific interventions to improve the bargaining position of women entrepreneurs, leading to improved access to markets and increased profit margins.

Following the successful mainstreaming of gender equality issues in the ILO’s Start and Improve Your Business (SIYB) programme, the project proposed to integrate gender equality into entrepreneurship education in secondary schools through the introduction of the Know About Business (KAB) curriculum and the ILO’s Expand Your Business (EYB) programme. The project would also work closely with other enterprise development donors and within the ILO’s enterprise department to examine their enterprise development tools and strategies with a view to removing gender bias in their programmes and services.



Within this level of the programme's activity the following objective (or outcome) was pursued: "Women entrepreneurs income-generating capacity, productivity and competitiveness improved"

Four outputs were designed to meet this objective:

- Output 3.1: Women's Entrepreneurship Development tools extended to at least 15 countries reaching at least 25,000 entrepreneurs
- Output 3.2: Improved market access for women entrepreneurs through value chain upgrading in at four countries
- Output 3.3: Gender equality issues integrated into entrepreneurship education in secondary schools in at least three countries
- Output 3.4: Gender equality issues integrated into the Expand Your Business programme in at least four countries

Output 3.1 was specifically designed to reach beyond the eight WEDGE-III countries and was focused on the work of the global programme coordinator. This is the only programme output that did not involve any of the eight programme countries.

It is unclear how each of the four outputs described above will contribute to the objective of improving the capacity of women entrepreneurs to generate an income and become more productive and competitive. While the first output does this by promoting the use of WEDGE tools, this does not involve the eight programme countries. The third output (Output 3.3) focuses on school students and not women in business. While the idea is to help school graduates to make a well-considered decision on starting a business, this does not clearly or directly contribute to the objective of improving the capacity, productivity and competitiveness of businesswomen.

Only the second and fourth outputs (3.2 and 3.4) appear to connect business development tools with gender equality by mainstreaming gender concerns within training curriculum and market assessment tools. The programme builds on the tool for *Gender Sensitive Value Chain Analysis* that was developed in previous WEDGE programmes. This is a guide that takes an explicitly gendered approach and applies participatory approaches to value chain analysis.

Output 3.4 is most closely aligned this objective, but it is likely that much more needs to be done to achieve this objective than simply ensure gender issues are integrated into the EYB programme. Issues such as access to the training programme and the outreach of the programme to women are equally important in this regard.

The national focus of the programme strategy appears to have been a major strength, rather than designing project activities from Geneva. Achieving the three programme objectives requires national partnerships and interventions. While regional and global programme coordination appears to have supported the work of national actors, these functions largely focussed on information sharing, programme promotion and knowledge management, and have not distracted attention or resources away from the primary level of programme activity, i.e., national level change.

In a number of countries, projects focused on specific sub-national regions or districts. This provided the opportunity for these projects to work with their partners in a more



intense and focused manner. Thus, in countries such as Tanzania, Vietnam and Zambia, the projects worked in specific regions or districts as well as at the national level.

The programme has provided for targeted measures that remove systemic barriers and serve an underserved population, while mainstreaming gender in existing structures. Thus, the intention is not to marginalise women or women's development programmes, but to bridge the gap in service provision adapted to the needs of both women and men. This strategy avoids treating women as victims and locates the challenges of women's entrepreneurship and gender equality within a broader social, cultural and economic framework.

The first and most obvious weakness of WEDGE-III has been the imbalance between the scope of work allocated to national projects and the financial resources provided. WEDGE-III was an ambitious programme working in eight countries, two regions and at the international level. It supported national interventions at the macro, meso and micro levels, and sought to change business environments, build institutional capacities, and test and adapt tools and resources to local circumstances. In some countries this was done with no more than one national project coordinator, in other countries administration officers assisted the coordinators. There were regional CTAs in Asia and Africa who supported national coordinators and attempted to share information and experiences across the regions. The part-time international coordinator was limited in the time and resources she could commit to this role. Thus, the ambition of the programme was not matched with resources and this appears to have led to a number of compromises, which are shown in the programmes relatively poor performance (see 4.1).

A second weakness in the programme's design was with an apparent over-emphasis on training. Most of the capacity building activities contained in WEDGE-III dealt with the training of businesswomen's associations and business development service providers. While this training is important and responsive to the demands of many of these organisations, it is not necessarily sufficient. Once trainers have been trained, there is the need for accreditation and issues concerning the development of the markets in which trainers provide their services. Some of the more systemic issues around market development and organisational capacity building appear to have been generally overlooked.

Another weakness in the programme's design concerns the lack of investment into a clear monitoring and evaluation system. This issue is discussed in 3.3, below.

### **3.2 Programme relevance**

The project has relevance in the context of ILO's Decent Work Agenda that has four core elements and strategic objectives:

1. Fundamental Principles and Rights at Work;
2. Employment Creation and Enterprise Development;
3. Social Protection; and
4. Social Dialogue.

**In Cambodia**, WEDGE started in September 2005. The project was implemented in cooperation with the Ministry of Industry, Mines and Energy and the Ministry of Women's Affairs, as well as a host of other minor project partners. WEDGEIII Cambodia built on the outputs of Phase II.

WEDGE-III primarily contributed to 2010-2011 DWCP Outcome on Sustainable Enterprises (KHM 106). The project has contributed successfully to the expected results under this outcome, primarily through the promotion of WEDGE strategies on entrepreneurship development, including establishment of self-help groups, business group formation, support to business associations, microfinance strategies etc. targeting vulnerable groups through implementation of pilot schemes at the local level and advocacy, awareness raising and participatory audits at the institutional level. WEDGE-III Cambodia also worked in close cooperation with several other ILO projects.

**In Ethiopia**, the Ministry of Trade and Industry chaired the project advisory committee, which composed of representatives of the Ministry of Labour and Social Affairs, the Ethiopian Employers' Federation, the Confederation of Ethiopian Trade Unions, the ILO, the Micro Enterprise Development Forum, the Addis Ababa Women Entrepreneurs Association, the Addis Ababa Women Exporters Association, and the Ethiopian Federation of Persons with Disabilities. The project was located in the ILO's regional office.

WEDGE-III Ethiopia contributed to three priority areas identified in the Decent Work Country Programme: (1) Poverty reduction through creating decent employment opportunities for men and women; (2) Expansion of social protection and mitigating HIV/AIDS in the workplace; and (3) Improving governance, social dialogue and compliance with International Labour Standards. Gender mainstreaming actions plans would be developed and implemented by the various directorates of the Ministry of Trade and Industry and coordinated by the Women's Affairs Department of the Ministry.

**In Kenya**, WEDGE began in 2006 in the second phase of the programme. WEDGE-III Kenya was initially located in the offices of the Federation of Kenya Employers, but later moved to the UN compound in Nairobi. WEDGE-III Kenya worked alongside an ILO-African Development Bank project for growth Oriented women entrepreneurs. The project advisory committee members included Federation of Kenya Employers, the Ministry of Trade and Industry, the Ministry of Labour and Human Resource Development, the Confederation of Trade Unions, United Disabled Persons Kenya, and various women entrepreneurs associations.

WEDGE-III-Kenya was designed to respond to one of the eleven outcomes of the Decent Work Country Programme: "Young women's and men's entrepreneurial skills for self employment and SME activities enhanced/increased".

**In Lao PDR**, WEDGE began in 2002. The first phase was operational from 2002-2006, the second phase from 2006-2008. Main implementing partner was the Small Enterprise Promotion and Development Office in the Ministry of Industry and Commerce. The project collaborated closely with the Lao Women's Union, the Ministry of Labour and Social Welfare and the Ministry of Education.

WEDGE-III was designed to contribute to Decent Work Country Programme Outcome on "Participatory local development strategies for employment creation and livelihood improvement for rural men and women developed and implemented" (LAO 102). The project sought to contribute to the expected results under this outcome, primarily through the promotion of gender equality issues in the national SME action plan and other key strategic frameworks related to entrepreneurship development and increasing number of partner organisations who are using the WEDGE and other ILO tools. As in Cambodia, the project has collaborated with other ILO projects.

**In Tanzania**, the Small Enterprise Department of the Ministry of Industry, Trade and Marketing chaired the project advisory committee, which contained representatives

from the Ministry of Tourism, Marketing and Trade on Zanzibar, the Ministry of Children, Gender and Community Development, the Association of the Disabled in Zanzibar, various women's entrepreneur associations, the Small Industries Development Organization, and the Tanzanian Association of Microfinance Institutions. Tanzania has participated in all three phases of WEDGE, beginning in 2002.

WEDGE-III Tanzania was designed to respond to two of the eight outcomes of the Decent Work Country Programme: (1) "Young women and men's entrepreneurial and SME activities enhanced"; and (2) "Young men and women's entrepreneurship skills for self-employment increased".

**In Uganda**, the Federation of Uganda Employers chaired the project advisory committee, which was made up of representatives from the Uganda Women Entrepreneurs Association Limited, The Ministry of Gender, Labour and Social Development, the National Disabled Women's Association, the HIV Support Organisation, and the Association of Microfinance Institutions of Uganda. Uganda joined the WEDGE programme during its second phase.

WEDGE-III Uganda was designed to contribute to two out of four of the Decent Work Country Programme Outcomes: (1) Poverty reduction through increased opportunities for youth employment and productivity (Youth Employment); and (2) Child Labour: Incidence of child labour and its worst forms reduced.

**In Vietnam**, WEDGE started in November 2009. It operated at both national and provincial levels, in Phu Tho and Quang Nam provinces. At the national level, the lead government implementing partner was the Vietnam Women Entrepreneurs Council of the Vietnam Chamber of Commerce and Industry. In the two target provinces of Phu Tho and Quang Nam, the project was implemented by the Provincial Women Union and Cooperative Alliance, respectively. The project collaborated closely with other ILO projects, notably the One UN Programme on Gender Equality, Youth Employment through Local Economic Development, Promoting Employment for People with Disability and Inclusion Services (INCLUDE), the One UN Programme on Green Production and Trade to increase Income and Employment Opportunities for the Rural Poor.

WEDGE-III project was designed to contribute to the Decent Work Country Programme Outcome on "Improved policies, programmes and practices for pro-poor local economic development - including export, cluster, competitiveness, micro, small and cooperative enterprises and entrepreneurship promotion" (VNM127).

**In Zambia**, WEDGE began in 2004 during the second phase of the programme. The key partners of WEDGE-III Zambia were the Gender in Development Division of the Ministry of Labour and Social Security, the Ministry of Commerce, Trade and Industry and the Ministry of Community Development and Social Services. The project advisory committee was made up of representative from the Zambia Congress of Trade Unions, the Community for Human Development, the Zambia Federation of Employers, the Women Entrepreneurs Development Association of Zambia, the Zambia Federation for Associations of Women in Business, the Small Enterprises Development Board, the Zambia National Association of Disabled Women, the Zambian Agency for People with Disabilities, and the Association for Micro Finance Institutions of Zambia.

WEDGE-III Zambia was designed to contribute towards the Decent Work Country Programme Outcomes through increased gender equality and women's economic empowerment.

The ILO's response to the Decent Work Agenda of the participating countries highlights the relevance of women's entrepreneurship development and gender equality within an overall social and economic development strategy that places employment at the centre. WEDGE-III has brought tools and processes that have been tested to these settings and sought to influence change at the macro, meso and micro levels.

It has been interesting to observe in many of the programme countries that a diagnosis of the specific needs of partners in the field of women's entrepreneurship development and gender equality was not conducted. While in some countries, such as Ethiopia, Kenya and Cambodia, GOWE assessments had previously been undertaken, these assessments were rarely used to design the WEDGE-III strategy in each country. Thus, in a number of cases, WEDGE-III appears to have been in danger of being too supply-oriented. In Asia, there appear to have been more programme planning events conducted than in Africa.

While the demand for WEDGE tools and methods is high in many countries, a number of the three-tiered strategies employed by WEDGE-III may not suit the particular needs or conditions of a participating country. A number of national project coordinators understood that they were required to design project interventions at all three levels (i.e., macro, meso and micro) regardless of whether there was a clear demand for these. The limited financial resources that were made available to national projects appeared to have exacerbated this concern.

