



Independent project evaluation of the

**United Nations Development Account Project
1215AX**

**Support Developing Country Policy Makers in the
Formulation of National Entrepreneurship Policies
through the Implementation of Entrepreneurship
Policy Frameworks**

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LIST OF ACRONYMS

ACCA.	Association of Chartered Certified Accountants
ADT.	Accounting and Development Tools
AEI.	Alianza por el Emprendimiento y la Innovación
ANDE.	Aspen Network of Development Entrepreneurs
ASSAL.	Latin American Association of Insurance Supervisors
CAF.	Corporación Andina de Fomento.
CENPROMYPE.	Consejo Directivo del Centro para la Promoción de la Micro, Mediana y Pequeña Empresa en Centroamérica
CONAMYPE.	Comisión Nacional de la Micro y Pequeña Empresa de El Salvador
EA.	Expected Achievement
Ei.	Entrepreneurship and Innovation
EMU.	Evaluation and Monitoring Unit
EP.	Entrepreneurship Policy
EPF.	Entrepreneurship Policy Framework
EQ.	Evaluation Question
GEN.	Global Entrepreneurship Network
GEN.	Global Entrepreneurship Network
GIEPA.	Gambia Investment and Export Promotion Agency
IADB.	Interamerican Development Bank
ICPAK.	Institute of Certified Public Accountants of Kenya
ILO.	International Labor Organization
LDC.	Least Developed Country
MIPYME.	Micro, Small and Medium Enterprise

MOTIE.	Ministry of Trade, Industry, Regional Integration & Employment of Gambia
MPEC.	Ministry of Production, Employment and Competitiveness of Ecuador
NEEC.	National Economic Empowerment Council of Tanzania.
NEPAD.	New Partnership for Africa's Development
NGO.	Non-Governmental Organization
ODA.	Official Development Assistance
OIF.	Organisation Internationale de la Francophonie
PAGE.	Programme for Accelerated Growth and Employment
SDG.	Sustainable Development Goal
SICA.	Sistema de la Integración Centroamericana
SME.	Small and Medium Enterprises
SMEGA.	Accounting and Financial Reporting Guidelines for Small and Medium-sized Enterprises
ToR.	Terms of Reference
UN.	United Nations
UNCTAD.	United Nations Conference on Trade and Development
UNDA.	United Nations Development Account
UNDP.	United Nations Development Programme
UNIDO.	United Nations Industrial Development Organization
USD.	United States Dollars

EXECUTIVE SUMMARY

INTRODUCTION

This is the final external evaluation report of the project “Support Developing Country Policy Makers in the Formulation of National Entrepreneurship Policies through the Implementation of Entrepreneurship Policy Frameworks”. Project implementation took place between June 2015 and December 2017 and was aimed at enhancing policy makers’ capacities for the design and implementation of entrepreneurship policies. The project was implemented in six countries (Cameroon, Ecuador, the Dominican Republic, El Salvador, The Gambia, and the United Republic of Tanzania) and also included networking and knowledge-sharing activities involving stakeholders from these and other countries of the same regions.

The evaluation was conducted between December 2017 and March 2018 by Aitor Pérez, the external evaluator appointed by UNCTAD. The general purpose of the evaluation is to assess the extent to which the project has achieved its above-described objectives. This exercise must support UNCTAD in ensuring ownership, result-based orientation, cost-effectiveness and quality of its assistance. More precisely, UNCTAD has defined the following evaluation objectives: to assess UNCTAD’s work; to provide lessons learned; and to give feedback, appraisal and recognition, and to point out possible attribution of the program’s achievements. In order to do this, the evaluation has responded to 19 questions grouped into 7 criteria.

Analysis of more than 100 diverse documents has been carried out. Also, the evaluation has drawn on censuses (rather than samples): representatives of all the leading partners in the beneficiary countries and all the UNCTAD staff involved have been interviewed (22 persons in total), and a survey was addressed to all the project participants (177). However, since not all the beneficiaries contacted via survey responded to the request, and the responses received did not allow the evaluator to design a statistically significant sample, the survey responses must not be taken as unquestionable findings. That said, the reliability of the evaluation is based on triangulation, which allowed most evaluation questions to be responded to by way of three techniques, meaning that no question relied on any single source of information.

EVALUATION FINDINGS AND CONCLUSIONS

Relevance

The project was highly relevant from different perspectives. It addressed entrepreneurs’ issues (the needs of entrepreneurs in the beneficiary countries according to official documents can be clustered into six areas, five of which correspond to the components of the EPF), and it focused on governments’ capacities in line with UNCTAD’s strategic framework, including UNDA objectives and the SDGs. The project was internally consistent in general terms, but it could have prescribed specific activities to better connect the participants of the access-to-finance national working groups with the regional meetings on insurance and accounting. Finally, the project exploited UNCTAD’s

comparative advantage in entrepreneurship policies, which is linked to the comprehensiveness and practical orientation of the EPF.

Effectiveness

The project has been effective in meeting its planned objectives and outcomes, and its beneficiaries are generally satisfied.

A significant number of policymakers and stakeholders were trained in the EPF and, according to the evaluation survey, the expected capacity-building effects of training and workshops were indeed accomplished (however, this was not achieved through online tools, as expected). In all six beneficiary countries, the EPF methodology was applied to participatory processes of elaboration or review of entrepreneurship action plans. Four of the countries (Ecuador, the Dominican Republic, The Gambia and Tanzania) formally adopted a plan by the end of the project and are currently implementing those plans, while the two other countries will very likely reach a similar point in 2018. The regional activities of the project produced their expected effects in terms of awareness raising. An online hub is being finalized and is expected to sustain training and experience-sharing beyond the project's end.

However, although all the activities were complementary, only a few connections were made between the main EPF activities and thematic contributions of UNCTAD on insurance and accounting, and on e-regulation. The effects of the accounting and insurance workshops have so far culminated in only one action plan.

Efficiency

Most of the project's national activities were fully implemented on time in all six countries, according to the various progress reports available (even if the implementation year by year and country by country has proved heterogeneous, due to specific circumstances in each country). Actual implementation was slightly under budget, with online training and e-regulation support being the activities with the lowest implementation rate.

UNCTAD has issued annual progress reports and monitored all planned activities and expected accomplishments. These documents identify current delays and threats to timely implementation. However, the financial monitoring was found to be not efficient, as the project team had to develop its own accounting system to follow up on financial implementation.

Sustainability

The number and diversity of participants in activities related to the elaboration of national action plans indicate a high degree of ownership and sustainability. Key public institutions are leading the action plans, and coordination bodies are working to gather all the institutions involved. In Ecuador, implementation reviews have been carried out incentivized by way of a national prize for entrepreneurship, supported by UNCTAD. Also, several features of the EPF methodology seem to be directed to favor ownership and sustainability: the explicitness and concreteness of action plans with regard to the measures to be taken, and the actors responsible for their implementation; and the participatory approach of the EPF involving the establishment of a coordinating body and working groups.

The setting-up of the EP Hub will very likely support knowledge management in enterprise issues with the specific goal of transferring good practices and lessons learned from one country to another. In addition, the EP Hub includes a training tool that has been improved (according to the team following up on the difficulties encountered in this project), and this is now being used in Ethiopia, where the overall process of elaborating a national action plan is to be replicated.

However, the survey indicated a lack of confidence in the leadership and coordination capacities of the implementing institutions. Also, some African informants indicated problems around funding to ensure full implementation of the plans.

Gender and Human Rights

The original project design did not incorporate any specific gender element (except for one vague mention of women's organizations in the text of Activity 1.1), although equal participation by men and women was sought during the project implementation. The result is that the gender dimension of entrepreneurship was introduced into action plans only in countries where women were already organized. The regional activities did succeed in integrating gender issues into the debates and conclusions. Also, more than half of those surveyed admit to having been made aware of the gender dimension of entrepreneurship policies. Even so, some interviewees and survey respondents showed reluctance to incorporating a gender approach into entrepreneurship policies.

The geographic scope of the project and the content of certain components of the EPF such as access to finance or formalization (within regulation) are clearly oriented to promoting equitable investment. Country by country, the intensity of the focus on equity varies and is not always evident.

Partnerships and Synergies

UNCTAD has advanced partnerships at the highest level with those national institutions expected to lead the implementation of the action plans. A second level of partnerships includes the national public and private institutions brought together in the working groups related to elaboration of the plans. As per its own reports, UNCTAD has set up partnerships with 11 regional associations. However, their strategic value is not clear, since they appear to respond more to the implementation needs of specific activities than to any strategic position taken by UNCTAD within the global entrepreneurship ecosystem.

