

Organizing Promotional Events for Women Entrepreneurs: A Guide

'Month of the Woman Entrepreneur'

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International
Labour
Organization

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Foreword

The International Labour Organization (ILO) has been involved in promoting and assisting entrepreneurs to access productive work for over two decades. Within this context, the ILO's Small Enterprise Development programme (SEED) established a dedicated Women's Entrepreneurship Development and Gender Equality (WEDGE) theme in 2001. This Month of the Woman Entrepreneur (MOWE) Guide has been developed as part of an Irish-Aid Funded Partnership Programme which, between 2002 and 2004 worked to promote WEDGE in Ethiopia, United Republic of Tanzania and Zambia. The second phase of (2005-2008) WEDGE expanded geographically to include Kenya and Uganda and technically to mainstream women with disabilities in WEDGE activities. (DEWD)

Achieving the ILO's Decent Work agenda is only possible in the context of gender equity, where women and men benefit equally from more productive work that generates an adequate income, in which their rights are protected, with adequate social protection, and where social dialogue is respected. Within the context of self employment, the reality of the situation in many developing countries is that, compared to men, women do not have equal access to productive employment, they are over represented in the informal economy, with little or no social safety nets and (with particular reference to this Guide) with limited voice. Women entrepreneurs who took part in research carried out between 2002 and 2008 by the ILO in Ethiopia, Kenya, Tanzania Uganda and Zambia confirm that they have a lack of 'voice' to advocate and lobby as a collective. The organization and implementation of the MOWE events is one means of helping women entrepreneurs to consolidate their own networks, have their concerns given attention by policy makers and have their roles as entrepreneurs recognized by the wider community.

The ILO's practical experiences of the Month of the Woman Entrepreneur (MOWE) in Ethiopia and Zambia, have informed this Guide. It aims to assist organizations engaged in the promotion of entrepreneurship to systematically plan and implement various events to promote women's entrepreneurship and gender equality in entrepreneurship development. The guide follows a step by step approach which makes it easier for organizations to understand the various issues that need to be considered when planning and implementing MOWE events. A number of tips and worksheets are included into the guide that help to analyze issues involved through all the steps and stages of planning, organizing, implementing as well as monitoring and evaluation of MOWE events.

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Appreciation and thanks should go to all the ILO-Irish Aid Partnership Programme staff, credit goes to Grania Mackie, the Regional Technical Advisor of the Programme who developed the concept and contributed to the guide. Dereje Alemu, Fantahun Melles, Elizabeth Simonda, Stephen Jjingo, and Rhoda Mwamunyange, the ILO-Irish Aid Partnership National Programme Coordinators, piloted and adapted the MOWE methodology during the period 2003-2007.

Thanks also go to the ILO consultant, Evans Lawanga, who compiled and analyzed the methodologies for the MOWE in Ethiopia and Zambia to produce this guide.

Abbreviations and Acronyms

| | | |
|--------|---|---|
| AIDS | : | Acquired Immunodeficiency Syndrome |
| ART | : | Anti Retroviral Treatment |
| BDS | : | Business Development Service |
| CEO | : | Chief Executive Officer |
| EYB | : | Expand Your Business |
| FAMOS | : | Female and Operated Small Enterprises |
| GET | : | Gender and Enterprise Together |
| GOWE | : | Growth Oriented Women Entrepreneurs |
| GYBI | : | Generate Your Business Idea |
| HIV | : | Human Immuno Virus |
| ILO | : | International Labour Organization |
| IYB | : | Improve Your Business |
| IYES | : | Improve Your Exhibiting Skills |
| MOWE | : | Month of the Woman Entrepreneur |
| NGOs | : | Non Governmental Organizations |
| PLWHA | : | People Living With HIV/AIDS |
| SIYB | : | Start and Improve Your Business |
| SME | : | Small and Medium Enterprise |
| SYB | : | Start Your Business |
| TOE | : | Training of Entrepreneurs |
| TOT | : | Training of Trainers |
| WEs | : | Women Entrepreneurs |
| WEAs | : | Women Entrepreneur Associations |
| WED | : | Women's Entrepreneurship Development |
| WEDAZ | : | Women Entrepreneurs Development Association of Zambia |
| WEDGE | : | Women's Entrepreneurship Development and Gender Equality |
| ZFAWIB | : | Zambia Federation of Associations of Women in Business |

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1.0 INTRODUCTION TO THE GUIDE

The ILO-Irish Aid Partnership Programme was designed to contribute to the overall ILO objective to create greater opportunities for women and men to secure decent work and income. Within this broad context of the Partnership Programme the focus has been on the creation of quality jobs through women's entrepreneurship development, and enhanced employment opportunities for people with disabilities. To do this, the Partnership Programme with the ILO-Women's Entrepreneurship Development and Gender Equality (WEDGE) theme has been working with women entrepreneurs to advocate and lobby for support and legislation that would create an enabling environment for the women entrepreneurs to start and grow their businesses. ILO-WEDGE has also been facilitating various interventions aimed at making women entrepreneurs partners in the creation of employment through enterprise development. One such intervention has been the "Month of the Woman Entrepreneur" celebrations. (MOWE) Conducting a month special events has been a way of highlighting the involvement of women in business, with the aim of changing public opinion and gender based assumptions about women entrepreneurs.

1.1 Aim of MOWE Celebrations:

ILO-WEDGE aims to give women entrepreneurs, including those with disabilities, visibility and voice so that they can be heard among other players in the small and medium enterprise sector. The MOWE celebration is one such activity used to achieve this aim. The celebrations involve holding a series of national events such as media campaigns, workshops, exhibitions and promotional activities with the aim of:

- Promoting the role of women's entrepreneurship development (WED). in national development by recognizing the potential and achievements of women entrepreneurs, including those with disabilities, in generating employment and incomes.
- Showcasing women entrepreneurs as role models.
- Renewing the commitment of stakeholders towards the promotion of women's entrepreneurship development.
- Giving women entrepreneurs an opportunity to advocate and lobby in issues that are relevant to them.
- Disseminating information and exchange good practices in the areas of WED.
- Raising critical issues of gender equality in the enabling environment for SME development, including the unique issues for more vulnerable women such as those with disabilities and those living with HIV/AIDS.
- Actively demonstrating the inclusion of women entrepreneurs with disabilities into mainstream entrepreneurship development.

Between 2003 and to 2007, the ILO-Irish Aid Partnership Programme supported eight MOWE celebrations, three in Ethiopia and Zambia, one each in Tanzania and Uganda. This guide draws lessons from the Ethiopian and Zambian events and

builds on them to present good practices that can be applied when organizing MOWE events in other countries.

1.2 What are MOWE Celebrations?

MOWE celebrations are a combination of different events such as: seminars in gender sensitive business development services, workshops, media events, exhibitions and trade shows. These events are aimed at facilitating entrepreneurship development, primarily targeting women but also other organizations involved in small enterprise development. These events are conducted at a particular time of the year that is deemed suitable by stakeholders.

In Ethiopia and South Africa, both governments have dedicated a specific month to the promotion of women’s entrepreneurship activities. In Ethiopia, the month of March is recognized by the government as the “Month of the Woman Entrepreneur”. It is important to note that the MOWE celebrations do not have to take place in a particular month per se; the celebrations can also be conducted for a shorter period than a month.

Below are some examples of events and activities that have been organized and conducted targeting women entrepreneurs during the MOWE celebrations:

Table 1: Examples of MOWE Events and Activities

| Event | Target group |
|--|---|
| Parade or ‘march-past’ (an event used to start off the MOWE celebrations) | Women entrepreneurs associations (WEAs), non governmental organizations (NGOs), government ministries, Trade Unions, Employers’ Organizations (EOs) |
| Workshop on trade promotion | National working group (representatives from national organizations working with WEs) |
| Capacity building training (training of trainers seminars, for example: Start and Improve Your Business (SIYB)/Improve Your Exhibiting Skills (IYES)/Women’s Entrepreneurship Development (WED) training) | WEAs, NGOs and government ministries and business development service (BDS) providers that work in entrepreneurship development |
| Exhibitions / Trade shows | WEs show case their products and create new markets (organizational, sector, district and national levels) |
| Radio and television programmes (aimed at creating awareness on WED issues) | General public |
| Fundraising dinner and award night for women entrepreneurs | General public, potential donors / sponsors and supporters of WEs |
| Sensitization workshops (these workshops are targeted at individuals and organizations to sensitize them on specific issues such as HIV and the inclusion of people with disabilities) | Individual WEs, WEAs, NGOs, government ministries, EOs and other organizations working on entrepreneurship development |
| Business symposium (aimed at sharing | WEs and WEAs |

| | |
|--|--|
| experiences and identifying best practice for specific WED interventions) | |
| Follow-up workshops (aimed at finding out the extent to which particular interventions have been effective) | WEs, WEAs, government ministries, NGOs and other BDS providers |

1.3 MOWE Target Group

The ultimate beneficiaries of the MOWE are women entrepreneurs. The MOWE, however, is implemented through a mixture of small enterprise support organizations. These support organizations could include:

- Women entrepreneur associations
- Employers' Organizations
- Trade Unions
- Government ministries and departments - such as Ministry of Labour and Social Affairs and Ministry of Trade and Industry
- NGOs, such as disabled persons organizations
- Donors
- Business development service providers

In reality it is usually a consortium of organizations that plan, organize and evaluate a MOWE event.