In some cases, the national project coordinators from WEDGE-II stayed on with the commencement of WEDGE-III (e.g., Cambodia, Ethiopia, Lao PDR, and Zambia). However, this did not occur in all national projects and a number of coordinators in Africa complained that there was no hand-over from one phase to the next and very little flow of information. Thus, while WEDGE-III was said to have built on the experience of its previous phases, this does not seem to have occurred consistently in those countries that participated in the earlier phases. Indeed, information sharing and knowledge management appear to have been a substantial weakness of the programme, particularly in Africa.

### **3.3 Programme monitoring and evaluation systems**

As with most other elements of the programme, the development of a monitoring and evaluation system was left to national projects. This created an extremely varied collection of programme performance information across regions and countries. While the programme's logical framework, as outlined in the Project Document, provided a framework for projects to regularly report against, the way data was collected and analysed varied.

In Asia, the monitoring of project performance and impact was undertaken by commissioning baselines and impact assessments. It seems to be done more consistently in Cambodia and to a lesser extent in Lao PDR. WEDGE-III Vietnam in operation for less than two years, collected baseline data and recently commissioned an impact assessment. The findings of this assessment are expected to become available at the end of July 2011 and were not obtainable for this evaluation.

There appears to have been a number of limitations on the baseline data collected in Asia. In Cambodia, for example, the sample frame used to collect baseline data in 2008 were different from those used in 2011 to assess impact assessment, which limits the extent to which these data can be compared.

Assessments were conducted of training workshops for high-level national and provincial government staff in Cambodia, as well as for train-the-trainer programmes. The findings of these assessments have been used to organize follow-up refresher training.

In Lao PDR baseline data was collected in 2005 using a small sample of 49 beneficiaries who were re-surveyed in 2008 combined with an impact assessment. In Lao PDR there is less evidence of consistent assessments of training.

In Africa, none of the five national projects collected baseline data.

As the following chapter shows, the lack of a monitoring and evaluation system has significantly undermined the potential of the programme to report on its successes. It is likely too, that the absence of such a system has reduced the capacity of the programme and its national projects to make clear management decisions and set priorities for programme and project strategies.

It is clear that a programme-wide monitoring and evaluation system should have been established. This would have collected baseline data from all national projects and developed agreed upon indicators that all national project coordinators would have agreed on and applied.

## 4 Programme performance and sustainability

This chapter reports on the performance of the programme in the eight countries and comments on the efficiency and sustainability of the outcomes achieved and the overall impact of the programme at national, regional and international levels.

### 4.1 Programme results

This sub-section examines the achievements of the programme across its eight national projects. These are examined according to the local framework that was presented in the WEDGE-III Project Proposal.

The three levels of programme interventions reflect the three objectives or outcomes of the programme:

- Macro level objective 1: Create an enabling environment for women entrepreneurship (seven outputs were designed to achieve this objective);
- Meso level objective 2: Improve the capacity of business development service providers to deliver services to women entrepreneurs (four outputs were designed to achieve this objective); and
- Micro level objective 3: Improve women entrepreneurs' income-generating capacity, productivity and competitiveness (four outputs were designed to achieve this objective).

The performance of the programme in achieving these objectives is discussed below.

#### **Objective 1: Create an enabling environment that supports the creation and growth of women's enterprises which generate quality jobs**

Seven outputs were specified within this objective (outcome). The programme's performance against these outputs is reported on below.

*Output 1.1: Enabling environment for Growth Oriented Women Entrepreneurs (GOWE) assessed and results disseminated for enhanced policy dialogue in at least three countries*

*Progress toward achievement: Partially Achieved*

This output appears to be out of place in the WEDGE-III programme. This is mainly because, as reported earlier, WEDGE-I and WEDGE-II focused on the assessment of the environment for growth-oriented women entrepreneurs. Only in Vietnam does this activity appear to feature in WEDGE-III. Thus, based on the results of WEDGE-III alone, this output does not appear to have been achieved, although this is largely because it was achieved in the earlier phases of the programme.

*Output 1.2: Gender Mainstreaming Action Plans developed and implemented by Ministries of Industry in at least four countries*

*Progress toward achievement: Partially Achieved*

WEDGE-III has contributed to gender mainstreaming in three countries: Cambodia, Ethiopia and Tanzania.

In Cambodia, it was WEDGE-II that introduced gender mainstreaming at national and provincial levels into the Ministry of Industry Mines and Energy, Ministry of Labour and Vocational Training, and the Ministry of Women's Affairs. Following this, the prime minister instructed all ministries to adopt a plan for gender mainstreaming. The WEDGE-III Cambodia project supported two ministries in the implementation of their plans.

In Ethiopia, the Ministry of Trade and Industry undertook measures to mainstream gender issues into its programmes and strategies following the support provided by the WEDGE-III project in developing gender mainstreaming guidelines and checklists, as well as the FAMOS Check interventions. The Women's Affairs Directorate coordinates the ministry's efforts in this regard.

In Tanzania, WEDGE-III developed gender mainstreaming action plans in the Ministry of Community Development, Gender and Children, the Prime Minister's Office for Regional and Local Government, and the United Nation's joint programme. The project also assessed gender equality and implemented gender mainstreaming action plans in the energy projects under the Tanzania Traditional Energy Development and Environment Organization.

Other national projects undertook activities to raise awareness of the need for gender mainstreaming, but none appear to have succeeded in having plans developed and implemented. In Lao PDR, the WEDGE-III project supported the development of plans for gender mainstreaming in the Ministry of Industry and Commerce. However, this is still to be approved by the minister.

As indicated earlier, this is a poorly designed indicator, which appears to reflect the performance of government ministries more than the performance of WEDGE-III.

*Output 1.3: Gender equality issues integrated into SME development frameworks in at least three countries*

*Progress toward achievement: Partially Achieved*

This output is based on the assumption that at least three of the eight programme countries would be formulating SME development frameworks that WEDGE-III could contribute to. Unfortunately, this does not seem to have been the case in most countries.

As reported earlier, WEDGE-II contributed to the formulation of the MSE development strategy in Ethiopia. However, while this activity appears to have continued in WEDGE-III, the strategy remains a draft and is yet to be approved by the Council of Ministers.

In Kenya, the project contributed to the drafting of the SME Policy, but the government has not yet passed this and it is not currently a policy.



In Uganda, WEDGE-III contributed to the national draft MSME policy and this was incorporated into the private sector platform for policy action. However, these documents remain in draft form.

With the exception of Zambia, none of the WEDGE-III country projects produced results in this output.

In Zambia, the WEDGE-III project contributed to the formulation of the Micro, Small and Medium (MSME) development policy and successfully ensured that gender issues were integrated into this policy. In January 2011, the President of Zambia, the His Excellency Rupiah Banda, officially launched this policy in Kitwe, saying that the new policy would “serve the business interests of the youth, women, the aged, physically challenged and those living with HIV/AIDS”.<sup>2</sup>

On this basis of the above results, the programme has only partially achieved this output. However, it is acknowledged that a number of projects have worked strategically on these issues and have contributed to the time-consuming process of policy formulation.

*Output 1.4: Barriers for women entrepreneurs to access financial services lifted in at least four countries*

*Progress toward achievement: Not Achieved*

WEDGE-III Project sought to enhance access to finance by businesswomen by undertaking a number of activities including:

- Assessing the constraints faced by women entrepreneurs in accessing financial services;
- Developing recommendations to lift the barriers identified and sharing them with relevant stakeholders; and
- Supporting the adaptation of the recommendations through policy dialogue.

However, none of the eight projects has been able to claim success at removing barriers that prevent women entrepreneurs from gaining access to finance. The only exception to this was found in Kenya, where WEDGE-III introduced the FAMOS Check tool into the Kenya Industrial Estate company, a parastatal supporting enterprise development. As a result, the assessment criteria for business loans were modified to better accommodate the needs of businesswomen. The Women’s Enterprise Fund is also applying the FAMOS Check in its 61 financial intermediaries and has reported increased access of loans from their female clientele. In addition, the Federation of Women Entrepreneurs Association savings and credit society has conducted financial education programmes for women groups through training and media breakfast shows, to improve women’s uptake to loans. They have also disseminated the financial survey results conducted by WEDGE Kenya.

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<sup>2</sup> Ngosa, S. (2011) “MSME development policy opportune initiative”, *Development Journalist Blog*, Wednesday, 2 February: <http://stanslous.blogspot.com/2011/02/msme-development-policy-opportune.html>, Accessed: 25 August 2011.



In Zambia, the project collaborated with the Bank of Zambia and the Central Bank to run a training course for 18 key financial institutions in the FAMOS Check for enterprises, which would enable the financial institutions to do conduct a gender audit. However, it is unclear whether this has resulted in the removal of barriers for businesswomen in Zambia.

Most of the achievement in the programme's efforts to improve the access businesswomen have to finance is through the development of financial schemes (see Output 2.3). However, this has not entailed the removal of policy, legal or regulatory barriers that affect the enabling environment for businesswomen.

*Output 1.5: Barriers for women entrepreneurs to register their business lifted in at least four countries*

*Progress toward achievement: Not Achieved*

There is no evidence to suggest the programme has contributed to the removal of barriers for women entrepreneurs to register their business. While the World Bank's Doing Business assessments show improvements in this field in some countries, WEDGE-III does not appear to have been involved in these reforms and the specific issues around the registration of businesses that are owned and managed by women have not featured.

However, a number of national projects focused on the issues of business registration for women. In Cambodia, WEDGE-III worked with the Ministry of Industry Mines and Energy and contributed to the introduction of data on business registrations that are disaggregated by sex. In Tanzania, the project used workshops and media to inform women entrepreneurs about the advantages of registering their businesses, and the procedures to follow when registering a business. In Zambia, the project commissioned the Patents and Business Registration Agency to promote the benefits of registration and undertake on-site registrations.

*Output 1.6: Women entrepreneurs as role models actively promoted in five countries*

*Progress toward achievement: Fully Achieved*

This output lacks specificity. Other than specifying five of the eight programme countries in which women entrepreneur role models should be promoted, it lacks any kind of measure for this promotion. It appears that all eight WEDGE-III countries promoted women entrepreneur role models to some extent. In the African component of the programme, many national project coordinators highlighted the importance of the MOWE initiative in this regard. Indeed, MOWE has been a valuable strategy for achieving this output.

WEDGE-III Kenya prepared a strategic plan for MOWE to guide the sustainability strategy. This was shared among the four other Africa programme countries. Kenya MOWE has also been branded as an

independent event that is held annually in collaboration with the women's entrepreneurs associations and the private sector.

MOWE in Ethiopia has become one of the sustainable interventions of the WEDGE project and has been used as an advocacy strategy to lobby for access to working and marketing premises and other enabling conditions for women's entrepreneurship development.

Another valuable instrument in the promotion of businesswomen as role models has been the preparation of *Success Stories*.

Thus, on this basis of the above, this output has been Fully Achieved.

*Output 1.7: Policy frameworks developed and adopted which include principles protecting women entrepreneurs from HIV/AIDS related stigma and discrimination and creating a conducive environment in five sub-Saharan countries*

*Progress toward achievement: Not Achieved*

While the issues facing business women and the concerns of HIV and AIDS have been incorporated into the WEDGE-III programme, especially in the projects in Africa, there is no evidence to suggest that the programme has supported the development of national policy frameworks that address this issue.

The figure below summarises the performance of WEDGE-III in achieving its prescribed outcomes. Three outcomes have not been achieved, three were partially achieved, and only one output was fully achieved.

