

**Findings of the mid-term review
of the Women's Entrepreneurship and
Gender Equality (WEDGE) programme
for Southern Africa**

FINAL DRAFT

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14th January 2011



Table of Contents

Introduction	3
Executive summary	4
Conclusions and recommendations	7
Some lessons learned from the WEDGE-SA programme to date	8
List of graphs and text boxes	10
List of abbreviations	10
1. Brief background on the project and its logic	11
2. Purpose, scope and clients of evaluation	13
3. Methodology	14
4. Review of implementation	16
5. Presentation of findings regards project performance	17
5.1 Relevance and strategic fit	17
5.1.1. Is the programme directly supporting the national development priorities and the DWCP?	17
5.1.2. How well does it complement other relevant ILO projects in Zambia?	19
5.1.3. What links are established/being established with other similar activities of the UN or non-UN international development organizations at country level?	19
5.2 Validity of design	20
5.2.1. Was the design process adequate?	20
5.2.2. Do outputs causally link to the intended outcomes/ objectives?	21
5.3 Programme progress and effectiveness	23
5.3.1. What outputs have been produced and delivered so far, and has the quality of these outputs been satisfactory?	24
5.3.2. What progress has been made towards achieving the programme objectives/ outcomes?	36
5.3.3. How adequate is the participation of stakeholders in programme planning and implementation?	39
5.4. Effectiveness of management arrangements and efficiency of resource use	39
5.4.1. Are the available technical & financial resources adequate to fulfill the project plans?	40
5.4.2. How effectively does the programme management monitor programme performance and results?	42
5.4.3. Is information being shared and readily accessible to national partners?	42
5.5. Sustainability	43
5.5.1. Is there any progress in local partners' capacity to carry forward the programme and is there a growing sense of national ownership?	43
5.5.2. Does the programme succeed in integrating its approach into Government institutions?	44
ANNEX	45

Introduction

The NORAD funded and ILO facilitated Women Entrepreneurship Development and Gender Equality (WEDGE) programme for Lesotho, Malawi, Mozambique and South Africa is a three-year initiative launched in January 2009. As per WEDGE workplan, the initiative was to undergo a self-evaluation half-way through the programme implementation cycle.

The self evaluation exercise was undertaken in the first week of November 2010, in accordance with the Evaluation Guidance by the ILO Evaluation Unit: *Self-Evaluation of Projects (February 2009)*. The review was coordinated by the ILO Country Office for Malawi, Mozambique and Zambia, and carried out by the senior enterprise development specialist in the Decent Work Support Team for Eastern and Southern Africa. The exercise involved an in-depth review of implementation progress in Mozambique and a lateral review of implementation progress in Lesotho, Malawi and South Africa. The lateral review involved meetings with national project coordinators but otherwise relied on second-hand information to monitor implementation progress while the in-depth review furthermore involved a series of meetings with intermediate and ultimate programme beneficiaries to validate the information furnished by the programme management unit.

The self evaluation was designed as an in-depth programme usability evaluation by multiple partners and beneficiaries. Its main objective was to assess progress made to date in the delivery of programme outputs and to gauge whether these outputs are likely to result in the attainment of the programme objectives by December 2012. For more information on the evaluation design and review findings refer to the main body of this report.

The author would like to thank the ILO Country Office in Lusaka and the WEDGE programme team for the technical and logistical support received in the preparation and implementation of the review exercise. The author would furthermore like to thank local WEDGE programme stakeholders in Mozambique for the time and effort set aside to participate in the stakeholder workshop, focus group discussions and individual follow-up meetings. It is hoped that this report firmly reflects the inputs received from these stakeholders, and that the recommendations for fine-tuning the programme implementation plan meet their concerns.

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Executive summary

Background

The overall objective of the Women's Entrepreneurship Development and Gender Equality in Southern Africa (WEDGE-SA) programme is the promotion of gender equality and women's economic empowerment and the creation of decent work and productive employment. The immediate programme objectives are to create an improved enabling environment for women entrepreneurship, strengthen the capacity of business development service providers to deliver services to women entrepreneurs, and to improve the income-generating capacity, productivity and competitiveness of women entrepreneurs.

The WEDGE- SA programme has a budget of 3,3 million US Dollars funded by NORAD. The programme was launched in January 2009 and will end in December 2011. The programme is implemented by a team of experts from the ILO that is administratively and financially backstopped by the ILO Country Office for Botswana, Lesotho, Namibia, South Africa and Swaziland/ the ILO country office for Malawi, Mozambique and Zambia, and technically backstopped by the ILO Decent Work Support Team for Eastern and Southern Africa based in South Africa.

Relevance and strategic fit

Key findings

- ILO constituents and other core stakeholders agree that the WEDGE-SA programme continues to be relevant. More in particular, these stakeholders have reaffirmed the strategic fit of the WEDGE-SA programme with national-level Government policy priorities and -national plans.
- The WEDGE-SA programme is firmly anchored under the employment related outcomes of the Decent Work Country Programmes (DWCP) for Lesotho and South Africa and has broad strategic fit with the DWCP for Malawi and Mozambique; the latter two documents are still under negotiation and might thus open up an opportunity for the WEDGE-SA programme to further stress the link between women entrepreneurship development and employment creation.
- The institutional linkages between the WEDGE programme and local ILO constituents are somewhat weak, at the very least in the case of the local Ministries of Labour - potentially creating an accountability vacuum with the national DWCO oversight committee at least in South Africa.
- The WEDGE-SA programme complements well other ILO projects in Mozambique and South Africa while there is scope for further coordination in Malawi and Lesotho.
- In South Africa and Mozambique, the WEDGE-SA programme is active party to the joint programming efforts at UN country team levels; in Lesotho and Malawi these linkages could be further strengthened.

Validity of design

Key findings

- The design process of the regional programme document was partly inadequate, to the extent that the overarching strategy was drawn up at Headquarter level and without first-hand consultations with local stakeholders in the field, resulting in a highly generic LogFrame.
- This omission was rectified during the programme inception stage where extensive country-level consultations took place. These consultations resulted in the development of country level programme strategies that effectively cascade the LogFrame of the regional programme document.

Programme progress and effectiveness

Key findings

- The overall picture of the implementation status of the WEDGE-SA programme is somewhat mixed. The programme has made overall good progress in delivering outputs as per its workplan in Mozambique and South Africa, with small caveats relating to the policy level interventions in both countries. In Malawi and Lesotho, the implementation of activities started with several months' delay due protracted administrative process to contract local consultant-coordinators, and delivery of tangibles is accordingly behind time.
- Further to the above, as far as the delivery of outputs related to outcome 1 is concerned, the cross-comparison of the implementation status per output and per country indicates that the WEDGE-SA programme runs risk of falling behind in the delivery of selected macro-level outputs, namely where policy level-research and regulatory reform is concerned.
- As regards outputs linked to the second programme outcome, and more in particular as regards outputs 2.1 and 2.2, the Mozambique and South Africa WEDGE country programmes have made good progress in rolling out selected WEDGE tools among local providers (output 2.1) and facilitators (output 2.2) of Business Development Services (BDS). The Lesotho and Malawi country programmes are still catching up time lost due to the initial delays.
- Programme output 2.4 has effectively been cancelled by the programme management due to budget constraints.
- As regards outputs related to the third programme outcome, the WEDGE-SA programme has gender mainstreamed selected BDS for growth-oriented entrepreneurs and introduced them to market in the first half of 2010; the programme is now making slow but noticeable progress towards reaching a critical mass of growth oriented women entrepreneurs with these services.
- Half-way through the programme implementation cycle, there is a medium risk that the WEDGE-SA will partly fail to facilitate the achievement of the first immediate programme outcome (incorporation of its national level research on women entrepreneurship development in the national policy dialogue). In turn, the programme is likely to achieve the second and third immediate programme outcomes (local BDS have strengthened capacity to deliver services tailored for women entrepreneurs and growth-oriented women entrepreneurs increase their profits and create jobs).
- The judgment is out to what extent these programme outcomes will eventually translate into the impact envisaged in the LogFrame, here at least 1,200 employment opportunities jobs and an enabling environment for women entrepreneurs. At current pace of events, the programme could fall short of meeting at least its job creation benchmark.
- The WEDGE-SA programme is commended for tracking its contributions to the promotion of other dimensions of decent work over and above its employment creation impact – this is indicative of the commitment of the programme implementation unit to think systemic. The programme has in fact made some impressive contribution to other dimensions of decent work, by way of organizing women entrepreneurs in the informal economy and next linking these organizations up with established representative bodies of social dialogue at national level.

Effectiveness of management arrangements and efficiency of resource use

Key findings

- Overall, the technical resources are adequate to fulfill the programme plan. The work of the programme manager and her team is respected and acknowledged by local stakeholders and ILO colleagues alike at all system levels. The programme management team, in turn, expressed satisfaction with the level of administrative and technical support received from the ILO country office.

- Technical back-up support from the regional gender specialist based in the ILO Regional Office for Africa and the global women entrepreneurship development programme coordinator based in Geneva is rather 'light touch' at this stage. As agreed between the donor agency and ILO in the programme document, a portion of the programme budget (10%) was to be retained at Headquarter level to support the implementation of the global WED programme, and the WEDGE-SA programme in particular, from Headquarters. From the evidence collected during the mid-term review, it appears that the direct contribution of the global WED programme to the WEDGE-SA programme is so far limited to small financial contributions to selected activities that have implications for the ILOs broader WED work, as well as specific technical inputs by the global coordinator of the WED programme upon requests from the WEDGE-SA programme.
- Another issue raised during the mid-term review was the communication flow between the WEDGE-SA programme and the donor agency. In fact, communication seems to flow well between the WEDGE-SA programme management unit and local NORAD representatives, but faces bottlenecks in the formal reporting of implementation progress to NORAD Headquarters due to late submission of progress reports through the programme management unit.
- As far as the financial resources of the WEDGE-SA programme are concerned, these resources are limited in view of the scale of the development challenge. However, the WEDGE-SA programme management unit has been able to leverage the budget through local resource mobilization and otherwise reduce service transaction costs through a range of cost-saving measures. These measures took some time to take effect and as a result the programme is rather short of time than money to achieve its outcomes.
- The WEDGE-SA systematically monitors and documents its performance, albeit the extent of use of some of the monitoring tools and approaches varies among national level coordinators.
- The WEDGE-SA has established an online information dissemination and knowledge sharing mechanism that is fully functional at least for users with internet access; furthermore, the programme uses a range of other more conventional tools to share information, from newsletters through to progress reports.

Sustainability

Key findings:

- From the mid-term review, it appears that there is fast growing institutional delivery capacity and coupled with it a fast growing sense of ownership among local partner organizations for selected WEDGE tools.
- In turn, the local capacity to carry forward policy level work of the programme is limited in all countries.
- It is too early to judge whether the WEDGE-SA programme is succeeding in integrating its approach into government administrative institutions. There are encouraging signs of government institutions taking the lead in implementing WEDGE activities in South Africa and Lesotho.

Conclusions and recommendations

Conclusions

- The WEDGE-SA programme continues to be relevant and has good strategic fit with national-level Government policy priorities. The programme is also firmly anchored under the employment related outcomes of the Decent Work Country Programmes (DWCP) for Lesotho and South Africa; for Malawi and Mozambique, the link is weaker but there is room in the ongoing DWCP negotiations to advocate for the inclusion of women entrepreneurship development as an explicit output under employment creation related outcomes.
- The WEDGE-SA programme will need to strengthen its interaction with selected ILO constituents, and namely the Ministries of Labour and/or their subsidiary institutions.
- The level of interaction between the WEDGE country programmes and other ILO projects is exemplary in Mozambique and good in South Africa. There is untapped potential for creating synergies and scale effects for closer collaboration between the WEDGE-SA programme and other ILO projects in Malawi and Lesotho.
- The level of interaction between WEDGE country programmes and other UN agencies is again exemplary in Mozambique and commendable in South Africa (in the latter case, this interaction didn't bear fruit so far for reasons outside the control of the ILO); in Lesotho and Malawi, the level of interaction between country programme coordinators and other UN agencies is weak.
- Overall, the programme design is valid, largely thanks to the participatory planning approach applied by the WEDGE programme management unit during the programme inception stage.
- The programme is running behind schedule to deliver outputs related to outcome 1, and partly behind schedule to deliver outputs related to outcome 3. The programme is on target to deliver outputs related to outcome 2, with the exception of output 2.4 which is unachievable in light of current time- and budget constraints. Consequently, within the current implementation timeframe, the programme will likely achieve the second immediate programme (except output 2.4) and partly achieve the first and third immediate programme outcome.
- To make up for the delays and to ensure also full achievement of the third programme outcome, a six-month no cost extension might be necessary. With or without no-cost extension, the full achievement of the first programme outcome is doubtful, due to the complexity of the institutional and regulatory reform processes involved in the facilitation of an enabling environment for women entrepreneurship development.
- If the programme extension is approved, and judged from the current pace of events, the programme will be able to make a significant contribution towards the achievement of its overall outcome, and meet its related performance targets; without extension, it will likely fall short of the projected employment creation impact.
- There is need to clearly specify the inputs to be delivered by the global ILO WED unit in support of the WEDGE-SA programme, particularly as regards outputs related to outcome 1 where insights about global best practice might add significant value to the national level dialogue.
- The technical resources of the programme are adequate to implement the workplan, but there is scope to boost interaction with the global WED unit and ROAF.
- The WEDGE-SA programme has sufficient financial resources to implement its workplan (again except output 2.4 which is very unlikely to be achieved) but as indicated above might require a no-cost extension to spend these resources in the most efficient manner.
- The WEDGE-SA programme management unit needs to improve on its formal reporting obligations and submit progress reports in timely fashion.
- The monitoring system of the programme is fully functional but further staff training might be required to empower national coordinators to make best use of the information.
- The knowledge sharing mechanism established by the WEDGE-SA programme is benchmark; local partners might need to be empowered to unlock the full benefit of the system, though.

- In terms of sustainability prospects, the meso-level institutional capacity building effort of the programme is bearing fruit and there is a good chance that local partners will carry on with the facilitation/delivery of selected WEDGE BDS once programme support has come to an end. However, the national ownership of WEDGE policy level interventions needs to be strengthened, at least in Mozambique and Malawi

Recommendations

- Vis-à-vis both ILO Country Offices and local ILO constituents, advocate the inclusion of outputs related to Women Entrepreneurship Development under employment related outcomes of the draft DWCP for Malawi and Mozambique.
- More directly involve the Ministries of Labour as *implementation* partners of the WEDGE-SA programme at country level, with particular emphasis on the facilitation of policy dialogue on a more enabling environment for women entrepreneurs.
- Analyze good practice of collaboration with other ILO projects and other UN agencies in the WEDGE-SA country portfolio (and through the global ILO WED unit in WED projects worldwide) and guide national coordinators to replicate this practice.
- Submit a request to the donor agency for a six-month no-cost extension of the programme to ensure delivery of all outputs, and to attain with a high level of certainty the second and third immediate programme outcomes and to stand a better chance to attain the first immediate programme outcome.
- Draw on technical and financial resources from the global WED unit to further bolster the prospects of the WEDGE-SA programme to attain the first programme outcome; for example, support from the global WED unit might be sought to render policy advisory services, facilitate fellowships for policy level decision makers and to facilitate policy dialogue events. To facilitate the planning process, the global WED unit has already drawn up a draft action plan for activities in 2011. The action plan is attached as Annex 4 to this report.
- Further to the above, with funding from the global WED unit in Geneva and in consultation with the regional gender specialist and others, organize a regional level knowledge sharing event to discuss WEDGE sustainability strategies in local markets, as a follow-up to the sustainability workshop convened 2009 in Ethiopia.
- Further to the above, accelerate the pace of delivery of outputs 1.1 (research on the enabling environment) and 3.1 (training of growth-oriented entrepreneurs) since these two deliverables ‘make or break’ the chain of cause and effect for outcomes 1 and 3.
- Provide NORAD Oslo with full access to the WEDGE-SA knowledge sharing platform, to facilitate information flow in real-time.
- For the programme management unit, promptly submit progress reports to PARDEV as per rules and regulations. Furthermore, to improve on formal communication flow between NORAD Oslo and the WEDGE SA programme, provide NORAD with access to the knowledge sharing platform.
- Provide local partners with at least partial access to the knowledge sharing platform and train them on the use of the facility.
- Provide follow-up training for WEDGE consultant-coordinators on the use of the WEDGE monitoring tools.
- Produce monthly briefs on aggregate monitoring data for the sub-regional programme (using charts and graphs to illustrate progress viz output and outcome indicators) and make the information accessible via the knowledge sharing platform.
- Analyze the portfolio of WEDGE tools as regards the effective market demand for each service; where applicable disinvest from tools with low uptake and focus resources on tools meeting high demand and correspondingly standing a better chance to continue being transacted once programme support has come to an end.