1.4 Users and Use of the Guide

The purpose of this guide is to provide organizations with a methodology on how to organize WED celebrations, in particular, MOWE celebrations. For example:

- Women entrepreneur associations
- Employers' Organizations
- Ministries of Labour or Trade and Industry
- Non governmental organizations supporting entrepreneurship
- Donors and development agencies
- Trade Unions
- Chambers of commerce and sectoral associations

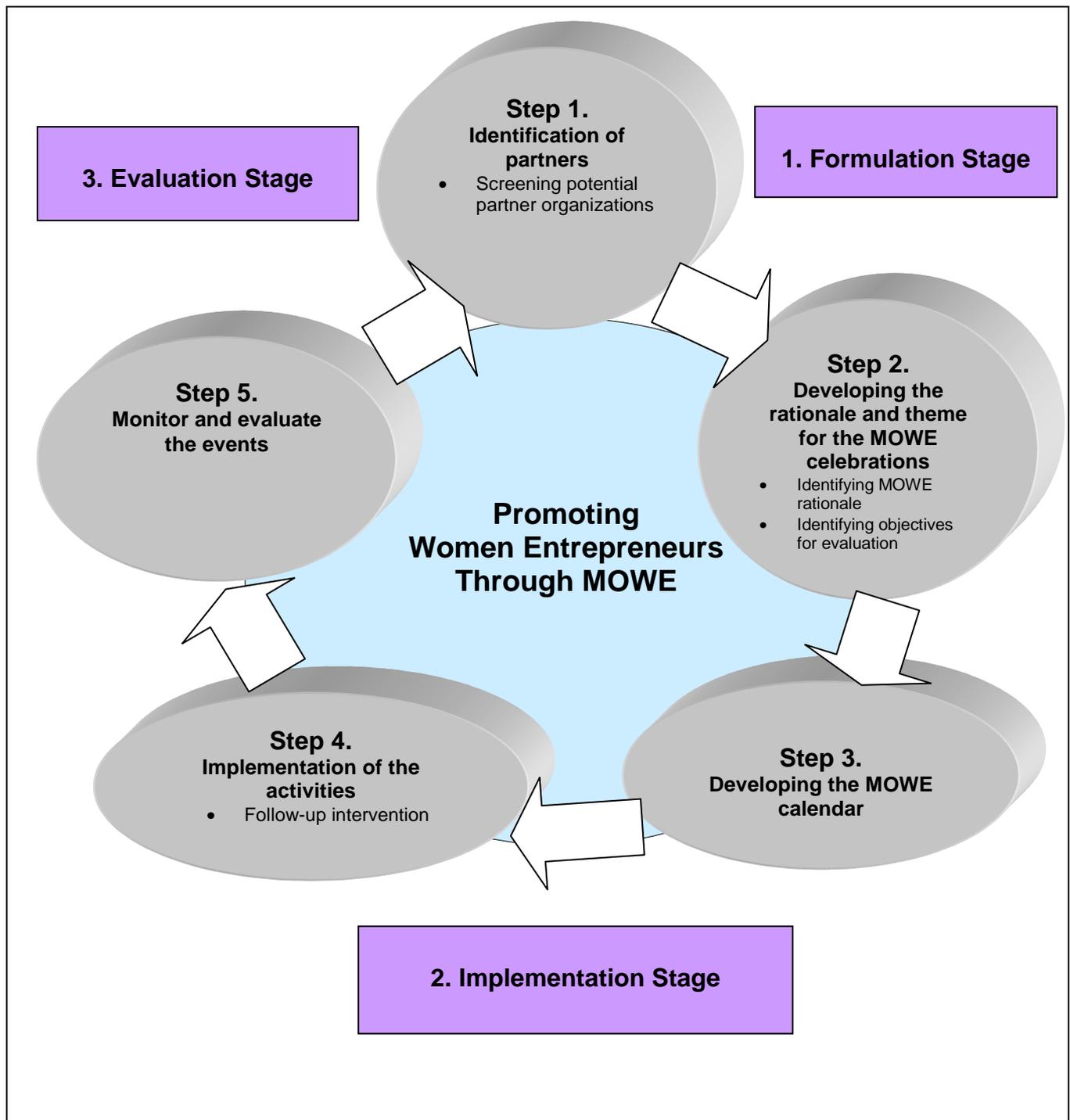
It gives a practical approach on how to identify: partners that are promoting women entrepreneurs to participate in a MOWE; develop the rationale and theme for the MOWE celebrations; select activities and events to implement during the MOWE celebrations; budget, plan and implement successful activities and events in the MOWE and evaluate the activities and events.

The guide will enable the reader to identify, select, plan and implement effective activities aimed at promoting women entrepreneurs during the MOWE celebrations. It includes worksheets and checklists for effective planning. The guide also gives examples and tips on how to organize the MOWE celebrations based on the ILO's experiences in Ethiopia and Zambia. Where to find additional resources on particular aspects of organizing the MOWE are indicated in the text.

1.5 Structure of the Guide

This guide follows the steps in organizing MOWE celebrations and acts as a tool for organizations planning MOWE celebrations. It suggests processes and activities involved when identifying, organizing, conducting and evaluating the MOWE events. (See figure 1)

Figure 1: The Process of Organizing MOWE Celebrations



It is important to note that, as much as we are referring to this occasion as “Month of the Woman Entrepreneur” the activities involved in organizing and conducting the celebrations take more than a month. Figure 1 above shows five steps in organizing MOWE celebrations clustered in three stages:

Stage 1: Formulation

The formulation stage has three steps. This is the longest and most involving stage when organizing the celebrations. Carrying out all the steps in the formulation stage can take up to five months, depending on the size of the celebrations.

- Step 1: involves the identification of partner organizations to participate in the celebrations and inviting them for the initial planning meeting.
- Step 2: participating organizations get together in a planning meeting to agree on the rationale, objectives and success indicators of the celebrations and develop the theme. At this stage partner organizations identify activities and events to conduct and agree on the timing of the celebrations.
- Step 3: involves developing the calendar of the celebrations which acts as a guide to show when and where each MOWE event will take place.

Stage 2: Implementation

This stage involves the implementation of the MOWE events. Step 4 reviews how the MOWE activities should be conducted and specifically looks at the ‘march-past’ or parade and trade exhibitions as examples of activities.

Stage 3: Evaluation

In step 5, participating organizations and the lead organization of the MOWE celebrations are encouraged to have a monitoring and evaluation system to measure success indicators for the activities conducted. This step suggests having tools to evaluate the events and also developing case studies to capture individual or organizational experiences of MOWE.

It could take a lead organization an average of eight months to organize and conduct the activities in the three stages motioned above. The chart below shows the suggested time scale for planning and implementing MOWE celebrations.

Figure 2: Proposed Implementation Schedule

| | ACTIVITY | NUMBER OF WEEKS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------|--|-----------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|--|--|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | | |
| FORMULATION STAGE | 2.1.1 Step 1. Identification of partners | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Screen and short-list suitable Organization | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Identification and involvement of Media Organizations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Develop list of potential media organizations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Screen and short-list suitable Organizations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Officially invite short listed Organizations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Organizing a meeting for partners | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.1.2 Step 2. Developing the rationale and theme for the MOWE celebrations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Planning meeting | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | How to develop the theme for the MOWE celebrations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Selecting the date for the MOWE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Identifying activities/events for the MOWE celebrations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Identifying sources of funds | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Budgeting for the identified MOWE activities and events | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.1.3 Step 3. Development of the calendar for the MOWE celebrations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implementation Stage | 2.2.1 Step 4. Implementation of the MOWE activities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | MOWE celebrations main events | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Following up action plans by lead organization | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Evaluation Stage | Developiing case study | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.3.1 Step 5. Evaluation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Writing the case studies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

2.0 STAGES IN ORGANIZING A MOWE EVENT

The following sections of the guide outline details of the three stages involved in organizing and conducting the MOWE celebrations.

2.1 Formulation Stage

The formulation stage focuses on the first three steps of the process starting with the identification of the organizations to participate in the MOWE celebrations; development of the rationale and the theme of the celebrations and the development of the event calendar.

2.1.1 Step 1. Identification of partners

The first step for an organization that wants to facilitate a MOWE should be to identify partner organizations that they can collaborate with. These organizations should be those that work in the area of promotion of small enterprise development or have specific interest in promoting women's entrepreneurship development. A deliberate effort should be made to include organizations that represent the interests of all types of women entrepreneurs. For example, women entrepreneur associations in the region or country can be key players in implementing MOWEs. WEAs have unique capacities in reaching out to specific target groups. It is also important to have appropriate gender and disability representation among partners. For this reason, the criteria for the selection of partners should focus on the following elements:

2.1.1.1 Selection criteria for MOWE partners

Organizational mission and objective:

- Does the organization support, or want to support, enterprise development activities?
- Does the organization promote activities for more vulnerable people, such as people with disabilities or people living with HIV/AIDS (PLWHA)?

Organization's activities:

- Does the organization carry out activities that are aimed at promoting entrepreneurs, disability rights or gender equality?

Organization's target group:

- Does the organization purposefully target WEs for its activities?
- Does the organization deliberately focus on other target groups such as people living with HIV/AIDS or people with disabilities?

Organizational capacity:

- Does the organization have personnel that have the capacity to organize and conduct MOWE related activities?
- Does the organization have the financial capacity to implement or contribute to the implementation of the MOWE activities?

Organization's geographical coverage:

- Does the organization have geographical outreach?
- Does the organization have capacity to expand its geographic coverage?

Identification of partners who meet these criteria can be achieved by having an internal 'brainstorming session'. This exercise can help develop an extensive and inclusive list of potential partner organizations. This list should be as extensive and inclusive as possible because it will be the basis for identifying organizations that can be partners in actually organizing MOWE celebrations. After the brainstorming the organizations can then be narrowed down to organizations that meet the selection criteria mentioned above.

Worksheet 1 can be used to develop the list of potential partner organizations. It is advisable that the list includes representation from women entrepreneur associations, government ministries, organizations working with people with disabilities, organizations working with people with HIV/AIDS, donors, Trade Unions, Employers' Organizations, NGOs and the media. The listing exercise can start by reviewing the network of organizations that the lead organization is already working with, and then refer to other sources of information. In country, there may be directories of organizations involved in women's empowerment, SME development, the empowerment of people living with HIV/AIDS and people with disabilities. Such information can be useful in developing this list.

Once the list has been developed, more detailed information about the identified organizations needs to be collected to help inform the screening process, which should produce a concrete list of partner organizations.

Using a questionnaire is one way in which information can be collected where potential partner organizations can be requested to fill in details about their individual organizations. There are different ways in which the questionnaire can be administered depending on the location and availability of partner organizations:-

- Sending through post or email, where the details can be filled in and sent back after completion.
- Having telephone interviews, the interviewer administers questions then fills in the questionnaire based on the information collected by telephone.
- Having a face-to-face interview, (question and answer session) the interviewer asks questions and fills in answers on the form.
- Special arrangement may be used to gather information from organizations that represent people with disabilities (See 2.1.1.7 for additional resources on effective consultation for people with disabilities).

A sample format of a questionnaire that can be used to collect information is in Appendix 1 of this guide.

2.1.1.2 Screen and short-list suitable potential partner organizations

Information from the filled in questionnaires (Appendix 1) should be compiled and used to screen and then select the most appropriate organizations to collaborate with when organizing the MOWE celebrations.