Output 1.1:	Enabling environment for Growth Oriented Women Entrepreneurs (GOWE) assessed and results disseminated for enhanced policy dialogue in at least three countries	Partially Achieved
Output 1.2:	Gender Mainstreaming Action Plans developed and implemented by Ministries of Industry in at least four countries	Partially Achieved
Output 1.3:	Gender equality issues integrated into SME development frameworks in at least three countries	Partially Achieved
Output 1.4:	Barriers for women entrepreneurs to access financial services lifted in at least four countries	Not Achieved
Output 1.5:	Barriers for women entrepreneurs to register their business lifted in at least four countries	Not Achieved
Output 1.6:	Women entrepreneurs as role models actively promoted in five countries	Fully Achieved
Output 1.7:	Policy frameworks developed and adopted which include principles protecting women entrepreneurs from HIV/AIDS related stigma and discrimination and creating a conducive environment in five sub-Saharan countries	Not Achieved

The WEDGE-III Project Proposal did not contain any indicators of success at the objective or outcome level. Thus, to assessment whether the programme has met its objective requires a reflection on the extent to which the outputs that programme produced were used by its partners and beneficiaries. Here again, the lack of a programme-wide monitoring and evaluation systems requires the evaluation to reply on anecdotal accounts provided by project staff and partners.

With only one of the anticipated outcomes fully achieved, and three partially achieved, it appears that the programme has achieved less than 50 percent of its targets. However, the evidence collected for this final evaluation suggests that those outputs that were achieved were used by programme partners and have contributed to some change in the enabling environment.

As a result, while the programme has attempted to contribute to the creation of a more enabling environment, it has not succeeded in these efforts because the changes the programme fostered are still yet to be realised. However, the programme has succeeded in raising awareness of the reforms needed to do this and has begun to engage key actors on the actions that could be taken to eventually achieve this objective.

**Objective 2: Improved capacity of business development service providers to deliver services to women entrepreneurs**

Four outputs were specified within this objective (outcome). The programme's performance against these outputs is reported on below.

*Output 2.1: Capacity of business development service providers enhanced to deliver relevant and effective services to women entrepreneurs in at least six countries*

*Progress toward achievement: Fully Achieved*

The indicator used to measure the programme's performance in this output was the number of women entrepreneurs reached by business development service providers. This number was to increase by at least 15 percent in at least six countries. The source of this data would come from reviews of service provider capacity as compared to baseline, impact evaluation reports, activity reports, and FAMOS Check reports.

As indicated previously, the lack of baseline data prevents this evaluation from accurately determining to the extent to which business development service providers have been able to extend their support to women based on the activities of the programme. All eight national projects have undertaken capacity building initiatives to improve the ability of these providers to identify and respond to the needs of women entrepreneurs. Sadly, few projects appear to have conducted evaluations of these training programmes, with the exception of Cambodia and Laos.

Despite the significant problems with consistent data collection and analysis, it appears from selected reports that the capacity of business development service providers to deliver relevant and effective services to women entrepreneurs has been enhanced in at least six of the eight countries. Thus, the output is considered Fully Achieved.

*Output 2.2: Capacity of business groups and associations enhanced to represent the needs of women entrepreneurs in at least five countries*

*Progress toward achievement: Fully Achieved*

The indicator used to measure the programme's performance in this output was the number of female members of business associations and business groups. This number was to increase by at least 15 percent in at least five countries. The source of this data would come from reviews of capacity of women's entrepreneurs associations as compared to baseline, women's entrepreneurs associations' membership data, activity reports, and women's entrepreneurs associations capacity building assessment reports.

All eight national projects have undertaken capacity building initiatives, mainly in the form of training courses, to improve the ability of business groups and associations enhanced to represent the needs of women entrepreneurs. In Asia, the programme supported the establishment of business groups and built their capacity to represent the needs of their female and male members.

Very little evidence can be provided by the projects of the success of these interventions. Only in Vietnam were survey results available to show the positive results of the project's activities. However, based on largely anecdotal evidence, it appears that the capacity of business groups and associations to represent the needs of women entrepreneurs has been enhanced in at least five countries. Indeed, anecdotal evidence provided by national project coordinators and programme partners in most countries appears to support this. In a number of countries, there appears to have been an increase in the number of women joining women's enterprise associations. For example, in WEDGE-III Kenya supported women's entrepreneurs associations to become more formally involved in the Kenya Private Sector Alliance and the chair of the Federation of Women's Enterprise Associations is now a part of the Federation of National Associations of Women in Business in Common Market for Eastern and Southern Africa.

WEDGE-III Ethiopia has supported the development of women's entrepreneurs associations, which has led to a 39 percent increase in membership over the period of the programme.

In general, national projects have tended to report on capacity building by the number of people trained. This is an inappropriate indicator as it provides no detail on how relevant, useful or comprehensible the training was. However, impact assessments conducted in Vietnam and Cambodia, indicating positive achievements.

*Output 2.3: Capacity of member-based organisations enhanced to deliver financial services and/or to facilitate access to financial services for their members in at least four countries*

*Progress toward achievement: Partially Achieved*

The indicator used to measure the programme's performance in this output was the number of member-based organisations that were able to

facilitate access to finance for their members. The target was that at least ten organisations would facilitate access for 30,000 women entrepreneurs in four countries. This was to be measured by reviewing the capacity of women's enterprise associations and other organisations as compared to baseline, assessing the financial reports of women's enterprise associations and the activity reports of financial service providers.

WEDGE-III Cambodia sought to build on the success of WEDGE-II to help member-based organisations deliver financial services or to facilitate access to financial services for their members. In doing this, the programme:

- Mapped the supply and demand for financial services with specific emphasis on the financial service needs and constraints of women entrepreneurs;
- Supported member-based organizations to facilitate access to existing financial service providers through group formation, credit guarantees or financial education; and
- Supported member-based organizations to deliver financial services through savings groups or village banks.

In Kenya WEDGE-III facilitated the formation and launch of a women's savings and credit cooperative union. This cooperative union has become a financial intermediary of the Kenya Women's Empowerment Fund. However, beyond this, the WEDGE-III programme appears to not have been strongly involved in the development of financial services for businesswomen, either through membership organisations or other providers.

WEDGE-III Ethiopia, supported women's enterprise associations through training programmes designed to teach women how to organize and run a savings and credit cooperative. As a result, the Adama women's enterprise association established a savings and credit cooperative in each of its four branches, while the South women's enterprise association helped its members establish a micro-finance institution and the Addis Ababa women's enterprise association is currently in the process of establishing a savings and credit cooperative.

*Output 2.4: Increased use of written press, television and radio in the delivery of gender-responsive business services in at least four countries*

*Progress toward achievement: Fully Achieved*

The indicator used to measure the programme's performance in this output was the number of women entrepreneurs that use the media for business purposes. The target was to increase this at least 15 percent in at least four countries. This was to be measured through the use of baseline data, activity reports, and listener and viewer reports from media observatories. However, here again, the programme has been unable to provide any evidence of this sort.

To achieve this output, the programme sought to:

- Support SME service providers to deliver gender-responsive messages to women and men entrepreneurs through written press, radio and television;
- Establish partnerships with the media to deliver gender-responsive media content to women and men entrepreneurs; and
- Design and establish mechanisms to ensure the sustainability of the delivery of gender-responsive media content to women and men entrepreneurs.

WEDGE-III Tanzania forged partnerships with media houses that included ITV, TBC, *Business Times*, and *Daily News Women Magazine* for the delivery of gender-responsive messages to women and men entrepreneurs via print and electronic media. The project also supported SME service providers for the delivery of gender-responsive messages to women and men entrepreneurs. Some 42 media houses representatives and 230 women journalist and editors were trained on how to analyze facts, issues and data from a gender perspective. As a result, a number of programmes featuring women entrepreneurs have been aired on television and radio and others are continuously featured in weekly women's magazines. Furthermore, about 17 gender-responsive messages have been covered by the media during the MOWE 2010 event.

In Zambia, more than one hundred businesswomen use the media to advertise their businesses and services, either through sponsored programmes or through direct advertising.

In Uganda, seven radio stations across the country have been trained on how to deliver market information to women entrepreneurs. In the case of the Uganda Women Entrepreneurs' Association Limited, the recent development of a communication strategy has provided the association with a framework for reaching out to its stakeholders; current members and potential women entrepreneurs, the business community, partner organizations, donors and the government.

In Ethiopia, the coverage of the MOWE events on national and regional radios, TVs and newspapers allowed the delivery of gender-responsive business services.

In Kenya leaders of women entrepreneurs' associations have been able to sensitize the public through breakfast shows on KTN, NTV and CITIZEN TV. They have also demonstrated lobbying skills by engaging policy makers through forums as well writing memoranda to specific ministers on business issues.

While there is evidence of a number of media stories and programmes produced through WEDGE-III and its national projects, the impact of these on improving the delivery of "gender-responsive business services" is unclear and possibly unlikely to be found.

The figure below summarises the performance of WEDGE-III in achieving its prescribed outcomes. Three outcomes were fully achieved and one was partially achieved.

Output 2.1:	Capacity of business development service providers enhanced to deliver relevant and effective services to	Fully Achieved
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	women entrepreneurs in at least six countries	
Output 2.2:	Capacity of business groups and associations enhanced to represent the needs of women entrepreneurs in at least five countries	Fully Achieved
Output 2.3:	Capacity of member-based organisations enhanced to deliver financial services and/or to facilitate access to financial services for their members in at least four countries	Partially Achieved
Output 2.4:	Increased use of written press, television and radio in the delivery of gender-responsive business services in at least four countries	Fully Achieved

Again, as the WEDGE-III Project Proposal did not contain any indicators of success at the objective or outcome level, this evaluation relies on a reflection on the extent to which the outputs that programme produced were used by its partners and beneficiaries. Most of the outputs have been produced in this level of programme intervention. Thus, while the lack of accurate quantitative measures tends to weaken the strength of this conclusion, the qualitative evidence suggests that WEDGE-III did improve the capacity of business development service providers to deliver services to women entrepreneurs in the eight programme countries.

**Objective 3: Women entrepreneurs income-generating capacity, productivity and competitiveness improved**

Four outputs were specified within this objective (outcome). The programme's performance against these outputs is reported on below.

*Output 3.1: Women's Entrepreneurship Development tools extended to at least 15 countries reaching at least 25,000 entrepreneurs*

*Progress toward achievement: Fully Achieved*

The ILO continues to expand its WED programme, now spanning across 16 countries in Africa and with components in new countries in the Arab States, Central Asia and Caucuses as well as Central America. Tools such as GET Ahead, IYES and FAMOS are being translated and implemented in other regions. WED assessments based upon the GOWE methodology have been undertaken in seven new countries in Africa and in five new countries in Central Asia. The International Training Centre in Turin, Italy, holds a Sustainable Enterprise Academy each year and women's entrepreneurship development is consistently on the agenda. Tools and approaches developed under WEDGE are promoted and lessons learned are shared.

The following list shows that WEDGE tools have been introduced to 25 countries in different regions of the globe:

**In Africa:**

Cameroun	WED assessment (new version)
Lesotho	New project and use of tools

Malawi	New project and use of tools
Mali	WED assessment
Mozambique	New project and use of tools
Nigeria	WED assessment and WED capacity building
Rwanda	WED assessment
Senegal	WED assessment
South Africa	New project and use of tools
Swaziland	WED assessment

**In Asia:**

Bangladesh	GET Ahead
China	GET Ahead
Soloman Islands	GET Ahead

**In Central Asia:**

Azerbaijan	WED assessment
Uzbekistan	WED assessment
Kyrgyzstan	WED assessment and GET Ahead
Tajikistan	GET Ahead
Kazakhstan	WED assessment
Armenia	WED assessment

**In the Arab States:**

Palestine	GET Ahead
Iraq	GET Ahead
Lebanon	GET Ahead
Yemen	GET Ahead

**In the Americas:**

Costa Rica	GET Ahead, GSVCA
El Salvador	GET Ahead, GSVCA

Across the three phases of WEDGE, the WEDGE tools have been translated into 22 languages. However, there is no indication how many entrepreneurs these tools have reached.

*Output 3.2: Improved market access for women entrepreneurs through value chain upgrading in at least four countries*

*Progress toward achievement: Not Achieved*

The indicator used to measure the programme's performance in this output was the number of businesswomen who have increased their profit by at least 15 percent "through value chain analysis". It is hard to imagine how a businesswoman can increase her profits through analysis, but it is assumed it is through greater participation in strategic value



chains that profits are improved. The programme target was for 400 women to have improved their profit by this margin.