The project has been managed directly by UNCTAD in coordination with national partners and consultants; it has not been supported by resident UN agencies, except for some contacts with UNDP. Most of the international partnerships have contributed to regional activities, although in some cases they have also collaborated in the project's implementation. The project has also benefitted from partnerships to sustain the project activities beyond the timeline.

Impact

Conclusions on impact cannot be drawn at this point. That said, the implementation of some measures included in the new plans by the end of the project indicates that the project's Theory of Change is plausible, and that its intended positive impacts are achievable in the medium term.

More specifically, according to more than 50% of those surveyed, the most likely impacts will be seen in the areas of regulatory system, inclusion, and education and skills. Regarding anecdotal evidence on impact, the Dominican Republic approved a law for entrepreneurship aligned with the action plan developed under the intervention. In Tanzania, a preoperational tax was identified as an obstacle for entrepreneurship and addressed by the plan with deadline of June 2019. During presentation of that plan, the abolishment of the tax was announced, providing first evidence of policy implementation.

RECOMMENDATIONS

Key recommendations

To the Enterprise Branch

- I. Given the relevance and effectiveness of this project, and its limited geographic scope, UNCTAD's Enterprise Development Branch to:
 - Scale up this project and put in place a permanent service through which Member States, mainly least-developed countries, can request assistance.
 - Plan a second phase of technical assistance in order to reinforce the implementation of the action plans in the partner countries and to capitalize on implementation experiences. *[This could consist of UNCTAD field missions for review of the action plans. The regional component could also transition towards peer review meetings.]*
 - Assess impact of the plans through implementation reviews, or other follow-up activities on action plans by UNCTAD. *[As per the Theory of Change reconstructed in this report, such assessments could differentiate between medium-term impact (policy outcomes) and long-term impact (effects on entrepreneurship and economic development). Indicators that take long-term impact assessments into account are presented in the EPF itself.]*
- II. Given the number of actors and initiatives promoting entrepreneurship policies, UNCTAD's Enterprise Development Branch to elaborate a multi-stakeholder analysis and rethink its strategic position as a global UN actor in the field of entrepreneurship. *[This analysis should address interaction with regional organizations that are likewise proposing policy frameworks, international foundations that are currently organizing networking and experience-sharing activities, bilateral donors and development banks that are funding policy development in economic sectors, etc.]*

Important recommendations

To the Enterprise Branch

- III. In any future EPF revision, UNCTAD's Enterprise Development Branch to explore whether the interest in market issues shown by the beneficiaries of this project is

widespread, and to consider the inclusion of an access-to-markets component in the framework.

To UNCTAD, in general terms

- IV. In future initiatives oriented to the formulation of entrepreneurship action plans, UNCTAD to better rationalize the contributions from related services and branches (accounting and insurance, e-regulation). *[This could be achieved by focusing at the first stage on connecting with the national working groups, later providing assistance on related measures during implementation of the plans, if requested.]*
- V. UNCTAD's financial services division should take steps to regularly report on an activity basis to the project management teams. If to do so is deemed inefficient, UNCTAD's financial services to instead devise a new and cost-effective way to carry out practical activity-based budgetary follow-ups.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings: problems and issues identified	Evidence (sources that substantiate findings)	Recommendations
Drawing on the analysis of relevance and effectiveness		
The project was aligned to UNCTAD's strategy and the SDGs and was relevant and effective in all the beneficiary countries (only 6, some of them very small).	<ul style="list-style-type: none"> • Review of strategic papers • Interviews and survey to beneficiaries 	- I (key) - Scale up this project and put in place a permanent service through which Member States can request assistance
The EPF does not have a specific component on access to markets while beneficiaries tend to identify this kind of entrepreneurs' challenges	<ul style="list-style-type: none"> • Comparison of SICA and UNCTAD frameworks • Identification of challenges via survey 	- III (important) - If the EPF is to be revisited, consider including an access-to-markets component in the framework.
Few connections between regional activities on insurance and accounting and entrepreneurship and under-implementation of e-regulation activities	<ul style="list-style-type: none"> • Review of project documents • Interviews with UNCTAD staff • Interviews with participants in both sets of activities 	- IV (important) - Contributions from other departments should focus on a limited participation in the related working group while providing further assistance during the implementation of the plans, if requested.
Drawing on the analysis of efficiency		
UNCTAD accounting systems do not provide activity-based financial reports. The project team keeps its own financial records	<ul style="list-style-type: none"> • Interviews with UNCTAD staff • Review of the team's financial records 	- V (important) - UNCTAD's financial services should conceive a system to produce regular activity-based reports.
Drawing on the sustainability analysis		
Beneficiaries' doubts on the sustainability and impact of the action plans. UNCTAD's further involvement in the countries not clear	<ul style="list-style-type: none"> • Identification of relevant actors via survey and further discussions via interviews • Comparison of strategy papers 	- I (key) - Consider a second phase of EPF support consisting in UNCTAD field missions for the review of the action plans. The regional component could also transition towards peer review meetings.
Drawing on the partnerships analysis		

<p>High number of international actors and initiatives promoting entrepreneurship policies</p>	<ul style="list-style-type: none"> • Identification of relevant actors via survey and further discussions in interviews • Comparison of strategy papers 	<p>- II (key) - Elaborate a multi-stakeholder analysis and rethink UNCTAD's strategic position as a global actor in the field of entrepreneurship.</p>
<p>Drawing on the impact analysis</p>		
<p>Positive indications action plan implementation, mainly regulation. Too early to assess long term impact (business creation and enlargement)</p>	<ul style="list-style-type: none"> • UNCTAD staff interviews 	<p>- I (key) - If review missions are in place, they could also address the impact assessment of the plans.</p>

I. INTRODUCTION

This is the final report of the external evaluation of the project “Support Developing Country Policy Makers in the Formulation of National Entrepreneurship Policies through the Implementation of Entrepreneurship Policy Frameworks”. The project was funded with 478,000 USD by the 9th tranche of the UN Development Account, and its implementation lasted from June 2015 to December 2017. The evaluation was conducted between December 2017 and March 2018, by Aitor Pérez, the external evaluator appointed by UNCTAD.

Background

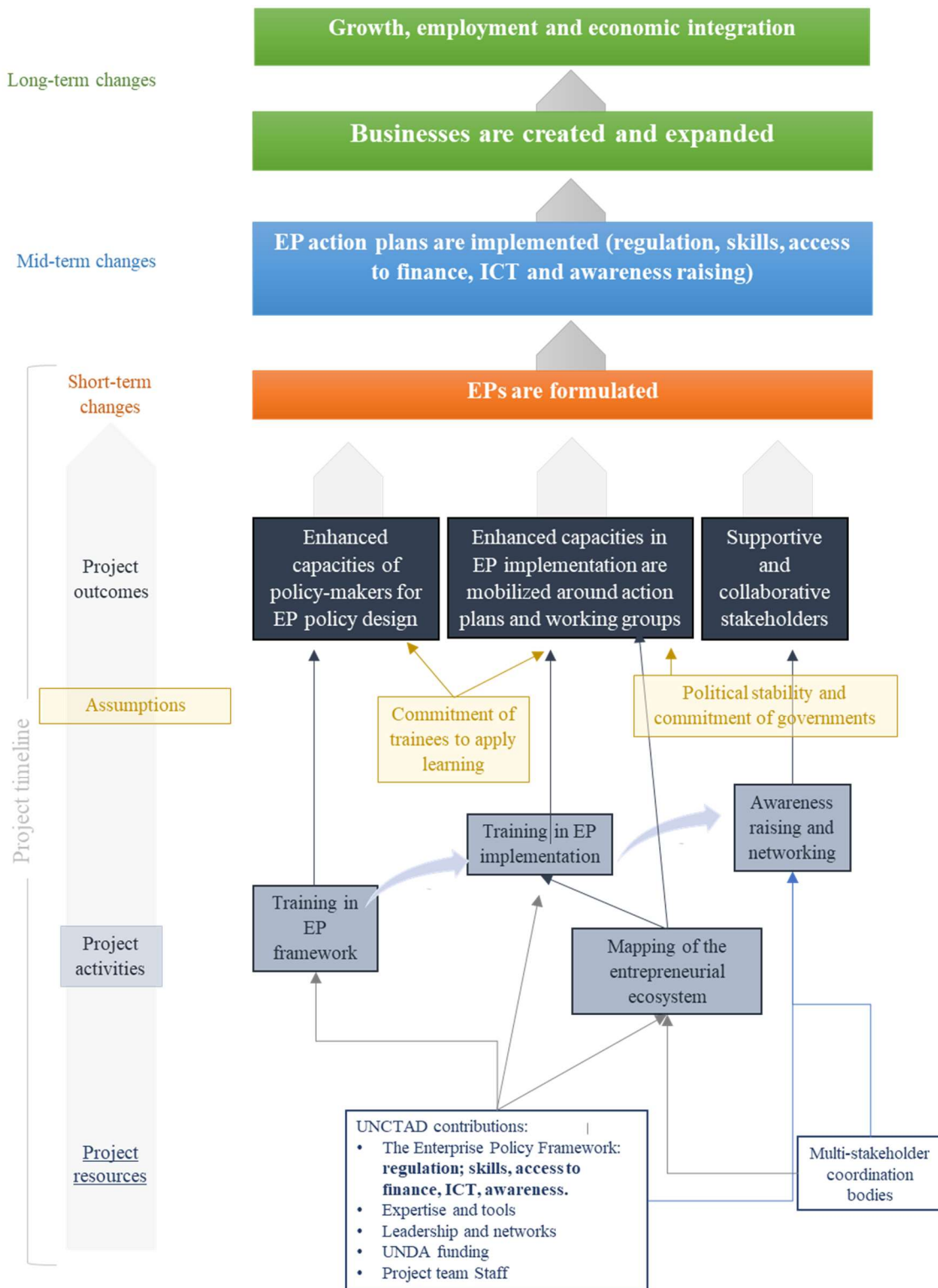
The interventions here under evaluation had the aim of enhancing policy makers’ capacities for the design and implementation of entrepreneurship policies, with the understanding that better policies in this domain will increase the number of businesses created and enlarged and, consequently, their contribution to the economic goals inserted into global development agendas and national strategies.