Note that as the organizations are screened, it is necessary to be flexible in the selection criteria so that organizations that have less capacity and voice, but represent specific target groups, are included.

Tips in selecting partner organizations

The organization should:

- be involved in enterprise development activities
- have a product portfolio of business development services that facilitate enterprise development
- have a mandate for promoting enterprises
- have a mandate for advocacy and lobbying for small enterprises
- have financial capacity to implement enterprise development interventions
- have personnel capacity to implement enterprise development interventions
- support or want to support MOWE specific target groups: such as women entrepreneurs, women entrepreneurs with disabilities and people living with HIV/AIDS

2.1.1.3 Identification and involvement of media organizations

The media has an important role in disseminating information about the MOWE celebrations. They are also vital for promoting positive images and stories of women entrepreneurs. This is particularly important when it comes to the advocacy aspect of MOWE. For this reason it is important to involve the media when organizing MOWE activities. To do this media organizations that can willingly promote the MOWE should be targeted.

One way of encouraging media organizations to participate in the MOWE celebrations is by telling them about the benefit of covering MOWE activities. The lead organiser should ensure that the targeted media organizations appreciate and buy-in to the MOWE idea. The benefits of supporting the MOWE that these organizations need to know about include:

- Women entrepreneurs use the media organizations for promotional services.
- Media organizations can attract advertising revenue from businesses that provide services to women or women entrepreneurs.
- Media organizations can improve their corporate image with national and international organizations by their involvement in supporting women entrepreneurship development activities.

2.1.1.4 Short-list suitable media organizations

To have adequate information about the media organizations in the country, the lead organization will need to carry out a research. The research will give information about existing media organizations, what services they provide, and who their target audiences are. Having this information will help make an informed selection of media organizations to work with during the MOWE.

Use worksheet 2 to collect information about the media organizations.

Once the information about media organizations is collected, it becomes clear that different media organizations specialize in different target markets, or products. For example, there are media organizations that focus on reporting current events for newspaper production, radio or TV. Other media organizations are in print business specializing in printing of promotional articles such as T-shirts, brochures, banners, business cards and flyers. Other media organizations specialize in the production of documentary articles.

Information from worksheet 2 will help categorize the different media organizations identified. The information can then be used to select the most appropriate media organizations to work with during the MOWE celebrations. Selecting media organizations where there is an existing relationship with the partner organizations can be beneficial.

Below are some of the tips that can help make the assessment.

Tips for selecting media organizations

- The media organization should see benefit in covering WED events without external financial support
- The media organization should use the MOWE celebrations as a way of uplifting its corporate image and could be willing to sponsor some promotional materials for MOWE
- The media organization should be willing to promote itself among WEs as a way of promoting itself as a potential service provider to WEs

Once the media organizations are screened, include their names in the list of organizations to work with during the MOWE celebrations. (The lead organization could even think of co-opting one as a partner. This way the media will be involved in the planning of the MOWE celebrations, which in turn makes good media coverage more likely).

2.1.1.5 Officially invite short listed partner organizations

Before invitations for participation in the MOWE celebrations are sent out to the selected partner organizations, it would be ideal for the lead organizer to informally meet these organizations to assess their interest, commitment and willingness to participate in the celebrations. (Organizations that have expressed an interest and enthusiasm about MOWE and have a similar vision on WED are more likely to be interested in partnering.)

Once the list of partners including media organizations is compiled, officially communicate to the organizations and invite them to participate in a meeting to discuss the MOWE celebrations. The invitation letters should explain the objective of MOWE celebrations, the target group and the benefits of participation. In the proposed meeting, the focus would be to collectively develop the rationale for the MOWE celebrations. See Appendix 2 for a fact sheet that will be useful for informing potential partners about MOWE.

Worksheet 2: Media Organizations for MOWE Celebrations

| No. | Media Organization | Type of Products/ Services Offered | Target Clients | Geographical Coverage | Interest in Entrepreneurship Activities | Willingness to Give Time/Technical support/Funding for MOWE Events |
|-----|--------------------|------------------------------------|----------------|-----------------------|---|--|
| | | | | | | |
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2.1.1.6 Organizing a preliminary meeting for partners

The intention of the meeting should be to explain the objectives of the MOWE celebrations, agree on the rationale and discuss a possible theme. This will help partners to have a common understanding of the venture they could be engaged in.

This being the first official meeting with the partner organizations, it is very important that it is well organized. The manner in which the meeting is conducted sets the tone and standard for future meetings for the MOWE celebrations. This meeting is also important because it is where the 'buy-in' for the MOWE concept by partner organizations has to happen. Therefore, the lead organization has a challenge to ensure that the meeting is organized and conducted in a professional manner; one way of doing this is using an effective, efficient and professional facilitator.

During this meeting be aware of the inclusion of people with disabilities. Arrangements have to be made for sign language translators for people with hearing impairments and where possible documents for the visually impaired should be in Braille or large print. All venues for meetings, including toilets, must be accessible to wheel chair users. If in doubt about the needs of the people with disabilities, ask them, or their representative organizations, what accessibility support they need.

Worksheet 3 can guide the process of organizing and follow up for this meeting.

Additional Resources for the Meeting with Partners:

Participants at the meeting may benefit from watching the video "Celebrating Success": The Month of the Woman Entrepreneur in Ethiopia, March 2004, ISBN 92-2-118041-7, as an illustration of how a MOWE can be successful.

The video can be requested from: seed@ilo.org or addisababa@ilo.org

Additional Resources for Accessibility for People with Disabilities:

Access Inside Out: A guide to making community facilities accessible, Disability Equality Specialist Support Agency (DESSA), Web: www.dessa.ie, 2005, Dublin

Ask Me: Guidelines for effective consultation with people with disabilities, National Disability Authority (NDA), Web: www.nda.ie, 2002, Dublin

Tips for a MOWE organizing committee

During the preliminary meeting propose to form a MOWE organizing committee among the selected partner organizations. To spearhead the process of organizing the MOWE celebrations the lead organiser can continue leading the process, or another organization can take over, for example, in Ethiopia the National Business Women Network took over the responsibility from the ILO to lead the organizing committee.

If it is decided to form a committee, ensure that the following are taken into account:-

- Each partner organization is represented.
- Partner organizations should appoint permanent members on the committee as well as second contact in case of absence of the permanent member.

- Committee members should be from the leadership of partner organizations and be representative of the people taking part in the MOWE, for example, a mixture of women and men, people with disabilities and people living with HIV/AIDS
- The committee should have at least three elective positions:
 - Chairperson
 - Secretary
 - Treasurer

Partners should be encouraged to discuss the outcomes of the preliminary meeting with their members or management teams, before a second meeting is held.

Worksheet 3: Checklist for Organizing Partners Meeting

| Item | Plan/when | Comments |
|---|-----------|----------|
| 1. Decide on the date of the meeting | | |
| Propose dates for the meeting and find out if they are suitable for the partners. Contact each organization to find out if the proposed dates are convenient for them | | |
| 2. Decide on the venue for the meeting | | |
| The first choice of venue for this meeting should be at the lead organization's premises. This reduces cost and at the same time creates confidence in the potential of the lead organization to host the MOWE. However if the premises are not ideal for such meetings, then pick a venue which is convenient to the selected partner organizations to ensure their full attendance and timely arrival. Issues to look at when deciding on the venue are:- <ul style="list-style-type: none"> - Size of the room - Cost of the room - Disability accessibility - Layout of the room | | |
| 3. Prepare the meeting budget | | |
| A meeting will incur costs. The checklist below will help prepare an appropriate budget:- <ul style="list-style-type: none"> - Hire of venue (if applicable) - Hire of equipment - Sign language and Braille - Materials (stationery) - Teas and meals or refreshments (if applicable) - Communication costs - Transport costs - Other known incidentals - Contingencies (for unexpected costs) | | |
| 4. Develop the agenda for the meeting and agree within the lead organization on the agenda items proposed | | |
| When developing the agenda, the lead organization should be very clear on what needs to be achieved. The focus of the meeting should be centered on the promotion of the woman entrepreneur through the MOWE celebrations. This being the first meeting, the challenge is to 'sell' the MOWE to the identified partners so that they buy-in into the concept. | | |
| 5. Draft the invitation letter | | |
| The invitation letter to be sent out to the partners should be clear and straight to the point. The following aspects should be contained in the letter: <ul style="list-style-type: none"> - Title of the meeting - Aim and objective of the meeting - Brief explanation about the MOWE - Why they have been invited - Venue and time for the meeting - Enclose copy of the agenda - Enclose a MOWE fact sheet (See Appendix 2) | | |

| | | |
|---|--|--|
| 6. Send the invitation letters to the selected partner organizations | | |
| Invitation letters should be sent at least two weeks before the meeting. | | |
| 7. Organize an internal pre-meeting to review the agenda | | |
| In the pre-meeting do the following:- <ul style="list-style-type: none"> - Review the agenda in terms of content - Agree who will make a presentation - Prepare well to answer questions on MOWE | | |
| 8. Make last minute confirmations from all invited organizations (at least two days before the meeting) | | |
| Phone or visit all the organizations to get their confirmation for participation. | | |
| 9. Conduct the meeting | | |
| <ul style="list-style-type: none"> - Follow the agenda of the meeting - Stick to time - Involve everyone in the discussions - Next steps for after the meeting should be explicit and minuted | | |
| 10. Evaluate the meeting | | |
| The expectation from the meeting should be evaluated in terms of: <ul style="list-style-type: none"> - Was the MOWE concept clear to all partners? - Has the buy-in by the partners been achieved? - How do you rate their individual willingness to participate in MOWE celebrations? - Have you got concrete commitments for participation or resources for the MOWE from partners? | | |
| 11. Review partner involvement | | |
| At this stage you may find that some partners may not be able to commit to the MOWE process. If this is the case go back to Worksheet 1 and short list more partners. | | |

2.1.2 Step 2. Developing the rationale, theme and objectives for the MOWE

Step 2 in the formulation stage of MOWE focuses on developing the rationale, theme, objectives and calendar for the MOWE celebrations. It highlights issues for discussion with partners to further develop the MOWE concept.

2.1.2.1 Planning meeting

A second meeting of the partners should be organized to develop the theme, objectives and success indicators for the MOWE. The meeting should further identify activities to be conducted by each organization in the MOWE celebrations and develop an events calendar. The process for organizing this meeting is outlined in Worksheet 3.