In a number of its national projects, the WEDGE-III programme as supported and facilitated improved access by businesswomen to new and growing markets. The programme's *Success Stories* illustrate a number of examples of this. Indeed, there is a strong awareness among the national project coordinators regarding the need for businesswomen to gain better access to markets. However, there are two major problems facing the measurement of this output.

The first problem is that the output specifies the use of "value chain upgrading" in the programme's approach to improving market access. No doubt, this is a result of the valuable WEDGE tool on gender sensitive value chain analysis. While a number of projects have applied this tool, there is no evidence that it has led to an increase in market participation by businesswomen. It is also strange that improvements in firm profitability were used to measure increased value chain participation. Improvements in sales would have been more appropriate, at least in the short-term.

The second problem is that most projects can only provide anecdotal evidence of the market linkages they have facilitated and are unable to specify how this has led to an increase in profitability. Data on these matters has simply not been collected.

The WEDGE guide on *Gender Sensitive Value Chain Analysis* takes an explicitly gendered and participatory approach to value chain analysis. It has been used as the basis for a training programme to be held at the International Training Centre in Italy in October 2011.

In Ethiopia, the guide was distributed to "value chain practitioners" and was introduced to eight agricultural universities in Ethiopia during a workshop organized by the higher education authority. The guide was also introduced to practitioners during a national agricultural event, organized by the Ministry of Agriculture and Oxfam.

While the programme appears to have assisted some businesswomen in gaining better access to markets, the extent to which this has been achieved cannot be measured. There is no evidence to suggest that the programme improved access to markets for 400 businesswomen who have each improved their profitability by 15 percent.

*Output 3.3: Gender equality issues integrated into entrepreneurship education in secondary schools in at least three countries*

*Progress toward achievement: Not Achieved*

The indicator used to measure the programme's performance in this output was the number of female KAB graduates who start a business. The target was that 45 percent of KAB graduates would have started a business in at least three countries. However, this is a poorly designed indicator that does not appear to recognise the significant time-lag that would typically occur between when a student completes a KAB

programme, then graduates from their institution and finally establishes a business.

WEDGE-III mainstreamed gender into KAB in East Asia and then tested this in Lao PDR. It is also being implemented in Vietnam. The WEDGE-III global coordinator has subsequently taken the gender equality inputs and integrated them into the international version of KAB, which is being promoted across five regions.

Of the eight programme countries, WEDGE-III appears to have supported the introduction of the KAB curriculum only in Lao PDR and Vietnam. WEDGE-III Lao PDR worked with the Ministry of Education to introduce KAB into 15 pilot high schools in five provinces. At the end of 2010 it was reported that the number of students electing the KAB subject in the 15 participating schools had grown rapidly, with some 2,027 new students starting KAB in Year 5 and 1,646 students continuing KAB into the second year (Year 6). Of the 3,673 students learning KAB at the time, 1,755 were girls (48%). This activity remains a pilot and has not been formally adopted by the Lao school system, despite assurances that it will be. Thus, the integration of gender into entrepreneurship education in secondary schools in at least three countries is still a long way off. This is also the case in Vietnam.

*Output 3.4: Gender equality issues integrated into the Expand Your Business programme in at least four countries*

*Progress toward achievement: Partially Achieved*

The indicator used to measure the programme's performance in this output was based on the number of EYB trainees. It was anticipated that at least 50 percent of EYB trainees in three countries would be female and that at least 50 percent of the jobs created through the EYB training programme are occupied by women in the three countries.

The training of businesswomen in the SIYB programme, the EYB programme and the Get Ahead programme are positive programme achievements. However, on their own, these do very little to substantiate the programme's claim that it will improve the capacity of businesswomen to run more productive and competitive businesses.

The integration of gender equality issues in the EYB programme in at least four countries remains elusive. In Asia, it was reported that this output was cancelled due to the lower than expected budget received as a result of the Euro-Dollar exchange rate fluctuations. However, there appears to be no documentation that show that this was a formal agreement with the donor agency (i.e., Irish Aid). Despite this, the programme was able to mainstream gender issues into the national versions used in Lao PRD and Vietnam. In May 2011, the national version of EYB was produced and some activities have been conducted in Kenya to apply this version.

The figure below summarises the performance of WEDGE-III in achieving its prescribed outcomes under the third objective (outcome). Two outcomes were not achieved, one was partially achieved and one was fully achieved.

Output 3.1:	Women's Entrepreneurship Development tools extended to at least 15 countries reaching at least 25,000 entrepreneurs	Fully Achieved
Output 3.2:	Improved market access for women entrepreneurs through value chain upgrading in at four countries	Not Achieved
Output 3.3:	Gender equality issues integrated into entrepreneurship education in secondary schools in at least three countries	Not Achieved
Output 3.4:	Gender equality issues integrated into the Expand Your Business programme in at least four countries	Partially Achieved

Again, as the WEDGE-III Project Proposal did not contain any indicators of success at the objective or outcome level, this evaluation relies on a reflection on the extent to which the outputs that programme produced were used by its partners and beneficiaries. However, in this case, none of the outputs originating from the eight participating countries were achieved. The only output achieved concerned the extension of WEDGE tools beyond the programme countries. Thus, the failure of the programme to achieve Outputs 3.2, 3.3 and 3.4 have not allowed the objective of ensuring that the income-generating capacity, productivity and competitiveness of women entrepreneurs is improved.

In summary, WEDGE-III has produced a mixed result.

In terms of its first, macro-level objective, the programme has not contributed to the creation of an enabling environment that supports the creation and growth of women's enterprises that generate quality jobs in any of the eight countries the programme operated in. However, in some cases, the programme has raised awareness of the reforms needed to do this and has begun to engage key actors on the actions that could be taken to eventually achieve this objective.

The programme performed better at the meso-level where it appears that it improved the capacity of business development service providers to deliver services to women entrepreneurs in the eight programme countries. However, the full extent of this improvement is impossible to measure due to the lack of a sound monitoring and information system.

WEDGE-III has clearly responded to the needs and concerns of many women in business in developing economies. While the demand for this support is great, there are few programmes that offer the breadth and practicality of the services and tools WEDGE has provided.

At the micro-level, the programme sought to improve income-generating capacity, productivity and competitiveness of women entrepreneurs. However, the measures for this were poorly elaborated. One output dealt with the use of WEDGE tools beyond the programme's participating partners and countries, another focused on value chain analysis, another on the integration of entrepreneurship training into high schools and the fourth on the integration of gender issues into a global business management

programme. It is of little surprise that the programme has fared poorly in achieving this objective.

## **4.2 Programme efficiency**

Overall, WEDGE-III appears to have operated extremely efficiently. While the programme was ambitious for its budget, the national projects supported by the programme worked well with very limited resources. Indeed, the lack of resources at the national level was a sore point among many national project coordinators.

The fluctuations in currency exchange was cited as a significant impact on the programme, which led to a number of activities being dropped. In Asia, for example, the original budget of US\$1,996,855 was reduced by US\$235,515 to US\$1,761,340 as a result of currency fluctuations. This meant that choices had to be made and a few interventions were dropped. In some cases the projects were able to make use of funds from other agencies that were intended to do the same, but lack the expertise to do so. An example is the design of a radio programme in Cambodia for the delivery of gender-responsive business messages, which was financed by the United States Agency for International Development.

In a number of cases in Asia, national WEDGE-III projects formed strong links with other programmes, including the International Programme on the Elimination of Child Labour Programme, the Disability Inclusion Support Services Programme (known as INCLUDE), the Creative Industries Support Project, and the Social Protection and Gender project, the One UN Gender Equality project, the One UN Green Production and Trade project, and the Youth Employment through Local Economic Development Project. These linkages increased the programme's outreach and improved the success of efforts to disseminate WEDGE tools and resources, and to reach women entrepreneurs with practical support measures.

## **4.3 Sustainability of outcomes and overall impact**

This sub-section reports on the sustainability of the programme's outcomes and its impact at national, regional and international levels.

### **4.3.1 National impacts and sustainability**

Across the eight national projects that comprised WEDGE-III a wide range of results have been achieved. While these cannot be exhaustively presented here, some of the apparent highlights include:

- Establishment and nurturing of national and sub-national networks of key actors involved in the promotion of women's entrepreneurship;
- Awareness raised among key government and non-government agencies regarding the importance and relevance of women's entrepreneurship and gender equality in national social and economic development, and the creation of decent and productive employment;
- Support for the establishment and growth of women's entrepreneurs associations and other formations of businesswomen;
- Support for the institutionalisation of women's participation in social dialogue;

- Assistance in the broadening of participation in social dialogue processes to ensure that women and other marginalised groups, such as people with disabilities and people affected by HIV and AIDS are more able to participate;
- Produced evidence on a range of gender-specific issues affecting women's access to finance and business registration;
- Publication of research and policy proposals on how to promote women's entrepreneurship and gender equality and how to incorporate these approaches into national policy frameworks;
- Business group formation has been used widely by project partners in their activities funded from their own budget and through government budgets;
- Introduction of new development tools (i.e., WEDGE tools) that have been adapted to suit local needs and circumstances;
- Promotion of successful businesswomen as role models to others;
- Development of skills and competencies in women's entrepreneurship and business management among service providers, women's associations, government programme managers and various civil society organisations;
- Piloting the use of gender mainstreamed entrepreneurship education curriculum in the secondary school system.

Many national project coordinators performed the role of advisor to their project partners. They facilitated the development of networks and helped partners to better understand the way WEDGE tools and resources could be used. With the closure of the programme it is unclear how these networks and support functions will be maintained. In Kenya, however, the project partners expressed confidence that these networks will be sustained over time now that they have come to see the value of these. Specific organisations have taken responsibility for these functions.

WEDGE-III conducted many train-the-trainer courses in the participating countries. These trainers were taught how to use various WEDGE tools and this led to a need to formally recognise or accredit these trainers. In most cases, the national WEDGE projects provided the accreditation. However, as these projects conclude the issue of trainer accreditation is left unclear. Thus, the sustainability of these initiatives is potentially undermined.

The capacity building support provided to women's entrepreneurs associations has been relevant and strategic. While each of these organisations have their own unique characteristics and capacities — making it difficult to assess the overall impact of the programme in this regard — the programme has helped these to become more aligned to their members needs and better able to manage their resources.

The programme's work with integrating gender issues into government instrumentalities (e.g., gender mainstreaming plans) and policy frameworks (e.g., SME policies) is reliant on the state of play within these organisations. Thus, political processes and institutional dynamics potentially undermine the sustainability of these interventions. Despite the problems with the logical framework and the measures used to determine success, WEDGE-III has clearly performed a valuable advocacy function in this field. The programme has been actively engaged in efforts to promote systemic change in norms and attitudes. It has worked with state and non-state actors to promote change.

#### **4.3.2 Regional impacts and sustainability**

While the programme's regional budgets for Africa and Asia were modest, the regional CTAs appear to have performed an important role in WEDGE-III. The regional coordinators were responsible for sharing information among national project coordinators and facilitating regional networks involving key actors.

Despite the limited funds available to national projects, when asked whether they would agree with the removal of regional coordinators to free up more funds for use by national projects, all national coordinators indicated this would not be helpful. Thus, national project coordinators generally believed the role of regional coordination was important.

WEDGE-III appears to have raised awareness among other regional actors of the importance of promoting women's entrepreneurship and gender equality. There have been many requests for the WEDGE tools and for programme support from other countries in these regions.

#### **4.3.3 International impacts and sustainability**

WEDGE-III appears to have had a significant impact at the international level in the promotion of women's entrepreneurship development. There have been increasing demands from donor and development agencies for the WEDGE tools and resources. The introduction of WEDGE tools to over 25 countries and their translation into 22 countries highlights the growing demand and positive response to these resources. Within the ILO and its global network of offices and programmes, there has been a strong interest in the use and adaptation of these resources.