Some lessons learned from the WEDGE-SA programme to date

Emerging good practice

- The WEDGE –SA programme is setting an example for emerging best practice in tracking impacts of enterprise development initiatives beyond employment creation and in other dimensions of decent work, mindful of the 2008 Declaration (on the mutual interdependence of the four dimensions of decent work) Over and above the employment creation indicators set in the LogFrame, the WEDGE-SA programme has undertaken a commendable voluntary effort to track its contribution to the promotion of other dimensions of decent work, namely respect for core labour standards, the promotion of social dialogue and the facilitation of access to social protection. The programme is currently tracking three additional impact indicators, namely (a) the level of job quality in businesses treated in WEDGE country programmes, (b) the extent and effectiveness of access to basic social protection for employees in these businesses and (c) the extent and effectiveness of social dialogue among business stakeholders. In the process, it has already proven to make a direct contribution to the promotion of social dialogue, by way of linking up selected small-scale women business associations with employers federations and thus increasing the representation of ILO constituents in the informal economy.

What should be avoided in future

- For future programme design efforts, interaction with stakeholders on the ground should be sought from step 1 of the design process onwards.
- Further to the above, the intervention strategy should seek to make a direct contribution to the attainment of DWCP outcomes and outputs identified upfront by ILO constituents – thus the risk of an accountability vacuum is minimized.

List of tables and text boxes

Table 1: Approaches and tools to be used by the WEDGE-SA programme

Table 2: Reference to WED in the UNDAFs and DWCPs for Lesotho, Malawi, Mozambique and South Africa

Table 3: Cross comparison of implementation status in each WEDGE programme country

Table 4: WEDGE-SA Women's Entrepreneurship Development (WED): Cadre of trainers as of November 2010

Table 5: Institutions trained in WED tools as of November 2010

Textbox 1: Evaluation criteria illustrated

Text box 2: About the 2010 MOWE Malawi campaign

Graph 1: Focus of the self-evaluation along the chain of cause and effect in the WEDGE-SA programme

Graph 2: The evaluation methodology illustrated

Graph 3: Graph 3: Impact chain of the WEDGE-SA programme

Graph 4: Strategy Map WEDGE Mozambique Programme (Nov. 2010)

Graph 5: Strategy Map WEDGE Malawi Programme (Nov. 2010)

Graph 6: Strategy Map WEDGE Lesotho Programme (Nov. 2010)

Graph 7: Strategy Map WEDGE Malawi Programme (Nov. 2010)

Graph 8: Percentage increase in share of women entrepreneurs in the customer base of WEDGE partner organizations in South Africa since the inception of the WEDGE-SA country programme

Graph 9: Immediate outcome and overall outcome (impact) indicators of the BBW&JC programme

List of abbreviations

BDS	Business Development Service
CEDARTE	
CTA	Chief Technical Advisor
DWCP	Decent Work Country Programme
ILO	International Labour Organization
MITRAB	
MOU	Memorandum of Agreement
MSME	Micro, Small and Medium Scale Enterprises
PARDEV	Partnership Development Department
PROGEVAL	Programme Evaluation Department
UN	United Nations
UNDAF	United Nations Development Assistance Framework
TC	Technical Cooperation
WEDGE	Women Entrepreneurship Development and Gender Equality (program)

1. Brief background on the project and its logic

The Women's Entrepreneurship Development and Gender Equality in Southern Africa (WEDGE-SA) programme seeks 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.

The overall objective of the WEDGE-SA programme are the promotion of gender equality and women's economic empowerment and the creation of decent work and productive employment. The immediate programme objectives are to create an improved enabling environment for women entrepreneurship, strengthen the capacity of business development service (BDS) providers to deliver services to women entrepreneurs, and to improve the income-generating capacity, productivity and competitiveness of women entrepreneurs.

The WEDGE programme document lists three programme strategy pillars, namely

1. The creation of an enabling environment for WED
2. Institutional Capacity Building for BDS facilitators and –providers in WED
3. The development of tools and support services for women entrepreneurs.

According to the programme document, and as regards (1) the programme is to promote a policy and regulatory environment that supports the creation and growth of women's enterprises which generate quality jobs. In some of the project countries gender responsive policies in enterprise development are in place, but their implementation is weak and the target group is unaware of their existence. The programme is to use the Growth Oriented Women Entrepreneurs (GOWE) assessment guide to identify constraints for women entrepreneurship development in the enabling environment and works to ensure that the findings of these assessments inform policy dialogue between governments, employers' and workers' representatives, women entrepreneurs associations and other stakeholders. The programme supports this policy dialogue to make sure that it leads to the inclusion of gender equality issues in enterprise development frameworks. The involvement of women entrepreneurs themselves in policy formulation, implementation and review will be facilitated by opening up these procedures for their involvement and building the capacity of women entrepreneurs associations to take part.

As regards (2), the programme is to target the institutional business development services support infrastructure for women owned-managed enterprises. It seeks to build the capacity of employers' and workers' organizations, business development service providers, financial service providers, NGOs, DPOs and other intermediaries to deliver relevant and effective services to women entrepreneurs. The emphasis of this strategy pillar is on *in-house* capacity building support, with emphasis on organizational strategy development and implementation. For example the programme facilitates women entrepreneurship association building training and consultancy services and supports these member-based organisations to create linkages with these providers through group formation, credit guarantees or financial education.

As regards (3), the programme is to facilitate capacity building support for local BDS providers to in turn reach out for women entrepreneurs with tailored support services. The emphasis of the capacity building support is the market introduction of a range of WEDGE BDS, like Improve Your Exhibition Skills training, Improve Your Business training and Expand Your Business training for growth-oriented women entrepreneurs. The table below provides an overview of the WEDGE approaches and tools to be used by the programme, grouped by strategy pillar:

Table 1: Approaches and tools to be used by the WEDGE-SA programme

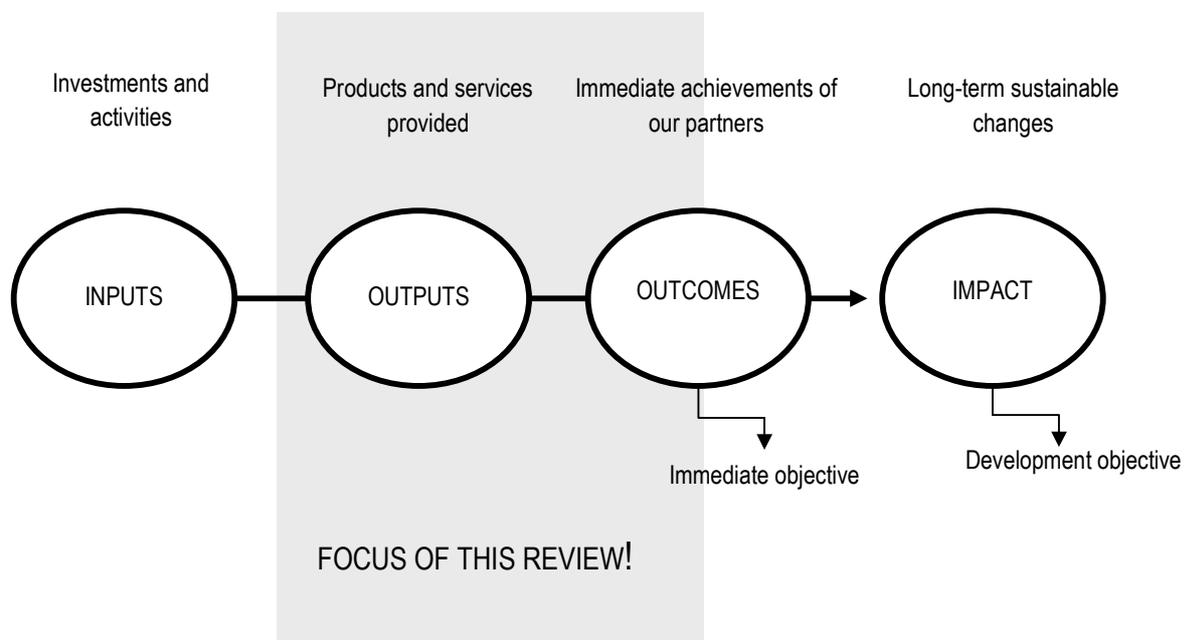
<p>Creating an enabling environment for WED</p>	<ul style="list-style-type: none"> ▪ The Assessment Framework for Growth Oriented Women Entrepreneurs (GOWE) is a research methodology that promotes understanding of the way the social, cultural and business environment affects women in business. ▪ The Gender Sensitive Value Chain Analysis (GSVCA) guide is designed to investigate how gender relations and biases impact on different parts of a value chain.
<p>Institutional capacity Building</p>	<ul style="list-style-type: none"> ▪ The Female and Male Operated Small Enterprises (FAMOS) is a self assessment 'gender audit', specifically for organizations working with MSEs. ▪ The Women Entrepreneurs' Associations (WEA) capacity building guide is a training package to help build the administrative, organizational, technical and financial capacities of member-based organizations. ▪ The Women's Entrepreneurship Development (WED) capacity building guide is a training package aimed at imparting requisite concepts and skills to the staff of intermediary institutions and development projects. ▪ The Guide to the 'Month of the Woman Entrepreneur' aims to assist organizations engaged in the promotion of entrepreneurship to systematically plan and implement various events to promote women's entrepreneurship ▪ The trainers' manual on "Business Group Formation" is used by NGOs and business support organisations to help micro entrepreneurs to establish business groups for the purpose of joint buying, production and/or marketing.
<p>Training Tools for Service Providers</p> <p><i>Source: WEDGE-SA programme document</i></p>	<ul style="list-style-type: none"> ▪ The GET Ahead for Women in Enterprise Training and Resource Kit is used by NGOs and business support organisations to train poor women entrepreneurs in business skills and on how to obtain support through groups, networks and institutions. ▪ Improve Your Exhibiting Skills (IYES) prepares facilitators to conduct trade fair training workshops for women entrepreneurs. ▪ The trainers' manual on "Financial Education" is used by NGOs and microfinance institutions to train entrepreneurs on basic financial management, including budgeting, saving and accessing financial services. ▪ The Expand Your Business Training for women entrepreneurs is used by service providers for more growth oriented women entrepreneurs

The WEDGE- SA programme has a budget of 3,3 million US Dollars, out of which 300,000 US Dollars have been set aside for Women Entrepreneurship Development related work coordinated from ILO Headquarters. The programme was launched in January 2009 and will end in December 2011. The programme is implemented by a team of experts from the ILO that is administratively and financially backstopped by the ILO Country Office for Botswana, Lesotho, Namibia, South Africa and Swaziland and technically backstopped by the ILO Decent Work Support Team for Eastern and Southern Africa based in South Africa.

2. Purpose, scope and clients of evaluation

As per Terms of Reference for the self-evaluation attached as an Annex to this report, the self-evaluation of the WEDGE-SA programme was designed as an in-depth programme usability evaluation by multiple partners and beneficiaries. The principal goal of the exercise was to validate progress towards the intended outcomes of the programme through review of actual achievements against the performance plan of the programme. Furthermore, the self-evaluation sought to identify issues supporting or impairing the achievement of set outcomes and to provide recommendations for more effective programme implementation.

Graph 1: Focus of the self-evaluation along the chain of cause and effect in the WEDGE-SA programme



Source: Adapted from ILO/EVAL Planning and Managing Evaluations

The exercise involved an in-depth review of implementation progress in Mozambique and a lateral review of implementation progress in Lesotho, Malawi and South Africa. The period covered by the self-evaluation was January 2009 to October 2010, thus representing approximately 50% of the duration of the programme implementation cycle. The scope of the self-evaluation in terms of operational area was the WEDGE-SA programme in its totality, involving a lateral review of progress in Lesotho, Malawi and South Africa, and an in-depth review of progress in Mozambique. The lateral review involved meetings with the Chief Technical Advisor and with national project coordinators (in Lesotho, Mozambique and South Africa only) but otherwise relied on second-hand information to monitor implementation progress; the in-depth review furthermore involved a series of meetings with intermediate and ultimate programme beneficiaries to validate the information furnished by the programme management unit. The approach has proven to be both cost and time-effective and the findings from Mozambique have essentially verified the implementation status depicted by the Programme Management Unit in its progress reports, with few caveats discussed in the following.

The main clients for the self-evaluation were the key stakeholders involved in the programme implementation and as represented in the national programme steering committees. Furthermore, it is expected that the evaluation findings are of direct interest for the WEDGE-SA programme team, ILO offices and units directly involved in backstopping the initiative (SEED), ILO units mandated with quality control of TC initiatives like the ILO Partnership Development department (PARDEV) and the ILO Programme Evaluation department (PROGEVAL), and the donor agency financing the programme.

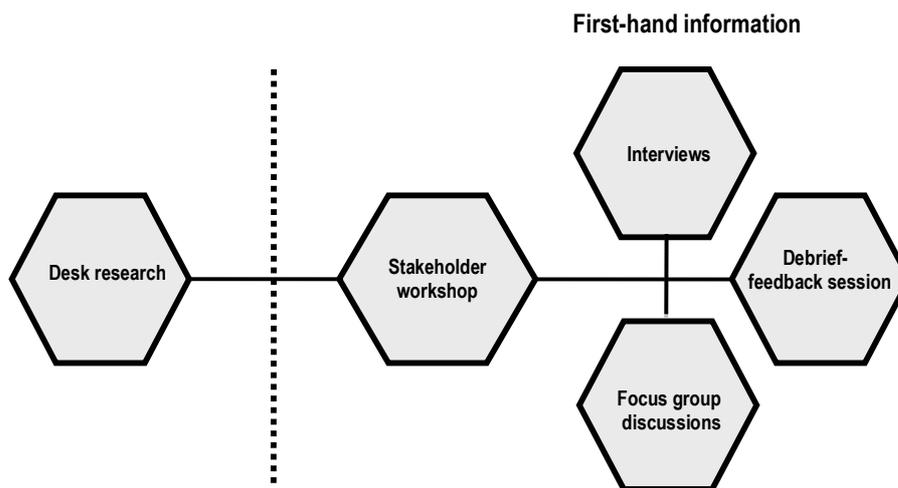
3. Methodology

The evaluation tools used for the purpose of the self-evaluation exercise were:

- A review of programme-related documentation upfront the evaluation mission
- A stakeholders’ workshop on the morning of the 8th November in the premises of the ILO Office in Maputo
- Focus group discussions and individual meetings with a wide range of intermediate and ultimate beneficiaries based in Maputo and Nampula. These meetings took place from 8th November through to 12th November; please refer to the Annex for a copy of the meeting schedule.
- individual interviews with WEDGE-SA programme staff, here the Chief Technical Advisor (CTA) and the Mozambique National Programme Coordinator (NPC) during the week 08-12 November and with the Lesotho NPC and the South Africa NPC prior and after Mozambique mission on 14 October and 16 November respectively.

On 12th November, the evaluator de-briefed a representative from the Norwegian Embassy in Maputo on the draft review findings. On 24th November, the evaluator circulated the draft review report for comments with the ILO Area Office and the WEDGE Programme Management Unit. The revised final report was submitted on 14th January 2011.

Graph 2: The evaluation methodology illustrated



The self-evaluation was guided by the following overarching questions:

- Are we doing the right thing? Evaluation examines the rationales for the intervention and looks at the relevance of the intervention.
- Are we doing things in the right way? Evaluation also assesses the effectiveness of achieving expected results. It examines efficiency in the use of inputs to yield results. It also assesses the satisfaction of intended beneficiaries.
- Are there better ways of achieving the results? Finally, evaluation looks at alternative ways of achieving the same results. This relates to what has been learned and identifies good practice for future application.

Along the direction established by these guiding questions, the core evaluation criteria to be applied during the self evaluation were as follows:

Textbox 1: Evaluation criteria illustrated

Evaluation criteria	Description
Relevance and strategic fit of the project	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. The extent to which the approach is strategic and the ILO uses its comparative advantage.
Validity of project design	The extent to which the project design is logical and coherent.
Project progress and effectiveness	The extent to which the project's immediate objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Efficiency of resource use	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Effectiveness of management arrangements	The extent to which management capacities and arrangements put in place support the achievement of results.
Impact orientation and sustainability of the project	The strategic orientation of the project towards making a significant contribution to broader, long-term, sustainable development changes. The likelihood that the results of the project are durable and can be maintained or even scaled up and replicated by project partners after major assistance has been completed.

Source: ILO/EVAL Planning and Managing Evaluations

The following questions proposed in the ILO Guidelines for planning and monitoring evaluations were selected to probe the WEDGE-SA programme against each evaluation criteria:

- Relevance and strategic fit
 - Is the programme directly supporting national development priorities and the DWCP of the countries?
 - How well does it complement other relevant ILO projects in the countries?
 - What links are established/being established with other similar activities of the UN or non-UN international development organizations at country level?

- Validity of design
 - Was the design process adequate? In this context, the self evaluation was specifically to probe whether the design was based on a needs analysis of the target area, whether a gender analysis was included and whether the participation of stakeholders in programme planning was adequate
 - Do outputs causally link to the intended outcomes/ objectives?
 - What outputs have been produced and delivered so far? Has the quality of the produced outputs been satisfactory? Do the operations of the programme match with the programme work plan and budget?
 - What progress has been made towards achieving the programme objectives/outcomes?
- Effectiveness of management arrangements and efficiency of resource use
 - Are the available technical and financial resources adequate to fulfill the project plans?
 - How effectively does the programme management monitor programme performance and results? Was a monitoring & evaluation system in place and how effective is it?
 - Are the management, monitoring, and governance arrangements for the programme adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
 - Is information being shared and readily accessible to national partners?
- Sustainability
 - How effective is the programme in establishing national ownership?
 - Is there any progress in programme partners' capacity to carry forward the programme?
 - Does the programme succeed in integrating its approach into government administrative institutions?
- Lessons learned
 - What good practices can be learned from the programme so far?
 - What should have been different, and should be avoided in the future?