It is likely that one planning meeting will not be enough to agree on all the issues mentioned above. It is also common to find that there will be many different views on the theme, objectives and success indicators. The lead organization will have to be willing to successfully accommodate and negotiate these diverse views. For example: in Ethiopia, women entrepreneurs with disabilities felt that they would prefer separate events from women entrepreneurs without disabilities. However, the lead organization negotiated events with mixed target groups as well as specific activities for women entrepreneurs with disabilities.

Tips on allocation of roles among partners

Partner organizations need to agree on their roles during the MOWE.

- Who is the lead coordinator for the MOWE events?
- Who arranges venues for meetings?
- Who makes invitations and takes care of protocol?
- Who follows up the printing and publishing of posters, magazines and other promotional materials?
- Who makes contact with the media?
- Who makes contact with resource persons?
- Who coordinates fundraising and sponsorship?

2.1.2.2 How to develop the theme for the MOWE celebrations

A “theme” is a main subject of an event. As such it is important that in the meeting all partners have the same understanding of the word “theme”. This can be done using a discussion to gauge the level of understanding of the word by the people in the meeting. The following is an example of a theme for the MOWE celebrations:

In 2005 the theme for the MOWE celebrations in Zambia was **“Support to Growth Oriented Women Entrepreneurs - Key to Decent Employment”**. This was developed based on an issue that the ILO was promoting with its social partners. This example clearly tells what the objective of the celebrations was: “support to growth oriented women entrepreneurs”. The theme mentions who the target group

of the MOWE celebrations were: “growth oriented women entrepreneurs” and further highlights the long-term intention: “creation of decent employment”.

Tips for generating theme ideas:

At this point representatives from the partners can share themes that they know and how these themes were developed. It is also an opportunity to find out from them if they are aware of any existing country research that points to a particular theme that most organizations are interested in. For example: there could be potential sponsors whose interest would be focused on issues to do with HIV/AIDS, disabilities, micro financing, business training or export promotion. Such information can be used to guide the process and reason for agreeing to choose a particular theme.

The theme that is chosen should be short and clear. Remember that the theme will be on all the publicity materials for the MOWE!

Developing and drafting the theme

Together with partners, the three elements contained in a theme (objective/aim, target group and expected impact) should be brainstormed and a consensus reached. Developing a theme can be facilitated as a group exercise. Distribute worksheet 4 and ask each represented organization to fill it in individually. Based on the feedback an outline consensus of a representative theme covering the three elements can be negotiated.

Drafting the theme should be based the feedback on theme suggestions from the participating organizations. This information should be consolidated to develop a comprehensive theme that is representative to participating organizations in the MOWE celebrations. Worksheet 5 can be used to record the selected MOWE theme. Each partner should be very clear about the theme, aim, target group and expected impact before moving on to the next stage of the MOWE planning.

At this stage developing clear aims for the MOWE are important. Agreed success indicators for impact should form the basis of the end of MOWE evaluation. Below are examples of success factors:

Organisational level

Impact of a MOWE can be measured at organizational (or institutional) level. At this level, impact assessment could look into the following:

- Level of awareness created on the role of women entrepreneurs and the challenges they face
- Increase in the type of services delivered and improving existing ones
- Increase in membership of WEAs
- Change in attitude with regard to ways of working with women entrepreneurs with disabilities and those living with HIV/AIDS
- New policies or programs issued for the promotion of women entrepreneurs with and without disabilities and those living with HIV/AIDS
- Network and synergies created with local and international organizations working on the promotion of WED

- Mobilization of human and financial resources that ensures the continued organization of MOWE events

Participant/individual enterprise level

At the individual enterprise level, impact could be measured how the MOWE has improved:

- The personal development of the entrepreneur
- The extent of the networks she/he is accessing
- Increase in sales
- Disability inclusion in their businesses through accessibility or employment of persons with disabilities
- Knowledge of and use of BDS resulting in improvements in business performance

In addition, impact indicators can also observe the changes that have taken place at the household level – an important dimension if one is also trying to determine effects on poverty reduction. It would be expected that the family of the entrepreneur will benefit first from increased profits arising from the impact of a project intervention, especially if they have many unmet basic needs.

Worksheet 4: Feedback on the Development of the Theme

| Name of Organization | Aim / Objective for the MOWE Celebrations | Target Group for the MOWE Celebrations | Expected Impact/Success Indicators | |
|----------------------|---|--|------------------------------------|------------------|
| | | | <i>Short term</i> | <i>Long term</i> |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Worksheet 5: Agreed Theme for the MOWE Celebrations

| | |
|---|--|
| Theme: | |
| Aim / Objective: | |
| Target Group: | |
| Expected Impact / Success Indicators | |
| <i>Short term impact:</i> | |
| <i>Long term impact:</i> | |

2.1.2.3 Selecting the date for the MOWE

When selecting the timing for the MOWE celebrations, it is important to ensure that the chosen dates do not conflict with other major events in the national calendar that would overshadow the MOWE celebrations. It should, however, be noted that if the national events are those that would complement the MOWE celebrations, then it is advisable to take advantage of such occasions. For example, in Ethiopia, International Women's Day (March 8) is used as a platform to hold the MOWE celebrations in March.

To agree on the dates the MOWE celebrations will take place, wide consultation among the partner organizations is important. Hence, it is advisable that reference is made to the national calendar of events, organizational work plans and other related documentation. An example could be the United Nations calendar of events and religious calendars.

Tips for identifying the most appropriate timing for the MOWE celebrations

- The dates chosen must be free of other important national activities, unless they compliment the MOWE
- It should be in a season conducive for all stakeholders. For example, some women entrepreneurs may have heavy time burdens at certain times of the year and people with disabilities may find their mobility reduced during rainy seasons
- Try to coincide with reinforcing events, such as International Women's Day or dates that include national trade fairs.

2.1.2.4 Identifying events for MOWE celebrations

Based on the agreed theme, a discussion or an exercise among the partners will identify activities or events that their organizations can conduct which are in line with the theme for the MOWE celebrations and their own priorities. To optimize the number of events to be conducted by partner organizations, it is recommended that some are conducted simultaneously. In order to create maximum impact, organizations should also be encouraged to form alliances and partnerships when conducting these events. For example: in some countries different women entrepreneur associations share membership and as such, these organizations can organize events jointly. In Zambia, for example, the Women Entrepreneurship Development Association of Zambia (WEDAZ) and Zambia Federation of Associations of Women in Business (ZFAWIB) have individual members who belong to both associations.

Worksheet 6 helps the partners to think through the activities they want to conduct during the MOWE celebrations. This exercise also helps participating organizations to be clear on the aim of the activities, who they will target and what are the expected success indicators.

Tips for uses of Worksheet 6:

Note: Later in the planning process, information on worksheet 6 will provide a basis for developing an action plan for the participating organization and later be used at the monitoring and evaluation stage of the MOWE process.

Worksheet 6: Planned MOWE Activities

| | |
|--|-------------|
| Name of Organization: | |
| Type of Activity Planned: | Activity 1. |
| | Activity 2. |
| | Activity 3. |
| Aim / Objective of the Activity: | Activity 1. |
| | Activity 2. |
| | Activity 3. |
| Success Indicators: | Activity 1. |
| | Activity 2. |
| | Activity 3. |
| Target Group of the Activity | Activity 1. |
| | Activity 2. |
| | Activity 3. |
| Expected Number of Beneficiaries: | Activity 1. |
| | Activity 2. |
| | Activity 3. |
| Estimated Budget (ball park figure based on previous experience): | Activity 1. |
| | Activity 2. |
| | Activity 3. |

The ILO has developed programmes and tools that can appropriately be used for some MOWE activities. Worksheet 7 gives a list of some of the ILO tools that partners can use as MOWE events. There are also many other organizations who may have appropriate tools to help partners implement activities.

Worksheet 7: ILO Training Packages that can be used as MOWE Events

| | ILO Training Package | Possible Use |
|-----|--|---------------------|
| | Entrepreneurial Level | |
| 1. | Business development services training | |
| 2. | Expand Your Business (EYB) | |
| 3. | Generate Your Business Idea (GYBI) | |
| 4. | GET Ahead training | |
| 5. | HIV/AIDS in the work place and awareness training | |
| 6. | Improve Your Business (IYB) | |
| 7. | Improve Your Exhibiting Skills (IYES) | |
| 8. | Know About Business (KAB) | |
| 9. | Sensitization on child labour | |
| 10. | Start Your Business (SYB) | |
| 11. | Start Your Cultural Sector Business | |
| 12. | Start Your Solid Waste Collection Business | |
| 13. | Start Your Water Distribution Business | |
| | Training of Trainers (TOT) Level | |
| 1. | BDS facilitators training | |
| 2. | Expand Your Business (EYB) TOT | |
| 3. | GET Ahead training TOT | |
| 4. | Improve Your Exhibiting Skills (IYES) TOT | |
| 5. | Introduction to the WED Capacity Building Guide | |
| 6. | Know About Business facilitators training (KAB) | |
| 7. | Start and Improve Your Business (SIYB) TOT | |
| 8. | Start Your Cultural Sector Business TOT | |
| 9. | Start Your Solid Waste Collection Business TOT | |
| 10. | Start Your Water Distribution Business TOT | |
| 11. | FAMOS Check | |
| | Other Thematic Issues | |
| 1. | Child labour and enterprise development | |
| 2. | Enterprise development among WEs with disabilities | |
| 3. | HIV / AIDS and enterprise development | |
| 4. | WED and combating trafficking | |
| 5. | WED and refugees | |
| 6. | WE's access to finance & collateral | |
| 7. | Gender sensitive SME policy development | |
| 8. | Micro insurance and microfinance for SMEs | |
| 9. | WEA building | |
| 10. | "Decent work" capacity building | |

Additional Resources on ILO tools:

Detailed information on the activities listed in worksheet 7 can be obtained from the ILO's Small Enterprise Development Program, ILO offices or by logging on to the ILO website (www.ilo.org/seed) or emailing a request. (seed@ilo.org)

Once feedback on the identification of MOWE activities is compiled, the lead organization should carry out a participatory review of the proposed events with partners. The identified activities should be scrutinized to determine the relevancy, applicability and also the capacity of partner organizations. Below are some tips for the discussion:

Tips for scrutinizing identified MOWE activities

Technical ability

- Does the organization have access to qualified staff to organize and conduct the activities?
- Does the organization have resource people to work with when carrying out the interventions?