## 5 Lessons to learn and recommendations

This chapter identifies the key lessons that can be drawn from WEDGE-III at international, regional and national levels. It then presents a series of recommendations directed toward Irish Aid and the ILO for the further promotion of women's entrepreneurship development.

### 5.1 Lessons from WEDGE-III

WEDGE-III was made up of eight national projects and some additional regional and international activities. There is much that can be drawn from the experience of this programme in this phase and its previous two phases. However, focusing on this phase of the programme only, the following lessons emerge:

- WEDGE-III was a multi-national and multi-regional programme, which focused on national level interventions. The programme was not a global programme managed in Geneva, or two regional programmes managed in Addis Ababa and Bangkok. The focus of the programme was on national priorities and working with national partners. At the regional and international levels, the experience and networks created at the national level were supported and shared. This bottom-up approach was a major strength of the programme.
- There is a high demand for WEDGE tools and resources. It is clear that WEDGE has helped development partners, governments and other actors to better understand the challenges faced by businesswomen and the promotion of gender equality. Practical tools and processes provide a way for these actors to focus on responses to these challenges in ways that are relevant to their specific needs and contexts.
- A poorly designed logical framework and the lack of a programme-wide monitoring and evaluation system undermines the results of programme that responds to clear needs. WEDGE-III has clearly responded to the needs and concerns of many women in business in developing economies. While the demand for this support is great, there are few programmes that offer the breadth and practicality of the services and tools WEDGE has provided. However, this evaluation has identified serious problems with the way the programme was designed and the changes it sought to create at the macro, meso and micro levels. Added to this, the lack of a programme-wide monitoring and evaluation system has created a situation where the use of programme outputs and the impact of this use on the target beneficiaries cannot be measured.
- The strategy employed by WEDGE-III has provided for targeted measures that remove systemic barriers and build the capacity of government agencies and business service providers to serve an underserved population, while mainstreaming issues in existing structures. Thus, the intention is not to marginalise women or women's development programmes, but to bridge the gap in service provision adapted to the needs of both women and men. This strategy avoids treating women as victims and locates the challenges of women's entrepreneurship and gender equality within a broader social, cultural and economic framework.



- WEDGE-III has applied a systemic model of social inclusion that has relevance to other marginalised groups, such as people with disabilities, indigenous and rural populations. Thus, much can be learnt from the tools and methods applied within WEDGE-III when designing programmes to address the needs of these other marginalised groups.
- The integration of gender issues into mainstream business management and development services and products is an essential and valuable strategy. However, greater attention needs to be given to how this integration is realised and the impact it has on the service provider and the client enterprise. Does it, for example, improve the profitability and outreach of private service providers?

## **5.2 Recommendations for the further promotion of women's entrepreneurship development**

Irish Aid and the ILO have partnered on the promotion of women's entrepreneurship and gender equality for some years now. The first phase of WEDGE commenced in 2002 and the completion of three phases of the programme highlights a number of new and emerging challenges that need to be faced in this field. The following recommendations are presented to contribute to discussions on how women's entrepreneurship and gender equality can be more effectively promoted in the years to come. These recommendations stem from the results of the WEDGE-III evaluation as well as from other developments in the field.

- WEDGE-III has created and solidified a sound base of national and regional networks for women's economic empowerment and enterprise development that can be built upon through future programme interventions. Irish Aid and the ILO should give consideration to the ways in which these networks can be strengthened in order to take the promotion of women's entrepreneurship and gender equality further in these countries.
- WEDGE-III has refined and improved a range of tools and resources that can be further used by key development agencies (i.e., former programme partners) and integrated into the programmes and services of these agencies. Greater attention should be given to the promotion of these tools and a rigorous assessment of their impact.
- National coordination and programme steering committee arrangements appear to have worked well. From an ILO perspective, the full engagement of all Social Partners in national projects does not appear to have been achieved in many of the programme's countries. The effective engagement of Workers' Organizations in enterprise development programmes remains a challenge.
- Attention should be given to improving the global coordination of future programmes. WEDGE-III was a part of a collection of programmes that constituted the Irish Aid-ILO partnership. The programme was discussed by these partners during a one-day annual meeting, at which four other technical programmes were also discussed. In future, it is recommended that a global WEDGE advisory committee be formed, consisting of representatives of Irish Aid, the ILO and selected experts from the development community. This committee would carefully review progress reports and ensure that appropriate monitoring and evaluation systems were in place and adhered to. It would advise on appropriate refinements to the programmes strategy and workplan. The committee would report to the annual Irish Aid-ILO Partnership meeting.



- While the programme's intent to work at macro, meso and micro levels is appropriate, there are concerns that not all of the activities undertaken at the meso and micro level are appropriate or sustainable. The strategic positioning of the programme's interventions at the meso and micro levels could have been improved by reflecting a clearer understanding of systems in which businesswomen are excluded from greater participation in the national economy and limited in their capacity to make their businesses more competitive and profitable. The causal linkages between the programme's outputs, outcomes (or objectives) and the development objectives appear to be weak.
- Greater precision and strategic positioning should be given to programmes that promote women's economic empowerment and enterprise development—this should be based on a clear diagnosis and understanding of the barriers to women's economic empowerment and enterprise development, rather than focussing on the most apparent symptoms.
- Future programmes should recognise that the development impact of such programmes should be measured in terms of women's participation in the economy through enterprise development, i.e., through an increase in the number of women who start-up, expand and sustain a business. This can only be measured over time according to baseline data collected at the beginning of a programme. The number of women trained, the number of women gaining access to training, finance or some other development service are poor proxies for this. It is recognised that there are many gender-specific barriers that women face in most, if not all, developing economies, as well as significant social and personal costs to women who confront these barriers. The promotion of women's enterprise development, as well as the broader challenge of women's economic empowerment, requires tools and methods that specifically address these. However, the measures of progress should not rely solely on addressing the symptoms (e.g., removing the barriers faced by women), but also on addressing the systemic causes to these problems.
- Achieving the Decent Work Agenda through women's economic empowerment and enterprise development requires that programmes focus on the impediments to expansion among women-owned-enterprises. While tools and resources may be tested at the micro-level to enhance the capacity of businesswomen to manage a growing business, these tools need to be institutionalised by public, private and community actors alike. Furthermore, women's lack of capacity is but one element of these impediments and maybe a result of other more fundamental impediments that programmes should address more squarely.
- Questions must be asked about the timeframes allocated to programmes of this kind. Changing social norms, overcoming gender-based stereotypes and discrimination, and facilitating greater access by businesswomen to new and growing markets takes time. The three-year programme phase of WEDGE-III provides scope for a wide range of interventions, but the full impact and the sustainability of these is likely to take longer. Further programme activities in the eight countries could help to sustain these efforts and build on them to achieve greater strategic outcomes.
- Greater attention should be given to developing a monitoring and evaluation system that reflects the programme's rationale and assessment of priority

problems and establishes baseline data against which project outcomes can be measured.

- Greater attention should be given to measuring the broader impact of the programme on the status of women's economic empowerment and enterprise development.

Should Irish Aid and the ILO agree to support another phase of the WEDGE programme, the above recommendations and lessons learnt would apply. However, it is also recommended that a new phase of the programme avoid the dangers of simply extending the range of coverage of the current programme. In some countries, it appears that this is what occurred in the transition from the second phase. Thus, a possible fourth phase of the programme should focus more strongly on the systemic elements of promoting women's enterprise development and gender equality. Where possible, this should include a focus on the ways in which enterprise development and gender equality can be used to promote women's economic empowerment. Within this context, it is recommended that a new phase of the programme contain the following key elements:

5. Further investigation into the systemic barriers that reduce women's participation in the economy, especially in the private sector;
6. Facilitating stronger strategic linkages between women's enterprise development policies and programmes, and broader national economic development plans (e.g., ensuring greater levels of women's participation in national growth strategies and identified growth sectors);
7. Continuing the support for greater inclusion of women and other marginalised groups in the enterprise development policies, programmes and services;
8. Increasing the programme's engagement with the private sector in the participating countries—ensuring greater up-take of the programme's products and services by the domestic private sector;

Finally, the most painful lesson of this evaluation should not be forgotten. Programme design and the frameworks used to measure performance and results require careful attention. Furthermore, these issues are not set in stone once a programme commences and the need for regular monitoring and possible revision cannot be overlooked. WEDGE-III has created a number of achievements in the eight countries and two regions it has operated in. Even beyond these boundaries, WEDGE-III has contributed to improved support for women's entrepreneurship and gender equality. However, the full extent of these successes have been hampered by poor programme design and inadequate monitoring.

## Appendix 1: Evaluation terms of reference

### Purpose

The purpose of the final evaluation is to:

1. Determine whether the project achieved the stated objectives
2. Determine what steps have been taken for the sustainability of key components of the project beyond the project's life
3. Determine how close the project has come to what can be considered good practice in women's entrepreneurship development and gender equality promotion in enterprise development institutions
4. Determine what the potential is for taking the project interventions to scale so that a large number of WE may benefit in the future
5. Document lessons learned and extract recommendations for future projects and exercises initiated by ILO on enterprise development and women's economic empowerment.

Users of the evaluation will be both internal and external to the ILO. Internally, users will be the project managers, the responsible ILO unit (SEED), the manager and coordinators of the WEDGE project in Southeast Asia, Enterprise, Gender and other Specialists, PARDEV (partnership development department), constituents. External to the ILO, users will be the donor and the project's implementing and other partners and WED practitioners.

### Scope and focus

The scope of the final evaluation will be all objectives of the project and will entail a desk review of relevant materials and in-depth interviews with key project stakeholders. The evaluator will elaborate in greater detail the key evaluation questions and methodology for addressing each specific objective. The entire period of the project will be covered – from August 1, 2008 to July 31 2011.

The first output to be produced by the evaluator will be a brief inception report that elaborates the evaluation design, fine tuning and validating the key questions to be answered by the evaluation. The evaluation shall address the overall issues of relevance and strategic fit of the project, project progress and effectiveness, adequacy and efficiency in the use of resources, effectiveness of management arrangements. Also, the evaluation should consider the project's performance in relation to ILO's cross-cutting issues on poverty, international labour standards, in particular related to equality and non-discrimination and social dialogue. Irish Aid cross-cutting issues such as disability inclusion, knowledge management, and capacity building should also be addressed.

The evaluation will look into more detail and try to respond to questions in the following areas with regards to the project:

1. **Validity of design:** Were the project strategy, objectives and assumptions appropriate for achieving the planned results? Does the project make use of a monitoring and evaluation framework? Is data regularly collected? To what extent are project indicators useful to measure progress?

2. **Effectiveness:** Has the project achieved its planned objectives? What factors influenced the effectiveness of the project capacity building and other activities? Have the quantity and quality of outputs been satisfactory? How have outputs been transformed into outcomes? How have stakeholders been involved in project implementation? Has the project effectively and efficiently succeeded in mainstreaming gender equality in its areas of work (outputs) and its processes? What interventions had effects on gender relations? What multiplier effects can be identified?
3. **Sustainability:** Has the project ensured that key components are sustainable beyond the life of the project? What project components appear likely to be sustained after the project and how? How likely is it that the project outcomes will be sustainable – that is, that the local/national partners take ownership of them and have the necessary capacity and resources to continue or even expand them? What needs, if any, were identified for further capacity building and supports to promote the likelihood of sustainability?
4. **Relevance:** To what extent have the project activities been relevant to implementing national and partner needs and priorities, programmes for national development and poverty reduction and other relevant national and international documents? To what extent have the design and implementation of capacity building and other activities involved stakeholders or been demand - driven? How do the interventions link with the DWCPs and UNDAFs?
5. **Efficiency:** To what extent have the project activities been cost-effective? What level of the project activities (individual; institutional; systemic) provided the most cost-effective benefits? What factors influenced decisions to fund certain proposed project activities, and not others? To what extent have the projects been able to build on other ILO initiatives and create synergies? What results have been achieved, including through tools developed, to assist implementing partners secure and sustain on-going operations? Is information available on numbers of direct and indirect beneficiaries?
6. **Impact orientation:** To what extent has results-based management been implemented in the projects? What is the likely contribution of the project initiatives, including the innovative approaches and methodologies piloted, to broader development changes in the area of intervention, including those laid out in the ILO Decent Work Agenda, the Decent Work Country Programmes, Country Objectives within the ILO Programme and Budget and national development programmes, and envisioned in relevant ILO standards?