4. Review of implementation

Overall, the implementation of the WEDGE-SA programme is on track, albeit with some delays related outputs under outcomes 1 and 3. These delays were caused by a number of reasons: Firstly, programme implementation started with three months delay due to the (routine) administrative process involved in recruiting the CTA who then required another three months time to in turn recruit NPC's in South Africa and Lesotho (in Malawi, the programme works with a full-time consultant as local representative). Secondly, some of the activities had to be effectively stretched over two financial years due to accommodate a currency-exchanged related budget shortfall (amounting to approximately 100,000 USD) for the year one transfer from NORAD. Thirdly, policy level activities have taken more time than expected to be implemented, particularly the research on the enabling environment for women entrepreneurs. These delays have not materially affected the logic underpinning the WEDGE-SA programme but might require a six-month no-cost programme extension to ensure that the programme outcomes can be attained. For a detailed review of the WEDGE-SA programme outputs delivered so far refer to chapter 5.3.1 and for an analysis of progress made towards attaining the programme outcomes refer to chapter 5.3.2.

5. Presentation of findings regards project performance

5.1 Relevance and strategic fit

Key findings

- *ILO constituents and other core stakeholders agree that the WEDGE-SA programme continues to be relevant. More in particular, these stakeholders have reaffirmed the strategic fit of the WEDGE-SA programme with national-level Government policy priorities and -national plans.*
- *The WEDGE-SA programme is also firmly anchored under the employment related outcomes of the Decent Work Country Programmes (DWCP) for Lesotho and South Africa and has broad strategic fit with the DWCP for Malawi and Mozambique; the latter two documents are still under negotiations and might thus open up an opportunity for the WEDGE-SA programme to further emphasize the link.*
- *The institutional linkages between the WEDGE programme and local ILO constituents are somewhat weak, at the very least in the case of the local Ministries of Labour - potentially creating an accountability challenge with the national DWCO oversight committees.*
- *The WEDGE-SA programme complements well other ILO projects in Mozambique and South Africa while there is scope for further coordination in Malawi and Lesotho.*
- *In South Africa and Mozambique, the WEDGE-SA programme is active party to the joint programming efforts at UN country team levels; in Lesotho and Malawi these linkages could be further strengthened.*

5.1.1 Is the programme directly supporting national development priorities and the DWCP?

The WEDGE-SA programme is directly supporting national development priorities in Lesotho, Malawi, Mozambique, and South Africa. The promotion of gender equality is enshrined in the constitutions of the four countries, and the empowerment of women through entrepreneurship development is explicitly referenced for example in the draft strategic Framework on Gender and Women's Empowerment drafted in 2006 by the Department of Trade and Industry in South Africa.

The policy concern for the promotion of gender equality in general, and the empowerment of women through entrepreneurship development in particular, is also reflected to various degree in the national level strategy documents of the UN system and the ILO, namely the United Nations Development Assistance Framework (UNDAF) and the Decent Work Country Programme (DWCP). As indicated in the table overleaf, two out of four DWCP's make explicit reference to women entrepreneurship development, in the case of South Africa emphasizing on the enabling environment for women entrepreneurs in general and in the case of Lesotho stressing the role of growth-oriented women entrepreneurs. In turn, the draft DWCPs for Malawi and Mozambique are gender-mainstreamed but have no outputs focusing on affirmative action for women entrepreneurs. Please note that the explicit reference to women entrepreneurship development in the South Africa DWCP is thanks to an advocacy effort of the WEDGE-SA programme during the strategy development process in 2009/10 – itself an indication of programme impact in the policy level dimension. It might be important for the local WEDGE coordinators in Malawi and Mozambique to carry out a similar advocacy effort in the ongoing national-level DWCP negotiations.

**Table 2: Reference to WED in UNDAFs and DWCPs for
Lesotho, Malawi, Mozambique and South Africa**

Country	UNDAF	DWCP
Lesotho	<p>UNDAF (2008-12)</p> <p>CPO 3.1. Strengthened national capacity to create employment opportunities for women, men and youth.</p> <p>Output 3.1.1 Employment opportunities for men, women and youth created through enterprise development and promotion of cultural and natural heritage</p>	<p>DWCP (2006-09, under review):</p> <p>CPO 3: Increased number of firms in the micro and small enterprise (mse) are profitable with decent conditions of work.</p> <p>Output 3.4 : Potential and existing women entrepreneurs empowered to start and run growth oriented businesses.</p>
Malawi	<p>UNDAF (2008-11)</p> <p>No explicit reference to WED</p>	<p>DWCP (draft, due for launch in 2011)</p> <p>CPO 1.1. Conducive environment created and progress made towards increased, gainful and decent employment for men and women in the context of the MDGS.</p> <p>Output 1.1. A gender-sensitive national employment and labour policy prepared and adopted. Output 1.4 Policies and programmes put in place to facilitate growth MSME</p> <p>Also CPO 1.2: enhanced employment and self-employment opportunities for vulnerable groups, such as Youth, Women and people with disabilities</p> <p>Output 2.1 Vulnerable groups, particularly the Youth, women and people with disabilities, have more and better access to skills development, business support, advocacy, career guidance, and benefit from effective linkages with employers and workers organizations</p>
Mozambique	<p>UNDAF 2007-09 (currently under review):</p> <p>CPO 1.7 Institutions responsible for the promotion of pro-poor and sustainable economic development strengthened.</p> <p>Output 1.7.2 Community access to business and financial services, disaggregated by district, area, and beneficiaries (in particular women & other marginalised groups) increased (UNDP, UNCDF, UNIDO, ILO, UNFPA, FAO).</p> <p>Output 1.7.3 Small and medium sized enterprises involved in economic development promoted and their capacity to access markets strengthened</p>	<p>DWCP (draft, due for launch in 2011)</p> <p>Explicit reference to enterprise development as a means for employment creation, but not explicit reference to WED</p>
South Africa	<p>UNDAF (2007-10)</p> <p>CPO 2: Government and its social partners are supported to accelerate economic growth and development for the benefit of all.</p> <p>Output 8 Support provided to Government programmes to stimulate and develop SMME policy formulation, training programmes and community mobilisation for small enterprise development and integration into domestic and global value chain.</p>	<p>DWCP (2010-14):</p> <p>CPO 4: Sustainable and competitive enterprises (including cooperatives) create productive and decent jobs especially among women, youth and persons with disabilities.</p> <p>Output 4.6 Support for an enabling environment for women entrepreneurs to grow their business.</p>

One area of potential concern is the lack of institutional linkages between the WEDGE-SA programme and the Ministries of Labour at least in Mozambique and Lesotho and to certain extent in South Africa, a fact that could translate into an accountability vacuum vis-à-vis the national tripartite labour councils (particularly in Mozambique and South Africa) as supreme decision making body for all DWCP matters. The current government counterparts of the WEDGE-SA programme, like the Ministry of Gender and Social Affairs in Mozambique and the Department of Trade and Industry in South Africa are *not* represented in these labour councils and can thus not raise their voice in support of continued interaction.

5.1.2 How well does it complement other relevant ILO projects in the countries?

Overall, the WEDGE-SA programme complements well other ILO projects in the Lesotho, Malawi, Mozambique and South Africa. For example, the WEDGE Mozambique programme is linked to the Millennium Development Goal Fund - Culture and Development Programme through joint capacity building support for local intermediary organizations like CEDARTE; WEDGE Mozambique has also collaborated with the Flemish funded ILO DWCP support project under the Month of the Women Entrepreneur campaign.

In South Africa, WEDGE synchronizes its interventions with other ILO projects through, among others, a joint Programme Advisory Committee that brings together local constituents and other organizations with a stake in ILO facilitated employment promotion through enterprise development projects. With at least three new ILO enterprise development projects due for launch in 2011 (among them the Free State SME Development Programme with a budget of 5,8 million US Dollars) there is wide scope to deepen these collaborative linkages between WEDGE South Africa in the country portfolio.

In Malawi, other than the national WEDGE programme the scope of ILO projects is limited to a child labour project and a small joint programme on youth employment. The local WEDGE coordinator-consultant liaises with ILO project staff but has not facilitated any working linkages yet.

In Lesotho, the local WEDGE coordinator closely communicates with the national manager of the joint youth employment promotion project (funded by UNDP and ILO); in fact, WEDGE Lesotho has on repeated occasions included local organizations and resource persons supported by the youth employment project into its own offerings for institutional capacity building services to unlock synergies and scale effects. WEDGE Lesotho is yet to forge any linkages with the recently launched Better Work Lesotho programme, a two year project meant to boost the competitiveness of the textiles and clothing industry. The Better Work Lesotho programme could offer excellent opportunities for linkages with WEDGE Lesotho, for example by way of linking retrenched textile workers (mostly women) to small business start-up and management training.

5.1.3. What links are established/being established with other similar activities of the UN or non-UN international development organizations at country level?

As indicated above, the WEDGE-SA programme has been directly involved in joint UN programming efforts in Mozambique and South Africa, in the first case by co-facilitating ILO inputs under the joint programmes on gender, youth and civil society and in the process by way of leveraging funding for WEDGE activities from these funds, and in the second case by co-facilitating efforts of UNIDO and ILO to draw up a joint culture and development programme in Kwa-Zulu Natal province (anchored under the economic cluster co-chaired by these two agencies). In Lesotho and Malawi, the local coordinators are not directly involved in joint programme development/programme implementation activities.

In Malawi, this function is currently performed by the staff of the Child labour project while in Lesotho the interaction mainly goes through the ILO country office in Pretoria. However, direct inputs into the One UN Programme in Lesotho have recently been improved through work with UNDP. At least in the case of Malawi, this disconnect potentially translates into a lost opportunity to leverage funding from the joint UN programme on youth employment.

The joint programme efforts described above are mostly driven by the WEDGE national coordinators and where applicable by the WEDGE CTA but rarely by local constituents or stakeholders. While this observation applies unequivocally to the level of engagement of other UN agencies and thus points towards a systemic weakness of the ONE UN reform process, it still means that local WEDGE stakeholders have very limited comprehension of the workings of the planning process and thus fail to meaningfully engage. This lack of comprehension among local stakeholders of the purpose and mechanics of the joint UN programmes became evident during the stakeholder workshop in Mozambique and points towards a lack of local ownership of the process.

5.2 Validity of design

Key findings

- *The design process of the regional programme document was partly inadequate, to the extent that the overarching strategy was drawn up at Headquarter level and without first-hand consultations with local stakeholders in the field, resulting in a highly generic LogFrame.*
- *This omission was rectified during the programme inception stage where extensive country-level consultations took place. These consultations resulted in the development of country level programme strategies that effectively cascade the LogFrame of the regional programme document.*

5.2.1. Was the design process adequate?

Including the following questions: Was it based on a needs analysis of the target area? Was a gender analysis included? How adequate was the participation of stakeholders in programme planning?

Overall, the design process of the regional programme document was partly inadequate, to the extent that the overarching strategy was drawn up at Headquarter level, with very limited involvement of country offices and without first-hand consultations with local stakeholders in the field. The resulting LogFrame is highly generic and the division of labour (and budget) between Headquarters and the programme management unit left largely to the interpretation of the implementing parties.

The programme management unit has since rectified this potential shortcoming of the programme LogFrame by way of facilitating extensive country level consultations at the programme inception stage. For example, and as explicitly highlighted by participants during the stakeholder workshop, in Mozambique the national WEDGE coordinator consulted with local constituents and a wide range of other stakeholders about the planned intervention mix, and drew up a country level strategy document that is congruent with the overarching WEDGE-SA programme document but specific to the local context. The document was validated by the Steering Committee at the end of the inception phase and has since formed the basis for the implementation of programme activities in each country.

The WEDGE South Africa country programme followed a similar participatory planning where the consultations resulted in the identification of Kwa-Zulu Natal Province as a priority province and a decision to focus on tourism as priority sector (for meso-level interventions only) – this willingness to shape programme strategy in response to local needs has been instrumental to make the voice of the WEDGE-SA programme heard in a market as complex and diverse as South Africa.

In Lesotho and Malawi, the country-level consultations were driven by the CTA of the WEDGE-SA programme since there were initially no budget provisions for the recruitment of a national level coordinator. While the consultations were participatory and the country-level strategies successively endorsed by local stakeholders, there was limited hands-on follow up to consolidate the emerging consensus and move on from planning to implementation. As a direct result, the start of country level activities got delayed.

In the meantime, the WEDGE-SA programme has addressed the staffing constraints in Lesotho and Malawi, by shifting resources in the country budget and then recruiting long-term consultant-coordinators through local intermediary organizations (Ministry of Gender, Youth, Sports and Recreation in Lesotho and the National Association of Businesswomen in Malawi). The consultant-coordinator in Lesotho joined the WEDGE-SA programme in March 2010 and the consultant coordinator in Malawi joined the WEDGE-SA programme in August 2010; in both cases, the pace of programme implementation has since picked up but activities are clearly behind schedule. Refer to chapter 5.3.1. for more information on implementation progress in each country covered by the WEDGE-SA programme.

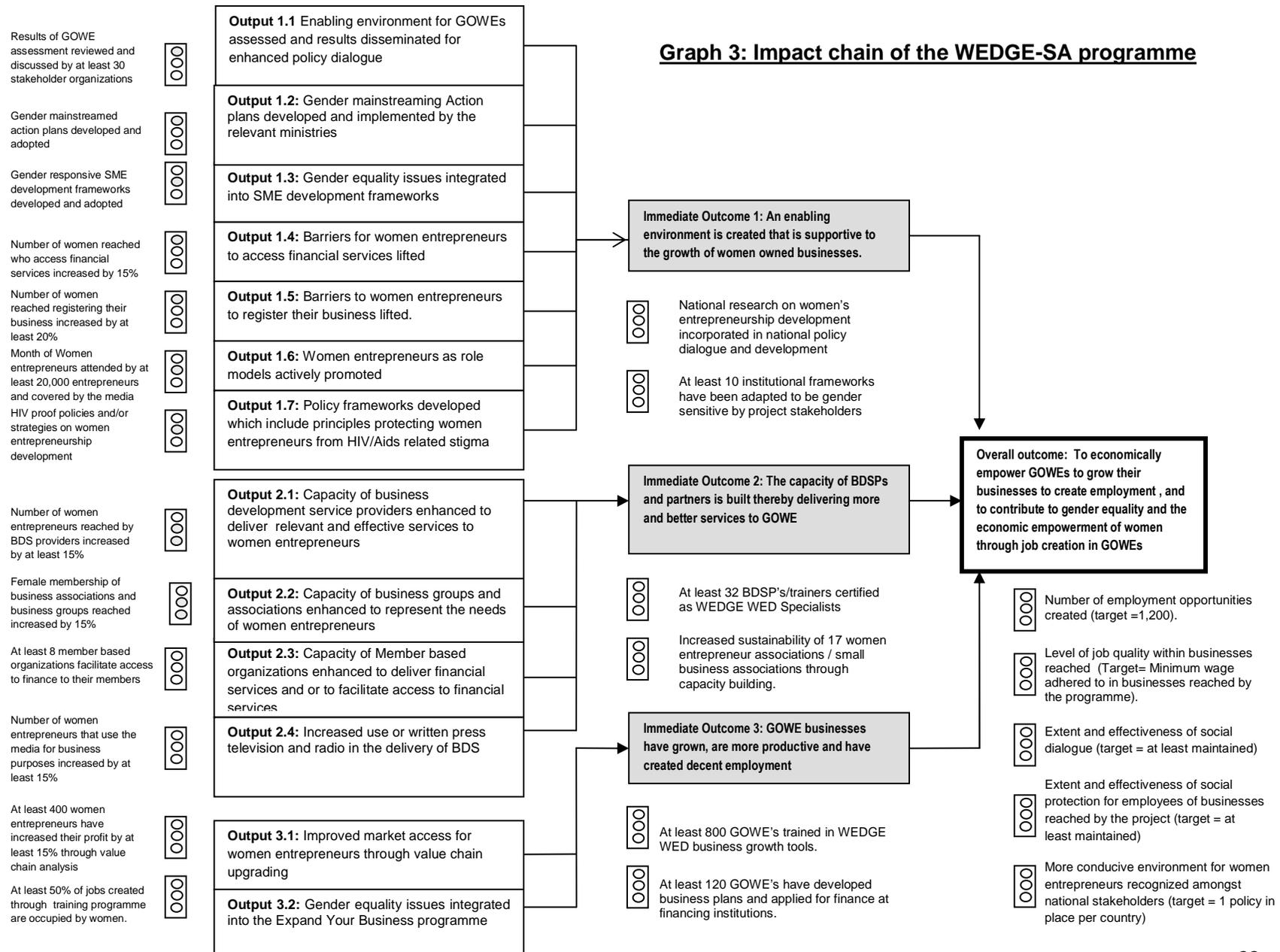
The WEDGE-SA programme design was based (by default) on a gender-sensitive needs analysis of the target area. The overarching programme document is surprisingly thin on gender-disaggregated analysis of the socio-economic context in the sub-region, but during the country-level consultations at the programme inception phase, the programme management unit carried out extensive analysis of the gender-disaggregated information available on the local SME sectors and also took into account the evidence produced by other ILO projects. The WEDGE-SA programme has furthermore commissioned detailed research on the enabling environment for women entrepreneurs at the outset of the programme implementation stage and in the four programme countries.