Personnel

- Do the individuals tasked with the responsibility for MOWE have the time and skills to carry out their roles and responsibilities?

Financial ability

- Are the selected activities/events part of the organizations' regular budget and calendar activities?
- Can the organization finance the activities/events from its regular budget?
- Can the organization find a potential sponsor for the activities/events?

Do not try to do too many activities – few activities done well are better than many done badly!

On the basis of the tips provided above and with regard to identifying realistic activities for MOWE events, agreement should be reached as to 'who is doing what' among the participating partners. This involves deciding which activities are to be implemented by each partner and which ones will require joint efforts. The activities to be implemented by each partner should, as indicated above, be in line with the organizations' roles and responsibilities as well as within their financial capacity.

Once agreement is reached on the activities, the next step is to move on with soliciting funds and identifying local partners.

2.1.2.5 Budgeting for the identified MOWE activities and events

The budgeting procedure should start with examining the aim and or objectives of MOWE events. By doing this, what exactly will happen during the events, is being reviewed, this will help determine the cost for each activity. There are a number of items to consider when developing a budget. Worksheet 8 outlines some of the budget items. After the budgets are developed, partner organizations can then decide whether or not to go ahead with the activity as planned, or to change their plans to take into account cost and potential impact. The budget can also be used to determine which sponsor to approach for possible funding.

The lead organization responsible for the coordination of the MOWE events, should consider developing a budget to provide 'seed' funding for the implementation of certain MOWE activities by the partners. The seed money should be used to finance activities of national importance. These could include participation in national events, experience sharing workshops, documentation of the MOWE celebrations and hiring special resource persons for implementing some events. In addition, the lead organization should also budget for some specific expenses incurred by virtue of being the lead organization, for example, meeting, transport, documentation and communication costs.

Worksheet 8: Budget for MOWE Activities

| Title of Activity: | | |
|---------------------------|---|--------------------------|
| No. | Item | Amount (estimate) |
| 1. | Resource person: fees | |
| 2. | Hire of venue | |
| 3. | Hire of equipment | |
| 4. | Production of materials (especially to make them accessible to people with visual impairments) | |
| 5. | Communication costs | |
| 6. | Transport and daily subsistence allowances (transport allowances may be particularly useful for people with disabilities) | |
| 7. | Marketing and promotion of events | |
| 8. | Stationary | |
| 9. | Meals (especially when participants are PLWHA on antiretroviral treatment) | |
| 10. | Administrative expenses | |
| 11. | Documentation of events | |
| 12. | Contingencies | |
| 13 | Evaluation costs | |

2.1.2.6 Identifying Sources of funds

There can be different sources of funding for MOWE events. Some events may not require extra resources and can be carried out with minimum costs or through cost recovery from participants in the event. It is likely, however, that the partners will have to explore different funding sources. Below are some ideas about those sources:

Funds from partner organizations:

Before finding external sponsors to finance MOWE events, partner organizations should assess their capacity to conduct the activities with existing budgets. This is because the activities for the MOWE celebrations are expected to already be in line with the organizational objectives of the partners.

Costs can also be kept down in different ways. For example: using partner organization's meeting rooms as venue is a cost cutting measure, contracting participating women entrepreneurs to provide meals during meetings instead of holding meetings in hotels can also cut costs. Some organizations can also be requested to provide assistance 'in kind'. For example, a partner organization can provide transport for the participants because it is easier for them to do so than giving money.

Fundraising events:

In order to augment internal sources of funds and also reduce reliance on donor support, fund raising events could be organized by the lead organization and other partners. Fundraising should be undertaken a little earlier than the actual MOWE events so as to plan how to use the money generated. Some fundraising mechanisms used for MOWE in the past have been:

- Gala evening/night
- Fashion shows
- Auction of products donated by women entrepreneurs
- Telethon
- Trade fairs
- Sponsored walks, runs or wheelchair races

External sponsors:

Some of the activities selected to be conducted during the MOWE celebrations may require substantial funding and partner organizations may not have adequate funds to finance these activities. This would then call for sourcing of external funding to implement the activities.

The starting point in identifying external sponsors can be by looking at directories of organizations involved in sponsoring activities related to gender equality, entrepreneurship development or the provision of services to small enterprises. For example, in Zambia, a telecommunications company has become a key sponsor for events because they understand that women entrepreneurs are a valuable market niche for their services. In the event that there is no existing directory in country, brainstorm among participating organizations to identify who are potential sponsors for the MOWE celebrations.

From the country directory of sponsors or the brainstorming session, there may be a need to generate answers based on the following three main questions:

- Who are the existing sponsors / donors (local and international)?
- What are the activities currently being sponsored by these organizations?
- Which activities being sponsored by the sponsors / donors are related to the selected MOWE activities in the plan?

These questions will help generate a list of potential sponsors for the MOWE activities which can be presented in Worksheet 9. The questions will also help reduce wasted time and energy by targeting sponsors that have a vested interest in MOWE events.

When selecting potential sponsors for each activity, have more than one name of potential sponsors just in case, if the first option does not work out it is possible to fall back on other options.

Using information generated from worksheet 9 each partner organization should fill in worksheet 10 to list the potential sponsor/s they are targeting. This information should then be shared among all participating organizations to avoid targeting the same potential sponsor/s.

Additional resources for fundraising

There are guides for fundraising for NGO's and other organizations on the World Wide Web. One useful one is a VSO Working Paper in Development. Bradshaw, J., (2003) Fundraising guide for NGOs, VSO Working Paper, Business and Capacity Building Series. www.vso.org.uk

Worksheet 9: Identifying Potential Sponsors for MOWE Activities

| Name of Potential Sponsor | Current Activities being Funded by the Sponsor | Related & Possible MOWE Activities that could be Sponsored |
|----------------------------------|---|---|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |
| 8. | | |
| 9. | | |
| 10. | | |

Worksheet 10: Selecting Sponsors of MOWE Activities/Events

| | Activity/Event 1. | Activity/Event 2. | Activity/Event 3. |
|------------------------------------|-------------------|-------------------|-------------------|
| Option 1: Potential sponsors name: | | | |
| Total Amount: | | | |
| Option 2: Potential sponsors name: | | | |
| Total Amount: | | | |
| Option 3: Potential sponsors name: | | | |
| Total Amount: | | | |
| Option 4: Potential sponsors name: | | | |
| Amount: | | | |

A major task for the lead organizer is to provide administrative and technical support to partner organizations as they mobilize funds for the MOWE activities. They may also be required to attend meetings where the partners are lobbying for funds. The biggest challenge in getting sponsorship is having an approach that convinces sponsors. Below are some of the tips that can be used when approaching the potential sponsors:

Tips when approaching potential sponsors for MOWE activities:

- Contact organizations where there is an existing funding relationship
- Approach private organizations who are interested in women entrepreneurs as a niche market, for example: telecommunications, insurance companies, clothing and textiles, home utility companies, supermarkets and child care providers
- Contact government agencies that are promoting MSEs and empowering women
- Contact donors, embassies, who have a focus on WED, gender equality and disability
- Carry out an informal investigation to identify the appropriate contact person in the organizations (this could be the director, chief executive officer, finance director or programmes coordinator. Make sure that it is some one who makes sponsorship decisions)
- Formally contact the identified person to make an appointment for a meeting
- In the meeting explain the following issues:
 - Brief organizational profile
 - Organizational vision, mission and objectives
 - Target group and activities
 - Background of the MOWE celebrations
 - Activities planned for the MOWE celebrations and MOWE partners
 - Show how MOWE activities and target groups link to the sponsors objectives
 - Make a request for possible sponsorship
 - Make an official follow up on the requests one week later

Do not give up too easily!

2.1.3 Step 3. Development of the calendar for the MOWE celebrations

The information generated in worksheet 6 provides a basis for scheduling the activities into the overall MOWE implementation calendar. As partner organizations are thinking through their MOWE activities and the potential sponsors, the time frame for the actual celebrations have to be agreed. When developing the calendar that schedules the MOWE events, it is important for participating organizations to synchronize their activities in such a way that selected dates do not conflict or clash with each other. This is even more important for organizations that need each others support during the implementation of the activities. For example: if an organization is tasked to organize an exhibition for women entrepreneurs, it is expected that other organizations who work with women entrepreneurs should participate in this exhibition.

Each partner organization should have completed worksheet 11 below to show the type of activity they will conduct. This information will eventually be compiled and negotiated among partner organizations to form the MOWE calendar.

The lead organizer's task is to compile information from each organization presented in worksheet 11 and develop a calendar. The calendar should preferably be presented as a brochure. It has to be well designed and should have a good introduction and background and must give the objective and the theme of the celebrations. The brochure should be used as a marketing tool, and can be used to profile sponsors to give them publicity.

Tips for MOWE calendar layout:

Format of the MOWE calendar (Brochure)

Front cover page

- Title
- When the MOWE will take place
- The theme
- Promotional images
- Logos of lead organizers and sponsors

Inside pages

- Calendar of activities/events to be conducted (this can be presented in a similar format as worksheet 11)

Back page

- List of participating organizations/sponsors
- Contact persons

Once the first draft of MOWE calendar is developed, the lead organiser is expected to circulate it to all the partner organizations for them to check before the final print is made and it is circulated to the general public and media houses. Circulation to media houses and general public must be at least fifteen working days before the start date of the MOWE celebrations.

Tips for making MOWE materials accessible to people with visual impairments:

- Produce Braille copies of the calendar
- Record a voice version of the calendar on tape or digitally for use on a computer
- Produce large print versions of the calendar for those with partial sight
- Make sure that the calendar is distributed through Disabled Persons Organizations

2.2 Implementation Stage

The implementation stage is where organizations are expected to implement activities of the MOWE as planned in the MOWE calendar. At organizational level, the translation of the event into action is much easier if the lead organization understands the activities to be implemented and what will be achieved (success indicators). All members of the lead organization should feel part of the arrangement of the MOWE activities because without this clear understanding and commitment it would be difficult to fulfill the MOWE activities and objectives.

Tips for coordinating implementation of MOWE:

Note that successful identification of organizations and proper planning of MOWE does not guarantee successful implementation! It is always more challenging to operationalize the plans.

At this stage, all participating organizations in the MOWE events are expected to start implementing their activities. **The coordination responsibility is crucial.** For this reason, the lead organization should put in place a committee for monitoring the implementation of the activities and at the same time checking if activities are being conducted as scheduled and according to the MOWE calendar. If there is a MOWE committee in place, they may need to revisit and revise their original roles to share the tasks of monitoring of the MOWE activities among the committee members.