## Key questions

Key questions to answer throughout the report and in the summary, conclusions and recommendations sections:

- Based on the outputs of this project, what are the key lessons learned that both the ILO and Irish Aid can take away on women's entrepreneurship development project implementation, monitoring and evaluation and impact assessment?
- What are the lessons learned for achieving policy change and buy-in on creating an enabling environment for WED?

- How can the ILO better document impact on the lives of end beneficiaries taking into account capacity issues in its partner organisations?
- Have the tools been effective in serving the needs of immediate and end beneficiaries (women entrepreneurs)?
- What is the value-added of women-specific projects in entrepreneurship and enterprise development?
- Where should the ILO focus its interventions in order to achieve sustainable impacts in women's entrepreneurship development?
- Do some elements of the project have scope to be replicated and/or scaled-up, and if so, which ones?
- How can the ILO further pursue women's economic and social empowerment through women's entrepreneurship development and gender mainstreaming strategies in enterprise development policies, programmes and institutions, and document this?
- Which approaches and tools were most relevant to immediate beneficiaries? Why? Why not?
- What could/should we have done differently to achieve greater impact on improving women entrepreneurs' access to markets?
- What more could be done to make sure that ministries and agencies responsible for private sector development make WED a priority?
- With which like-minded global, regional, and national partners should the ILO be partnering on women's economic empowerment?
- What lessons were learned and applied since the start of the project?
- Were the follow-up actions and lessons learned identified through the Mid-Term Self-Evaluation taken up by the project?
- How well do the Irish Aid-ILO partnership programme areas "fit" in light of recent changes in the Irish Aid budget and new thematic foci?
- To what extent has the project been effective in increasing in partner organisations: 1) organisational capacity; 2) greater involvement of the social partners in project implementation; and 3) mobilisation and diversifying funding sources for partners to enable them to be fully self-sustaining by the end of this phase of the partnership?

## **Main outputs**

The main outputs will be:

- An inception report that elaborates the evaluation design showing how the evaluator intends to carry out the evaluation in light of what is described and presented in the Terms of Reference. A set of key evaluation questions will be presented and finalised based on comments from ILO and Irish Aid.
- A draft report: The evaluator will submit a draft report to the ILO evaluation manager who will circulate it to immediate project stakeholders and the donor for comments. The evaluation manager will forward comments to the evaluator.

- A final report: The evaluator will incorporate comments as she/he deems appropriate and submit the final report to the evaluation manager.
- An executive summary of the evaluation conforming to the ILO template.

The quality of the final report will be determined by conformance with Checklist 4 on “Formatting Requirements for Evaluation Reports” and Checklist 5 “Rating Quality of Evaluation Reports” of ILO’s Evaluation department. Both will be provided to the evaluator to serve as reference and guide.

## **Methodology**

The evaluator will be required to review key documents produced during the project both in relation to the quality and quantity of output delivery and management issues in all countries. These will include technical research reports and manuals, progress reports, self-evaluation reports, workshop reports, other relevant memos as well as monitoring and evaluation reports.

Two evaluators will be hired each one covering one continent. The consultant of the African region will lead in the overall report and will draw together the findings of both the Asian and African region. He/she will be expected to assist the Asian consultant in specific technical questions but will not be required to go through all the documentation related to Asia. The consultants need to work in close collaboration ensuring that the overall findings of the evaluation are consistent.

The international evaluators, will interview key stakeholders involved in the project design and implementation from two of the project countries. In consultation with ILO offices and the Evaluation Manager they might also hire local consultants to report back specific findings. Key stakeholders to be interviewed include ILO constituents, Gender and Enterprise Specialists and other relevant specialists, current and past project managers, donors, partners, and experts (consultants) having taken part in the project implementation or outputs. The evaluator will also interview key Irish Aid staff in relevant areas (by phone). Although many of the interviews can be done by phone or skype, a field visit to one or two countries per continent (country/countries to be determined) will take place.

## **Management arrangements**

The overall Evaluation Manager for the WEDGE project is Mr. Merten Sievers (sievers@ilo.org). The evaluators will work in consultation with a small evaluation team that could include a national evaluation consultant(s), key project staff, the corresponding technical unit and a representative of Irish Aid.

The evaluators may count on the evaluation manager for providing contact details of key people to be interviewed. The evaluation manager and the project team may also help set out times for the interviews to take place.

The evaluation report, as well as the draft and all content of the evaluation are property of the ILO. None of these, or any of the individual findings, may be shared without the explicit approval by the ILO and Irish Aid.

## Appendix 2: List of documents reviewed

- Banda, P. (2011) *Women's Entrepreneurship Development and Gender Equality (WEDGE) Phase III Revised Performance Assessment Report (Africa)*, July
- Banya, P. (2011) *Women's Entrepreneurship Development and Gender Equality (WEDGE) Phase III; Revised Performance Assessment Report*, July
- ILO (2011) *Evaluation: Women Entrepreneurship Development and Gender Equality, ILO-Irish Aid Partnership Programme Phase III, 2008-2011. Asia Component; Evaluation Summaries*, ILO, Geneva
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- (2011) *ILO Project on Promoting Women's Entrepreneurship Development and Gender Equality Project Advisory Committee meeting*, Hanoi, 22 July
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Tsegie, Yitbarek (2011) *Profile and Success stories of the Phase III Project Intervention*, WEDGE Ethiopia

WEDGE Ethiopia (2011) *Ethiopian Women Entrepreneurs' Association (EWEA) Communication Strategy (2012-2014)*

- (2010) *Brief report on FAMOS training conducted for the Heads of Directorates of MOTI and its affiliate Agencies*
- (2010) *Progress Report: January - June 2010*
- (2010) *Progress Report: January - June 2010*
- (2010) *Progress Report: July - December 2010*
- (2010) *Minutes of Project Advisory Committee (PAC) Meeting, 5 March*
- (2009) *Brief report on the GET Ahead ToT, Organized by the ILO Irish Aid WEDGE and INCLUDE Projects*
- (2009) *Minutes of Project Advisory Committee (PAC) Meeting, 17 February*
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## **KENYA**

WEDGE Kenya (2010) *Progress Report: July 2009 - June 2010*

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- (2009) *Progress Report: February 2008 - January 2009*
- (nd) *Kenya Business Development Service providers embrace ILO WEDGE tools and are implementing gender responsive programmes*

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WEDGE Tanzania (2009) *Progress Report: July - December 2009*

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- (2008) *Progress Report: January - December 2008*
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## VIETNAM

- WEDGE (2011) *Project Impact Assessment Survey Report; Final Report*, Women's Entrepreneurship Development and Gender Equality, Hanoi

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- WEDGE Zambia (2010) *Progress Report: January - December 2010*
- (2010) *Success stories for the Women's Entrepreneurship Development and Gender Equality Programme*, 12 March
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### **Appendix 3: List of people consulted**

Mr. Dereje Alemu

National Project Coordinator: WEDGE-III Ethiopia

Goretti Amuriat

Senior Programme Officer, Gender and ICT Policy Advocacy Programme

Women of Uganda Network

Ms. Felicity Biriri

Kenya Private Sector Alliance, Federation of Women's Enterprise Associations, and businesswomen

Ms. Kalobwe Chansa

Zambia Development Agency

Certified Get Ahead trainer

Member of the WEDGE-III Zambia Project Advisory Committee

Ms. Elizabeth Malimba Chitomfwa

Federation of Free Trade Unions of Zambia

Member of the WEDGE-III Zambia Project Advisory Committee

Ms. Mabel Imali Isoli

Private consultant in SME development (BDS provider), Kenya

Ms. Rosemary Kalui

Business Development Manager and Gender Officer, Kenya Industrial Estates Ltd.

Ms. Dorothy Kasanda

Deputy Executive Director

Campaign for Female Education (CAMFED), Zambia, Lusaka

Member of the WEDGE-III Zambia Project Advisory Committee

Ms. Nancy Kawandami

Treasurer, Zambia Federation of Associations of Women in Business  
Member of the WEDGE-III Zambia Project Advisory Committee  
Steering Committee member, Zambia MOWE  
Certified Get Ahead trainer and business owner (agricultural business)

Ms. Esther Klein  
Rural women's savings and credit organisation, Kenya

Ms. Sarah Kitakule  
Regional Programme Coordinator (now based in London)  
WEDGE-III Africa

Ms. Caroline Kungu  
Department of MSE Development  
Ministry of Labour, Government of Kenya

Ms. Linda Moono  
Business trainer and consultant  
Women's Entrepreneurship Development Association of Zambia

Ms. Gracious Muvombo  
ILO Certified trainer in BDS and WED  
Member of the WEDGE-III Zambia Project Advisory Committee  
Owner, New Avondale Academy (private school for K-Grade 7), Zambia, Lusaka

Mr. Stephen Mwancha  
Private consultant in SME development (BDS provider), Kenya

Ms. Rose Mwathi  
Weavers Worth Enterprises (businesswoman), Kenya

Ms. Monde Mweetwa  
Zambia Federation of Associations of Women in Business  
Certified Get Ahead trainer and general store owner

Ms. Nuluyati Nabiwande

Principal Labour Officer/Productivity

Uganda Ministry of Gender, Labour and Social Development

Chairperson WEDGE-III Uganda Project Advisory Committee

Ms. Gloria Ndeku

National Project Coordinator: WEDGE-III Kenya

Ms. Grace Njuguna

Hope Disabled Women's Group, Kenya

Mr. Francis Odiwuor

International Leadership and Management Centre Ltd., Kenya (BDS provider)

Mr. Stephen Opio

National Project Coordinator: WEDGE-III Uganda

Mr. Patrick Phiri

Ministry of Community Development and Social Services

Member of the WEDGE-III Zambia Project Advisory Committee

Ms. Annie Roriolt

Rural women's savings and credit organisation, Kenya

Ms. Joni Simpson

Women's Enterprise Development, International Labour Organization, Geneva

## **ASIA CONSULTATIONS**

The following people were consulted for the Asia component of the programme evaluation.