5.2.2. Do outputs causally link to the intended outcomes/ objectives?

In the overarching WEDGE-SA programme document, the outputs causally link to the intended outcomes, but with a potential duplication of the task of facilitation of access to financial services in outputs 1.5 and 2.3 and 1.5; from the logic underpinning the programme strategy, this task should fall under output 2.3 since the strategic emphasis of the intervention is meso-level institutional capacity building support.

The cause-effect relationships along the programme impact chain are illustrated in the graph overleaf, with output and impact indicators to verify delivery milestones and actual change. Each indicator has been assigned a traffic light. For more information on how these indicators and their respective traffic light status as of November 2010 refer to chapter 5.3.

Graph 3: Impact chain of the WEDGE-SA programme



At the programme inception stage, the WEDGE-SA programme management unit has moved on to fine-tune the assumptions underpinning the cause-effect relationships between outputs and outcomes in the LogFrame. More in particular, the overarching programme LogFrame has been cascaded down to country level, retaining outcomes and outputs but varying the intervention mix, delivery timelines and targets in response to the local context. For more information on ‘the game plan’ for each country programme refer to the strategy maps presented in chapter 5.3.

5.3 Programme progress and effectiveness

Key findings

- *The overall picture of the implementation status of the WEDGE-SA programme is mixed. The programme has made overall good progress in delivering outputs as per workplan in Mozambique and South Africa, with small caveats relating to the policy level interventions in both countries. In Malawi and Lesotho, the implementation of activities started with several months’ delay due protracted administrative process to contract local consultant-coordinators, and delivery of tangibles is accordingly behind time particularly on the policy level.*
- *Further to the above, as far the delivery of outputs related to outcome 1 is concerned, the cross-comparison of the implementation status per output and per country indicates that the WEDGE-SA programme runs risk of falling behind in the delivery of selected macro-level outputs, namely where policy level-research and regulatory reform is concerned.*
- *As regards outputs linked to the second programme outcome, and more in particular as regards outputs 2.1 and 2.2, the Mozambique and South Africa WEDGE country programmes have made good progress in rolling out selected WEDGE tools among local providers (output 2.1) and facilitators (output 2.2) of BDS. The Lesotho and Malawi country programmes are still catching up time lost due to the initial delays.*
- *Programme output 2.4 has effectively been cancelled by the programme management due to budget constraints.*
- *As regards outputs related to the third programme outcome, the WEDGE-SA programme has gender mainstreamed selected BDS for growth-oriented entrepreneurs and introduced them to market in the first half of 2010; the programme is now making slow but noticeable progress towards reaching a critical mass of growth oriented women entrepreneurs with these services.*
- *Half-way through the programme implementation cycle, there is a medium risk that the WEDGE-SA will partly fail to facilitate the achievement of the first immediate programme outcome (incorporation of its national level research on women entrepreneurship development in the national policy dialogue). In turn, the programme is likely to achieve the second and third immediate programme outcomes (local BDS have strengthened capacity to deliver services tailored for women entrepreneurs and growth-oriented women entrepreneurs increase their profits and create jobs).*
- *The judgment is out to what extent these programme outcomes will eventually translate into the impact envisaged in the LogFrame, here at least 1,200 employment opportunities jobs and an enabling environment for women entrepreneurs. At current pace of events, the programme could fall short of meeting at least its job creation benchmark.*
- *The WEDGE-SA programme is commended for tracking its contributions to the promotion of other dimensions of decent work over and above its employment creation impact – this indicative of the commitment of the programme implementation unit to think systemic. The programme has in fact made some impressive contribution to other dimensions of decent work, by way of organizing women entrepreneurs in the informal economy and next linking these organizations up with established representative bodies of social dialogue at national level. .*

5.3.1 What outputs have been produced and delivered so far? And has the quality of the outputs produced been satisfactory?

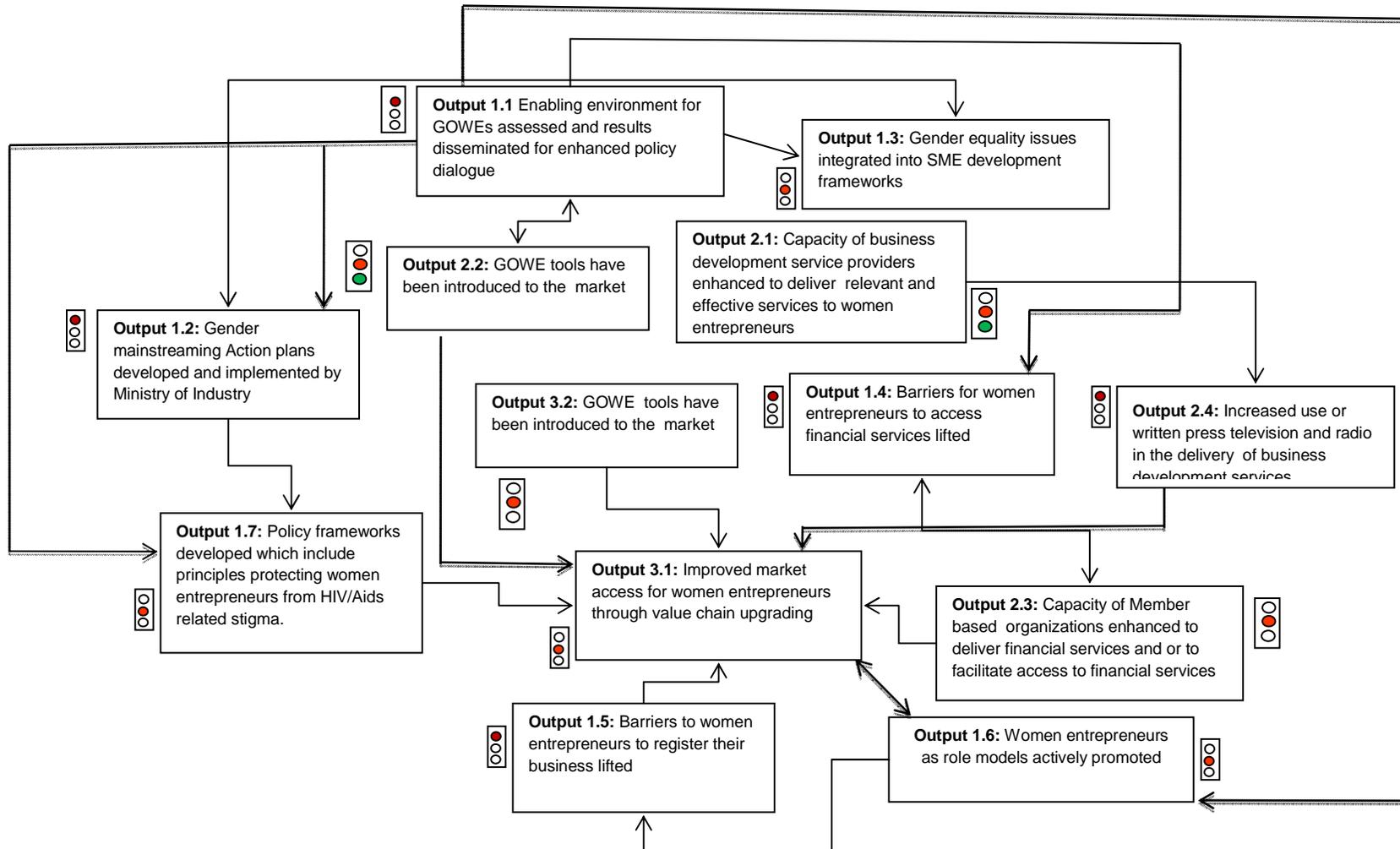
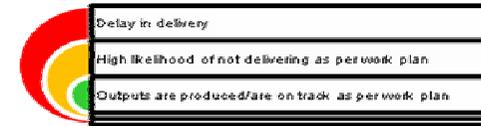
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Illustrated on the following pages are the strategy maps for each WEDGE country programme, illustrating the implementation status of each programme output as of November 2010. The arrows linking the outputs depict the principal cause-effect relationships among outputs, i.e. show how outputs are interlinked and feed into one another. In the graphs, a red traffic light indicates delivery delay measured against deadlines set in the original workplan, an amber traffic light indicates possible delay/reason for concern while a green traffic light indicates that delivery is on track or complete. Traffic lights where more than one light has been switched on indicate transition status between two implementation states.

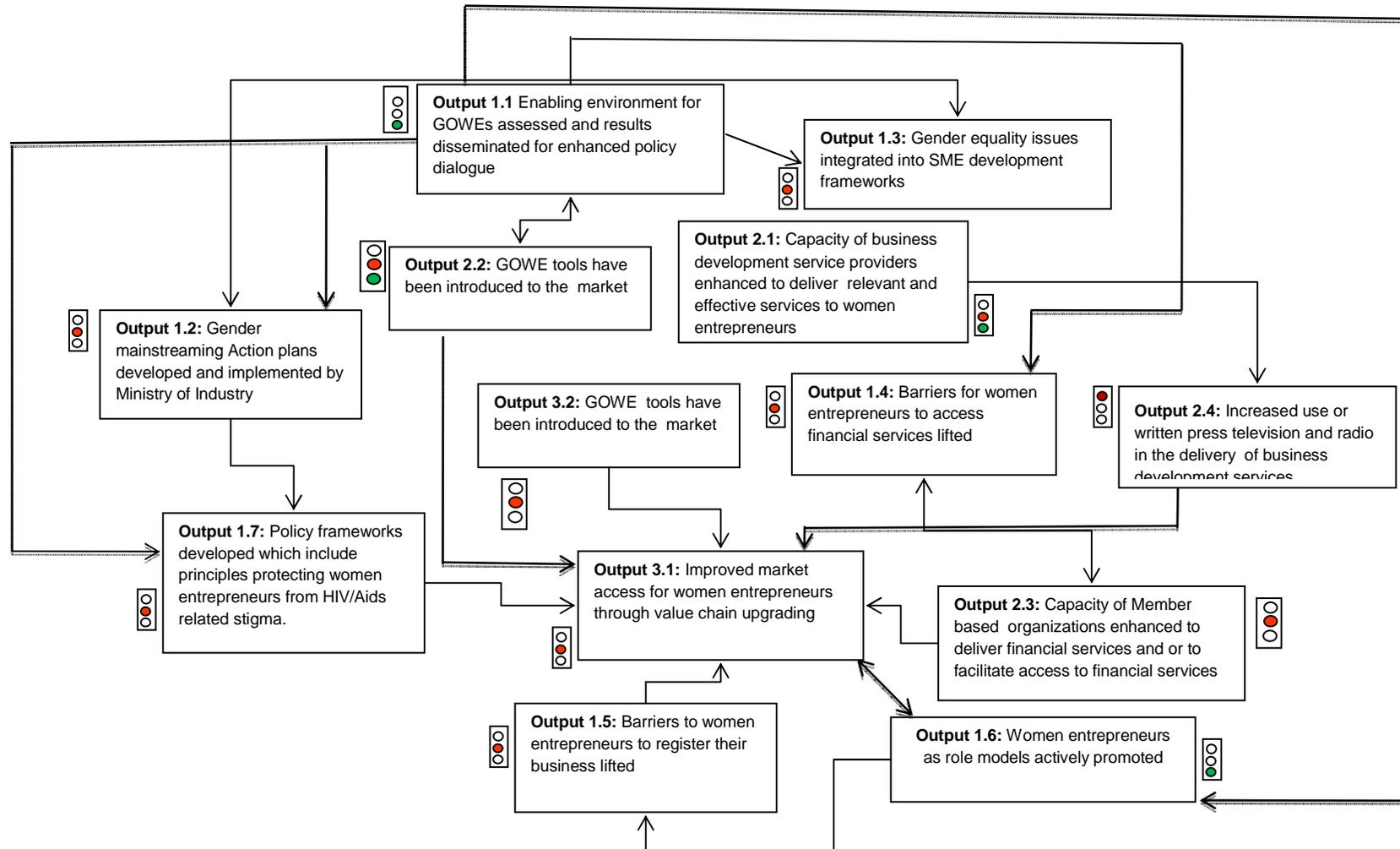
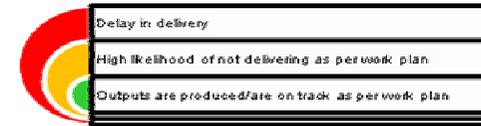
The strategy maps are used by the WEDGE-SA programme to monitor implementation progress in each country, and updated on a monthly basis by the local coordinators. During the mid-term review, the programme implementation status as per strategy map was verified for Mozambique using a range of review instruments described in the previous chapter. As regards the strategy maps for South Africa and Lesotho, the mid-term reviewer held meetings with the national coordinators to cross-check actual progress. The strategy map for Malawi was cross-checked by the CTA of the WEDGE-SA programme. For Mozambique, the mid-term review confirmed the implementation status of the programme as depicted in the strategy map – in two cases, the programme was actually found to perform better than reported, indicating a welcome sense of caution from the programme management unit. For South Africa and Lesotho, to the extent possible, the implementation status was likewise confirmed.

Please note that for best readability, the map needs to be printed in colour to show the status of the traffic lights that are used to indicate progress.

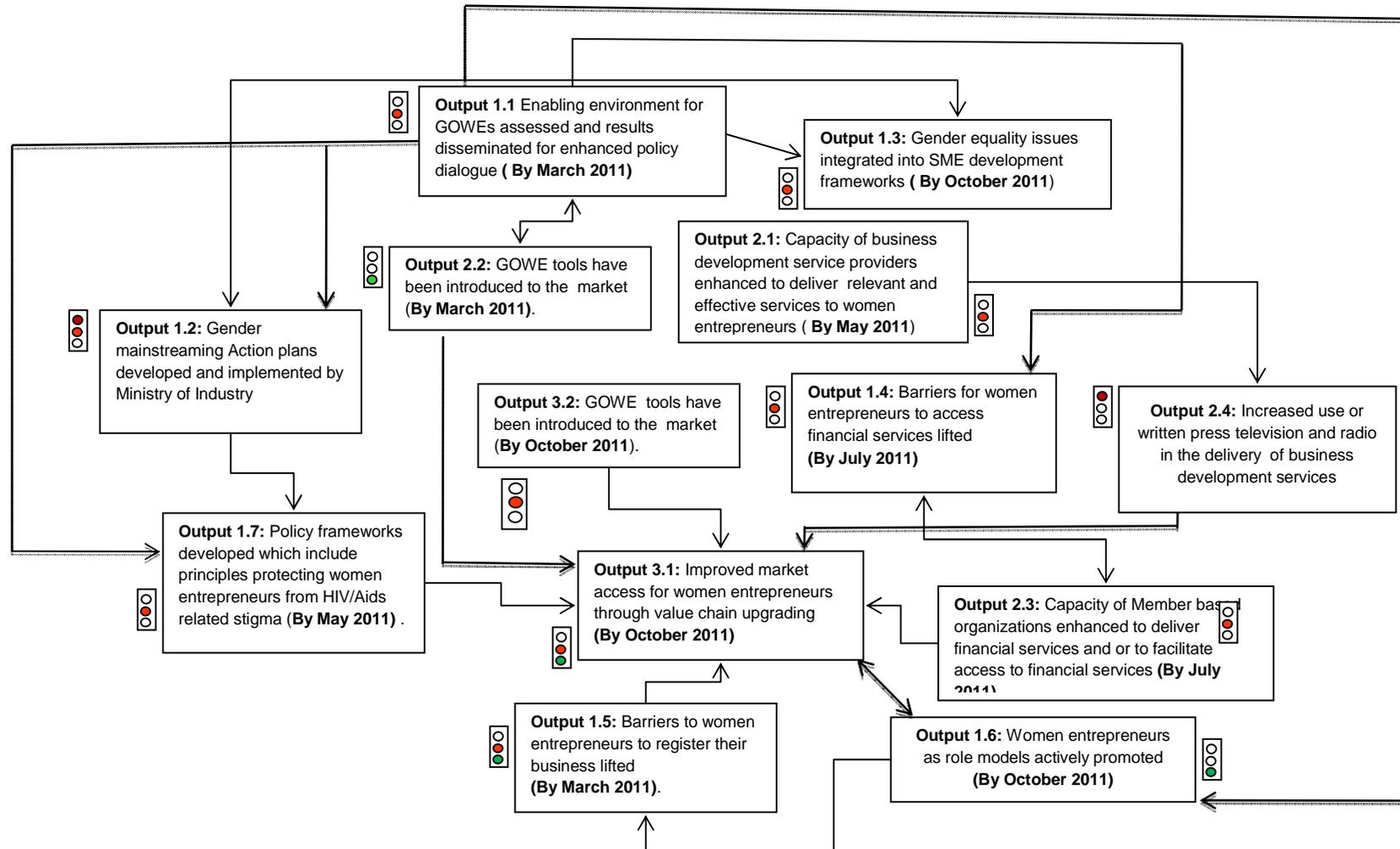
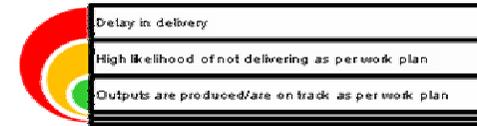
Graph 4: Strategy Map WEDGE Lesotho Programme (Nov. 2010)