The project was carried out in six countries: Cameroon, Ecuador, the Dominican Republic, El Salvador, The Gambia, and the United Republic of Tanzania. It included knowledge-sharing and networking activities that involved stakeholders from these and other countries of the same regions.

The interventions drew on UNCTAD’s expertise and tools to provide training for policy makers. Training activities covered the design of comprehensive entrepreneurship policies and action plans, as well as more specific policy aspects dealing with financial inclusion or e-regulation. Also, partner countries were assisted in mobilizing local knowledge and social support through the creation of multi-stakeholder coordination bodies. In turn, these bodies launched thematic working groups involving a greater number of actors, which is one specific component of entrepreneurship policy. The focus of each working group during the project was to map the current situation, in order to inform the national action plan to be adopted at project completion. This participatory approach was further reinforced by regional networking and knowledge-sharing activities.

The overall logic of the interventions is presented in the following diagram.

Figure I. Theory of Change



Source: own elaboration

Evaluation purpose and scope

The general purpose of this evaluation is to assess the extent to which the project has achieved the above-described objectives. This exercise must support UNCTAD in ensuring ownership, result-based orientation, cost-effectiveness and quality of its assistance.

More precisely, the Terms of Reference (ToR) issued by UNCTAD (2017) defined the following evaluation objectives:

- to assess UNCTAD's work,
- to provide lessons learned,
- to give feedback, appraisal and recognition, as well as to show the possible attribution of achievements to the project.

The evaluation covers the totality of project activities (from June 2015 to December 2017) in all six beneficiary countries, plus any regional activities and coordination at the global level. According to the ToR, the evaluation must respond to 19 questions grouped into 7 criteria (see Table 1).

Table 1. Evaluation questions and criteria

a) Relevance

1. Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates and alignment to SDGs and with the objectives of the UNDA?
2. Were the actual activities, outputs and indicators of the project consistent with the overall goals and intended outcomes?
3. What is UNCTAD's comparative advantage in this area and was it exploited by the project?

b) Effectiveness

4. To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?
5. To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs?
6. To what extent have the beneficiaries' knowledge, understanding and capacity to carry out action plans for entrepreneurship development, accounting and insurance of SMEs been improved?
7. Have the different activities complemented each other in the capacity-building of the project beneficiaries?
8. Has the project capitalized on lessons learned and best practices on entrepreneurship promotion?

c) Efficiency

9. Have project implementation modalities and internal monitoring and control ensured the achievement of activities and outputs on time and on budget?
10. Has the project leveraged in-house expertise, previous research and technical cooperation outcomes, existing databases, and other internal resources of UNCTAD and/or external collaboration from international development partners and mechanisms?
11. Have constraints and problems affecting the project timeline been addressed in an appropriate manner?

d) Sustainability

12. Have the national counterparts and regional partners shown commitment to continue working toward the project objectives and to continue enhancing their own capacities beyond the end of the project?
13. Have the activities and outputs been designed and implemented in such a way to ensure national ownership and sustainability of the project's impact?
14. Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD?

e) Gender and Human Rights

15. Have the design and implementation of the project incorporated gender mainstreaming considerations?
16. Have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies, and that of accounting and insurance for SMEs?
17. Has the project advanced UNCTAD's efforts to promote equitable investment?

f) Partnerships and Synergies

18. Has the project advanced partnerships with national and regional counterparts, the civil society and/or the private sector which are adapted to the non-resident nature of UNCTAD and its position within the UN system?

g) Likely impact (not present in TOR but included at the inception report stage)

19. Are there indications of a likely impact of the project in line with its theory of change?

Source: own elaboration

Evaluation methodology

The methodology of this evaluation was chosen to provide precise and credible answers to the evaluation questions formulated by UNCTAD. It was further intended to facilitate an overall assessment of the project against standard evaluation criteria.

Sources

To fulfill its mission, the evaluation has collected findings from numerous sources of information by means of:

- Analysis of more than 100 diverse documents: key project documents, documents generated by the project, relevant documents produced by the beneficiaries, base-line documents, etc. The complete list of documents reviewed is available in Annex III.
- Direct observation of project activity (Africa Entrepreneurship Forum in Kigali)
- An online survey disseminated among more than 175 beneficiaries (the complete list is available in Annex IV) and responded to by 49. An example of the Gambian template and of one survey report per country are also available in Annexes II and VII, respectively.
- Semi-structured interviews with 22 actors and stakeholders. The templates used and the complete list of people interviewed are available in Annexes II and IV, respectively.

The table below summarizes the evaluation process.

Table 2. Evaluation activities

December 2017	Semi-structured interviews with representatives of Cameroon, The Gambia, and Tanzania were held during the Africa Entrepreneurship Forum (a project activity held in Kigali). The template used for these interviews is entitled “questionnaire for introductory meetings with stakeholders” (Annex II).
22 to 25 January 2018	Document analysis.
25 January	Submission of an inception report with first findings based on a document review.
31 January to 1 February	Introductory semi-structured telephone interviews with local partners’ representatives in the Dominican Republic, Ecuador and El Salvador. The template used for these interviews is entitled “questionnaire for introductory meetings with stakeholders” (Annex II).
5 February	Semi-structured interviews with UNCTAD staff in Geneva. The template used for these interviews is entitled “questionnaire for UNCTAD staff” (Annex II).
12 to 16 February	Document analysis.
19 February to 2 March	Online survey addressed to beneficiary stakeholders.
19 February to 6 March	Second round of semi-structured telephone interviews with stakeholders from all beneficiary countries. The template used for these interviews is entitled “questionnaire for meetings with stakeholders” (Annex II).
9 March	Submission of the draft final evaluation report.
20 March 2018	Submission of the final evaluation report.

Source: own elaboration

Sampling, triangulation and other methodological issues

The evaluation has drawn on censuses instead of samples. Representatives of all the leading partners in the beneficiary countries, and all the UNCTAD staff involved, have been interviewed, and the survey addressed all the project participants. However, since not all the beneficiaries contacted via survey responded to the request, and the numbers received did not allow the evaluator to design a statistically significant sample, the survey responses must not be taken as unquestionable findings (see table below).

Table 3. Survey response rate by country

	Number of respondents			Number of beneficiaries contacted	%
	Men	Women	Overall	Overall	Overall
Dominican Republic	8	12	20	67	29.9
Ecuador	3	4	7	30	23.3
Cameroon	8	0	8	16	50.0
The Gambia	5	1	6	16	37.5
El Salvador	0	4	4	27	14.8
Tanzania	3	1	4	21	19.0
OVERALL	27	22	49	177	27.7

Source: own elaboration

However, the reliability of the evaluation is based on triangulation; that is, the use of various techniques and/or sources of information for each evaluation question. This allowed most evaluation questions to be responded to from three directions, so that no response evaluation relied on a single source of information. This can be checked within the evaluation matrix, available in Annex V.

Limitations and challenges

The evaluator has discerned two limitations to the scope and reliability of the evaluation.

Regarding its scope, it is evident that the Theory of Change embedded in the project cannot be comprehensively reviewed. The increase in the creation of companies and the impact of such increase on the economic development goals of each partner country cannot be measured at this point. However, following discussion with EMU, an assessment of the likely impact of the project is included in this report as a standalone criterion.

