



# Evaluation Summary



International  
Labour  
Office

Evaluation Unit

## *Women Entrepreneurship Development and Economic Empowerment – Midterm Evaluation (Irish Aid Partnership Programme 2011 – 2013) (WED-EE)*

### Quick Facts

**Countries:** Kenya, Tanzania and Uganda

**Mid-Term Evaluation:** 22 October 2013

**Mode of Evaluation:** Independent

**Technical Area:** Women's entrepreneurship development

**Evaluation Management:** EMP/SEED, ENTERPRISES

**Evaluation Team:** Raphael Crowe, Evaluation Manager. Carlos Rodriguez-Ariza, Independent Evaluator

**Project Start:** December 2011

**Project End:** December 2015

**Project Code:** RAF/12/50/IRL

**Donor:** Ireland (US\$3,000,000)

**Keywords**

2. Increased acceptance of entrepreneurship as a career option for women
3. Increased evidence on what works and what doesn't in WED

### Outputs:

- 1.1 Financial and non-financial service providers are advised/trained on how to deliver services to women entrepreneurs
- 1.2 Women entrepreneurs' associations' and women chambers' are advised/trained on how to better serve and represent members
- 1.3 National campaigns on the role women entrepreneurs play in job creation and economic growth are carried out

Women entrepreneurship development is seen as an important active labour market intervention to overcome gender inequality. It is a feasible option to stimulate the demand side of the labour market and create employment opportunities for women in the informal and formal economies.

### Geographical coverage:

Kenya, Tanzania and Uganda which have country programme outcomes with reference to young women's and men's entrepreneurial skills or self-employment, productivity and SME activities.

### Background & Context

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

#### **Development Objective:**

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

#### **Immediate Objectives:**

1. Existing women-led business increase their performance; Increased number of women-led start-ups

National Project Coordinators implement the project's objectives at the country level, with a Chief Technical Adviser (Project Manager) overseeing activities. The ILO Dar es Salaam is responsible for project implementation and technical support is provided by ILO Pretoria and ILO Geneva.

## **Present situation of project**

As at September 2013 financial delivery of country and global components was 42%.

In Kenya, WED Impact evaluation research is being carried out to assess the impact of ILO WED tools in Kenya in collaboration with the Youth Employment Facility. Training activities including TOT have been carried out.

In Tanzania, the project is on track in meeting indicators related to project outputs on training and outreach.

In Uganda, the project is on track in relation to training activities and outreach. Assessments and baseline studies still to be done.

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

The purpose and primary use are related to accountability and learning and is part of the input for the Irish Partnership, and at the same time is expected to improve the implementation of the WED-EE.

Scope:

1. Review budget information on use of funds to determine the added value of donor resources in contributing to the achievement of the Global products and CPOs
2. Assess to what extent the interventions are aligned with the P&B, SPF and the DWCPs
3. Assess whether the interventions are aligned with ILO relevant Conventions

4. Assess to what extent synergies with other ILO interventions
5. Assess the progress made to establish baselines, promote knowledge dissemination, design a sustainability strategy and manage risks

Clients of the evaluation are: Irish Aid as the donor of the projects; ILO as the executor of the project; Project management and staff; members of the national Project Advisory Committees.

## **Methodology of evaluation**

- i. Review relevant information available on the project
- ii. Undertake key-informant interviews with staff
- iii. Undertake an evaluation visit to at least one of the three countries (Kenya)
- iv. Develop a first draft report with findings

The evaluator carried out data collection:

1. Reviewed relevant information available on the project (August 2013)
2. Undertook key-informant interviews with staff, interviewed key partners in Kenya, Tanzania and Uganda (September 2013)
3. Undertook evaluation visits to the ILO Geneva HQ and Kenya in order to hold face-to-face interviews with key partners, stakeholders and end beneficiaries (September 2013).

More in-depth country case studies and visits to other project sites would have been ideal so secondary data was relied on. The time between drafting and finalising the report was tight.