### **Cambodia**

Heng Seltik

National Project Coordinator: WEDGE-III Cambodia

Laov Him

Director General of Technical Vocational Education and Training  
Ministry of Labour and Vocational Training

Lay Navinn  
Director, Small Industry and Handicrafts Department  
Focal point WEDGE project in Ministry of Industry Mines and Energy

Chut Leang Vanny  
Focal point WEDGE project in the Ministry of Women's Affairs

Chui Chheang  
Director, Department of Industry Mines and Energy, Battambang Province

Khim Heng  
Deputy Director, Department of Women's Affairs, Battambang Province

Sok Dalis  
Project coordinator, Cambodian Federation of Employers and Business Associations  
(CAMFEBA)

Chea Chhoun  
Stock manager, Centre D'Etude et de Développement Agricole Cambodgien (CEDAC)

Sinoeum Men  
Executive Director, Artisans Association of Cambodia

Thun Vuthana  
Manager, Angkor Mikroheranhratho Kampuchear (AMK)

Chea Kosul  
Manager SKIL programme, Farmers Livelihood Development (FLD)

Men Chhorvy  
Director, Cambodian Center for the Protection of Children's Rights

Orm Sovanavuth

Field Coordinator, South Zone

International Programme for the Elimination of Child Labour (IPEC)

Ouk Sisovann

Senior National Programme Officer

International Programme for the Elimination of Child Labour

Theng Chhorvirith

Programme Officer

International Programme for the Elimination of Child Labour

Un Vuthy

Programme Officer

International Programme for the Elimination of Child Labour

Undra Suren

Project coordinator, Social Protection and Gender Project

Nou Pheary

National Programme Officer, Social Protection and Gender Project

Gloria Angulo, Social Protection and Gender Project

Self Help Group in Kep

Self Help Group in Kampot

Khmer Women Handicraft Association, Takeo

Pursat Women Handicraft Association, Posat

### **Lao PDR**

Phetphim

National Project Coordinator: WEDGE-III Lao PDR

Si Ngun

Small and Medium Enterprise Promotion and Development Office (SMEPDO)

Sa Siriphong

Small and Medium Enterprise Promotion and Development Office (SMEPDO)

Siamphone

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## **Vietnam**

Nguyen Thai Minh

National Project Coordinator: WEDGE-III Vietnam

Nguyen Thi Tuyet Minh

Vice Executive Chairwoman, Vietnam Women Entrepreneurs Council

Vietnam Chamber of Commerce and Industry

Nguyen Ngoc Dzung

General Director, Vietnam Cooperative Alliance

Nguyen Que Anh

Division of consultancy & Project management programme

Planning and Support Department, Vietnam Cooperative Alliance

Ngo Van Toan

Quang Nam Cooperative Alliance

Nguyen Thi Minh Huong

Vice Director, Women Economic Empowerment Department

Vietnam Women's Union (central level)

Women's Union Phu Tho Province

Duong Thi Van

Vice Chairwoman, Hanoi Disabled People Organisation



Pham Nguyen Cuong

Consultant, GET Ahead and Gender training

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Business Group Tram Than commune, Phu Tho province

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Garvan McCann

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## Appendix 4: Details of programme output performance

<b>1</b>	<b>CREATING AN ENABLING ENVIRONMENT FOR WOMEN'S ENTREPRENEURSHIP DEVELOPMENT</b>
<b>OBJECTIVE:</b>	<b>Create an enabling environment that supports the creation and growth of women's enterprises which generate quality jobs</b>
<b>OUTPUT 1.1:</b>	<b>Enabling environment for Growth Oriented Women Entrepreneurs (GOWE) assessed and results disseminated for enhanced policy dialogue in at least three countries</b>
<b>WEDGE-III CAMBODIA</b>	Assessments conducted in previous phases; no assessments conducted in Phase 3
<b>WEDGE-III ETHIOPIA</b>	Assessments conducted in previous phases; no assessments conducted in Phase 3
<b>WEDGE-III KENYA</b>	Assessments conducted in previous phases; no assessments conducted in Phase 3
<b>WEDGE-III LAO PDR</b>	Assessments conducted in previous phases; no assessments conducted in Phase 3
<b>WEDGE-III TANZANIA</b>	Assessments conducted in previous phases; no assessments conducted in Phase 3
<b>WEDGE-III UGANDA</b>	Assessments conducted in previous phases; no assessments conducted in Phase 3
<b>WEDGE-III VIETNAM</b>	Assessment conducted and results disseminated
<b>WEDGE-III ZAMBIA</b>	Assessments conducted in previous phases; no assessments conducted in Phase 3
<b>OUTPUT 1.2:</b>	<b>Gender Mainstreaming Action Plans developed and implemented by Ministries of Industry in at least four countries</b>
<b>WEDGE-III CAMBODIA</b>	WEDGE-II the introduced gender mainstreaming at national and provincial levels into the Ministry of Industry Mines and Energy, Ministry of Labour and Vocational Training, and the Ministry of Women's Affairs and WEDGE-III provided support for implementation. Following this, the prime minister has instructed all ministries to adopt a plan for gender mainstreaming.
<b>WEDGE-III ETHIOPIA</b>	Gender mainstreaming action plans introduced to the Ministry of Trade and Industry
<b>WEDGE-III KENYA</b>	No evidence of success in ensuring gender mainstreaming action plans are developed and implemented by government ministries involved in enterprise development
<b>WEDGE-III LAO PDR</b>	

No evidence of success in ensuring gender mainstreaming action plans are developed and implemented by government ministries involved in enterprise development
<b>WEDGE-III TANZANIA</b> Developed gender mainstreaming action plans in the Ministry of Community Development, Gender and Children, the Prime Minister's Office for Regional and Local Government, and the United Nation's joint programme. The project also assessed gender equality and implemented gender mainstreaming action plans in the energy projects under the Tanzania Traditional Energy Development and Environment Organization.
<b>WEDGE-III UGANDA</b> No evidence of success in ensuring gender mainstreaming action plans are developed and implemented by government ministries involved in enterprise development
<b>WEDGE-III VIETNAM</b> No evidence of success in ensuring gender mainstreaming action plans are developed and implemented by government ministries involved in enterprise development
<b>WEDGE-III ZAMBIA</b> No evidence of success in ensuring gender mainstreaming action plans are developed and implemented by government ministries involved in enterprise development
<b>OUTPUT 1.3: Gender equality issues integrated into SME development frameworks in at least three countries</b>
<b>WEDGE-III CAMBODIA</b> No evidence of gender quality issues integrate into SME development frameworks in this country
<b>WEDGE-III ETHIOPIA</b> No evidence of gender quality issues integrate into SME development frameworks in this country. WEDGE-II contributed to the formulation of the MSE development strategy. While this activity was continued in WEDGE-III, the strategy remains a draft and is yet to be approved by the Council of Ministers.
<b>WEDGE-III KENYA</b> No evidence of gender quality issues integrate into SME development frameworks in this country. While, the project contributed to the drafting of the SME Policy, but the government has not yet passed this and it is not currently a policy.
<b>WEDGE-III LAO PDR</b> No evidence of gender quality issues integrate into SME development frameworks in this country
<b>WEDGE-III TANZANIA</b> No evidence of gender quality issues integrate into SME development frameworks in this country
<b>WEDGE-III UGANDA</b> No evidence of gender quality issues integrate into SME development frameworks in this country. While the project contributed to the national draft MSME policy and this was incorporated into the private sector platform for policy action, these documents remain in draft form.

<b>WEDGE-III VIETNAM</b> No evidence of gender quality issues integrate into SME development frameworks in this country
<b>WEDGE-III ZAMBIA</b> No evidence of gender quality issues integrate into SME development frameworks in this country
<b>OUTPUT 1.4: Barriers for women entrepreneurs to access financial services lifted in at least four countries</b>
<b>WEDGE-III CAMBODIA</b> No evidence of barriers to financial access for women being removed
<b>WEDGE-III ETHIOPIA</b> No evidence of barriers to financial access for women being removed
<b>WEDGE-III KENYA</b> No evidence of barriers to financial access for women being removed. Within the Kenya Industrial Estate company, a parastatal supporting enterprise development, WEDGE-III assisted in a revision of the assessment criteria for business loans to better accommodate the needs of businesswomen.
<b>WEDGE-III LAO PDR</b> No evidence of barriers to financial access for women being removed
<b>WEDGE-III TANZANIA</b> No evidence of barriers to financial access for women being removed
<b>WEDGE-III UGANDA</b> No evidence of barriers to financial access for women being removed
<b>WEDGE-III VIETNAM</b> No evidence of barriers to financial access for women being removed
<b>WEDGE-III ZAMBIA</b> No evidence of barriers to financial access for women being removed
<b>OUTPUT 1.5: Barriers for women entrepreneurs to register their business lifted in at least four countries</b>
<b>WEDGE-III CAMBODIA</b> No evidence of the project contributing to the removal of barriers faced by women to register their business. WEDGE-III worked with the Ministry of Industry Mines and Energy and appears to have contributed to the introduction of data on business registrations that are disaggregated by sex.
<b>WEDGE-III ETHIOPIA</b> No evidence of the project contributing to the removal of barriers faced by women to register their business
<b>WEDGE-III KENYA</b> No evidence of the project contributing to the removal of barriers faced by women to register their business
<b>WEDGE-III LAO PDR</b> No evidence of the project contributing to the removal of barriers faced by women to register their business
<b>WEDGE-III TANZANIA</b>

No evidence of the project contributing to the removal of barriers faced by women to register their business. WEDGE-III used workshops and media to inform women entrepreneurs about the advantages of registering their businesses, and the procedures to follow when registering a business.
<b>WEDGE-III UGANDA</b> No evidence of the project contributing to the removal of barriers faced by women to register their business
<b>WEDGE-III VIETNAM</b> No evidence of the project contributing to the removal of barriers faced by women to register their business
<b>WEDGE-III ZAMBIA</b> No evidence of the project contributing to the removal of barriers faced by women to register their business. WEDGE-III commissioned the Patents and Business Registration Agency to promote the benefits of registration and undertake on-site registrations.
<b>OUTPUT 1.6: Women entrepreneurs as role models actively promoted in five countries</b>
<b>WEDGE-III CAMBODIA</b> It appears that less attention was given to promoting women entrepreneur role models in Asia compared with Africa. No evidence of achievement here.
<b>WEDGE-III ETHIOPIA</b> A series of MOWE events held in partnership with local organisations. In 2008, the Adama Women Entrepreneurs' Association hosted the MOWE event, preceded by the South and Addis Abba Women Entrepreneurs Association in 2009 and 2010 respectively.
<b>WEDGE-III KENYA</b> A series of MOWE events held in partnership with local organisations
<b>WEDGE-III LAO PDR</b> It appears that less attention was given to promoting women entrepreneur role models in Asia compared with Africa. No evidence of achievement here.
<b>WEDGE-III TANZANIA</b> A series of MOWE events held in partnership with local organisations (Tanzania Women Chambers of Commerce).
<b>WEDGE-III UGANDA</b> A series of MOWE events held in partnership with local organisations (Uganda Investment Authority and the Uganda Women Entrepreneurs' Association Limited)
<b>WEDGE-III VIETNAM</b> It appears that less attention was given to promoting women entrepreneur role models in Asia compared with Africa. No evidence of achievement here.
<b>WEDGE-III ZAMBIA</b> A series of MOWE events held in partnership with local organisations. MOWE is now run by the Zambia Federation of Associations of Women in Business.
<b>OUTPUT 1.7: Policy frameworks developed and adopted which include principles protecting women entrepreneurs from HIV/AIDS related stigma and discrimination and creating a conducive environment in five sub-Saharan countries</b>
<b>WEDGE-III CAMBODIA</b>

This Output focused specifically on sub-Saharan countries. Thus, not applicable.	
<b>WEDGE-III ETHIOPIA</b>	No evidence found to demonstrate that WEDGE-III contributed to the development and adoption of principles or policies concerning HIV/AIDS and women in business.
<b>WEDGE-III KENYA</b>	No evidence found to demonstrate that WEDGE-III contributed to the development and adoption of principles or policies concerning HIV/AIDS and women in business.
<b>WEDGE-III LAO PDR</b>	This Output focused specifically on sub-Saharan countries. Thus, not applicable.
<b>WEDGE-III TANZANIA</b>	No evidence found to demonstrate that WEDGE-III contributed to the development and adoption of principles or policies concerning HIV/AIDS and women in business.
<b>WEDGE-III UGANDA</b>	No evidence found to demonstrate that WEDGE-III contributed to the development and adoption of principles or policies concerning HIV/AIDS and women in business.
<b>WEDGE-III VIETNAM</b>	This Output focused specifically on sub-Saharan countries. Thus, not applicable.
<b>WEDGE-III ZAMBIA</b>	No evidence found to demonstrate that WEDGE-III contributed to the development and adoption of principles or policies concerning HIV/AIDS and women in business.
<b>2</b>	<b>INSTITUTIONAL CAPACITY BUILDING FOR WOMEN'S ENTREPRENEURSHIP DEVELOPMENT</b>
<b>OBJECTIVE:</b>	<b>Improved capacity of business development service providers to deliver services to women entrepreneurs</b>
<b>OUTPUT 2.1:</b>	<b>Capacity of business development service providers enhanced to deliver relevant and effective services to women entrepreneurs in at least six countries</b>
<b>WEDGE-III CAMBODIA</b>	
<b>WEDGE-III ETHIOPIA</b>	
<b>WEDGE-III KENYA</b>	During 2009, 85 BDS providers were trained. In turn, these trained more than 1,000 women entrepreneurs. Also 15 business groups and associations were given gender-responsive business development service delivery training. The five gender-responsive business development services include: FAMOS, WED, Improve Your Exhibition Skills, WEAs Capacity Building and Policy Shift Training. Moreover, two gender-responsive SME frameworks were developed and disseminated and 35 partners trained. Four major associations have used media outlets to provide gender-responsive services to women entrepreneurs.
<b>WEDGE-III LAO PDR</b>	