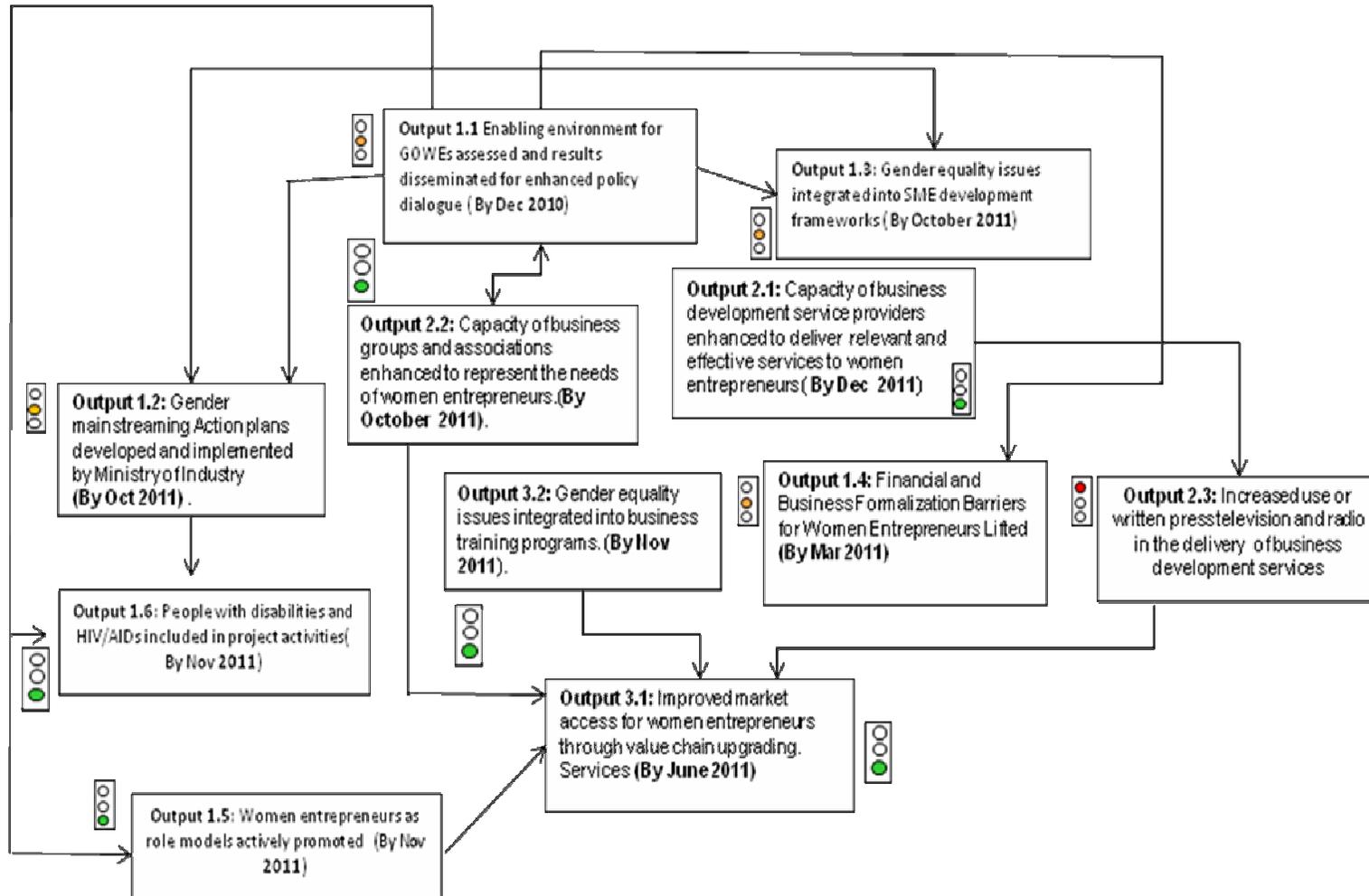
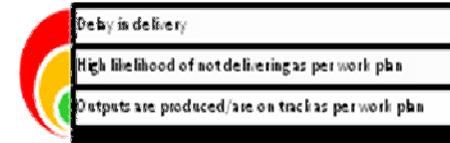
Graph 5: Strategy Map WEDGE Malawi Programme (Nov. 2010)



Graph 6: Strategy Map WEDGE Mozambique Programme (Nov. 2010)



Graph 7: Strategy map WEDGE-South Africa programme (November 2010)



The following table compares the programme implementation status in each country by output and draws a picture of the aggregate performance of the WEDGE-SA programme. For more information on the implementation status of selected outputs refer to the next page.

Table 3: Cross comparison of implementation status in each WEDGE programme country

Output	Implementation status as per output indicators in the country level strategy LogFrames (November 2010)				WEDGE-SA aggregate performance as per output indicators in the overarching programme LogFrame
	Malawi	Lesotho	Moz	RSA	
Output 1.1 Enabling environment for GOWEs assessed and results disseminated for enhanced policy dialogue					
Output 1.2: Gender mainstreaming Action plans developed and implemented by the relevant ministries					
Output 1.3: Gender equality issues integrated into SME development frameworks					
Output 1.4: Barriers for women entrepreneurs to access financial services lifted					
Output 1.5: Barriers for women entrepreneurs to register their business lifted.				Combined with output 1.4	
Output 1.6: Women entrepreneurs as role models actively promoted				 Output 1.5 in RSA	
Output 1.7: Policy frameworks developed which include principles protecting women entrepreneurs from HIV/Aids related stigma				 Output 1.6 in RSA	
Output 2.1: Capacity of business development service providers enhanced to deliver relevant and effective services to women entrepreneurs					
Output 2.2: Capacity of business groups and associations enhanced to represent the needs of women entrepreneurs					
Output 2.3: Capacity of Member based organizations enhanced to deliver financial services and or to facilitate access to financial services				Merged with output 1.7 in RSA	
Output 2.4: Increased use of written press television and radio in the delivery of BDS				 Output 2.3 in RSA	
Output 3.1: Improved market access for women entrepreneurs through value chain upgrading					
Output 3.2: Gender equality issues integrated into the Expand Your Business programme					

As far the delivery of outputs related to outcome 1 is concerned, the cross-comparison of the implementation status per output and per country indicates that the WEDGE-SA programme runs risk of falling behind in the delivery of selected macro-level outputs, namely where policy level-research and regulatory reform is concerned. *As regards output 1.1.*, the assessment of the enabling environment for women entrepreneurs is behind schedule in Lesotho, Mozambique and South Africa (interestingly though not in Malawi notwithstanding late start of activities in that country). As indicated in the strategy maps, this delay in the delivery of output 1.1 could have negative ripple effects on the delivery of outputs 1.2-1.7 since the design and implementation of concrete activities in support of an enabling environment are meant to be informed by the research findings. The WEDGE-SA programme management unit is aware of this cause-effect relationship and has accelerated the process of completing activities related to output 1 in Mozambique where the draft research report has already been produced but still needs to be validated. In Lesotho and South Africa, though, further delays in the delivery of output 1 are likely since in both countries the research was only about to be commissioned by the time of the mid-term review, for various reasons related to late start of activities in Lesotho and protracted administrative process involved in securing government co-funding in South Africa.

Further to outputs related to outcome 1, and in anticipation of the findings of the research on an enabling environment for women entrepreneurship development, the WEDGE-SA programme has initiated a range of *activities related to outputs 1.2-1.5*. Activities related to output 1.2 and output 1.3 (the development of Gender Mainstreaming Action plans and successive amendment of SME frameworks) have made only slow progress and it remains at least doubtful whether the local Government counterparts in Mozambique and South Africa will indeed have the capacity and leverage to draw up and implement these action plans. Mindful of these obstacles, the WEDGE Mozambique programme is now focusing its efforts on facilitating the development of a Gender Action Plan for a subsidiary body under the Ministry of Commerce, the Small Enterprise Promotion Agency. The WEDGE South Africa programme, in turn, focuses on facilitating the completion of a draft strategic framework on Gender and Women's Economic Empowerment drafted in 2006 by the Department of Trade and Industry but still pending approval internally from DTI. In Lesotho and Malawi, the identification of a 'low hanging' fruit for the facilitation of a more conducive policy environment for women entrepreneurship development is pending.

As regards output 1.4, the potential duplication of this output with output 2.3 has been mentioned in the introduction to the chapter. In the view of the mid-term review, activities under output 1.4 so far reported by the WEDGE-SA programme should preferably be recorded under outcome 2 and therefore linked to output 2.3 since they have no direct bearing on a more conducive macro environment for women entrepreneurship development. Refer to output 2.3 below for more information on efforts of the WEDGE-SA programme to effectively lower the barriers for access to finance for women entrepreneurs.

As regards output 1.5, none of the four WEDGE country programmes has yet undertaken any concrete activities to facilitate business registration regulatory reform, in two cases due to initial delays in launching the programme proper (Malawi and Lesotho). In Mozambique, the draft research report on the enabling environment for women entrepreneurship development made available to the mid-term reviewer in fact points out that there are no gender-specific barriers to business registration, hence the case for follow-up activities to drive regulatory reform seems to be increasingly weak. In South Africa, research was still underway by the time of the mid-term review.

As regards output 1.6, all WEDGE-SA country programmes have made good progress in promoting women entrepreneurs as role models. The Month of the Women Entrepreneurs (MOWE) campaigns launched in Lesotho, Malawi, Mozambique and South Africa (in the latter two cases for the second year running) have met considerable echo and support from local mass media and intermediary organizations. Refer to the text box below for a brief description of the MOWE approach.

Text box 2: About the 2010 MOWE Malawi campaign

Source: quoted from the WEDGE-Malawi country programme newsletter

The first ever Month of the Women Entrepreneur (MOWE) was held in Malawi in the month of May 2010. The theme for the MOWE was "Women's Entrepreneurship for Sustainable Development". MOWE is a component of the Women's Entrepreneurship Development and Gender Equality Projects (WEDGE) that commenced in Malawi in October 2009. The National Association of Business Women (NABW), a local Malawian NGO coordinated the events in collaboration with an organizing committee comprising of various International Labour Organization (ILO) constituencies namely: Malawi Congress of Trade Unions (MCTU), Employers Consultative Association of Malawi (ECAM) and Ministry of Labour. Other public, private and non-governmental organizations were part of the organizing committee.

The first MOWE activity was held in the commercial capital, Blantyre, on Monday 3rd May 2010. The function started with a women entrepreneurs parade from the Clock Tower to the Upper Stadium, led by the Minister of Gender, Children and Community Development, Honourable Patricia Kaliati, MP and Grania Mackie, Chief Technical Advisor of the WEDGE Project. At the stadium, a social women's football was played, that provided both entertainment and physical exercise to women entrepreneurs who often spend long hours sitting in shops and markets selling their merchandise. A women's exhibition was mounted at which various products produced by Malawian women entrepreneurs were displayed. These included handicrafts, clothing and textiles, juices made from various fruits and vegetables, precious and semi-precious stones, lime, vegetables, wall hangings, knitted products, events management, amongst many others.

A business symposium was held on 28th May 2010 in the Capital City Lilongwe, at which various companies and business service providers interacted with women entrepreneurs and shared business ideas. A women's exhibition was also mounted during the symposium which attracted over 65 women entrepreneurs and 10 presenters. Women entrepreneurs expressed the need to hold such business networking events on a regular basis to enable them improve their enterprises. The symposium was officially opened by the Principal Secretary in the Ministry of Industry and Trade, Mr Nerbert Nyirenda who expressed his satisfaction at the quality of products displayed by women, which, he said, had potential for export.

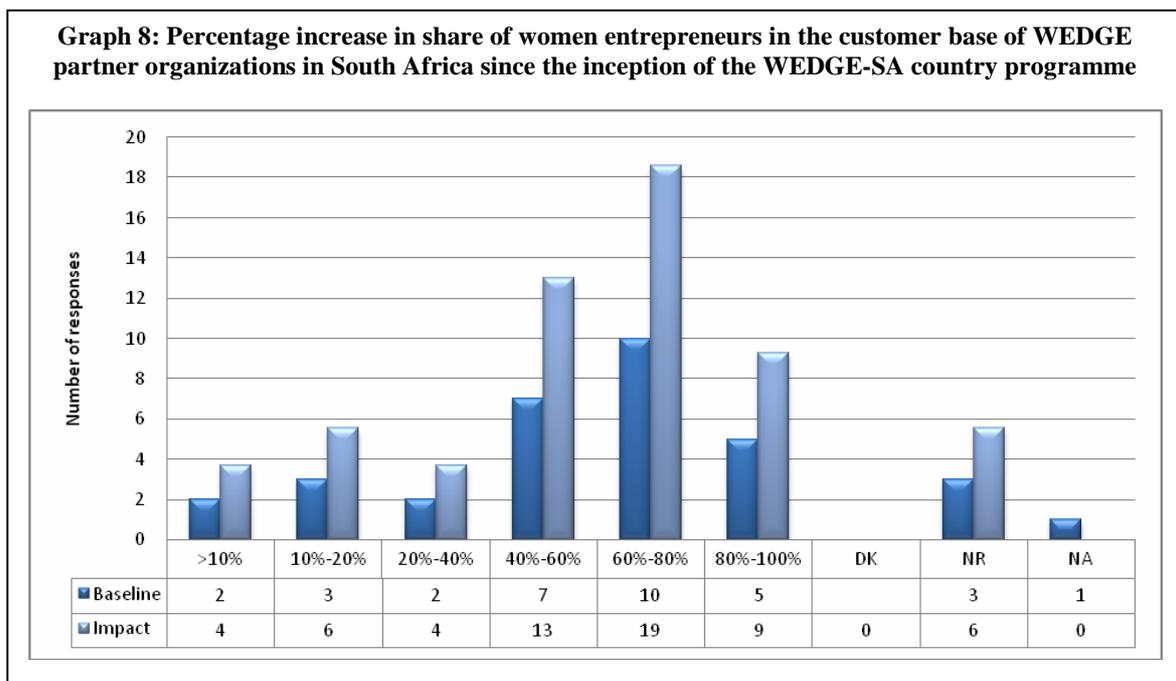
The Malawi MOWE 2010 concluded in grand style in the evening of 28th May 2010 with a Dinner, Dance and Award Ceremony graced by her Excellency Madam Callista Mutharika, the First Lady of the Republic of Malawi. Four outstanding women entrepreneurs were awarded in categories, namely: Best Woman in Civil Engineering, Best Woman in Construction, Best Disabled Woman Entrepreneur and Best Microenterprise Group. All the awardees went away with MK120,000.00, a plaque and a mobile phone from Zain Malawi. A total of 16 companies, organizations and individuals contributed in cash and in kind to MOWE 2010 activities, and have pledged their support to future MOWE events.

Regards output 1.7, the WEDGE-SA country programmes have demonstrated their commitment to mainstream the combat against HIV and AIDS and the inclusion of people living with disabilities into their various women entrepreneurship development activities. Local intermediary organizations with a specific mandate to reach out for these vulnerable target groups have been invited to become members of the local programme steering committees and also to facilitate and where applicable deliver WEDGE-specific business development services to their membership. It is less clear, though, to what extent these partnerships with local intermediary organizations will translate into *the development or amendment of policy frameworks* that are protecting women entrepreneurs particularly from HIV and AIDS related stigma as stipulated in the output. In Mozambique and South Africa, the intention of the local WEDGE coordinators is to advocate for the inclusion of HIV and AIDS and disability related concerns into the development of the gender mainstreaming action plan for the Small Enterprise Development Agency and the review of the draft strategic framework on Gender and Women's Economic Empowerment.

As regards outputs linked to the second programme outcome, and more in particular *as regards outputs 2.1 and 2.2*, the Mozambique and South Africa WEDGE country programmes have made good progress in rolling out selected WEDGE tools among local providers (output 2.1) and facilitators (output 2.2) of Business Development Services. In Lesotho and Malawi, both country programmes have managed to make up some of the time lost due to the initial delays.

The table overleaf summarizes the outreach of the four country programmes in terms of number of WEDGE trainers trained as of November 2010. It indicates that half-way through the programme implementation cycle, the programme has in fact surpassed its outreach target for certified WEDGE BDS providers; as per graph below there is also empirical evidence at least for South Africa that these providers are applying many of the tools in the field and *as a result* have increased their customer base among women entrepreneurs.

A point of concern related to the measurement of implementation progress regards output 2.1 is the fact that the number of certified WEDGE trainers is classified as outcome indicator while the increased customer base is classified as output indicator in the WEDGE LogFrame, when in fact the cause relationship seems rather reverse – because of competent trainers, the customer base increases. The same observation applies for outcome 3, where one of the outcome indicators (no of GOWE trained) is actually an output measure while the corresponding measure for output 3.1 (improved business performance after training) is an outcome measure. Refer to the next chapter for more information on emerging outcomes and a brief discussion about the performance measures used by WEDGE-SA to measure lasting change.



