

Activity Appraisal Document ODA

€ 1.000.000 or more

I REQUESTED DECISION CONCERNS

Application number	4000004231
Short name application	Advancing Women Enterprises
Long name application	Advancing Women Enterprises in Addis Ababa, Ethiopia
Description application	The project aims to enhance 3,000 existing, early stage, young women-led micro and small enterprises in the formal and informal sectors in urban Addis Ababa with skills, finance and enabling environment needed to overcome barriers and achieve business goals.
Budget holder	ADD
Number business partner	30013391
Implementing organisation(s)	CARE Ethiopia
<u>Legal relationship</u>	Grant
<u>Commitment</u> in foreign currency (if applicable)	n.a.
Corporate rate	n.a.
<u>Commitment</u> in euros	1,500,000
Funds centre	1701U03190001
Activity start date	1 November 2020
Activity end date	31 October 2024
Contract start date	1 November 2020
Contract end date	31 October 2023
Has an evaluation been planned?	No
<u>Aid modality</u>	Other programme aid
<u>Donor role</u>	Single donor
<u>Technical assistance</u>	N.a. Not applicable
<u>Beneficiary's country/region</u>	Ethiopia

Countries within the region (if applicable)	n.a.		
Allocation country information	n.a.		
Location within the country (be as specific as possible)	Territory	Name location(s)	Addis Ababa
<u>CRS Code</u>	16020		
<u>Policy marker weight is 'principal'</u> (no minimum or maximum amount)	<p>WrkJng/Werkgelegenheid voor jongeren/10.2.17/ Employment for young people</p> <p>GlkhMV/ Bevordering gelijkheid tussen mannen en vrouwen en empowerment van vrouwen/Gender Equality/10.2.19/ Promote equality between men and women and empower women</p>		
<u>Policy marker weight is 'significant'</u> (no minimum or maximum amount)	<p>BrpOndw/Beroepsonderwijs/ 10.2.3/ vocational education</p> <p>PrivSct/Private sector ontwikkeling/10.2.16/Private sector development</p>		
<u>Special pledges made by the Minister or State Secretary / and/ or special marks regarding sensitive information</u>	<p>The activity has NO sensitive information.</p> <p>The activity is NOT related to a special pledge.</p>		

II. ACTIVITY APPRAISAL

2.1 Contribution made by the activity to BZ policy objectives (policy relevance)

2.1.1 Description policy relevance

The intervention ties with policy document “investing in global prospects”, particularly enhancing women entrepreneurs. In addition, it links with one of the strategies under Dutch “Youth at Heart” policy document. The intervention will address challenges confronting young women entrepreneurs. Particularly through facilitating access to finance, linking with financial and technical services, addressing knowledge and skills gaps that women owned enterprises have. It will address entrepreneurs’ relatively low social status through strategies that will change the mind-set of people around them.

Improving prospects of young women in self-employment is the principal aim of the intervention. While doing so the intervention will promote women’s empowerment and address the underlying gender inequality issues. It will significantly contribute to skills development of the target group, by developing their transferable skills (collaboration, problem solving, communication, initiative) and strengthen their practical skills for business growth.

The intervention seeks complementarity with the World Bank implemented Women Entrepreneurship Development Programme (WEDP) (Note: The Netherlands does not contribute to this program). Particularly linking and facilitating access to finance through Micro Finances that the World Bank works with. The gender transformative perspective of the intervention can showcase and contribute to evidence building around what works for women and youth economic empowerment. The benefit of this intervention compared with other activities funded by the Netherlands is that it targets vulnerable segments of the society that other interventions fail to capture i.e. women owned enterprises challenged by skill gap, social norms and access to finance.