Regarding the reliability of the evaluation and the triangulation strategy, it would have been interesting to deploy the various data-collection techniques in a sequential manner, so that

the responses obtained at each stage might inform the questions in subsequent stages and thus reinforce triangulation. Given the timeline of the evaluation, this has not been possible; the evaluator launched the main data-collection activities in parallel.

Report structure

The evaluation report is structured as follows. The background and methodology are presented in this introduction and further developed in the Annexes, such as the evaluation matrix and the list of informants and documentary sources. Also, a report on each country survey is attached in a specific Annex.

Section II presents the evaluation findings structured by evaluation question and criterion. The purpose of this section is to present the direct results of the data collection activities, as clearly as possible and free of the evaluator's opinion.

Section III contains the conclusions; that is, the responses given by the evaluator to the evaluation questions. These are built on the findings of the previous section but do reflect the evaluator's opinion.

Finally, Section IV concludes with recommendations connected to the conclusions. However, not all conclusions have led to a recommendation, and some recommendations draw on several conclusions.

The report does not contain sections on best practices and lessons learned. This would overlap with the conclusion and recommendation sections and would reduce the parsimony of the report.

II. EVALUATION FINDINGS

In this section, we draw on the various sources listed in the introduction to provide findings on the evaluation questions. As per the triangulation strategy outlined in the introduction, several sources were used for every evaluation question, and these can be traced back by consulting the evaluation matrix attached to this report. The findings are grouped by evaluation criterion and preceded by the related evaluation questions. At the end of each criterion section, the main findings are briefly recapitulated in a box.

Relevance

As per the inception report, relevance was defined in this evaluation as the extent to which the project goal – the enhancement of policy makers' capacities to design and implement entrepreneurship policies – was consistent with the needs of the beneficiary countries and with UNCTAD's strategic framework, including UNDA objectives and the SDGs. This

assessment is guided by the following evaluation questions.

Evaluation questions (EQ) on relevance

-
- EQ 1 Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates and alignment to SDGs and with the objectives of the UNDA?
- EQ 2 Were the actual activities, outputs and indicators of the project consistent with the overall goals and intended outcomes?
- EQ 3 What is UNCTAD's comparative advantage in this area and was it exploited by the project?
-

Consistency with beneficiaries' needs

As per the evaluation documentary review, the project design addressed a series of challenges that had been identified in official documents in all beneficiary countries before the launch of the UNCTAD project.¹ The issues raised by said documents fell into six areas: regulatory burdens, which make the start-up of a business costly and bureaucratic; human resource issues, including the lack of resources to foster entrepreneurial skills; technological limitations, both in terms of innovative ideas and technological equipment; lack of finance, related both to supply factors (financial products adapted to entrepreneurs) and demand factors (financial illiteracy), as well as a lack of entrepreneurial culture or negative social attitudes towards entrepreneurs; and problems of access to markets, both domestic and international.

The Entrepreneurship Policy Framework (EPF) is expected to face all these challenges (see Figure II), indicating that the UNCTAD proposal was indeed very relevant in terms of the beneficiaries' needs. The only exception to this was 'access to markets', a challenge that can be addressed by means of regulation or networking activities, as indicated by UNCTAD staff, but that can also be highlighted as a specific component of an entrepreneurship policy, as suggested by the Sistema de la Integración Centroamericana (SICA). The SICA approach has informed the strategies of two of the beneficiary countries of this project, the Dominican Republic and El Salvador.

Figure II. Entrepreneurship Policy Framework

¹ These documents are: Ecuador, un país emprendedor e innovador en el 2020 (2014); Plan estratégico de CONAMYPE 2015-2019 (2014); Programme for Accelerated Growth and Employment (PAGE) 2012-2015 (2011); The Gambia National Strategy for MSMEs (2013); Stratégie de développement des petites et moyennes entreprises, de l'économie sociale et de l'artisanat (2009); Action du gouvernement camerounais pour la promotion de l'entreprenariat dans le cadre des objectifs du développement durable (2015); Estrategia Nacional de Emprendimiento de Republica Dominicana (2014); Small and medium enterprise development policy (2013); and the National Entrepreneurship Training Framework (2013).



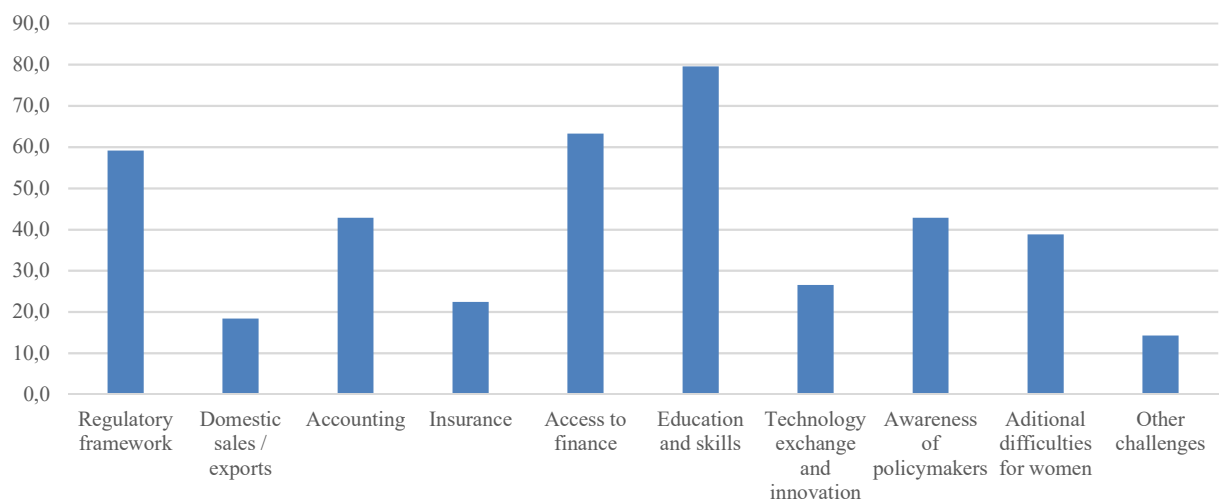
Source: UNCTAD, 2012

In any case, the challenges most frequently mentioned by the survey respondents are those included in the EPF, as shown in the table below. Only 14% of the respondents indicated different challenges and, when asked specifically about a particular problem not included in the EPF (“difficulties in selling domestic products and services either at home or abroad”), 18% assessed this problem as being an important issue. In general, more than the half of the respondents agreed that entrepreneurship education and skills development, access to finance, and regulatory framework were the main national challenges.

Figure III. Question 3 of the survey

From your perspective, what are the main challenges faced by aspiring entrepreneurs when trying to start and/or grow their businesses in your country?

% of respondents per response (N=49)



Source: online survey

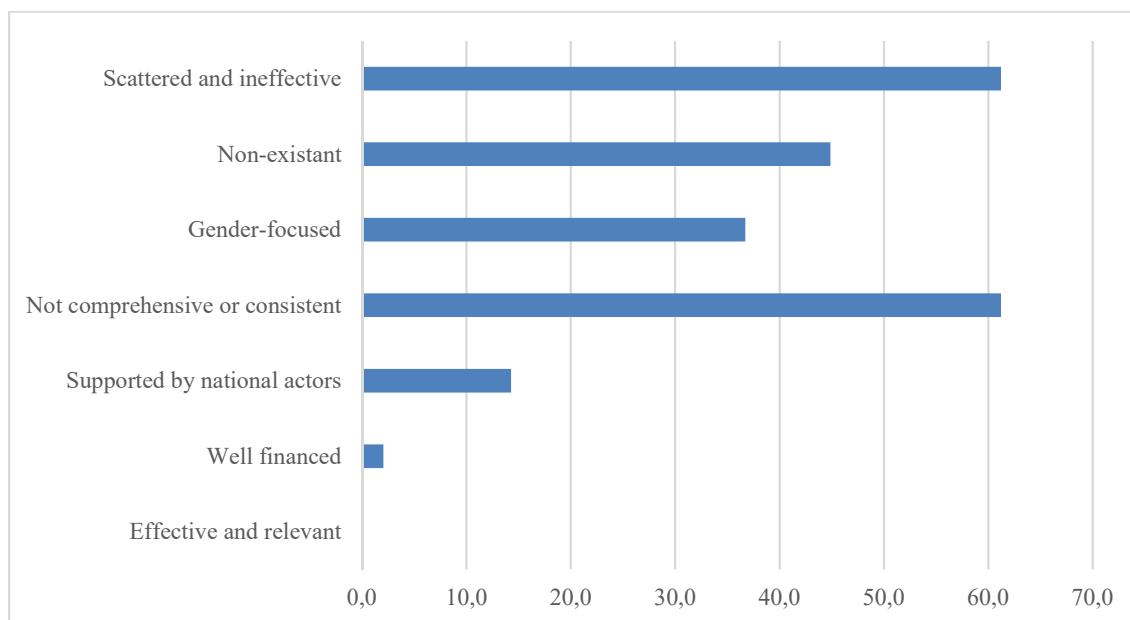
Creation vs. reinforcement of entrepreneurship policies

When this project was launched, the Dominican Republic and El Salvador already had an entrepreneurship strategy supported by an international organization, as did Ecuador, with the support of a development bank (the CAF). While UNCTAD's proposal in these Latin American countries called for the elaboration of an action plan (a relevant contribution to the actual implementation of the existing strategies, according to the survey and interviews in these countries), in the Sub-Saharan countries the project was to put in place an entirely new policy, entrepreneurship being a topic mentioned in SME development strategies but not yet a real policy area.