Source: WEDGE South Africa country programme progress report November 2010

Table 4: WEDGE-SA Women's Entrepreneurship Development (WED): Cadre of trainers as of November 2010

Tool	Malawi		Lesotho		Mozambique		South Africa	
	Certified*	Trained but not yet certified	Certified	Trained but not yet certified	Certified	Trained but not yet certified	Certified	Trained but not yet certified
WED Capacity Building (Women's Entrepreneurship Development Capacity Building Guide)				7	2	19	3	14
FAMOS (Service Quality Check for Supporting Female and Male Operated Small Enterprises)								
GET Ahead (Gender and Entrepreneurship Together: GET Ahead for Women in Enterprise)				14				
GSVCA Guide (Gender-Sensitive Value Chain Analysis)	1				3		8	
IYES (Improve Your Exhibiting Skills)			2	1	3	23		11
WEA Guide (Building Women entrepreneurs' Associations Guide)	2	13		9	15	12	5	16
MOWE guide (Month of the Women Entrepreneur Guide)								
EYB (Expand Your Business, GOWE Version)						22	12	
AMB Guide (Action my Business Growth Guide)								
SUB TOTALS PER WEDGE COUNTRY PROGRAMME	3	13	2	31	23	76	28	41
TOTAL WEDGE-SA PROGRAMME	Trained	161						
	Certified	56						

*To become certified as a WED Expert (cadre) an individual must be certified as a trainer in a minimum of 3 WEDGE tools. One of the 3 tools must be either the Women's Entrepreneurship Development capacity building guide or the FAMOS check

** Trained by other ILO projects but using WEDGE technical support for training or roll out

Source: WEDGE-SA programme

Another concern related to outputs 2.1 (and output 2.2 for that matter) is about the selection of local BDS organizations for entry into the WEDGE programme. More in particular, a clearer distinction might need to be made between the role of facilitators and providers when determining the treatment for intermediary beneficiaries. The core mandate of a facilitator organization is to represent the interests of its membership and coordinate access for its members and other parties to business development support services, while the core mandate of a provider organization is to physically deliver these business development services. The two roles are quite distinct, in the first case require lobbying and advocacy tools and skills and in the second case require technical expertise in a given business development service plus training and consulting/counseling/coaching experience. In the WEDGE-SA programme, it appears that in a number of cases local facilitator bodies have been enrolled as providers which is principally possible but raises questions regards their actual delivery capacity downstream the programme implementation cycle. This aspect might need to be revisited in the end of programme evaluation.

Yet another small concern refers to the question to what extent the market introduction of some WEDGE tools has been supply- or demand driven – casting a shadow of doubt over the likelihood of some of these services remaining in the market once programme support has come to an end. From the in-depth review of the WEDGE Mozambique programme, it clearly emerges that tools like the Improve Your Exhibition Skills (IYES) training course, the Women Entrepreneurs Association (WEA) training course, the Building women entrepreneurs associations manual and the Start and Improve Your Business (SIYB) training modules are demand driven while the interest in tools like the Women Entrepreneurship Development (WED) capacity building training module or the Female and Male Operated Small Enterprises (FAMOS) screening tool has been low. In South Africa, a similar picture is unfolding, with particularly the FAMOS check not (yet) having picked up among local service providers and end users alike. For more information on the sustainability challenge faced by the WEDGE-SA programme refer below to the chapter on programme sustainability.

Yet another concern relates to the fact that programme resources – particularly in terms of institutional capacity building support services – have been spread very thinly across local partner organizations; for example, in Mozambique the WEDGE country programme had included more than 50 local organizations in trainer development activities. Even where the services of lead trainers have been enrolled, the programme coordinator will be hard-pressed to render meaningful follow-up coaching and advisory support to individual trainers, not to mention spot checks and other quality control measures. For a complete list of partner organizations so far enrolled in the WEDGE-SA programme refer to table 5 in the Annex of this report.

As regards output 2.3, and further to the observations made above under output 1.4, by the time of the mid-term review the WEDGE Mozambique programme had undertaken concrete preparatory steps to lower the barriers for women entrepreneurs to business finance by way of facilitating so-called finance fairs where prospective clients meet and interact with financial service providers. These fairs were scheduled for December 2010, and pending the number of linkages created in the process, the country programme stands a good chance to deliver the corresponding output. In South Africa, WEDGE has entered into negotiations with commercial banks to refer GOWE training graduates on to these financial service providers but the mechanism was not yet functional by the time of the review. WEDGE South Africa has furthermore trained Standard Bank and ABSA's women empowerment desk at the Pietermaritzburg Chamber of Business in the use of selected WEDGE tools. In Lesotho and Malawi, the local coordinators are yet to implement activities related to the facilitation of access to financial services.

As regards output 2.4, a management decision was taken by the WEDGE-SA programme at the outset of the programme inception phase not to pursue this workstream, principally due to budget constraints briefly alluded to earlier in this report and again discussed in the chapter 5.4.1. The motion to defer work on output 2.4 was debated with and endorsed by the level of national steering committees and raised with the donor agency, but not tabled for formal approval. In any case, it is highly unlikely that a belated new product development effort for mass-media based BDS would render tangible results. The output is therefore effectively un-achievable in the remaining period of the programme implementation cycle. It is to be retained and a mass-media based BDS like a radio show, a TV programme or an SMS service to be developed, a budget top up of about 200,000 US plus a six-month programme extension is required.

As regards outputs related to the third programme outcome, and more in particular as regards output 3.1, the earlier observation on the mix-up between output indicators and outcome indicator applies. Using the number of GOWE trainees reached so far by the WEDGE-SA programme and the number of trainees submitting business plans to finance institutions after training as output indicators (and not as outcome indicators as currently done), the WEDGE-SA programme is making slow but noticeable progress towards reaching a critical mass of growth oriented women entrepreneurs with its tailored WEDGE tools. In Mozambique and South Africa, where local trainers had been introduced to the GOWE training package in June and August 2010 respectively, none of these local resource persons had moved on to train women entrepreneurs yet by the time of the mid-term review. The main challenge, it was reported during the mid-term review, had been logistical constraints in grouping the GOWE trainers and to secure finance either directly from the entrepreneurs or alternatively/in addition from a third party sponsor. However, for all four countries, a number of GOWE training seminars were lined up for December 2010; the end of project evaluation will need to verify the outcomes of these and other GOWE training seminars in 2011.

Beyond GOWE training, the WEDGE South Africa country programme also has embarked on the development of a new WEDGE tool for growth-oriented women entrepreneurs. In a nutshell, this tool comprises of a one day sensitization workshop for women entrepreneurs with academic training, delivered so far directly by the national coordinator in conjunction with lecturers from local universities. The workshop sessions are delivered with the help of power point slides that are based on the curriculum of the GOWE training package. The main training method is front lecture combined with questions and answers. The new tool has been piloted in 2009/2010, reaching out for 83 women in the process. An online snapshot survey of training impact carried out in the run-up to the mid-term review revealed very impressive impact – the majority of participants grew their business after attending the workshop, and added 60 full-time jobs. Four participants completed and submitted business plans to finance institutions after training. The impact figures raise some questions about attribution and will require further analysis, but are in any case indicative of positive change.

As regards output 3.2, the gender-mainstreaming of the Expand Your Business training package (that forms the design platform of the GOWE training tool) mainly seems to have referred to the adaptation of the manual to the local context of countries covered by the WEDGE-SA programme. Most prominently, the WEDGE-SA programme management unit reviewed and adapted the business case study coming with the manual and facilitated the (completion of the draft) translation of the manual to Portuguese. The adaptation of the training materials is yet to be validated in Malawi and Lesotho where the launch of GOWE was postponed due to late launch of the country programmes.

5.3.2. What progress has been made towards achieving the programme objectives/ outcomes?

The yardsticks for the attainment of the immediate WEDGESA programme outcomes and the overall WEDGE-SA programme outcome are the performance indicators listed in the graph on page 19. For outcome 2 and 3, the confusion in the LogFrame between output indicators and outcome indicators was discussed earlier. The indicator chart on the next page has been correspondingly slightly amended to better reflect how the programme measures cause and effect relationships along the impact chain – indicators have been swapped, not replaced.

In the graph the status light next to each performance measure has been ‘switched on’ by the mid-term reviewer for outputs based on the cross-comparison of implementation status per country presented on page 25, and for outcomes based on personal judgment of emerging results half-way through the programme implementation cycle. In a nutshell, it appears that the programme is overall on track to attain its outcomes but that there are areas of concern where performance needs to improve.

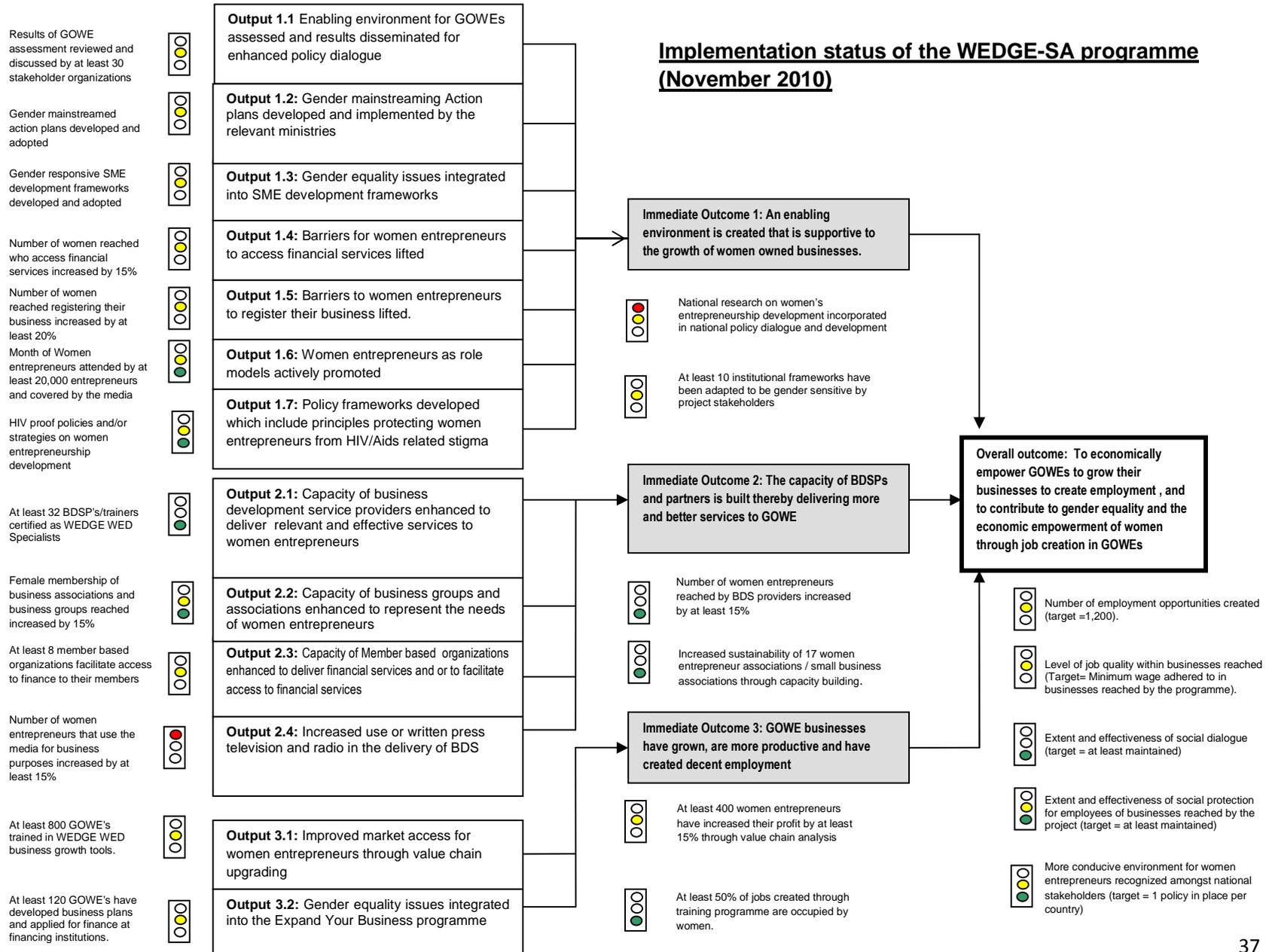
As regards progress towards the attainment of the first immediate programme outcome, there is a medium risk that the WEDGE-SA programme will fail to facilitate the incorporation of its national level research on women entrepreneurship development in the national policy dialogue in at least two out of four programme countries, namely South Africa and Lesotho. In both countries, the actual research was yet to start by the time of the mid-term review. In Mozambique and Malawi, the actual research had been completed but incorporation of the findings into the policy dialogue was pending.

Further to immediate outcome 1, there is a medium risk that the programme will fail to facilitate the adaptation of at least 10 institutional frameworks. The programme has achieved some good progress in facilitating such amendments in Mozambique in a partnership with the local SME institute, but similar work with BUSA in South Africa got stalled. In Malawi and Lesotho, the local beneficiary organizations were yet to be identified at the time of the survey.

As regards progress towards the attainment of the second immediate programme outcome, the WEDGE-SA programme is likely going to succeed in strengthening the BDS facilitation and –delivery capacity of local partner organizations. The programme has exceed its output targets and preliminary evidence from the South Africa WEDGE programme presented in the previous sub-chapter indicates that the outreach of BDS providers among women entrepreneurs has increased and that the income of local BDS facilitators has indeed improved.

As regards progress towards the attainment of the third immediate programme outcome, early indication is that the WEDGE-SA programme is likely going to succeed. Preliminary evidence from South Africa only shows that graduates from business growth training increased their profits and created jobs particularly for women (but also for men). The traffic light indicating improved business performance has been still set on amber to caution the programme management unit for taking extra-effort to proof attribution of this positive change to the WEDGE treatment

Implementation status of the WEDGE-SA programme (November 2010)



As regards the likelihood at this stage that the WEDGE-SA programme will make a significant contribution towards long-term lasting change as stated in its overall programme outcome, the rate of creation of employment for women is so far slow. Preliminary evidence from the WEDGE-SA programme (collected and analyzed by a local consultant in the run-up to the review) and anecdotic evidence from the WEDGE Mozambique programme (collected during mid-term review meetings) shows that the programme is indeed creating jobs but will fail to meet the performance threshold at current rate of growth, at least if December 2011 is retained as closing date for the initiative.

Likewise, the WEDGE-SA programme has made progress in contributing towards a more enabling environment for women entrepreneurs, but due to delays ‘upstream’ the impact chain in completing the policy level research, it is at least a concern whether the full impact of its work will start filtering through by the end of the programme implementation cycle.

Over and above the two impact indicators discussed above, the WEDGE-SA programme has undertaken a commendable effort to track its contribution to the promotion of other dimensions of decent work, namely respect for core labour standards, the promotion of social dialogue and the facilitation of access to social protection. The programme was not required to report against these impact parameter but by doing has demonstrated its commitment to take a holistic approach to the creation of decent work.

The programme is currently tracking three additional impact indicators, namely (a) the level of job quality in businesses treated in WEDGE country programmes, (b) the extent and effectiveness of access to basic social protection for employees in these businesses and (c) the extent and effectiveness of social dialogue among business stakeholders. The key performance measures are the level of compliance with minimum wage regulations, the ratio of employers and workers belonging to an organization collectively representing their interest and a social protection index drawn up from three indicators (workplace accident rate, extent of access to sick leave pay and extent of access to HIV/AIDS awareness training).

For each impact measure, the minimum performance threshold is to maintain the status quo, to ensure that employment creation interventions do not inadvertently negatively impact on other dimensions of decent work. In practice, the WEDGE-SA programme has been able to prove a marked improvement over the baseline at least in the social dialogue dimension. In South Africa, associations representing the interests of women entrepreneurs in the formal economy have managed to increase their membership as a direct result of the programme, and in Mozambique, one of these associations has joined the Employers Federation of Mozambique as a member. This achievement made a direct and immediate contribution towards increased representation of ILO constituents in the informal economy. As regards job quality and social protection impacts, empirical evidence from the WEDGE South Africa country programme indicates that the status quo has been retained – traffic lights are nevertheless kept on green-amber at this stage to indicate that the judgment is out in the other countries covered by the WEDGE-SA programme.

5.3.3 How adequate is the participation of stakeholders in programme planning and implementation?

As indicated in chapter 5.2.1, the participation of stakeholders at the design stage of the sub-regional programme was sub-optimal, but the programme management unit made up for this deficit by way of extensively consulting with stakeholders at the programme inception phase, and to draw up context-specific country level strategies. It is not clear from the programme document whether this staged planning process was intended from the outset, but what matters is that it eventually took place and resulted in the validation of country level strategies during the inception stage.

The participation of stakeholders in the implementation stage is adequate. The WEDGE-SA programme works through a wide spectrum of local intermediary organizations, among them ILO constituents and other stakeholders. It strengthens the capacity of these intermediary beneficiaries to in turn strengthen the capacity of the ultimate programme beneficiaries, along the way laying the foundation for a sustainable market exchange once programme support has come to an end. Also refer below for more information on the prospects for sustaining the transaction of WEDGE BDS beyond the lifetime of the programme.

Notably absent as local *implementation* partners are the Ministries of Labour in three out of four countries covered by the WEDGE-SA programme, potentially raising concerns about ownership through ILO core constituents. Representatives from the Ministry of Labour are indeed members of the WEDGE national level supervisory committees and at least the WEDGE Mozambique country programme collaborates with a MITRAB subsidiary body, the local Vocational and Technical Training Authority. The effective level of ownership resulting from this ‘arms-length’ engagement is unclear but limited buy-in only is likely – as indicated by the fact that this core ILO constituent was invited but failed to participate in the stakeholder workshop for this midterm review.