2.1.2 Appraisal

No.	Criteria 2.1 Policy relevance	Indicators (score 0, 1, 2)	Score	EXPLANATION/ REFERENCES
2.1.1	The proposed intervention ties in with the operational objectives in the Explanatory Memorandum and the related policy memorandum (policy theory and intervention logic).	<input type="checkbox"/> <p>The proposed intervention ties in with both the main objective and the secondary objectives .</p>	2	
2.1.2	The proposed intervention ties in with the ODA priorities	<input type="checkbox"/> <p>The proposed intervention ties in with more than one of the result areas of the BH&OS priorities.</p>	2	
2.1.3	The proposed intervention ties in with the annual plan and the result chain of the MIB/MASP	<input type="checkbox"/> <p>The proposed intervention ties in fully with the annual plan and the result chain of the MIB/MASP.</p>	1	

2.1.4	The relevance of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD / coherence and strengthening of civil society organisations	<input type="checkbox"/> The proposed intervention is relevant to more than one of the crosscutting themes.	2	
Total score (maximum 8 out of 8 points)			7	

2.2 Problem analysis and lessons learned

2.2.1 Description

Female led micro and small enterprises in Ethiopia are more vulnerable to shocks, less profitable and struggle more to progress. This is because they are less educated, less supported, and not specifically protected or enabled in terms of policy, financial products and legal framework. This leads to a missed opportunity in productivity, enterprise development and income at various levels and stunted progress for women empowerment.

The intervention aims to address the following:

- Lack of skills and access to finance that women struggle with from becoming financially viable
- Social barriers women face that prevents and limits them from attempting to grow.
- Gender bias in institutional and policy framework and its implementation.

2.2.2 Appraisal

No.	Criteria 2.2	Indicators (score 0,1,2)	Score	EXPLANATION/ REFERENCES
	Contextual analysis			
2.2.1	The proposal is based on a careful and thorough contextual analysis, from which a logical problem definition and objective are generated.	<input type="checkbox"/> The proposal is based on a careful and thorough analysis and results in a logical problem definition and objective.	2	
2.2.2	Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical	<input type="checkbox"/> The proposal gives a realistic explanation of why the intervention is aimed at the specified geographical location and substantiates this with examples.	2	

	ical location.			
2.2.3	The proposal justifies the choice of target group .	<input type="checkbox"/> The proposal clearly justifies the choice of target group.	2	
2.2.4	The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on the content of the proposal.	<input type="checkbox"/> The proposal only sets out the involvement of actors in formulating the proposal OR only sets out the involvement of actors in the proposed intervention (including its management).	1	
2.2.5	A stakeholder analysis (incl. women and youth) has been carried out and the results incorporated in the proposal.	<input type="checkbox"/> The proposal sets out who has a stake in the programme/project and details their relative interests.	2	
2.2.6	The proposal describes how the results of evaluations and/or studies feed into formulation of the proposal.	<input type="checkbox"/> The proposal clearly sets out how results from evaluations and/or studies contributed to formulation of the proposal.	2	
Total score (maximum ¹² out of 12 points) The proposal rather indicates CAREs experience and learnings from similar interventions. In the inception phase relevant actors including beneficiaries will involve in further elaborating and identifying relevant interventions.			11	

2.3 Objectives (outcomes), results (outputs), activities and resources, based on the SMART principle

2.3.1 Description

Project Goal: Empower 3,000 low-income women between the ages of 18-35 economically and socially to run financially-sustainable businesses with potential for growth.

Outcome 1: 3,000 women in enterprise have an improved capacity to succeed through demand-driven skills development and improved access to finance.

Outcome 2: Women, spouses/male relatives and communities are open and supportive to women entrepreneurs and women led enterprises.

Outcome 3: Government, market actors and service providers are better informed, equipped and motivated to create a user-friendly business environment.

Logical framework is added as an appendix to the BEMO.

The table below demonstrates the link between CARE indicators and the Netherlands indicators from DDE, JSE and WRGE results framework.

CARE result area	CARE indicators	NL frameworks (DDE/JSE/WRGE) indicators
R.1. 3,000 women in enterprise have an improved capacity to succeed through demand driven skills development and improved access to finance	1.1. % of women with increased knowledge and skills in business development allowing them to increase income from their enterprise	JSE. Empowerment through increased skills
	1.2. % of women-led enterprises with access to appropriate training, coaching, network and market for successful enterprise development and growth	DDE 1.f. # of people enrolled in formal or non-formal education and training.
	1.3. #of partnership with financial service providers developed or strengthened.	JSE. Increased opportunity for economic participation
	1.4. # of women led enterprises with access to finance for investments necessary for enterprise growth	
	1.5. % of women-led enterprise that created job opportunities for others	JSE. # of job opportunities created
R.2. Women, spouse/male relatives and communities are open and supportive to women entrepreneurs and women led enterprises	2.1. gender relations within households and communities are more open to women generating their income	WRGE3.3. # of individuals (disaggregated by type, age, and gender) with improved attitudes and practices on women economic rights, empowerment and entrepreneurship
	2.2. harmonized households, shared decision making at household level	
R.3. Government, market actors and service providers better informed, equipped and motivated to create a user-friendly environment	3.1. women in enterprise enjoy an enabling social and policy environment to achieve sustainable income and business growth	WRGE.5.2.1. # of organizations/government/private sector (disaggregated) with strengthened capacity to advance women economic empowerment. JSE # of staff with qualitative and relevant knowledge and skills.
	3.2. Market actors and service providers change their perception and services related to women entrepreneurs and their enterprises.	

