



Evaluation Summaries

Evaluation: “Capacity building for Employment Creation and Economic Empowerment through ILO’s Local Economic Development Approach in Mozambique, South Africa and Angola”

Quick Facts

Countries: Angola, Mozambique and South Africa

Final Evaluation: January 2006

Mode of Evaluation: Independent

Technical Area: Employment Promotion

Evaluation Management: Africa

Evaluation Team: external consultant

Project Start: March 2004

Project End: September 2006

Project Code: RAF/04/53/NET

Donor: Netherlands (1,600,000 US\$)

Background & Context

Summary of the project purpose, logic and structure

In order to alleviate poverty through the creation of decent employment mainly among vulnerable groups (youth and women) and stimulation of economic activity, the ILO promotes a participatory development process through the local economic development (LED) programme. It encourages partnerships between the main private and public stakeholders and enables the joint design and implementation of a common development strategy.

Since 1998 the ILO has provided technical assistance to LED initiatives in Mozambique. It implemented a two years Dutch-funded sub-regional program that intervened at provincial,

national, and sub-regional levels. The overall objective was to contribute to poverty reduction in Mozambique, South Africa and Angola through the reinforcement of capacities of local and national stakeholders in formulating and implementing integrated and comprehensive local economic and employment creation strategies.

The main outputs of the project at sub-regional level were the recognition of the LED approach as a catalytic of sub-regional integration through trans-border projects, promoting the territorial and partner’s articulation and cooperation. At national level the LED approach was identified as an adequate instrument for economic development, poverty reduction and successful decentralization in the three countries. Finally, at local level technical assistance was provided to support the implementation of several pilot projects (one trans-border) as a means to test the Local Economic Development Agency’s (LEDA) ability to develop local capacities; fund raising; partnerships agreements and support their sustainability as well as to study the extent to which this project could be replicated.

The project’s immediate objectives at the three levels of intervention have been related with the local economic stakeholders capacities in the pilot provinces, increased capacities in formulating and implementing integrated and decent employment creation strategies; the institutional framework at national level in Mozambique, South Africa and Angola being

able to support local employment creation strategies and promote poverty reduction strategies and policies that take into account the employment dimension of poverty and are adapted to local realities; as well as the creation of sub-regional linkages and synergies among local, national and sub-regional actors through a dynamic mutual learning and exchange process.

The final beneficiaries of the project are the inhabitants of the selected districts and in particular the self-employed and micro- and small entrepreneurs operating in the informal economy, rural producers, youth, women, disabled persons and their organizations.

Present situation of project

The project has been operational in two countries acting at national, provincial and sub-regional level. The implementation of the project in Angola was postponed due to administrative and financial problems.

At national level, the project has reinforced the capacities of stakeholders involved in the formulation and implementation of poverty reduction strategies, employment creation, SME development, human resource development and local economic development policies by linking them up with the local realities in the pilot provinces.

At sub-regional level, the project has initiated and facilitated a mutual learning and exchange process among local and national stakeholders, an exchange of experiences, international training events and networking.

At local level, the project has assisted local governments, LEDAs, cooperatives, and other organizations with a stake in the local economy in establishing a dialogue around the socio-economic development of their territory. The project has reinforced capacities and provided tools and methodologies to implement the LED strategy.

Purpose, scope and objectives of the evaluation

The purposes of the terminal evaluation are to draw lessons learned from the implementation of the project in Mozambique and South Africa with a view to also assess whether the

project goals and objectives are still relevant, and if so, take the findings of the evaluation into account in the development of a new proposal to address LED in Southern Africa. No field mission to Angola has been organized.

Methodology of evaluation

This final report is based on the interviews held during the mission, an exhaustive examination of the original project document and all reports that were produced over the implementing period. It is addressed mainly to the ILO office and to the project managers at all level. It contains a summary description of the project, the evaluation findings and analysis on its relevance, results and management, and lastly the conclusions and recommendations.

Main Findings & Conclusions

The main achievements of the project have to be broken down by their level of intervention; at the sub regional level, the project has strengthened the collaboration between the provinces of Mpumalanga (SA) and Maputo (Mozambique), and consolidated the partnership between these countries. At national level, the project has been able to mainstream LED, not only as a key strategy into national policies, PRSP and UNDAF of Mozambique, but also into the public administration curriculum. In South Africa, the ILO has become a partner in the LED Steering Committee which advises the Ministry of Provincial and Local Government. The possibility to institutionalize the LED national high level training through the University of Free State is also in progress. The project has been able to raise funds from a variety of donors for specific projects and activities in both counties. In addition, the project at the local level carried out pilot activities around the cultural industries, tourism and construction-material production. The capacity of LEDAs and of local entrepreneurs was strengthened through a comprehensive training programme.

At sub-regional level: LED was recognized as a catalytic of sub-regional integration through

trans-border approach projects, promoting the territorial and partner's articulation and cooperation. This is a clear step towards the sustainability of the strategy.

At national level: the fact that LED is being coordinated at national level (Mozambique), mainstreamed in the public administration curriculum, integrated into the UNDAF 2006-2009 (in Mozambique) and recognized by international donors as an effective poverty reduction and employment creation strategy, is another sign of sustainability of the process.

At the local level: the identification of partnerships that could bring the necessary resources to ensure operations for a few years has been crucial. The capacity of LEDAs' executive directors in this respect as well as their ability to develop the LEDA's Network is key for their success. The differences in the LEDAs development stages is a clear prove of the importance of the managers' skills and motivations.

Recommendations & Lessons Learned

Main recommendations and follow-up

At Sub-regional level (Mozambique and SA)

ILO should carry on the reinforcement of the sub-regional component beyond the local level results. The ongoing local project is being used as LED Learning Laboratory and showroom of implementation. However, the LED process and catalytic of sub-regional integration (Moz-SA) behind it, which through trans-border approach projects is promoting the territorial and partner's articulation and cooperations, should be sustained.

The project support of inter-provincial strategies of socio-economic and cultural integration, HIV/AIDS impact mitigation, and youth and women employment promotion should be documented and methodologies should be developed to allow replication of the project.

At National level

The Instituto Superior de Administração Pública. (ISAP) capacities and co-ordination mechanism with the ILO training centre

should be reinforced to allow the ISAP to represent the focal academic point for LED methodologies, skills and tools transference, from LED centres (ILO/Turin) and academia.

The ISAP works with officials at national, provincial, and local level. This initiative should be supported and accompanied to reinforce the creation of the critical mass as well as local capacities on training of trainers.

The first two modules were tested in December and were very well received although it was pointed out that the time in which they were given was short. Revise the possibility of giving these courses in two sessions to allow the participants to better internalise the course's contents. However, these courses are not easy to organise given the difficulties to agree upon a common agenda among the high level officials.

The ILO should reinforce south-south collaboration processes that ISAP has established with the ENAP in Brazil, the Free State University in South Africa and other African capacity building institutions.

The process of transference to the new ministry should be supported at least during its first phase, aiming the definition of the operative institutional framework and the relationship with the inter-sectoral commission as well as the LEDAs.

The ILO should support the strengthening of capacities at district level to ensure the fully involvement of the LED instrument into the District strategies and operational plans. The creation of sub-commissions at the district level should also be promoted.