In any case, as explained by UNCTAD staff, the selection of beneficiary countries followed specific requests by the countries themselves, often with regard to previous work by UNCTAD in this policy area, mainly through the EMPRETEC network and activities around e-regulation. Moreover, most of the project participants considered that, prior to UNCTAD's intervention, entrepreneurship policies in their countries were non-existent, non-comprehensive, inconsistent, scattered, and/or ineffective.

Figure IV. Question 4 of the survey

In your opinion, how were entrepreneurship policies in your country before the UNCTAD's intervention?
% of respondents per response (N=49)



Source: online survey

Alignment with UNCTAD's strategic framework

As per the documentary review and interviews at UNCTAD headquarters, the intervention drew on the agency's previous work and knowledge and responded to one of its strategic objectives: boosting productive activities in developing countries.² Moreover, entrepreneurship is of relevance to the 2030 Sustainable Development Agenda led by the UN: it is explicitly included in two targets (entrepreneurship policies, target 8.3; entrepreneurial education, target 4.4) and, if found to have an inclusive approach, it can be related to SDG 1 (on poverty eradication) and SDG 5 (on women's economic empowerment). Also, some of the components of the EPF, conceived to facilitate equitable access to key economic resources like finance or technology, match the logic of the economic goals of the Agenda, in SDGs 7 to 12.

Moreover, the intervention was aligned with objectives of the UN Development Account and its theme for the 11th tranche, "supporting member states in designing and implementing strategies and policies towards sustainable, equitable, and inclusive development" (UN, 2012). Other requirements of the UNDA included a demand-driven approach, a focus on capacity-building for addressing national needs, and a cooperation component.

UNCTAD's comparative advantage

The project beneficiaries have identified several international actors playing a relevant role in entrepreneurship promotion within their country. The table below shows the institutions most frequently mentioned in the survey, including UNCTAD itself in all countries but the Dominican Republic.

Table 4. Most relevant international institutions by country

Dominican Republic	- CENPROMYPE-SICA
	- IADB
	- Multinational companies and foundations
	- World Bank
	- Taiwan Embassy
Ecuador	- CAF
	- IADB
	- UNDP
	- UNCTAD
	- UNIDO
Cameroon	- UNCTAD
	- UNDP
	- UNIDO
	- OIF
Gambia	- UNDP
	- UNCTAD
	- European Union
	- World Bank
	- American Chamber of Commerce
El Salvador	- UNCTAD
	- International NGOs

² See Trade and Development Sub-program 2 of UNCTAD's Strategic Framework (Investment and Enterprise) (UNCTAD, 2014).

	- SICA-CENPROMYPE
	- IADB
	- ILO
Tanzania	- UNCTAD
	- ILO
	- UNDP
	- Multinational companies / private foundations

Source: online survey

UNCTAD's self-perceived comparative advantage (UNCTAD, 2014) relies on its 20-year experience conducting research and designing technical assistance programs on entrepreneurship development, which has resulted in the EPF. In the following table, drawing on institutional papers and webpages of the various organizations, we compare UNCTAD's approach with that of other actors, including the SICA.

Table 5. Specialization profiles in entrepreneurship promotion at the international level

UNCTAD	A consistent methodology and the tools to provide training for policy makers, covering the design of policies and action plans as well as more specific aspects of policy dealing with financial inclusion or e-regulation. These tools include, for instance, a practical "step-by-step" approach, on-line tools, checklists of questions, indicators to measure policy effectiveness, and a network of 36 Empretec entrepreneurship promotion centers (operating in 27 countries) that deliver technical assistance and e-regulation platforms.
SICA – CENPROMYPE	CENPROMYPE capitalizes on good practices and makes freely available diverse toolkits for entrepreneurs. However, there is no single concrete framework under which all this information is organized: as a matter of fact, its document repository contains thematic areas which differ from those under which good practices are framed.
ANDE	ANDE provides critical financial, educational and business support services to small and growing businesses (SGBs). Its strategy is SGB-focused and not oriented to policy design.
GEN	GEN Africa is mainly oriented to knowledge sharing, networking and awareness. Its mission includes "legitimizing entrepreneurs", "increasing understanding", "access to research, programs and networks" and "connecting".
OIF	OIF, in keeping with its economic axis, is focused on entrepreneurship for women and youth, It works on regulatory system, awareness and business incubation, addressing both public and private stakeholders.
IADB	The IADB offers financial products and consulting services to SMEs, big enterprises and financial intermediaries, focusing on attracting funding especially for emergent businesses and agricultural producers in Latin America and the Caribbean.
CAF	The CAF offers financial products and consulting on productive diversification and access to finance. It also focuses on innovative entrepreneurship.

UNIDO	UNIDO's strategy on entrepreneurship issues is scattered under different areas: agribusiness as well as women and youth productive activities, under "creating shared prosperity"; technology and innovation as well as support for SMEs, under "advancing economic competitiveness"; etc.
UNDP	When addressing entrepreneurship issues, the UNDP is more focused on sustainable development.
Commonwealth	The Commonwealth does not have a specific strategy on entrepreneurship. Its scope is more general, toward inclusive and sustainable development and trade.
ILO	The ILO is more focused on the application of labor standards, promoting decent work, etc.

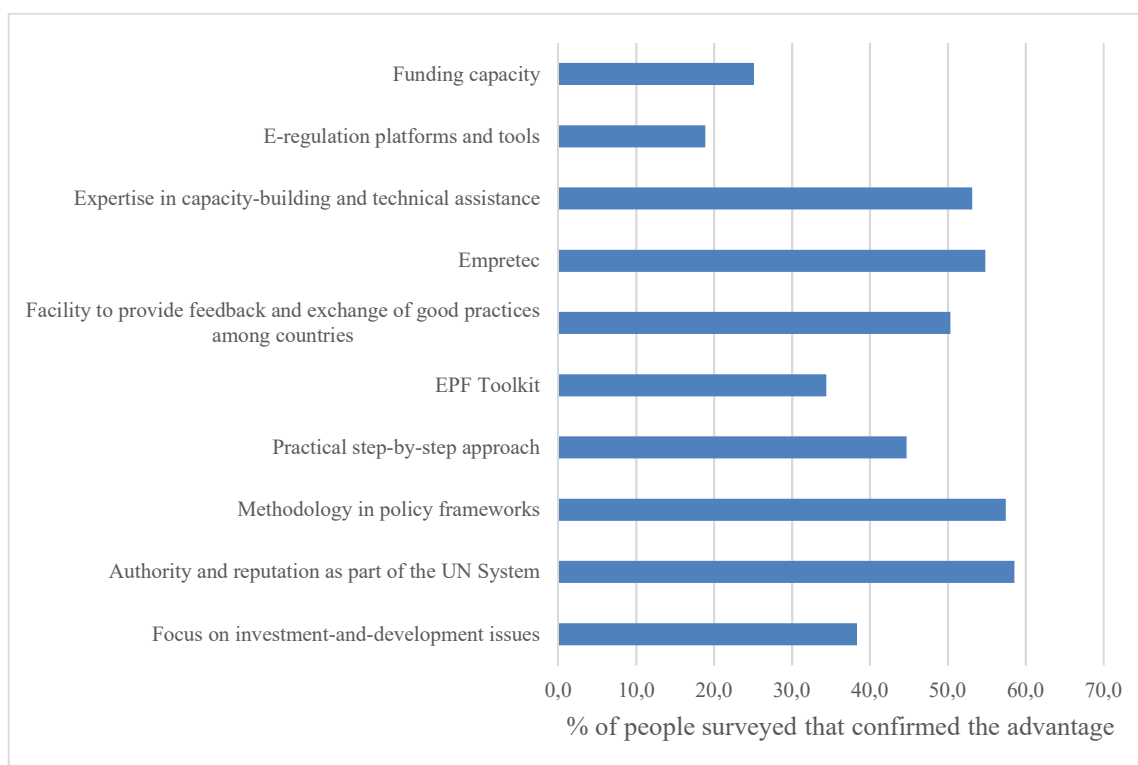
Source: own elaboration

The project participants have confirmed via the survey that UNCTAD's comparative advantage is linked to the EPF methodology, although they also clearly view the authority and reputation of a UN body and the EMPRETEC network as UNCTAD assets. The details of this survey question are provided in the following figure.