Information on the implementation of MOWE activities should be reported to a central point, normally the lead organization, where it should be recorded and stored.

2.2.1 Step 4. Implementation of the MOWE activities

At organizational level, to effectively implement the MOWE activities there is need to identify the tasks involved and share roles and responsibilities among members of the organization. These could be members of staff in the secretariat or board members depending on the organizational structure and available staff.

Based on the finalized activities or events in worksheet 6 and following the timeframe agreed upon outlined in the MOWE calendar worksheet 11, the partners should develop action plans that will guide them in the implementation of the MOWE events.

Worksheet 12, once filled in, will provide the time frame in which the participating organizations are expected to implement the activities. It will be used as a follow up tool to check on the progress of implementation by participating organizations.

Worksheet 12: Action Plan for MOWE Events/Activities

| Activity Title: | | | |
|---|---------------------------|---------------------|--|
| What Actions (Step by step and in chronological order)? | Who (Which individual/s)? | When (Exact dates)? | What Resources? (Cost, equipment, human) |
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |
| 9. | | | |
| 10. | | | |
| Partners include: | | | |

2.2.2 Practical examples of MOWE events

Among many other events, the MOWE has included: the MOWE '*march-past*' to launch the MOWE celebrations (in Zambia and Uganda) and the MOWE *exhibitions and associated IYES training* to allow WEs showcase the different products they manufacture (in Ethiopia and Tanzania). Publicity events, radio and TV interviews and newspaper articles have also characterized these two events during the MOWE celebrations. These events are very important for the overall publicity of the MOWE celebrations, as they capture media interest for all other MOWE activities.

The march-past and exhibitions are described in more detail below as an illustration of how some events could be organized.

2.2.2.1 How to organize a march-past for the MOWE celebrations event

A 'march-past' is a walk which is organized where a prominent member of society is invited to participate as a way of giving the MOWE a high profile. This is usually a short walk of about one kilometer, starting from a central place to a venue where the invited guest is given an opportunity to address the people who have participated in the walk. This event can be used to get public attention on the theme of the MOWE celebrations.

For people with disabilities and those living with HIV/AIDS, this nature of event can be challenging. For this reason, it is recommended that arrangements are made to facilitate their smooth participation. For example, in the Ugandan MOWE, motorbikes (boda-bodas) were provided for people with physical disabilities, and people with visual impairments were assisted by guides.

The theme for the march should be the same as that of the MOWE celebrations. To help organize and conduct a march-past for the MOWE celebrations, it may be useful to follow the steps in Worksheet 13.

Worksheet 13: Steps for Organizing the MOWE March-past

| | Activity | Who is Responsible? | Remarks |
|-----|--|----------------------------|--|
| 1. | Form an organizing committee among MOWE partners | | A committee composed of representatives from partners |
| 2. | Agree on the date | | Agree on a date that is conducive to all partners |
| 3. | Define the objective of the march-past | | Objectives should be in line with the theme of the MOWE |
| 4. | Identify the routing for the march-past | | Route should be manageable by participants and long enough to attract general public's attention. Attention should be paid to how people with disabilities can be accommodated |
| 5. | Share roles and responsibilities for the march-past | | Individual partners should take part in the event by taking up specific roles and responsibilities |
| 6. | Identification of the guest of honour | | Target individuals with influence in society/business or government |
| 7. | Organize music or marching band | | Contract with the provider for the day and time of the event |
| 8. | Identify individuals to be march leaders for the march-past | | Appoint two or three people from the organizing committee to be leaders |
| 9. | Obtain permit for the march-past | | Get permit from the local authorities and/or police to hold the event |
| 10. | Identify and inform media organizations to publicize the event | | Media organizations who are partners should take a leading role |
| 11. | Organize security and police attendance for the march-past | | Secure written agreement from the police and security agents |
| 12. | Organize TV and radio interview to publicize the march-past | | Media organizations who are partners should take a leading role |
| 13. | Conduct TV and radio interviews | | Spokespersons must be available for the interviews |
| 14. | Prepare speeches for the guest of honour | | The organizing committee to prepare the speeches |
| 15. | Check police and security arrangements for the participants | | Make arrangements to have security from the local police for control of the crowd |
| 16. | The March | | Participation should be 100 or more people |
| 17. | Monitoring the attendance at the march-past | | Document number of people involved, broken down into male, female and type of disability |
| 18. | Post evaluation of the march | | Document Learning outcomes |

2.2.2.2 How to organize a MOWE exhibition

An exhibition is an event where participants (in this case WEs) are given an opportunity to show their products or services to potential clients, financiers, possible partners and the general public. For some MOWE celebrations, this event marks the climax of the celebrations. This event has multiple benefits for WEs who participate, because they can sell their products, access important information, expand business networks and markets.

Tips for disability accessibility and trade fairs:

It is important to recognize the participation of people with disabilities and those living with HIV/AIDS. Attention to the needs of people with disabilities will ensure a more inclusive and successful event. The venue for the exhibition should be conducive for people with disabilities and those living with HIV/AIDS. It should be easily accessible and arrangements should be made to facilitate meaningful participation for all, including visitors with disabilities. For example: toilets should be accessible to wheel chair users, transport WEs with disabilities so that they can move their products to the exhibition venue. Assign sign language interpreters for women entrepreneurs with hearing impairments and accommodate guides for those with visual impairments.

The experiences of the ILO – Irish Aid Partnership Programme in Ethiopia and Zambia suggest that WEs with disabilities appreciate and benefit enormously from exhibiting alongside WEs without disabilities at trade fairs.

See 2.1.1.7 for additional resources on accessibility for people with disabilities

The steps to follow when organizing this event are similar to the steps introduced earlier in worksheet 13. However, the exhibition involves different tasks than the march-past, therefore, worksheet 14 outlines steps that can be used when organizing and conducting the MOWE exhibition.

It is recommended that WEs participating in the MOWE exhibition go through 'Improve Your Exhibiting Skills' (IYES) training 2-3 weeks before the exhibition so that they get maximum benefit from the event. IYES is a training package that is intended to enhance women's capacity to access and participate in trade fairs. The IYES training helps WEs build their capacity to acquire and improve knowledge, skills and attitudes relating to marketing and running their businesses. This type of training before an exhibition may be particularly relevant for inexperienced exhibitors or exhibitors with less confidence.

Additional Resources for trade fair organization:

Gebreselassie T., Finnegan G., Mackie G., (2005) IYES: A Training Guide, ILO

Available at: www.ilo/seed

Facilitating MSE Shows (2000): The FIT Manual, ILO, Geneva.

Available at: <http://www.addischamber.com/downloads/helptradefair.asp>

Worksheet 14: Steps for Organizing and Conducting the MOWE Exhibition

| | Activity | Who is Responsible? | Remarks |
|-----|---|----------------------------|--|
| 1. | Form an organizing committee among MOWE partners | | A committee composed of representatives from partners |
| 2. | Agree on the dates of the exhibition | | Agree on the dates that are conducive to all partners |
| 3. | Define the objective of the exhibition and develop the programme | | Objectives should be in line with the theme of the MOWE |
| 4. | Define and allocate roles and responsibilities for organizing the exhibition | | Partners are expected to actively participate in the organizing of this event by taking up specific roles and responsibilities. One significant role of the partners is that of mobilizing the exhibitors |
| 5. | Identify and book venue and security for the exhibition | | Secure written confirmation for venue and security arrangements |
| 6. | Identify and mobilize WEs to participate in the exhibition | | WEAs are useful for providing this information |
| | IYES Training (if appropriate) | | |
| 7. | Develop budget, Identify sponsor for pre-exhibition IYES training | | Prepare participants for the exhibition to yield maximum benefit and create sustainable markets. The IYES manual can be found on the web: www.ilo.org/seed |
| 8. | Identify venue and make necessary conferencing arrangements | | |
| 9. | Identify resource persons and organize training materials | | |
| 10. | Conduct IYES training | | |
| 11. | Follow-up on IYES participants to ensure that their products are ready and of a good standard before the exhibition | | |
| 12. | Develop programme for opening of the exhibition | | The organizing committee should have a separate programme for the official opening of the exhibition |
| 13. | Identification of the guest of honour | | For example, First Lady, Minister of Trade and Industry, Minister of Gender, a well known business woman or man to be the guest of honour at opening ceremony |
| 14. | Identify individuals to be spokespersons for the exhibition | | Appoint two or three people from the organizing committee to be spokespersons |
| 15. | Identifying media organizations to publicize the event | | Media organizations who are partners should take a leading role. They can work with exhibitors to develop commercial tools and news articles for the media |
| 16. | Organizing TV and radio interview to publicize the exhibition | | Media organizations who are partners should take a leading role |
| 17. | Conduct TV and radio interviews | | Spokespersons to be available for the interviews |
| 18. | Prepare speeches for the guest of honour | | The organizing committee to prepare the speeches |
| 19. | The exhibition | | Total participation |
| 20. | Monitoring the attendance at the exhibition | | Complete Worksheet 16 |
| 21. | Post evaluation of the exhibition | | Document Learning outcomes |

2.2.2.3 Monitoring action plans

The MOWE calendar gives information when activities and events are scheduled to take place. However, the lead organization still has to follow up on the progress made on the preparations of these events and activities by the participating organizations. To determine the level of implementation of the action plans by participating organizations, make reference to Worksheet 12 to assess what has or is being implemented.

In the earlier steps of the guide, worksheet 6 was developed as an action plan in the implementation stage for organizing the MOWE celebrations. Worksheet 15 is a monitoring and follow-up tool for the actual implementation of events.

If the lead organization notices that some events are falling behind or partners are struggling to implement activities, it is important to meet and discuss with the implementing organizations and find solutions.

2.3 Evaluation Stage

Monitoring and Evaluation

Evaluation includes monitoring, project evaluation and impact assessment. Each of these evaluations has a different purpose. Monitoring is designed to assess if a programme is being implemented according to the plan. (See worksheet 15) A programme or project evaluation assesses the effects and impacts of programme performance, focusing on an analysis of progress made towards the achievement of the objectives, or success indicators.