Beyond direct involvement in operational level activities, ILO constituents and other local stakeholders also execute a supervisory function at the level of national level programme strategy. The WEDGE-SA programme has established local advisory committee in each country that meet regularly. The level of oversight exercised by these committees in practice is difficult to judge but from direct exposure of the mid-term reviewer to committee members during the stakeholder workshop in Mozambique it appears that some of these organizations take direct and close interest in the programme while others have only superficial understanding of the logical framework.¹

5.4. Effectiveness of management arrangements and efficiency of resource use

Key findings

- *Overall, the technical resources are adequate to fulfill the programme plan. The work of the programme manager and her team is respected and acknowledged by local stakeholders and ILO colleagues alike at all system levels. The programme management team, in turn, expressed satisfaction with the level of administrative and technical support received from the ILO country office.*

¹ Likewise, in South Africa the WEDGE national advisory committee (which is part of a larger committee steering all ILO employment creation initiatives in South Africa and of which the Norwegian donor representative in South Africa is party) is known to have functioned well until mid 2010. The committee hasn't met for the last four months, though, since the national oversight body for the implementation of the Decent Work Country Programme, the National Economic Development and Labour Administration Council, has insisted on restructuring and further centralizing these steering mechanisms. A decision on the exact nature of this new oversight structure was outstanding by November 2010

- *Technical back-up support from the regional gender specialist based in the ILO Regional Office for Africa and the global women entrepreneurship development programme coordinator based in Geneva is rather 'light touch' at this stage. As agreed between the donor agency and ILO in the programme document, a small portion of the programme budget was to be retained at Headquarter level to support the implementation of the global WED programme, and the WEDGE-SA programme in particular, from Headquarters. From the evidence collected during the mid-term review, it appears that the direct contribution of the global WED programme to any outputs of the WEDGE-SA programme is so far limited to financial contributions for tools or activities that have implications for the ILOs wider work on WED.*
- *Another issue raised during the mid-term review by the global coordinator of the WED programme was the communication flow between the WEDGE-SA programme and the donor agency. In fact, communication seems to flow well between the WEDGE-SA programme management unit and local NORAD representatives, but faces bottlenecks in the formal reporting of implementation progress to NORAD Headquarters due to late submission of progress reports through the programme management unit.*
- *As far as the financial resources of the WEDGE-SA programme are concerned, these resources are limited in view of the scale of the development challenge but the programme management unit has been able to leverage the budget through local resource mobilization and otherwise reduce service transaction costs through a range of cost-saving measures. These measures took some time to take effect and as a result the programme is rather short of time then money to achieve its outcomes.*
- *The WEDGE-SA systematically monitors and documents its performance, albeit the extent of use of some of the monitoring tools and approaches varies among national level coordinators.*
- *The WEDGE-SA has established an online information dissemination and knowledge sharing mechanism that is fully functional at least for users with internet access; furthermore, the programme uses a range of other more conventional tools to share information, from newsletters through to progress reports.*

5.4.1. Are the technical & financial resources adequate to fulfill the project plans?

Overall, the technical resources are adequate to fulfill the programme plan. The work of the programme manager and her team is respected and acknowledged by local stakeholders and in enterprise team in the ILO country office for Botswana, Lesotho, Namibia, South Africa and Swaziland. The programme management unit initially struggled with the limitation imposed by the programme budget on the recruitment of national coordinators in Mozambique, Malawi and Lesotho, but as discussed earlier has in the meantime overcome these constraints through a combination of tactics, like cost-sharing the cost of the coordinator with another ILO project in Mozambique, recruiting locally through intermediary organizations in Lesotho, working with long-term consultants rather than project staff in Malawi - and deferring any activities related to output 2.4.

The programme management team on its part expressed satisfaction with the level of administrative and technical support received from the ILO country office. Generally, internal administrative process is smooth, also thanks to the high delivery capacity of the finance-admin staff working for the project, and the programme is recognized by, and enjoys the active support of, the director in the country office. The programme management unit is party to the enterprise team in the country office and the programme manager liaises on a continuous basis with the enterprise development specialist.

In turn, technical back-up support from the regional gender specialist based in the ILO Regional Office for Africa and the global women entrepreneurship development programme coordinator based in Geneva seems rather light touch.

The global coordinator is in contact with the WEDGE-SA programme coordinator and has on three occasions provided technical and financial inputs, but there is room for improving the breadth and depth of collaboration, also in light of the fact that part of the WEDGE-SA budget had been set aside at the outset to facilitate this kind of interaction. As of November 2010, the total expenditure of the global WED unit stood at 90,715 USD (or about 30% of budget portion set aside for Headquarters) out of which about one third had been spent directly for WEDGE activities in Southern Africa. For an overview of the activities of the global WED unit worldwide and in Southern Africa in the time period 2009/10 refer to Annex 3. As regards the regional gender specialist, there is no empirical evidence of close interaction, and while it is acknowledged here that collaboration should be driven by a concrete agenda and is not a purpose in itself, it is the view of the mid-term reviewer that there are plenty of reasons to connect WEDGE-SA more closely with the regional WED network. Case in point is the learning experiences currently made by ILO in Eastern Africa to sustain WEDGE after the local technical cooperation programme has come to an end. This experience could and should be shared more proactively among internal ILO stakeholders, and with external WEDGE stakeholders on the ground.

Another issue raised during the mid-term review was the communication flow between the WEDGE-SA programme and the donor agency. The WEDGE-SA programme does liaise at national level with the Norwegian Embassies and in each country a donor representative is party to the steering committee. The WEDGE-SA programme manager also communicates on a regular basis with NORAD headquarters. Still, according to the global WED coordinator, NORAD has raised repeatedly concerns about the lack of timely updates on programme implementation progress, a situation partly explained by the fact that the WEDGESA programme has on least one occasion failed to submit its routine progress reports in timely fashion to PARDEV, for onward transmission to NORAD Headquarters.

As far as the financial resources of the WEDGE-SA programme are concerned, these resources are limited in view of the scale of the development challenge. The programme has a budget envelope of 3,3 million US Dollars minus a share of 13% for programme support income and a 10% share retained at the outset by the global WED programme unit in Headquarters (refer to chapter 5.3 for a review of the use of these resources). On top, approximately 100,000 US were lost due to currency exchange fluctuations, leaving a budget of less than 700,000 US per country or less than 250,000 US per country per year of the programme implementation cycle.

The budget constraints have initially slowed down the implementation of the WEDGE-SA programme in Lesotho and Malawi where cost-effective and pragmatic solutions for the recruitment of local coordinator-consultants had to be identified first. The budget constraints have furthermore forced the programme management unit to dedicate part of its attention to local resource mobilization. In fact, the programme management unit has been highly effective to this regard, leveraging the WEDGE-SA programme budget by more than 300,000 US Dollars mostly in South Africa and Mozambique.

The success of the local resource mobilization effort has alleviated some of the budgetary constraints described above, but not addressed (rather partly caused) the initial delay in the implementation of programme activities. Rather than seeking a top-up of the budget, it might therefore be necessary to consider a no-cost six-month programme extension to complete all programme activities as initial workplan. It might furthermore be advisable to identify activities where resources set aside at Headquarter level could be more effectively deployed in support of activities in the field. Refer back to chapter 5.3 for more information on activities where delays have occurred and to the set of recommendations in the executive summary for suggestions where resources from HQ could be pooled to better results.

5.4.2 How effectively does the programme management monitor programme performance and results?

The WEDGE-SA programme does systematically monitor its performance and results, routinely collecting monitoring data and with increasing confidence using the monitoring tools presented in this report. In theory, national level coordinators are tasked with collecting, processing and documenting the required monitoring data, while the programme management unit in Pretoria next consolidates and analyzes the information on the sub-regional level. In practice, this division of labour is successfully practiced in Mozambique and South Africa (in the latter case supported by an M&E consultant), but not yet practiced in Malawi and Lesotho. In the latter two cases, the monitoring data is collected and reported by the national consultant-coordinators but processed and documented in the programme management unit in Pretoria. This observation points towards the need to (further) train national coordinator-consultants in the use of the monitoring tools.

The WEDGE-SA programme management unit was able to produce all monitoring data requested by the mid-term reviewer (and in some cases reproduced in this report) in timely fashion. In several cases, the data was available at the level of country programmes only, though, and had to be re-processed first in order to provide insight on progress made on a sub-regional level and against measures set out in the programme LogFrame. This is indicative of some room for improvement in producing routine updates of programme implementation progress on a sub-regional level.

5.4.3 Is information being shared and readily accessible to national partners?

The WEDGE-SA programme has established a top-class information sharing internet platform using the Dropbox application. The platform gathers data on each country programme and provides access to an electronic library of WED (GE) resources. The functionality of the application is demonstrated by the fact that it has provided the mid-term reviewer with a readily accessible and very comprehensive source of information on the programme.

At this stage, access to the online platform is restricted, though. Unlimited access is granted to WEDGE programme staff and selected other ILO stakeholders only. National partners, in turn, have limited access to selected features only, and to various degrees. For example, WEDGE trainers have advanced access while national level stakeholders not directly linked to the programme have no access at all. It was not established during the review to what extent local partners make use of the information offering on Dropbox, i.e. whether they are aware of the service, have internet access and are savvy in the use of the software.

Beyond the knowledge sharing platform, *all* national partners have access to the global WED programme website of the ILO and its dedicated sub-pages like the MOWE website. The level of uptake of this information service might need to be more closely scrutinized by the WEDGE-SA programme, though. For example, the WEDGE-SA programme does monitor hit rates for the MOWE website and recorded less than 100 visitors per month in recent month. Judged from this anecdotic evidence only, the outreach of this particular information dissemination medium seems limited

Further to information sharing, the WEDGE-SA programme releases electronic newsletters for local stakeholders and furnishes them with country specific half-yearly and annual progress reports drawn up by the national coordinators and shared ahead of steering committee meetings. These national level progress reports are then consolidated in programme level progress reports shared with the donor agency via PARDEV.

5.5. Sustainability

Key findings:

- *From the mid-term review, it appears that there is fast growing institutional delivery capacity and coupled with it a fast growing sense of ownership among local partner organizations for selected WEDGE tools.*
- *In turn, the local capacity to carry forward policy level work of the programme is limited (with the exception of South Africa) and in all countries, the local ownership of the process is still limited.*
- *It is too early to judge whether the WEDGE-SA programme is succeeding in integrating its approach into government administrative institutions. There are encouraging signs of government institutions taking the lead in implementing WEDGE activities in South Africa and Lesotho.*

5.5.1. Is there any progress in local partners' capacity to carry forward the programme and is there a growing sense of local ownership?

From the mid-term review, it appears that there is fast growing institutional delivery capacity and coupled with it a fast growing sense of ownership among local partner organizations as regards selected WEDGE tools. In turn, the local capacity to carry forward policy level work of the programme is limited (with the exception of South Africa) and in all countries, the local ownership of the process is still limited.

As regards delivery capacity for WEDGE services, and as discussed in chapter 5.3., the programme is making rapid progress in building up a cadre of competent WEDGE resource persons. Some of the WEDGE tools introduced via these resource persons to market have met strong demand, among them prominently WEA training directed as women associations, and SIYB training and IYES training. In turn, other tools like the FAMOS check and WED training for BDS organizations and GOWE training for entrepreneurs so far have seen limited uptake, for a variety of reasons related to the short space of time between market introduction and mid-term review (case in point: GOWE training) but in other cases due to lack of service demand from prospective clients (case in point: FAMOS).

It might be necessary for the WEDGE-SA programme to systematically analyze the reasons explaining (lack of) market uptake for each tool, and correspondingly adapt its product development and marketing strategy accordingly. In practice, and bearing in mind the outcome measures and outreach targets of the programme, it might be necessary to on one hand upscale outreach of tools like IYES known to be in high demand and on a parallel track to further increase efforts to (re-) position tools that have seen slow uptake but are known to make a direct contribution to the development objectives of the programme (like GOWE training). In the same vein, products with limited uptake and less clear-cut contribution to the programme outcomes *within the remaining life-time of the programme* might either need to be taken off the market or set aside for now.

As regards local capacity (and ownership) to carry on with the policy related work of the WEDGE-SA programme, the local capacity was essentially already in place by the time research was commissioned in Malawi, Mozambique and South Africa; the programme management unit essentially drew on local consultants and provided them with the guidelines and terms of referenced for gender-sensitive policy-level research. (the case of Mozambique not even to carry out the research but to consolidate the findings of research carried out by other ILO projects in a single report. Except in South Africa where the research effort is implemented with joint finance from WEDGE-SA and the Department of Trade and Industry, local ownership of the research effort, and the research findings for that matter, is limited so far. In the case of Mozambique, most partner organizations gather in the stakeholder workshop were in fact not aware of this particular work stream. This lack of ownership does not bode well with the intention of the WEDGE-SA programme to facilitate policy reform *driven* by the research findings

5.5.2. Does the programme succeed in integrating its approach into government administrative institutions?

It is too early to judge whether the WEDGE-SA programme is succeeding in integrating its approach into government administrative institutions. An encouraging sign in this direction is that the programme has signed cooperation agreements with several government institutions, mostly Line Ministries with a mandate to reach out for women in general, and women entrepreneurs in particular. In South Africa and Lesotho, these declarations of intent have been followed by concrete action, in South Africa by way of joint research with DTI and in Lesotho by way of employing the national coordinator-consultant through the Ministry of Gender, Youth, Sports and Recreation and thus working through the government administrative structures. The downside of this approach is protracted administrative process that has slowed down the rate of implementations of the national programme considerably. In Mozambique, the main government counterpart of the WEDGE-SA programme is supportive of the initiative but yet to apply or any WEDGE approaches like the FAMOS check.

ANNEX

Table 5: Institutions trained in WED tools as of November 2010

	South Africa		
	INSTITUTION	Certified	Trained but not certified
1	Women in Finance	1	1
2	KZN DEDT		2
3	eThekweni Municipality (Durban)		2
4	Pietermaritzburg Chamber of Commerce	1	2
5	BizAIDS	2	1
7	ZLTM		1
8	Business Women's Association (BWA)		1
9	Training Services and Integrated Consultants	1	3
11	The Innovation Hub	1	
13	Productivity SA	1	
14	South African Women Entrepreneurs Network		2
13	UKZN School of Development Studies (an independent).	1	
14	Turnaround Partners Business Advisory Services	2	
15	Indumeso training		1
16	Fuse Project Management & Consulting	2	2
17	Epilepsy South Africa	1	1
18	IMR Events		1
19	Furniture Technology Centre		2
20	National Youth Development Agency		1
21	University of Swaziland (SWAZILAND)		1
22	Federation of Swaziland Employers & Chambers of Commerce		1
23	Entecom		1
24	Phahla Consulting		1
25	Makatanes Training & Consultancy		1
26	Heir Developers and Consultants		1
27	Datacomb (Pty) Ltd		1
28	Nqobekile Dora Manyoni CC		1
29	The Process Practice		1
30	Emerging Business Consultancy & Training		1
31	Umsimbithi Networking Services		1
32	Tsela Tshweu Business Concepts		1
33	Y-Lite Organization		1
34	Ntomizomonde Health Care Solutions (Pty) Ltd		1
35	Machi Consultancy Services		1
36	SEDA		1
37	Lamuka uti endlela		1

38	University of Pretoria		1
39	Global Safety Resources		1
40	Glow Initiative Development Systems		1
41	Disability Workshop Development Enterprise		2
42	DTI (DWAFF)		1
43	Women in Construction		1
	TOTAL	13	47

Lesotho			
	INSTITUTION	Certified	Trained but not certified
1	Ministry of gender Youth Sports and Recreation		19
2	SMME Support Network Lesotho	1	3
3	Business Development Trust	1	2
4	Morija Museum		1
5	Mofammere Investments		1
6	TADI Consultant		1
7	Basotho Enterprise Development Corporation		1
8	Motheo Consultant		2
9	Lesotho Federation of Disabled Organization		1
	TOTALS	2	31

Malawi			
	INSTITUTION	Certified	Trained but not certified
1	DEMAT	1	
2	HUNGER PROJECT MW		1
3	INDEPENDENT CONSULTANT		1
4	LIBWA		1
5	MAWEMA		1
6	MBAWEME		1
7	NABW	2	8
	TOTALS	3	13

	Mozambique		
	INSTITUTION	Certified	Trained but not certified
1	MD Consultores	5	2
2	AMEM	1	
3	Trade Unions		4
4	ACIANA-CTA	1	1
5	EIIM services Lda.	1	2
6	Caixa das Mulheres	1	
7	Adelna	1	2
8	ACB- Beira		1
9	INEFP	1	6
10	MIRUKU	1	1
11	ADEL		3
12	IPEME	3	1
13	CTA		1
14	ACIVA -CTA	1	2
15	GAPI	4	2
16	FEMME-CTA	1	
17	PROSERVE		1
18	Amae Apabanda		1
19	MONASO (HIV Issues)	1	1
20	FME		2
21	INAS (MMAS)	1	2
22	Anarte		1
23	IPEX		1
24	Greenarte		1
25	Macobo		1
26	Leatherarte		1
27	Projecto crianca feliz		1
28	Asaruna		1
29	IPEX		1
30	MIRUKU		1
31	Centro Mutawanha		1
32	Missanga		1
33	Wonelela		1
34	SNV		1
35	Ministerio de Desporto		1
36	CEDARTE	5	3
37	AMEM- CTA		1
38	Aprodrejom		1
39	EIIM services Lda		2
40	Caixa das Mulheres		2

41	ACB- Beira		1
42	ICC		2
43	Excellence International		1
44	Catholic University		2
45	USTM		1
46	Politecnico Chimoio		3
47	Independent consultant		2
48	UEM CEA		3
49	FFP		1
50	USTM		2
		TOTAL	28
			76

Terms of Reference for the mid-term review of the WEDGE-SA programme

Termos de Referência

Auto-avaliação do

Projecto para a África Austral sobre o Desenvolvimento Empresarial das Mulheres e Igualdade do Género (WEDGE-SA)

Período da avaliação 1 de Jan 2009- 1 de Out. 2010

1. Introdução e fundamentação

Esta avaliação interna é realizada de acordo com o documento de projecto do WEDGE-SA que enuncia a necessidade de uma avaliação de meio percurso do programa. A avaliação é efectuada em linha com a Política de Avaliação da OIT adoptada pelo Conselho Executivo em Novembro de 2005, que estipula uma avaliação sistemática de programas e projectos de modo a se melhorar a qualidade, a obrigação de prestação de contas e a transparência do trabalho da OIT, reforça o processo de tomada de decisões e apoia os membros na promoção do trabalho decente e da justiça social. A avaliação e o processo de avaliação deverão também obedecer às normas das Nações Unidas e de avaliação internacionais. Para além disso, ela é levada a cabo em linha com o Guia de Avaliação da Unidade de Avaliação da OIT: *Auto-avaliação de Projectos (Fevereiro de 2009)*.