Figure V. Question 23 of the survey

In comparison to the other international actors, please, indicate what, in your opinion, is the comparative advantage of UNCTAD in the field of entrepreneurship policies in your country.

% of respondents per response



Source: online survey

Internal consistency

In line with its mandate and comparative advantage, UNCTAD has focused on the policy level and followed a capacity-building approach. As per the Theory of Change presented in the introduction, the agency was to start by transferring knowledge on entrepreneurship policy design, then by supporting policy implementation with participatory assessments (mappings) and action plans meant to help organize stakeholders' proposals around each of the components of the EPF. Finally, stakeholder support would be reinforced through networking and awareness-raising activities at the regional level. This was to be done in a sequential manner.

In parallel, the project document also foresaw the organization of regional workshops on accounting and insurance, with a financial inclusion perspective. However, these activities were not clearly integrated into the project's overall Theory of Change. This question will be further developed in the effectiveness assessment. Also, in the cases of Cameroon and El Salvador, because UNCTAD had already received requests on e-regulation, specific technical assistance on this topic was included in the project design.

Box 1. Main findings on the project's relevance

- The needs of entrepreneurs in the beneficiary countries according to official documents can be clustered into six areas, five of which correspond to the components of the EPF.
- The EPF and UNCTAD support was required in Latin American countries to update and reinforce existing policies, while in Sub-Saharan countries, new entrepreneurship policies were to be designed.
- The project design was aligned to UNCTAD's strategic framework, including UNDA's 11th tranche priorities and several goals and targets of the 2030 Agenda.
- A comparison of UNCTAD support to entrepreneurship policies vis-à-vis that of other international organizations shows that UNCTAD's advantage lies in the comprehensive nature and practical orientation of the EPF. This coincides with UNCTAD's self-perception and that of the project participants.
- The project design did not clearly integrate regional activities on insurance and accounting into its overall logic oriented to produce entrepreneurship policies at the national level.

Effectiveness

The effectiveness of this project is understood as the actual reinforcement of policy makers' capacities by means of the three components of the project: training on entrepreneurship policy design, elaboration of national action plans, and networking activities at the regional and international levels. According to the project document, each of these components was oriented to an expected achievement (EA) with specific indicators, which are reviewed in the following paragraphs and complemented by other measures of performance obtained

through the evaluation survey.

Evaluation questions (EQ) on relevance

- EQ 4 To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?
- EQ 5 To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs?
- EQ 6 To what extent have the beneficiaries' knowledge, understanding and capacity to carry out action plans for entrepreneurship development, accounting and insurance of SMEs been improved?
-

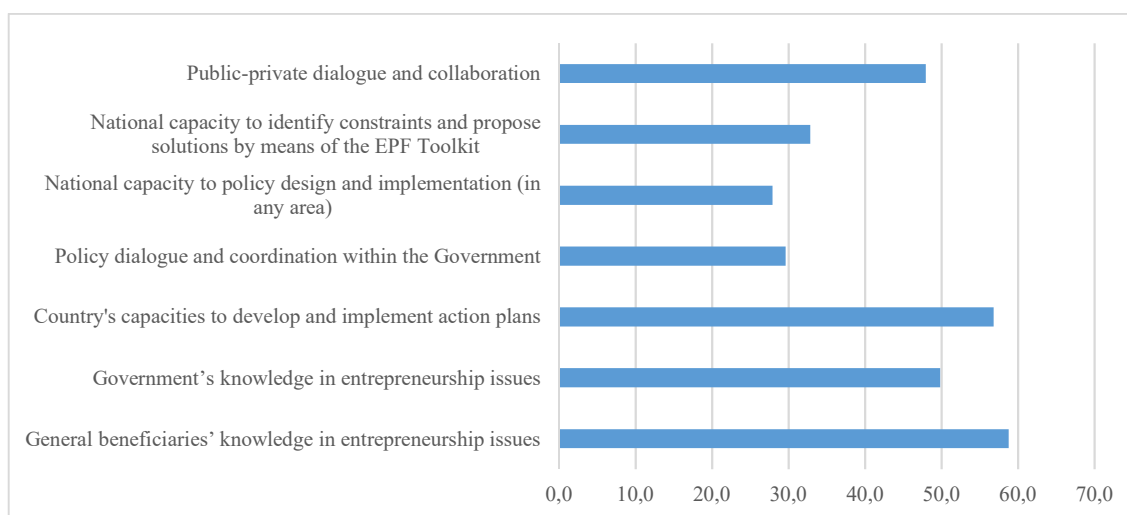
Achievement #1: Policy makers and stakeholders trained

According to UNCTAD's own reports (2018)³, 485 policymakers and stakeholders were trained, almost reaching the 500-person target of the project document, and indicated to have improved their capacity for entrepreneurship policy design (see indicators on EA#1, in Table 2). The evaluation survey confirmed this assessment, as the majority of respondents identified several project effects related to an increase of capacities for the design and implementation of entrepreneurship policies. Similar responses were obtained through interviews with the focal points in partner countries.

Figure VI. Question 13 of the survey

Capacity-building outcomes of the project
 % of respondents that select each outcome (N=49)

³ The details on UNCTAD's self-assessment of expected achievements are available in Annex VI



Source: online survey

However, interviews conducted for the evaluation revealed that the online training did not work as expected. Only 150 people received online training in the first stage of the project, following its sequential logic: 100 in Ecuador (the pilot country for the online tool) and 50 in the Dominican Republic (where the results were not satisfactory for the project team). After the second training, it was concluded that the experience of Ecuador could not be easily replicated elsewhere, and the strategy from that point on was to provide customized direct training for the working groups and during workshops, while building a more sophisticated online tool, now integrated in an EPF Hub.

Achievement #2: Action plans elaborated

In any case, according to the document review and interviews, the number of countries which have developed action plans on entrepreneurship policies reached the expectations of the project document (that is, four countries). The plans were finalized and formally adopted in Ecuador, the Dominican Republic, The Gambia and Tanzania.⁴

In the two other countries, similar results will very likely be accomplished soon, according to local informants. In Cameroon, the outcomes of the working groups have materialized in an UNCTAD (2017b) document which, according to national and UNCTAD sources, will very likely lead to an official entrepreneurship strategy in 2018. El Salvador is currently in the process of updating its national entrepreneurship policy and its 2016-2018 work-plan (CONAMYPE, 2016 and 2017).

The project document included specific work on e-regulation as activities oriented to the elaboration of the action plans (mapping administrative procedures and introducing online

⁴ The four action plans demonstrating the project's effectiveness are: "The Inclusive National Entrepreneurship Strategy (INES)", in Tanzania (2017); the UNCTAD (2017e) document "Formulating the National Entrepreneurship Policy" and its related action plan in The Gambia; "Plan de Acción para la Implementación de la Estrategia Nacional de Emprendimiento 2014-2018" (UNCTAD, 2016c) in the Dominican Republic; and "Plan de Implementación de la Estrategia AEI para un Ecuador Emprendedor e Innovador" (AEI, 2015b) in Ecuador.

solutions to reduce administrative burdens). The actual implementation of this activity was not so ambitious. All the development activities concentrated in Cameroon, while in other countries this area of work was reduced to presentations in national workshops⁵. The budget line on mapping exercises, as explained later in the efficiency section, was not consumed at all.

Achievement #3: Improved awareness and networks

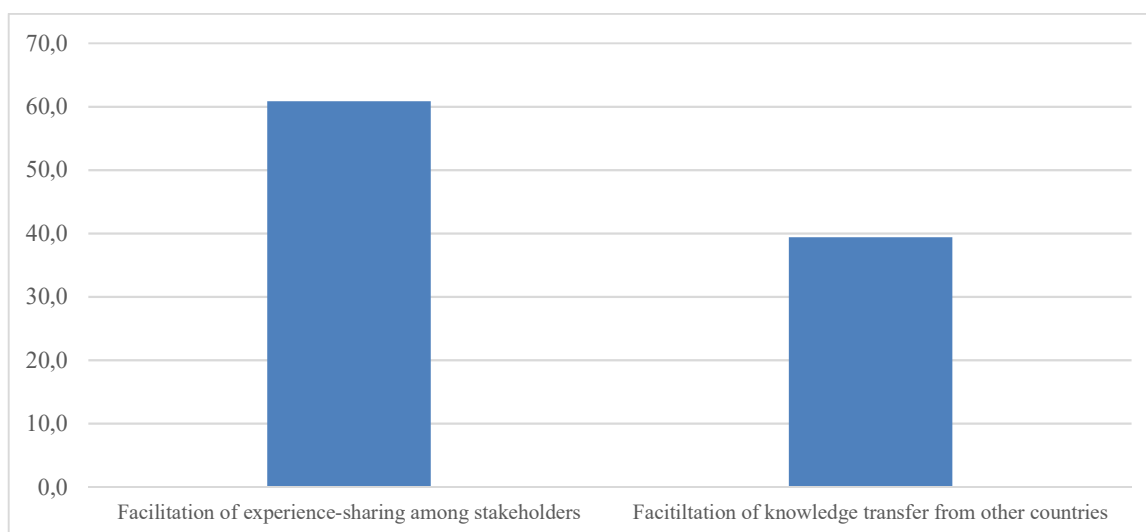
At the regional and global levels, the project included the following activities: two regional workshops on entrepreneurship policies; two regional workshops on accounting and insurance; and one online hub. These activities were intended to improve awareness and experience-sharing on entrepreneurship issues among policy makers, the private sector and civil society.