<p><b>WEDGE-III TANZANIA</b></p> <p>WEDGE-III publicized about 25 BDS providers and made them known to the entrepreneurs. Following that, more than 98,276 women entrepreneurs have been reached by BDS providers.</p>
<p><b>WEDGE-III UGANDA</b></p> <p>During the MOWE events of 2010, WEDGE was able to extend its resources to provide training to WEAs in capacity building through cost-sharing arrangements with partners. Training was undertaken by the ILO WEDGE Project on WEA Capacity Building Guide. Up to 24 representatives from UWEAL, CEEWA-U and WOUGNET participated in the training. The project also went on to support eight WEA Capacity Building Guide trained trainers to train other WEAs during MOWE. Thus increasing outreach. This was done under cost-sharing arrangements (partnerships). The eight trained trainers further trained 77 representatives of WEAs during MOWE 2010. This was done through three separate training activities. Action plans were developed by WEAs and BDS providers for implementation.</p>
<p><b>WEDGE-III VIETNAM</b></p>
<p><b>WEDGE-III ZAMBIA</b></p>
<p><b>OUTPUT 2.2: Capacity of business groups and associations enhanced to represent the needs of women entrepreneurs in at least five countries</b></p>
<p><b>WEDGE-III CAMBODIA</b></p> <p>Three women business associations receive direct support from WEDGE, the Khmer Women Handicraft Association (KWHA), Pursat Women Handicraft Association (PWA) and Prachak Oil Women Association (POWA). The support in this phase of the project is centred around skills development, market orientation, participation in trade fairs and training in improving exhibition skills.</p>
<p><b>WEDGE-III ETHIOPIA</b></p> <p>WEDGE Project has facilitated WEAs to build their capacity to better manage and serve their members through TOTs conducted on WEA capacity building. 471 participants were trained. Presently, the WEAs have developed databases with profiles of their members. 3,000 directorates have been prepared, printed and distributed to stakeholders. The databases are used to promote members' products/services through web pages. On another note, the WEAs have each formulated three-year strategic plans, with realistic goals and objectives consistent with their mission statements.</p>
<p><b>WEDGE-III KENYA</b></p>
<p><b>WEDGE-III LAO PDR</b></p>
<p><b>WEDGE-III TANZANIA</b></p> <p>WEDGE-III trained 20 representatives of WEAs through ToT workshops. They were trained on ILO's "Managing Small Business Associations" and Women Entrepreneurs Associations (WEA) capacity building guide". In total, the project has trained 108 WEAs, business groups, chambers of commerce and NGOs on how to identify, prioritize and meet the needs of WEs. It has surveyed a total of 2,437 female members from 15 business associations and groups (WEDGE Monitoring Assessment Report, 2010). Further, the programme enhanced</p>

capacity of business groups such as Tanzania Women Chambers of Commerce and WEAs in representing needs of WEs.
<b>WEDGE-III UGANDA</b> <p>Through Technical Support (Project provided IYES Trainer), the project supported the Ministry of Tourism, Trade and Industry and the Ministry of Gender, Labour and Social Development to train 60 women entrepreneurs who participated in the annual small business week exhibitions at the UMA Trade Show Grounds. In addition, the project provided technical support to the Ministry of Gender, Labour and Social Development to train 45 women entrepreneurs and men who participated in the International Labour Day Exhibitions in Kasese, Western Uganda.</p>
<b>WEDGE-III VIETNAM</b>
<b>WEDGE-III ZAMBIA</b> <p>WEDGE-III conducted several Capacity Building training sessions for institutional partners through Training of Trainers in the WEDGE Tools including: Gender and Entrepreneurship Together (GET) Ahead for women in Enterprise, Improve Your Exhibition Skills (IYES) Women Entrepreneurs' Associations Capacity Building, Women's Entrepreneurship development (WED) Capacity Building and, ILO Tool on Business Development Services (BDS). Table 5 shows impact of training in Zambia, taking into account the multiplier effect. For sustainability purposes, in Zambia the WEDGE project has trained over 150 trainers from partner institutions in WEDGE tools but only 72 trainers have been certified.</p>
<b>OUTPUT 2.3: Capacity of member-based organisations enhanced to deliver financial services and/or to facilitate access to financial services for their members in at least four countries</b>
<b>WEDGE-III CAMBODIA</b> <p>While this output was designed based on the success of WEDGE Cambodia in its first two phases, little evidence of achievement in this output was found.</p>
<b>WEDGE-III ETHIOPIA</b> <p>No evidence of improvement in the capacity of businesswomen's associations to deliver financial services or increased access to financial services was found.</p>
<b>WEDGE-III KENYA</b> <p>WEDGE-III facilitated the formation and launch of a women's savings and credit cooperative union. This cooperative union has become a financial intermediary of the Kenya Women's Empowerment Fund. However, beyond this, the WEDGE-III programme appears to not have been strongly involved in the development of financial services for businesswomen, either through membership organisations or other providers.</p>
<b>WEDGE-III LAO PDR</b> <p>No evidence of improvement in the capacity of businesswomen's associations to deliver financial services or increased access to financial services was found.</p>
<b>WEDGE-III TANZANIA</b> <p>No evidence of improvement in the capacity of businesswomen's associations to deliver financial services or increased access to financial services was found.</p>
<b>WEDGE-III UGANDA</b>

No evidence of improvement in the capacity of businesswomen's associations to deliver financial services or increased access to financial services was found.
<b>WEDGE-III VIETNAM</b> No evidence of improvement in the capacity of businesswomen's associations to deliver financial services or increased access to financial services was found.
<b>WEDGE-III ZAMBIA</b> No evidence of improvement in the capacity of businesswomen's associations to deliver financial services or increased access to financial services was found.
<b>OUTPUT 2.4: Increased use of written press, television and radio in the delivery of gender-responsive business services in at least four countries</b>
<b>WEDGE-III CAMBODIA</b> A radio programme was produced with funding from USAID-Development Alternatives Inc. under the Programme on Promoting Micro, Small and Medium Enterprises.
<b>WEDGE-III ETHIOPIA</b> Coverage of the MOWE events on national and regional radios, TVs and newspapers allowed the delivery of gender-responsive business services.
<b>WEDGE-III KENYA</b> Leaders of Women Entrepreneurs' Associations have been able to sensitize the public through breakfast shows on KTN, NTV and CITIZEN TV.
<b>WEDGE-III LAO PDR</b>
<b>WEDGE-III TANZANIA</b> WEDGE-III forged partnerships with media houses that included ITV, TBC, <i>Business Times</i> , and <i>Daily News Women Magazine</i> for the delivery of gender-responsive messages to women and men entrepreneurs via print and electronic media. The project also supported SME service providers for the delivery of gender-responsive messages to women and men entrepreneurs. Some 42 media houses representatives and 230 women journalist and editors were trained on how to analyze facts, issues and data from a gender perspective. As a result, a number of programmes featuring women entrepreneurs have been aired on television and radio and others are continuously featured in weekly women's magazines. Furthermore, about 17 gender-responsive messages have been covered by the media during the MOWE 2010 event.
<b>WEDGE-III UGANDA</b> Seven radio stations have been trained on how to deliver market information to women entrepreneurs. In the case of the Uganda Women Entrepreneurs' Association Limited, the recent development of a communication strategy has provided the association with a framework for reaching out to its stakeholders; current members and potential women entrepreneurs, the business community, partner organizations, donors and the government.
<b>WEDGE-III VIETNAM</b>
<b>WEDGE-III ZAMBIA</b> More than one hundred businesswomen use the media to advertise their businesses and services, either through sponsored programmes or through direct advertising.

<b>3</b>	<b>DEVELOPMENT OF TOOLS AND SUPPORT SERVICES FOR WOMEN ENTREPRENEURS</b>
<b>OBJECTIVE:</b>	<b>Women entrepreneurs income-generating capacity, productivity and competitiveness improved</b>
<b>OUTPUT 3.1:</b>	<b>Women's Entrepreneurship Development tools extended to at least 15 countries reaching at least 25,000 entrepreneurs</b>
<b>WEDGE-III GLOBAL</b>	Output achieved: WEDGE tools have been introduced to 25 countries in different regions of the globe.
<b>OUTPUT 3.2:</b>	<b>Improved market access for women entrepreneurs through value chain upgrading in at four countries</b>
<b>WEDGE-III CAMBODIA</b>	No evidence of value chain analysis leading to improved market access for businesswomen.
<b>WEDGE-III ETHIOPIA</b>	No evidence of value chain analysis leading to improved market access for businesswomen. The project appears to have focused on trade fairs and other means of women gaining market information.
<b>WEDGE-III KENYA</b>	No evidence of value chain analysis leading to improved market access for businesswomen. The project appears to have focused on trade fairs and other means of women gaining market information.
<b>WEDGE-III LAO PDR</b>	No evidence of value chain analysis leading to improved market access for businesswomen.
<b>WEDGE-III TANZANIA</b>	No evidence of value chain analysis leading to improved market access for businesswomen. The project appears to have focused on trade fairs and other means of women gaining market information. WEDGE improved access to market for WEs through Trade Fairs, workshops, and provision of market information. The programme has facilitated more than 1500 Women Entrepreneurs from SME to participate in national and international trade fairs; about 10 WEs from Mtwara and Lindi regions participated in Dar es Salaam International Trade Fair (DITF) in July 2008, and expanded their market contacts and increased sales.
<b>WEDGE-III UGANDA</b>	No evidence of value chain analysis leading to improved market access for businesswomen. The project appears to have focused on trade fairs and other means of women gaining market information. Through a service contract with FIT Uganda, WEDGE developed a model to enhance the provision of market information to women entrepreneurs and associations.
<b>WEDGE-III VIETNAM</b>	No evidence (yet) of value chain analysis leading to improved market access for businesswomen.
<b>WEDGE-III ZAMBIA</b>	No evidence of value chain analysis leading to improved market access for businesswomen. The project appears to have focused on trade fairs and other means of women gaining market information.
<b>OUTPUT 3.3:</b>	<b>Gender equality issues integrated into entrepreneurship education in secondary</b>

schools in at least three countries	
<b>WEDGE-III CAMBODIA</b>	
<b>WEDGE-III ETHIOPIA</b> Not undertaken	
<b>WEDGE-III KENYA</b> Not undertaken	
<b>WEDGE-III LAO PDR</b>  WEDGE-III worked with the Ministry of Education to introduce KAB into 15 pilot high schools in five provinces. At the end of 2010 it was reported that the number of students electing the KAB subject in the 15 participating schools had grown rapidly, with some 2,027 new students starting KAB in Year 5 and 1,646 students continuing KAB into the second year (Year 6). Of the 3,673 students learning KAB at the time, 1,755 were girls (48%). This activity remains a pilot and has not been formally adopted by the Lao school system.	
<b>WEDGE-III TANZANIA</b> Not undertaken	
<b>WEDGE-III UGANDA</b> Not undertaken	
<b>WEDGE-III VIETNAM</b>	
<b>WEDGE-III ZAMBIA</b> Not undertaken	
OUTPUT 3.4: Gender equality issues integrated into the Expand Your Business programme in at least four countries	
<b>WEDGE-III CAMBODIA</b>	
<b>WEDGE-III ETHIOPIA</b> Not undertaken	
<b>WEDGE-III KENYA</b> Not undertaken	
<b>WEDGE-III LAO PDR</b>	
<b>WEDGE-III TANZANIA</b> Not undertaken	
<b>WEDGE-III UGANDA</b> Not undertaken	
<b>WEDGE-III VIETNAM</b>	
<b>WEDGE-III ZAMBIA</b> Not undertaken	