Com a aprovação da unidade EVAL na sede da OIT, a avaliação de meio percurso está a ser realizada depois de 22 meses em vez de 18 meses.

A avaliação está concebida para ser um instrumento prático de avaliação por múltiplos parceiros e beneficiários em Moçambique e avaliação auto-administrada através de questionários e análise de documentos no Lesoto, Malawi e África do Sul. O seu principal objectivo é a melhoria dos programas a implementar ao longo o período restante do projecto.

2. Detalhes do Projecto:

O Projecto WEDGE-SA para o Desenvolvimento do Empresarial das Mulheres e Igualdade do Género da África Austral irá funcionar durante um período de três anos (2009-2011) no Lesoto, Malawi, Moçambique e África do Sul. Os seus objectivos são promover o empreendedorismo das mulheres e apoiar as mulheres empresárias a criar empregos decentes, alcançar o *empowerment* das mulheres e a igualdade de género, e trabalhar para a redução da pobreza.

O objectivo primordial do projecto em Moçambique é trabalhar com o governo, organizações de trabalhadores e empregadores, e agências parceiras para remover os obstáculos com que as mulheres se deparam ao começar e ao desenvolver os seus negócios. Em linha com a estratégia da OIT para o desenvolvimento empresarial das mulheres (WED), ele destina-se a dar um destaque particular para as mulheres empresárias cujos negócios têm potencial de crescimento, como uma maneira mais estratégica de se criar empregos sustentáveis e trabalho decente.

Projecto N.º: M25016100891

Título do Projecto: Desenvolvimento Empresarial das Mulheres e Igualdade do Género na África Austral

Orçamento total: US 2,906,231

Doador: Norad

Data de início: Janeiro de 2009

Data de conclusão: Dezembro de 2011

Implementado por: Escritório Regional da OIT, Pretória

Em linha com as áreas temáticas do governo da Noruega: mulher e igualdade do género e desenvolvimento do sector privado, a abordagem do projecto é dupla. Procura, por um lado, corrigir os desequilíbrios existentes em termos de género no desenvolvimento empresarial através de abordagens e actividades destinadas especificamente às mulheres, e a assegurar que as iniciativas da OIT para as pequenas empresas sejam sensíveis em termos de género. Os resultados do projecto procuram reduzir a vulnerabilidade das empresas das mulheres relativamente à falta de organização, representação e voz; acesso a serviços financeiros apropriados; e todas as formas de discriminação com base no género. O destaque será para o trabalho para se remover as causas subjacentes das vulnerabilidades das mulheres empresárias (incluindo as barreiras particulares com que as mulheres com deficiências a viver com o HIV se deparam).

Em linha com o quinto elemento central da Agenda Global de Emprego da OIT e as Conclusões da Conferência Internacional do Trabalho sobre Empresas Sustentáveis (2007), o projecto apoia a capacidade nacional de implementar medidas específicas que podem ser necessárias para se permitir às mulheres empresárias começar, alargar e formalizar os seus negócios. O trabalho para o alcance da Recomendação N.º 189 da OIT relativa às Condições Gerais para se Estimular a Criação de Empregos em Pequenas e Médias Empresas e a Estratégia para o Desenvolvimento Empresarial das Mulheres acordado pelo Conselho Executivo em Março de 2008.

IMPACTO ESPERADO/OBJECTIVO DE DESENVOLVIMENTO

1. Igualdade de género e *empowerment* económico das mulheres
2. Criação de trabalho decente e empregos produtivos

OBJECTIVO IMEDIATO/RESULTADOS (OUTPUTS) DO PROJECTO

1. Um ambiente melhorado propício para o desenvolvimento empresarial das mulheres
 2. Uma melhor capacidade de desenvolvimento dos provedores de serviços de desenvolvimento de negócios para prestarem serviços às mulheres empresárias
 3. Melhor capacidade de geração de rendimentos, da produtividade e competitividade das mulheres empresárias.
-

3. Objectivo, dimensão e clientes

A auto-avaliação do Programa WEDGE-SA destina-se a ser um instrumento prático de avaliação do programa por múltiplos parceiros e beneficiários. O objectivo será validar os progressos em relação aos resultados pretendidos do programa através da análise das realizações reais contra o plano de desempenho do programa. Uma outra dimensão serão os aspectos que ajudam ou dificultam o alcance destes resultados, com recomendações que poderão ser exploradas.

A dimensão da auto-avaliação em termos de tempo é o período desde o início da implementação em Janeiro de 2009 até Agosto de 2010, representando assim aproximadamente 65% do período total do projecto. A dimensão da auto-avaliação em termos de área operacional é o Programa WEDGE-SA na sua totalidade.

Os clientes da auto-avaliação são as partes envolvidas chave na implementação do programa, tal como está representado pelo Comité Consultivo do Programa e outros parceiros que podem não estar representados neste comité.

4. Questões e critérios a usar

A auto-avaliação irá responder a três questões abrangentes, tal como foi sugerido pelo Grupo de Avaliação das Nações Unidas:

Questões de Avaliação e quadro analítico

- I. Relevância e adequação estratégica
 - O programa está a apoiar directamente as prioridades nacionais de desenvolvimento e o DWCP dos países?
 - Como é que ele complementa outros projectos relevantes da OIT nos países?
 - Que ligações estão estabelecidas/a ser estabelecidas com outras actividades similares das Nações Unidas ou organizações internacionais de desenvolvimento a nível dos países?
 - II. Validade da concepção do projecto
 - O processo de concepção foi adequado? Baseou-se numa análise das necessidades da área alvo? Foi incluída uma análise de género?
 - Os resultados (outputs) ligam-se causalmente com os resultados/objectivos pretendidos?
 - III. Progressos e eficácia do programa
 - Os recursos técnicos e financeiros disponíveis são adequados para os planos do projecto?
 - Que resultados (outputs) foram produzidos e entregues até agora?
 - Até que ponto os resultados (outputs) contribuem ou são usados por parceiros para o alcance dos resultados/objectivos do programa?
 - Que progressos foram feitos para o alcance dos resultados (outcomes)/objectivos do programa?
-

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- A quantidade e a qualidade dos resultados (outputs) produzidos foram satisfatórias?
 - Até que ponto a participação das partes envolvidas na preparação e implementação do programa é adequada? Até que ponto o programa é eficaz no estabelecimento de uma apropriação nacional?

IV. Eficácia do esquema de gestão e eficiência na utilização dos recursos

- As operações do programa estão de acordo com o plano de trabalho e o orçamento do projecto?
- Os dispositivos de gestão, monitoria e governação do programa são adequados? Há um entendimento claro dos papéis e responsabilidades por todas as partes envolvidas?
- A gestão do programa monitora eficazmente o desempenho do programa e os resultados? Existia montado um sistema de monitoria e avaliação e era eficaz?
- A informação é partilhada e prontamente acessível aos parceiros nacionais?

V. Sustentabilidade

- Há algum progresso na capacidade dos parceiros do programa para levar adiante o programa
- O programa consegue integrar a sua abordagem nas instituições administrativas do governo?

VI Lições tiradas

- Que boas práticas podem ser aprendidas do programa até agora?
- O que é que deveria ter sido diferente, e deverá ser evitado no futuro?

5. Metodologia

A avaliação ocorrerá em Moçambique durante a segunda semana de Novembro.

A metodologia para a auto-avaliação baseia-se num workshop com as partes envolvidas como fonte principal de informação para o relatório de avaliação. Adicionalmente, a auto-avaliação basear-se-á numa análise da documentação chave e em reuniões individuais com as partes envolvidas e interessadas.

Numa primeira fase, toda a informação relevante disponível sobre o projecto será analisada, resumida e posta a circular antecipadamente pelas partes envolvidas principais e parceiros que serão convidados a participar no workshop de auto-avaliação.

Numa segunda fase, o workshop de auto-avaliação será organizado e os parceiros convidados. O workshop terá três objectivos: 1) reunir informação adicional dos participantes, 2) responder às perguntas de avaliação, analisando e discutindo a informação sobre o projecto, e 3) fazer recomendações com base em evidências sobre como o projecto deverá avançar.

Depois do workshop com as principais partes envolvidas, serão organizadas reuniões individuais com as partes envolvidas chave. Na última fase do processo, os participantes da primeira reunião de partes envolvidas serão convidados para uma breve sessão na qual a primeira versão do relatório de auto-avaliação será apresentada.

Será compilada informação de outros países WEDGE-SA, para além de Moçambique, através de questionários de auto-avaliação às principais partes envolvidas.

Os documentos chave que serão postos em circulação para as partes envolvidas antes do primeiro workshop são:

Principais documentos de background:

- (a) Plano Quinquenal do Governo de Moçambique
- (b) Documento da Estratégia Nacional para as PME (primeira versão)
- (c) Documento do PARPA (para 2011-2014 em processo de elaboração)
- (d) Estratégia Nacional de Emprego e Formação Profissional e Vocacional
- (e) UNDAF 2006 - 2010
- (f) Draft do Programa do Trabalho Decente de Moçambique

Documentos relacionados com o projecto:

- (a) Documento do projecto WEDGE
- (b) Orçamento (revisto) e resumo das despesas do projecto
- (c) Vários relatórios de progresso do projecto, planos de trabalho e mapas de estratégia
- (d) Actas das reuniões do Conselho de Administração do Projecto (PAC)
- (e) Acordos de parceria
- (f) Pesquisa sobre um ambiente favorável para as mulheres empresárias
- (g) Termos de Referência seleccionados do projecto / relatórios do workshop (a pedido)
- (h) Base de dados das empresárias

6. Principais resultados (outputs)

O principal resultado (output) da auto-avaliação será um relatório, compilado com base no workshop com as partes envolvidas, bem como reuniões individuais com parceiros. Será compilada informação de outros países WEDGE-SA através de questionários de auto-avaliação às principais partes envolvidas. O relatório deverá seguir o índice padrão e assim incluir os seguintes pontos:

1. Resumo
2. Objectivo, dimensão e clientes da avaliação
3. Perguntas de avaliação
4. Metodologia
5. Apresentação das constatações
6. Conclusões
7. Recomendações
8. Anexos

O período da avaliação é 1 de Janeiro de 2009 a 31 de Outubro de 2010. As constatações preliminares serão apresentadas e discutidas a seguir à reunião PAC em todos os 4 países WEDGE-SA. O primeiro esboço do relatório será posto a circular entre as partes envolvidas por volta de Dezembro de 2010, e o relatório final será produzido em Janeiro de 2011 e posto a circular entre todas as partes envolvidas chave e o escritório regional da OIT para a África.

Dispositivos de gestão

A auto-avaliação é realizada pelo assistente técnico do projecto Andreas Klemmer, especialista em empresas e membro da Equipa de Apoio ao Trabalho Digno sediado no escritório da OIT em Pretória. A primeira versão do relatório e o relatório final da auto-avaliação serão compilados por ele.

A auto-avaliação é gerida por Johanna Silvander, oficial de programas para os Programas País do Trabalho Digno e M & A, sediado no escritório da OIT para Malawi, Moçambique e Zâmbia em Lusaka. A gestão da auto-avaliação é apoiada pela Sra. Grania Mackie, Assessora Técnica Chefe do WEDGE-SA. A gestão da auto-avaliação inclui os preparativos e a circulação para comentários do esboço dos Termos de Referência, a finalização e circulação dos Termos de Referência finais, a organização das reuniões e a colocação em circulação do esboço do relatório de auto-avaliação, bem como o relatório final de auto-avaliação entre as partes envolvidas chave.

Annex 3: Activity overview of the global WED unit February 2009-November 2010

Investments of GLO in WED programme	
Overarching support and contribution by global coordinator of WED to WEDGE-SA: 1) Technical contributions (including the organizing of a growth workshop, the finalization of the Gender Sensitive Value Chain Assessment tool, the development of a sustainability tool, the design of an accreditation system for trainers, and inputs to the WED assessments carried out) 2) Knowledge sharing and dissemination (sharing of reports, information, new tools and resources made available at Headquarters and found relevant for WEDGE-SA).	
Outcome 1: Create an enabling environment is created that is supportive of the growth of women-owned businesses	
Output 1.1 Enabling environment for Growth Oriented Women Entrepreneurs (GOWE) assessed and results disseminated for enhanced policy dialogue	<ul style="list-style-type: none"> • Sub regional policy workshop (Southern Africa) • Finalisation of WED enabling environment African country assessments and translation of documents into relevant languages • Research on social economy and social enterprise supports towards women in South Africa (in partnership with COOP) • Developed policy brief on gender and rural entrepreneurship (published-ILO/FAO/IFAD) • Development of project to pilot WED indicators (in progress) for policy makers.
Output 1.3 Gender equality issues integrated into SME development frameworks	<ul style="list-style-type: none"> • Promotion of WED and barriers to international stakeholders (UN, bilaterals) • Promotion of WED at international conferences and meetings (Cap Vert, Sénégal, WED forum for Africa) • Coordination of DCED WED working group, including technical discussions • Facilitation of workshops with key stakeholders, international agencies, etc. • Gender equality issues integrated into Enterprise Department (gender mainstreaming action plan – Norwegian Ambassador took part) • Promotion of WED among ILO staff in various sectors
Output 1.6 Women entrepreneurs as role models actively promoted	<ul style="list-style-type: none"> • Promotion and use of Voices of women entrepreneurs in international meetings (i.e. WED forum, ITCILO, etc.)
Outcome 2: The capacity of BDS and partners is built thereby delivering more and better services to women entrepreneurs	
Output 2.1 Capacity of business development service	<ul style="list-style-type: none"> • Updating of two WED tools (GET Ahead and WED Capacity Building Guide). • Workshop facilitation on WED at SIYB master trainer training sessions (Western Africa) • Promotion of Gender sensitive value chain analysis (ITCILO, KS network on VCD) • Dissemination of tools and approaches (i.e. Sustainable enterprise academy, Women's Economic empowerment course)

providers enhanced to deliver relevant and effective services to women entrepreneurs	<p>Maastricht (no cost).</p> <ul style="list-style-type: none"> • International WED course developed using ILO-WED tools • International accreditation developed
<p>Output 2.2</p> <p>Capacity of business groups and associations enhanced to represent the needs of women entrepreneurs</p>	<ul style="list-style-type: none"> • Review and contributions to finalization of WEA capacity building guide • Review and contributions to finalization of Growth workshop content

Outcome 3: Women Entrepreneurs businesses have grown, are more productive and have created Decent employment	
<p><u>Output 3.1</u></p> <p>Improved market access for women entrepreneurs through value chain upgrading</p>	<ul style="list-style-type: none"> • Promotion of GSVCA (ongoing) within mainstream VCD network and ITCILO
Outcome GLO: Tools, approaches and lessons are shared and disseminated across the ILO and its partners	
<p>Sharing of lessons and taking tools and lessons further</p>	<ul style="list-style-type: none"> • Missions (South Africa and others to take tools further/other African countries, Central Asia) • Stocktaking of WED in the ILO (ongoing) • Stocktaking of women and rural entrepreneurship (ongoing) • Development of a WED mapping methodology and piloting it. • Investment in M&E • Promotion of WED on ILO website • Consolidation of WED communication tools (new logo, newsletter) • Ongoing follow up with PARDEV on the project

	<ul style="list-style-type: none"> Promotion and piloting of WED indicators in one country (workshop/seminar) 	25000 57000		
<p><u>Output 1.6</u></p> <p>Women entrepreneurs as role models actively promoted</p>	<ul style="list-style-type: none"> Voices of women entrepreneurs expanded to 2 new countries in Africa 	12000 12000	<p>Global Coordinator</p> <p>NPCs</p> <p>CTA</p> <p>WEAs</p> <p>National Consultants</p> <p>ILO Comms Specialist</p>	15-36