The survey indicates that the regional activities did produce positive results in that direction. More than 60% of beneficiaries surveyed agreed that the project has facilitated experience-sharing among various stakeholders. Also, the interviews provided evidence on specific experiences shared in a regional workshop and having a direct effect in a beneficiary country. For instance, the participation of El Salvador was agreed as a result of the Argentina workshop, while the Ecuador experience of a public-private partnership inspired aspects of Dominican law on entrepreneurship support.

Figure VII. Survey, question 13

Knowledge-exchange effects of the project
% of respondents who confirm the effect (N=49)

⁵ More precise data is available within UNCTAD's final report, made available after the draft evaluation report submission. In Cameroon, the e-registration portal has been extended to the three main cities. In the Dominican Republic, a feasibility review for the establishment of e-registration has been carried out, outlining necessary funding, and experts in e-regulation have participated in the workshops and carried out follow up-missions. In El Salvador, an e-registration portal is now operational and experts in e-regulation have participated in the workshops. In Gambia, a feasibility review for the establishment of e-registration has been carried out, outlining necessary funding. Finally, in Tanzania, a half-day session was dedicated to reviewing the portal, but the e-regulations program has been suspended due to ongoing restructuring by the host institutions.



Source: online survey

Regarding the contribution of regional workshops to achievement of the project's purpose (formulating entrepreneurship policies), it was found that, while entrepreneurship workshops brought together actors involved in the development of action plans at the national level, along with peers from other countries of the region, the accounting and insurance workshops did not. Only in the case of The Gambia was one person involved in both activities⁶, and the Gambian action plan happens to be the only one prescribing specific measures in the insurance sector.

In relation to this apparent separation of entrepreneurship activities from the insurance and accounting workshops, it must be said that the latter activities were oriented to financial inclusion, in line with the access-to-finance component of the EPF, and participants greatly appreciated their approach and contents, according to the documents examined. However, interviewees explained that the insurance and accounting workshops appealed to a very specialized professional community belonging to institutions and ministries not involved in the elaboration of entrepreneurship action plans.

Beneficiaries' satisfaction

UNCTAD's own evaluations conducted after the workshops showed that the participants were satisfied and in particular, appreciated the methodology and support in policy design. Some mission reports indicate that beneficiaries were also satisfied with national workshops. In the following table, the most relevant comments of each evaluation are systematized.

Table 6. Selected feedback from workshop attendees

<i>Cameroon national workshops</i>	Attendees assessed the workshops as being relevant or very relevant (although 4 of 40 declared that the activities did not completely meet their expectations). The most valued component was debate and discussion during the workshops, and the least
------------------------------------	---

⁶ More people in other countries were invited to participate, both in the national and regional activities, but only in The Gambia did any individual actually attend the two activities.

	valued was the entrepreneurship ecosystem perception scorecard (structuring the parallel workshops by pillars). See Annex VI for further details.
<i>Rwanda regional workshop on entrepreneurship policies</i>	The overall level of satisfaction was high (around 80% of beneficiaries claimed to be very satisfied), with the access-to-finance component being the most positively valued, and regulatory system optimization being the least favored.
<i>Kenya regional workshop on financial inclusion</i>	Assessed as satisfactory or very satisfactory by nearly all participants. However, more beneficiaries declared themselves “satisfied” rather than “very satisfied”.
<i>Colombia regional workshop on financial inclusion</i>	Received positive assessment, the favored session being that related to insurance. According to the report <i>Financial Inclusion Meeting in Latin America</i> , UNCTAD’s products such as the Accounting Development Tools (ADT), the Accounting and Financial Reporting Guidelines for Small and Medium-sized Enterprises (SMEGA3), and the document Facilitating Access to Affordable Insurance Products for SMEs were each singled out as particularly useful for overcoming the information deficit.

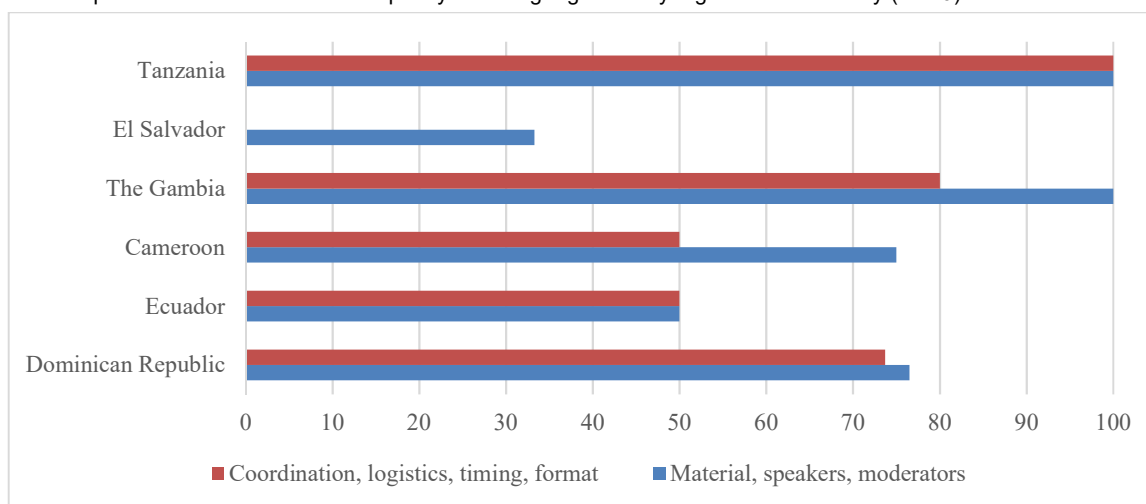
Source: UNCTAD’s end-of-activity evaluations

The external evaluation survey has confirmed the overall satisfaction of the beneficiaries, except for the case of El Salvador. This survey also reveals that in general terms, the users were more satisfied with the contents of the workshops than with organizational aspects. As a matter of fact, the project team is aware of some cases of dissatisfaction linked to logistic problems.

Figure VIII. Survey questions 8 and 9

If you participated in any of the workshops related to the national policy and action plan, please, assess the quality in terms of coordination, logistics, timing, format, material, speakers and moderators.

% of respondents that assesses the quality as being high or very high in each country (N=49)



Source: online survey

Box 2. Main findings on effectiveness

- A significant number of policy makers and stakeholders were trained on the EPF, although this was not done with online tools, as expected.
- The evaluation survey indicates that the expected capacity-building effects of training and workshops were indeed accomplished.
- In all six beneficiary countries, the EPF methodology was applied to participatory processes of elaboration or review of entrepreneurship action plans. Four of the countries formally adopted a plan by the end of the project and are currently implementing that plan, while the remaining two will very likely reach that point in 2018.
- The effects of the accounting and insurance workshops have included only one action plan to date.
- The regional activities of the project produced their expected effects in terms of awareness raising. An online hub is being finalized and is expected to sustain training and experience-sharing beyond the project's end.

Efficiency

This section contains an assessment of the way the project was implemented, monitored and coordinated, as a means of determining whether the expected outputs were achieved according to the work-plan and budget. The use of UNCTAD's expertise and partners' contributions were also taken into account. This efficiency assessment was guided by the following evaluation questions.

Evaluation questions (EQ) on efficiency

-
- EQ 9 Have project implementation modalities and internal monitoring and control ensured the achievement of activities and outputs on time and on budget?
- EQ 10 Has the project leveraged in-house expertise, previous research and technical cooperation outcomes, existing databases, and other internal resources of UNCTAD and/or external collaboration from international development partners and mechanisms?
- EQ 11 Have constraints and problems affecting the project timeline been addressed in an appropriate manner?
-

Activity implementation

Most of the project's national activities were implemented on time in all six countries, as per the following table, based on the various progress reports available (UNCTAD, 2015, 2016, 2018) and other internal documents. The only exceptions to this were the online training (A1.1), as explained in the effectiveness section, and activities A2.5 and A2.6,

related to e-regulation⁷.