2.3.2 Appraisal

No.	Criteria 2.3 Outcomes, outputs, activities and resources based on the SMART principle	Explanation of score (1 point per indicator)	Score
2.3.1	The objectives at outcome level are clearly formulated, fall within the proposal's span of influence and are realistic. The outcomes follow logically from the problem formulated.	<input checked="" type="checkbox"/> The outcomes are specifically formulated. <input checked="" type="checkbox"/> The objectives follow logically from the problem formulated. The objectives fall within the proposal's span of influence and are realistic (taking account of its duration and local circumstances). <input checked="" type="checkbox"/> The objectives are acceptable to the target group and other stakeholders. The objectives formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s). <input checked="" type="checkbox"/>	5
<p>EXPLANATION/ REFERENCES</p> <p>The objective makes explicit reference to women between the ages of 18-35. In addition Male Engagement is one of the intervention strategies to address gender inequality issues.</p> <p>The inception phase will further identify target group and business development service providers. It will also detail the stakeholder mapping and engagement, specific vulnerability assessment and skills gap assessment.</p>			
2.3.2	Progress in achieving the outcomes can be determined objectively on the basis of measurable performance indicators.	Relevant performance indicators have been formulated for each outcome. <input checked="" type="checkbox"/> A baseline measurement and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator. <input type="checkbox"/>	2

		<p>The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p> <input checked="" type="checkbox"/>		
EXPLANATION/ REFERENCES				
Baseline will be determined during the inception phase. Gender is an integral part of indicators at outcome level.				
2.3.3	<p>The outputs formulated are concrete and fall within the proposal's span of control. The outputs follow logically from the outcomes formulated.</p>	<p>The project proposal is divided into clear phases, each having concretely formulated outputs.</p> <input checked="" type="checkbox"/> <p>The outputs are specific.</p> <input checked="" type="checkbox"/> <p>There is a clear link between the outputs and the out-comes, i.e.</p> <input checked="" type="checkbox"/> <p>the outputs can be expected to contribute to achievement of the outcomes.</p> <p>The outputs are acceptable to the target group and other</p> <input checked="" type="checkbox"/> <p>The outputs formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s) .</p> <input checked="" type="checkbox"/>	5	
EXPLANATION/ REFERENCES				
2.3.4	<p>Progress in achieving the outputs can be determined objectively on the basis of measurable performance indicators.</p>	<p>Relevant performance indicators have been formulated for each output.</p> <input checked="" type="checkbox"/> <p>A baseline and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <input type="checkbox"/> <p>The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p> <input checked="" type="checkbox"/>	2	
EXPLANATION/				

REFERENCES			
<p>Baseline date is collected during the inception phase. Logframe has put in place relevant means of verification for each of outcome, however further refining is expected based on the outcome of inception period.</p> <p>Baseline, targets and verification methods are put on to collect gender specific information. Examples are gender analysis report, social norm analysis plot, and advocacy activity tracker.</p>			
2.3.5	There is a logical link between the proposed activities and the outputs formulated.	<input checked="" type="checkbox"/> The proposal sets out the nature of the activities and explains how the activities formulated will contribute to achieving the outputs.	1
EXPLANATION/REFERENCES			
2.3.6	There is a logical link between the activities and the project budget (efficiency).	<input checked="" type="checkbox"/> The budget is supported by figures on price and quantity (p x q). <input checked="" type="checkbox"/> The budget is broken down by output and/or outcome.	2
EXPLANATION/REFERENCES			
2.3.7	When the activity ends, its envisaged outputs will have a lasting effect for the ultimate target group.	<input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the activities will be continued when the intervention comes to an end. <input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activities to ensure that the target group will help continue the activities. <input checked="" type="checkbox"/> The proposal contains suitable criteria against which progress in continuing the activities can be measured.	4