In the case of MOWE, monitoring looks at whether planned MOWE events have taken place or not and how many people (including women entrepreneurs with and without disabilities and those living with HIV/AIDS) took part. Worksheet 15 and 16 can be used for this purpose. With regard to assessing impact, however, we look at the changes that have happened as a result of the events that took place, which can be assessed either at institutional or individual enterprise levels. (Section 2.1.2.2) This section of the guide is not a comprehensive tool for impact assessment rather it gives a basic insight. Due to the nature of MOWE it focuses on the organizational impact of the MOWE celebrations more than the impact on individual women entrepreneurs.

2.3.1 Step 5. Evaluate and measure the effectiveness of events

This section of the guide will give basic guidance to evaluate events to make sure they were implemented according to the plan. To achieve this, there is need to have an effective and continuous flow of information among all partners.

There are two useful methods introduced in this guide to help monitor and evaluate the MOWE celebrations namely a ***questionnaire*** and ***case study development***. These are only two methods among many other evaluation tools.

2.3.1.1 Evaluating MOWE using a questionnaire

The ultimate aim of evaluation of any process is to assess impact. For the MOWE celebrations, assessing impact can be done by using the type of questions in worksheet 17. However, the questions that need to be asked should be adapted to the MOWE success indicators as identified in worksheet 6. The evaluation form in worksheet 17 can be given to all participating organizations for them to give feedback on the quantitative aspects of activities and events they conducted. This form can either be self administered or can be administered by an independent person. A budget for an independent evaluation should be considered at the start of the planning process. See worksheet 9.

Tips on Evaluation:

- Data should be collected on the same success indicators, **before** and **after** the MOWE events, data collected before the MOWE will serve as baseline for comparison. (You can't know how far you have come if you don't know where you started!)
- Impact of MOWE celebrations could be assessed three to six months after the events have taken place.
- Impact assessment should be conducted by an external person or organization where possible in order to avoid bias.

Worksheet 16: Checklist for Monitoring Participation in MOWE Events

| | | |
|------------|--------------------------------------|-----------------------------|
| Country: | Full name of reporting organization: | This report is compiled by: |
| Telephone: | Fax: | Email: |

Profile of MOWE activities and events conducted:

Activity 1:

| | | | | | | |
|---|----------------------|--------------|----------------------|--------|-------------------|--------|
| Date activity or event was conducted: | | Total | Without disabilities | | With disabilities | |
| Participants profile | Male | | | | | |
| | Female | | | | | |
| Participants line of business (<i>if participants are at entrepreneurial level</i>) | | | Without disabilities | | With disabilities | |
| | | Total | Male | Female | Male | Female |
| | a. Retail/Wholesale | | | | | |
| | b. Manufacturing | | | | | |
| | c. Service provision | | | | | |
| | d. Agro-related | | | | | |
| | e. Other:..... | | | | | |

Activity 2:

| | | | | | | |
|---|----------------------|--------------|----------------------|--------|-------------------|--------|
| Date activity or event was conducted: | | Total | Without disabilities | | With disabilities | |
| Participants profile | Male | | | | | |
| | Female | | | | | |
| Participants line of business (<i>if participants are at entrepreneurial level</i>) | | | Without disabilities | | With disabilities | |
| | | Total | Male | Female | Male | Female |
| | a. Retail/Wholesale | | | | | |
| | b. Manufacturing | | | | | |
| | c. Service provision | | | | | |
| | d. Agro-related | | | | | |
| | e. Other:..... | | | | | |

Activity 3:

| | | | | | | |
|---|----------------------|--------------|----------------------|--------|-------------------|--------|
| Date activity or event was conducted: | | Total | Without disabilities | | With disabilities | |
| Participants profile | Male | | | | | |
| | Female | | | | | |
| Participants line of business (<i>if participants are at entrepreneurial level</i>) | | | Without disabilities | | With disabilities | |
| | | Total | Male | Female | Male | Female |
| | a. Retail/Wholesale | | | | | |
| | b. Manufacturing | | | | | |
| | c. Service provision | | | | | |
| | d. Agro-related | | | | | |
| | e. Other:..... | | | | | |

Worksheet 17: Example of Checklist for Evaluating MOWE Events

Experiences after participating in MOWE celebrations:

1. Has your organization participated in the MOWE before
2. Which other MOWE event/s has your organization participated in?
 - a. Year: _____ Month: _____
 - b. Year: _____ Month: _____
 - c. Year: _____ Month: _____
3. What can you say been the benefit for your organization in participating in MOWE events?
 - a. _____
 - b. _____
 - c. _____
 - d. _____
4. How has your organization been participating in the planning process for the MOWE celebrations?

5. What are your organization's specific activities for people with disabilities?
 - a. _____
 - b. _____
 - c. _____
 - d. _____

6. What are your organization's specific activities for people with HIV/AIDS:

- a. _____
- b. _____
- c. _____
- d. _____

MOWE performance/success indicators

7. As an organization, how do you rate the benefits of participating in the MOWE activities in terms of the following areas:

| | Ratings | | |
|--------------------------------|--------------------------|--------------------------|--------------------------|
| | Improved | Remained the same | Worsened |
| Growth of membership | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Increased services to members | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Organization's finances | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Organization's corporate image | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Organization's public image | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Financial:

8. In your organization, how were the MOWE events financed?

9. Who were the funders (donors) involved?

10. What is the average contribution of your members toward the MOWE events they participate in?
_____ (Local Currency)

Internal relations:

11. Has organizing and hosting MOWE events / activities helped in establishing relationship or linkages among your target group / membership? Yes No

12. If Yes, how? _____

13. If No, why? _____

14. What kind of relationship or linkage have you established after the MOWE celebrations?

15. Has there been any relationship or linkages established by working with WE with disabilities and those with HIV/AIDS? Explain

16. How do you compare relationships or linkages created among your target group / membership as result of participating in the MOWE events to other WED events that your organization implements or participates in?

External relations:

17. How are your relations with other external organizations in relation to implementation and promotion of MOWE activities / events?

18. What other linkages (finance or markets for example) have been established as a result of your participation in the MOWE events?

19. How do you envisage these linkages working?

Sustainability:

20. How can the MOWE activities be made sustainable in your country?

21. How can the MOWE activities in your organization continue without external support?

22. How can your organization make the MOWE event independently sustainable?

Impact of MOWE activities

23. What challenges have you faced as an organization in implementing MOWE events / activities?

24. In your opinion, how can these challenges be overcome?

25. In future, how best should MOWE events / activities be conducted?

26. What has been the Benefit/s to the target group/membership for participating in the MOWE event/s?

27. Any other comments about the MOWE celebrations?

2.3.1.2 Evaluation using case study

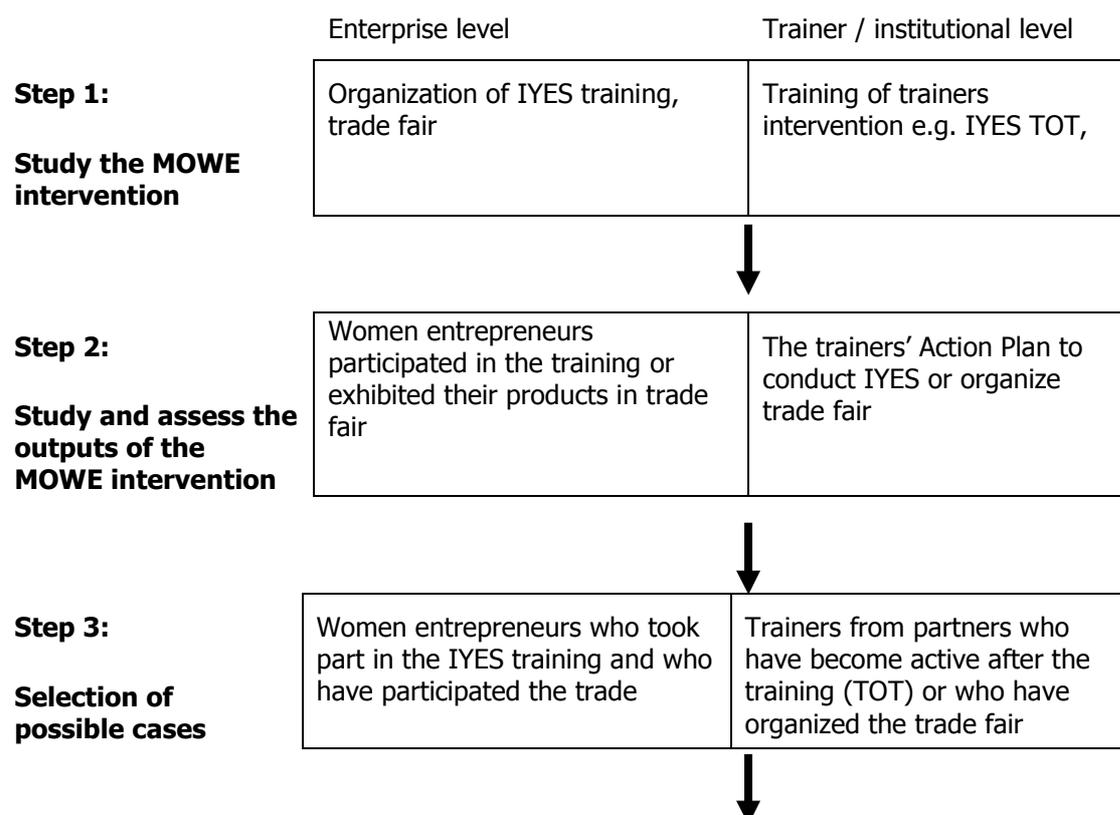
Case study is an ideal methodology when a holistic, in-depth investigation is needed. Case studies are designed to bring out the details from the viewpoint of the participants by using multiple sources of data. They can be useful in highlighting the unique experiences of specific women entrepreneurs, in particular women entrepreneurs with disabilities. Developing case studies is a way of assessing and documenting impact of the MOWE celebrations. Worksheet 17 can be used as a guide to develop a case study.

2.3.2 Case study development format 1

The following flow diagram describes the process of developing the case studies at each level. The flow diagram below is divided into 4 parts and each part represents different steps of the case writing process.