## **Main Findings & Conclusions**

### **Relevance**

1. High relevance of interventions e.g. WED-EE working at macro, meso and micro level.

2. *Substantial commitment from the WED-EE management staff to increase relevance and coherency*
3. *There is a high demand for WED practical tools and resources*
4. *The WED EE bottom up and decentralised approach is a major strength*

### **Coherency**

1. *WED-EE builds on previous experience (WEDGE) and on the synergies with other interventions*
2. *Strong alignment of the WED-EE interventions*
3. *High effort to clarify and articulate the results chain and the macro/meso & micro levels but still an on going process for sequencing optimally activities, given the current resources.*
4. *The completion of the Pre-audit of DCED Standards is a proof of WED-EE's high commitment with the OBM*
5. *Not enough Monitoring and Evaluation, Knowledge Management, and Communication capacities*

### **Efficiency**

1. *There are clear examples of cost effectiveness: the flexibility in programming the ILO/IA PP resources, the shared management costs and building on the previous phase of the WEDGE and creating synergies with other donor funded interventions or ILO-funded work.*
2. *WED-EE has some Strategically, Operational, Knowledge, Relationship Management challenges, related to: (1) Strategically focusing the scarce capacities; (2) Linking and integrating the micro, meso and meta levels, (3) Increasing the quality of relationships with constituents and implementing*

*partners so as to improve the capacity of the WED-EE policy influence.*

### **Contribution to Effectiveness**

1. *There is a high commitment and leadership for results based management.*
2. *WED-EE's Irish Aid funding is contributing to achieving process/progress towards the selected Global Product and CPOs, the achievement of ILO Outcome 3.*
3. *There has been good work done so far in clarifying the results chain, but it is still an on going process.*
4. *The expected changes at results and outcome level are out of the sphere of direct control of the WED-EE. At micro, meta and macro levels WED-EE can only contribute to achieving changes.*

### **Contribution to Impact**

1. *The impact assessment in Kenya has a huge potential to influence policies as a way to increase sustainability of WED-EE.*
2. *The WED-EE programme is influencing ILO's tripartite constituents and these constituents have been involved in the implementation of the WED-EE.*
3. *WED-EE has synergies with other ILO interventions and other UN projects*
4. *While the demand for WED support is great, there are few programmes that offer the breadth and practicality of the services and tools WED-EE is providing.*

### **Sustainability**

1. *Sustainability depends to a large extent on the political commitment of*

- constituents to introduce and sustain changes. The replication is the way WED-EE will achieve sustainability.
2. At this stage there is no well defined sustainable strategy, nor an exit strategy.
  3. WED-EE is committed to work extensively with existing structures, and not ad-hoc initiatives

## **Gender**

1. The WED-EE's strategy is aligned with ILO's core principles of gender mainstreaming.
2. While affirmative action is relevant it is pointed out in several trainings the need that future trainings should include men in some processes in order to make them more gender sensitive.

## **Recommendations & Lessons Learned**

### **Main recommendations and follow-up**

1. Reflect at the ILO highest management and decision level around how to take into consideration: (1) the need of strategic partners, (2) the deeper/stronger commitment to the ILO Action Plan for Gender Equality (2010-15) and ILO strategy on promoting women's entrepreneurship development.

2. The WED-EE should continue working at macro, meta and micro level but focusing in fewer and streamline activities, being strategic so as not being overambitious.

3. The WED-EE outcome based management system must be useful and/used, need to focus strategically if there is still a lack of capacities.

4. Conduct and follow up the management response to the external DCE audit, will imply the need to increase the WED-EE monitoring and evaluation capacity.

5. Take advantage of the YEF association but also avoiding WED-EE being overshadowed by YEF.

6. Need to (1) design in detail a knowledge management strategy for the Global Products, to be customized in each one of the countries; (2) improve the WED-EE communication strategy at country/HQ level as a mean of lobby/advocacy.

7. Without a strategy for engaging men at multiple levels, efforts focused on women's economic empowerment alone will always be limited in their transformative impact.

8. In order to strengthen the WED-EE advocacy strategy (and the capacity of replication of the WED-EE) it is needed to increase the coordination/joint work.

9. A key issue is a proper coordination/division of labour between national, regional, Pretoria and Geneva levels.

10. Track the changes at micro, meta and macro levels on an on going basis.

11 Reinforce the capacity of M&E at all levels.

12. Continue the knowledge management strategy.

13. Use and take advantage of the 3ie impact assessment's process and results.

14. Clarify the WEDEE exit strategy.

15. Maintaining the affirmative action approach.

### **Important lessons learned**

1. Participatory and action-oriented training using real life experiences of participants assist women to actively participate and easily assimilate the subject matters.

2. The role of women's economic empowerment in the world continues to be of critical importance, affirming the need for WED-EE.

3. Funding at the outcome level provides the ILO with flexibility to allocate resources to areas so as to effectively contribute to the implementation of selected CPOs.

4. Leadership and commitment but not enough capacity leads to (1) overambitious objectives as well as (2) not enough Monitoring and Evaluation capacity to track and demonstrate the expected/achieved changes.