		<input checked="" type="checkbox"/> The proposal includes a transition plan or exit strategy, identifying the various actors.		
EXPLANATION/ REFERENCES By the end of the intervention, businesses have stable and profitable and foundation is created for shifting mindset and changing gender norms.				
2.3.8	At the end of the activity, the envisaged outputs will have a lasting effect on the local partners.	<input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the quality of the activities and/or financial independence of the local partner will be enhanced. <input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activity. <input type="checkbox"/> The proposal devotes attention to the capacity of the local partner to generate income from various sources. <input type="checkbox"/> The proposal sets out suitable criteria against which progress in regard to institutional sustainability can be measured.		2
EXPLANATION/ REFERENCES Institutional sustainability is measured through successful skills transfer and enhanced capacity of government personnel and service providers.				
Total score (maximum score 27 points)				2

2.4 Cooperation, harmonisation and added value

The proposed intervention involves cooperation with Dutch initiatives such as TRAIDE (previously ENTAG). It will seek cooperation with similar intervention of SNV Li-Way and World Bank WEDP programs.

Specifically inception phase will identify the extent to which cooperation will be harmonised. See Annex 1 and 2 of the proposal for collaboration with existing initiatives and stakeholder analysis respectively.

2.5 Channel and aid modality (including alignment)

The funding channel is grant through international NGO. INGO is chosen due to its decades of contextual and programmatic experience in Ethiopia. The Netherlands is a single donor for the proposed project. Alignment with other interventions of similar nature is ensured through engagement of relevant stakeholders during the inception period as well as implementation.

V. IMPLEMENTATION

5.1 Budget

5.1.1 Breakdown of costs

<i>Output/direct costs</i>	<i>Total Costs</i>
<i>Outcome 1-3</i>	<i>840,950</i>
<i>Direct Human Resource costs</i>	<i>528,824</i>
<i>Direct travel, equipment cost</i>	<i>7,200</i>
<i>Overheads (admin and indirect cost)</i>	<i>123,026</i>
<i>Total</i>	<i>1,500,000</i>

5.3 Monitoring

5.3.1 Narrative and financial reports

CARE has adequate programme implementation capacity. The programmatic risks identified are rather manageable and it is a relatively small budget/activity. For this reason the preferred mode of monitoring is annual narrative and financial reports.

The Embassy will have monitoring field visit on annual basis.

5.3.2 Audit opinion

An annual organizational audit is a requirement. CARE will submit audit report that reflects Dutch funding clearly.

5.3.3 IATI - International Aid transparency Initiative

The organization will report on results in accordance with IATI standard, as set out in BZ publication guidelines.

CARE Nederland IATI identifier code is NL-KVK-41158230.

In addition, annual narrative and financial reporting is a requirement.

5.3.4 Annual plans and other reports

5.3.5 Monitoring calendar

Report type	Any specific requirements*	Period	Submission by
Annual Plan		1 Nov 21-31 Oct 22	31 August 2021
Annual Plan		1Nov 22-31 Oct 23	31 August 2022
Narrative and financial		1 Nov 20-31 Oct 21	31 January 2022
Narrative and financial		1 Nov 21-31 Oct 22	31 January 2023
Narrative and financial(year III & Final)	<i>*Covers year three and final overview of entire project duration</i>	1Nov 20-31 Oct 23	31 January 2024
Narrative IATI		1 Nov 20-31 Oct 21	31 January 2022
Narrative IATI		1 Nov 21-31 Oct 22	31 January 2023
Narrative IATI		1Nov 22-31 Oct 23	31 January 2024
Annual Audit report	<i>*Timeframe reflects CARE's Organizational audit period</i>	1 November 20-30 June 21	31 October 2021
Annual Audit Report		1 July 21-30 June 22	31 October 2022
Annual Audit Report		1 June 22-30 June 23	31 October 2023

5.3.6 Evaluations

No evaluation is required. CARE has budgeted for endline survey and learning documents. This would give sufficient understanding of the efficiency and effectiveness of the project.