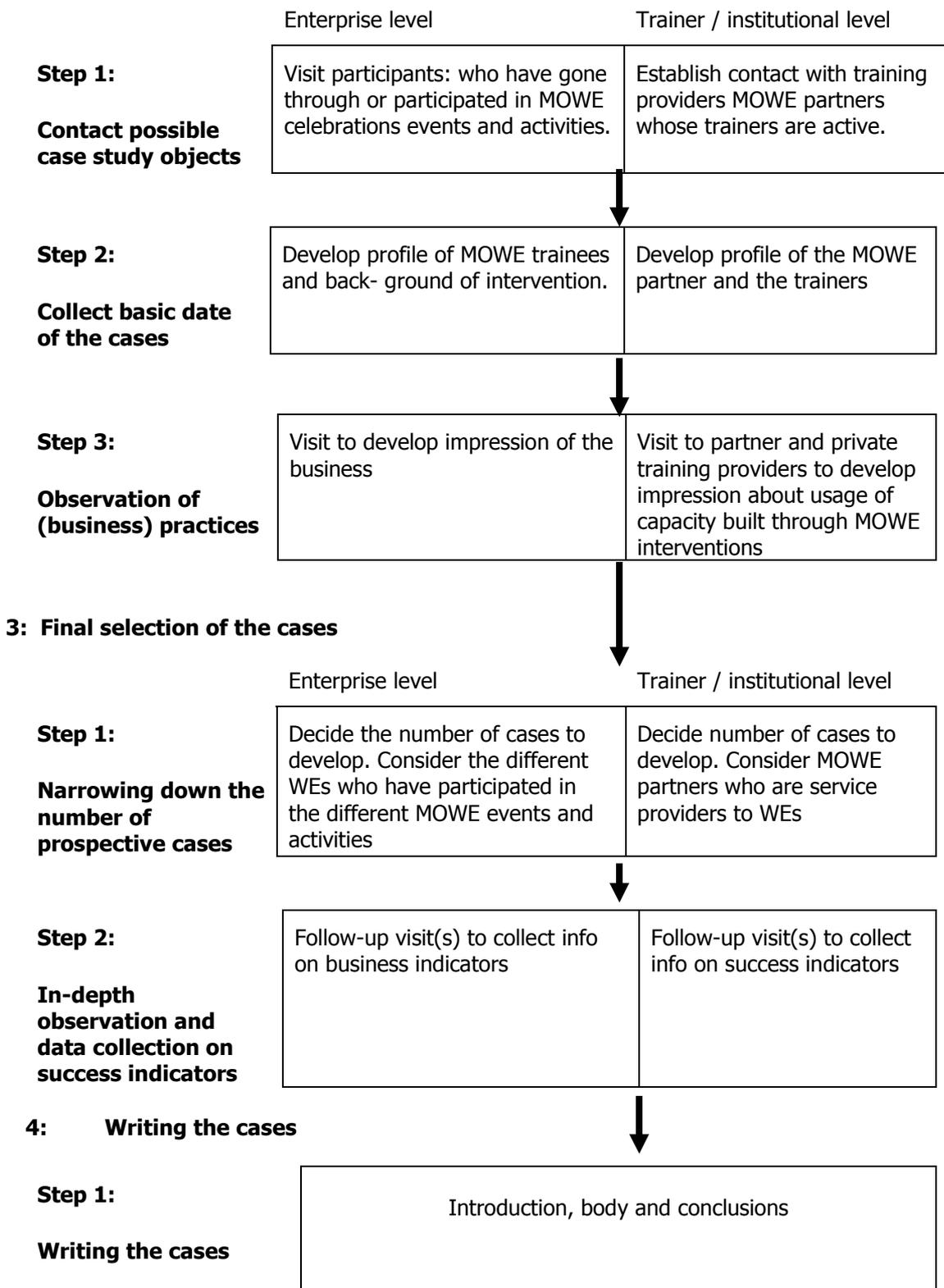
Figure 3: Flow Diagram of an Example of a Case Study Development Process

1: Getting started



¹ *Case study writing process (An extract from the ILO SIYB Guidelines and Terms of Reference SIYB Case studies)*

2: Contact and early assessment



2.3.2.1 Developing Case study to evaluate and show impact of MOWE celebrations

a) What is a case study?

This is a detailed account or story giving information about the development of a person, group or thing, especially to show general principles.

b) Objectives of the cases

The purpose of the finished case is to provide evidence, at different levels, about the impact of an intervention executed:

Women Entrepreneurial level:

- Women entrepreneurs who have participated in the MOWE celebrations are better equipped to improve their businesses; provide jobs and identify new markets for their products;

Institutional level

- partners are able to assist women entrepreneurs by conducting BDS interventions and follow-ups and have capacity built within their institutions or organizations;

There are a number of sources of data the case writer may use:

- **Primary sources:** interviews, observation notes, photographs taken, business records / institutional records;
- **Secondary sources:** information about the small business environment (business associations, Chamber of Commerce, Government departments, business publications / newspapers) and from ILO

c) Writing the cases

After having gathered the data that the case study will consist of, which will include interviews, baseline data, observations and possibly photographs, create a case structure format. This will generally include an introduction, a main body, a conclusion and possibly Appendices.

| |
|--|
| Additional Resources on Impact Assessment: Steps towards Impact Assessment of SED Interventions on Employment, September 2002, SEED, http://www.ilo.org/seed |
|--|

Appendices

Appendix 1: Questionnaire for Potential MOWE Celebrations Partner Organizations

Questionnaire

1.0 Background

1.1 Respondents Name and Designation:

1.2 Full name of the organization:

1.3 Address of the organization (postal and physical):

1.4 Telephone number:

1.5 Fax number:

1.6 E-mail address:

1.7 Website:

1.8 Type of organization: (Govt, NGO, Private sector etc.)

1.9 Geographical coverage:
(Number and location of provincial offices, if any)

1.10 Main target groups of the organization
(Please specify sub-groups e.g. people with disabilities)

1.11 Service portfolio
(Please refer particularly to activities with view to WED, women empowerment programmes and Business Development Services (BDS))

1.12 Organization's vision, mission and goals:

Please use reverse to make further notes

2.0 Organizational Capacity

2.0.1 Total number of employees:- Female: _____ Male: _____

2.0.2 Female with disabilities: _____ Male with disabilities: _____

2.0.3 Female without disabilities: _____ Male without disabilities: _____

2.1 Personnel Capacity (Secretariat level)

2.1.1 Number of full time: Female: _____ Male: _____

2.1.2 Number of part time employees: Female: _____ Male: _____

2.1.2 Employees qualifications (volunteers, professionals, please specify professional qualification): **Please attach details**

2.1.3 Annual budget for women programmes: **Please attach details**

2.1.4 Regular WED or women empowerment programmes (number and types of interventions planned for in the calendar year, please attach a reference copy of the programme, if available. **Please attach details**

2.2 Financial Capacity

2.2.1 Main sources of funding

(e.g. commercial fees, membership fees, donor money, please detail long/short term financial commitment of donor agencies, if any)

3.0 Reasons for wanting to be MOWE partner organization

3.1 Motivation to join the MOWE celebrations Programme
(Please specify particularly the benefits expected to materialize from collaboration)

Please use reverse to make further notes

3.2 Plans for MOWE celebrations Programme implementation strategy
(Please detail the planned programme implementation strategy, particularly with view to the target groups, funding arrangement and the logistics of programme coordination)

Please use reverse to make further notes

4.0 Networks

4.1 Networking linkages to other BDS providers

(Please specify names and type of linkage)

5.0 Monitoring and Evaluation

5.1 Monitoring and Evaluation

(Please specify which M&E tools your organization uses, if any. Please attach the most recent annual activity report/impact evaluation report of your organization, if available)

Appendix 2: MOWE fact sheet

Job Creation and Enterprise Development Department
Small Enterprise Development Programme
WEDGE Fact Sheet 10



International
Labour
Organization

Month of the Woman Entrepreneur (MOWE)

I. What are MOWE Events?

MOWE events are a combination of different events such as seminars in business development services, workshops, media events, exhibitions and trade fairs aimed at highlighting the role and contribution of women entrepreneurs, including those with disabilities and living with HIV/AIDS, in national socio-economic development. MOWE events primarily target women but also other organizations involved in small enterprise development. These events are time bound, commonly over one month.

II. Objective of the MOWE

The objective of the MOWE is to:

- Promote the role of women's entrepreneurship development in national development by recognizing the potential and achievements of women entrepreneurs including those with disabilities in generating employment and incomes
- Showcase women entrepreneurs as role models
- Renew the commitment of all concerned stakeholders towards the promotion of women's entrepreneurship development
- Give women entrepreneurs, in particular those with disabilities, an opportunity to advocate and lobby in issues that are relevant to them
- Disseminate information and exchange good practices in the areas of women's entrepreneurship development.
- Raise critical issues affecting women entrepreneurs including those with disabilities for the attention of policy makers and other relevant stakeholders
- Actively demonstrate the inclusion of women entrepreneurs with disabilities into mainstream entrepreneurship development activities

III. Target group

The ultimate beneficiaries for the MOWE are the women entrepreneurs. MOWE events create opportunities for women entrepreneurs to display and market their products, share experiences, and also have their voices heard for the creation of improved conditions for their businesses. The MOWE, however, is implemented through a mixture of small enterprise support organizations. These support organizations include:

- Employers' Organizations
- Trade Unions
- Government ministries and departments- such as the Ministry of Labour and Social Affairs and the Ministry of Trade and Industry or Commerce
- Women entrepreneur associations
- Non governmental organizations, such as disabled persons organizations

- Donors
- Business development service providers

In reality it is usually a consortium of organizations that plan, organize and evaluate a MOWE event.

IV. Method of Intervention

Through its experiences in supporting over eight MOWEs the ILO-WEDGE team has produced a guide to assist women entrepreneurs and organizations involved in the promotion of women entrepreneurs. The guide follows a series of steps in organizing the MOWE celebrations: 'Organizing Promotional Events for Women Entrepreneurs: A Guide'

The guide lays down a series of sequential tasks that need to be undertaken in organizing and implementing successful MOWE celebrations. The processes involved are categorized under three stages and five steps.

1. Formulation stage

- Step 1. identification of partners
- Step 2. developing the rationale and theme for MOWE events
- Step 3. developing the MOWE calendar

2. Implementation stage

- Step 4. implementation and follow up of activities

3. Evaluation stage

- Step 5. monitoring and evaluation of the events

V. Where has it been Implemented?

MOWE events were first initiated and implemented in Ethiopia in 2004. Similar events have been organized and implemented in South Africa; Tanzania, United Republic of; Uganda and Zambia. In Ethiopia, the month of March is recognized by the government as the "Month of the Woman Entrepreneur".

Contact persons

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