Despite this performance, the table also shows that the implementation of the project, year by year and country by country, was heterogeneous. Ecuador, the Dominican Republic and The Gambia, concluded their national activities by the end of 2016. The three countries adopted an action plan by the end of the project, as did Tanzania in December of 2017 (due to relatively tardy implementation of the national workshops). Cameroon, which had its national workshops in 2017, did not manage to adopt a plan by the end of that year, nor did El Salvador, which began the national process after a regional event in 2017. According to the interviews, the various timings were related to each country's needs. For instance, El Salvador, having put in place a strategy with the support of the SICA in 2014, was not receptive to UNCTAD's support until 2017, while the delays in Tanzania were related to that country's national elections.

⁷ See footnote 5.

Table 7. Activity implementation

<i>National level</i>																		
Activity	Cameroon			The Gambia			Tanzania			Dominican Republic			Ecuador			El Salvador		
	15	16	17	15	16	17	15	16	17	15	16	17	15	16	17	15	16	17
A1.1 Training tools (policy design)													√					
A1.5 Delivery of online training			√		√			√			√		√					√
A2.2 National coordination bodies	√				√			√		√			√					√
A2.3 National workshops			√		√			√	√		√		√					√
A2.4 Working-group meetings			√		√				√		√		√					√
A2.5 Mapping of administrative procedures		√									√							√
A2.6 Identification of simplification options		√									√							√

Regional level

Activity	Regional		
	'15	'16	'17
A1.1 Training tools (policy design)			√
A1.2 Training tools (financial literacy and accounting)	√	√	√
A1.3 Training material (policy options to facilitate SME formalization)			√
A1.4 Training material (policy options to develop insurance regulations)		√	√
A2.1 Manual on how to conduct national workshops and working-group sessions		√	
A3.1 Entrepreneurship Hub			√
A3.2 Regional workshops (entrepreneurship policies)		√	√
A3.3 Regional workshops (financial inclusion)		√	√

√ Implementation reported in UNCTAD's progress reports (2015, 2016, 2018) and confirmed by the evaluator's review of project documents.

Source: own elaboration based on progress reports and project documents

Budgetary implementation

Analysis of the project's budgetary implementation confirms that most activities were implemented, generally consuming fewer resources than expected. The most significant gaps between the budgeted and actual figures relate to online training and e-regulation. The latter shows that, although technical assistance in e-regulation was not to be provided to every beneficiary country, more intense use of it was expected to be made. As discussed with UNCTAD staff, the work in this area has a different timing and approach and consists in developing a website and e-administration solution tailored to the practices of each county.

The beneficiary country where e-regulation better fit the central activities of the project was Cameroon. This is where most expenditure for activity A2.5 was concentrated, and where the link between e-regulation and EPF activities was clearer. A discussion of certain social security regulations hindering e-solutions was held, leading to a legal modification. In other countries, according to the progress reports, e-regulation was included in the national workshops but did not involve expenditure under the e-regulation activity codes⁸.

Table 8. Estimated budget implementation and actual implementation rate

			<i>Project team follow-up</i>		<i>UN official figures</i>
		<i>Baseline (amount USD)</i>	<i>Actual (amount USD)</i>	<i>%</i>	<i>%</i>
EA1	A1.1 Training tools (policy design)	7,000	1,220	17.4	<i>N/A</i>
	A1.2 Training tools (financial literacy and accounting)	7,200	5,500	76.4	<i>N/A</i>
	A1.3 Training material (policy options to facilitate SME formalization)	6,100	5,000	82.0	<i>N/A</i>
	A1.4 Training material (policy options to develop insurance regulations)	7,100	5,000	70.4	<i>N/A</i>
	A1.5 Delivery of online training	2,000	1,220	61.0	<i>N/A</i>
EA2	A2.1 Manual on how to conduct national workshops and working-group sessions	9,000	9,000	100.0	<i>N/A</i>
	A2.2 National coordination bodies	40,000	41,557.90	103.9	<i>N/A</i>
	A2.3 National workshops	123,600	136,340.70	110.3	<i>N/A</i>
	A2.4 Working-group meetings	9,000		0.0	<i>N/A</i>
	A2.5 Mapping of administrative procedures	21,000	10,402	49.5	<i>N/A</i>
	A2.6 Identification of simplification options	9,000	9,052	100.6	<i>N/A</i>
EA3	A3.1 Entrepreneurship Hub	7,000	1,093	15.6	<i>N/A</i>
	A3.2 Regional workshops (entrepreneurship policies)	105,500	86,903.70	82.4	<i>N/A</i>
	A3.3 Regional workshops (financial inclusion)	110,500	96,693.20	87.5	<i>N/A</i>
Other (project evaluation/ project evaluation, mission to South Africa)		14,000	16,524	118.0	<i>N/A</i>
		478,000	425,506.40	89.0	97.7

Source: own elaboration based on UNCTAD (2017d)

Monitoring mechanisms

As per the available documents, UNCTAD issued progress reports in 2015, 2016 and 2018 and monitored all planned activities and expected accomplishments against the set

⁸ Those countries are El Salvador, the Dominican Republic, The Gambia and Ecuador.

indicators. These documents identify actual delays and threats to timely implementation.

In addition to the elaboration of activity progress reports, the project team has had to develop its own accounting system to follow up on financial implementation, as UNCTAD's financial department does not provide financial reports on a per-activity basis, even though internal requests link each expenditure to a project and its specific activity for authorization purposes. The reason for this is that the accounting system does not keep track of activities but rather of types of expenditure. Moreover, the Technical Cooperation Department, which reports to UNDA, looks at an overall implementation rate at the project level; only in cases of low implementation does it request further information from the project supervisor. Their report to UNDA is not based on activities but on budget lines⁹.

Leverage of expertise, research and other intangible resources

As explained in the Relevance section, and confirmed in the interviews with local counterparts, the project design was meant to mobilize the relevant expertise for entrepreneurship policies available from the Division on Investment and Enterprise (DIAE). This includes the EPF, expertise on accounting and insurance, and e-regulation tools. Also, the EMPRETEC network and previous projects on e-regulation facilitated communication with the national policy makers and stakeholders, along with regional partners.

According to the interviews, one of the most valuable knowledge areas mobilized by UNCTAD in this project were best practices likely to be transferred from one country to another.

Box 3. Main findings on efficiency

- Most of the project's national activities were fully implemented on time in all six countries, according to the various progress reports available.
- The budgetary information shows that actual implementation was slightly under budget, with online training and e-regulation support being the activities with a lower implementation rate.

⁹The previous table on budget implementation shows that two accounting systems are kept. The system of the project team does not provide accurate figures, while the UN official figures cannot be broken down in activities. According to the financial department, "The cost, for example, to track, trace and collect expenditure for a budget of \$2,000 will be far greater than the benefit of having the activity at that granular level."

- The implementation of the project year by year and country by country was heterogeneous, due to specific circumstances in each country, as confirmed by national informants through interviews.
- As per the available documents, UNCTAD issued progress reports in 2015, 2016 and 2018 and monitored all planned activities and expected accomplishments. These documents identify actual delays and threats to timely implementation.
- In addition to the elaboration of activity progress reports, the project team had to develop its own accounting system to follow up on financial implementation.

Sustainability

As per the following questions, sustainability is defined in this evaluation as the ability of national stakeholders to implement their entrepreneurship action plans once UNCTAD's support is finalized, as well as the capacity gained by UNCTAD itself to support similar interventions in the future.

Evaluation questions (EQ) on sustainability

-
- EQ 12 Have the national counterparts and regional partners shown commitment to continue working toward the project objectives and to continue enhancing their own capacities beyond the end of the project?
- EQ 13 Have the activities and outputs been designed and implemented in such a way to ensure national ownership and sustainability of the project's impact?
- EQ 14 Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD?
-

National counterparts and regional partners commitments

The number and diversity of participants in the activities related to the elaboration of national action plans indicate a high degree of ownership and sustainability of the results achieved.

In the countries where action plans have been produced, key public institutions are leading their implementation. These are the Ministry of Industry, Trade and MIPYMES in the Dominican Republic; the Ministry of Trade, Industry, Regional Integration & Employment (MOTIE) and the Gambia Investment and Export Promotion Agency (GIEPA) in The Gambia; and the National Economic Empowerment Council (NEEC) in Tanzania. In Ecuador, the leading institution is the public-private partnership supported by the Ministry of Production, Employment and Competitiveness (MPEC) but managed by a non-profit organization. This partnership is known as *Alianza por el Emprendimiento y la Innovación*.

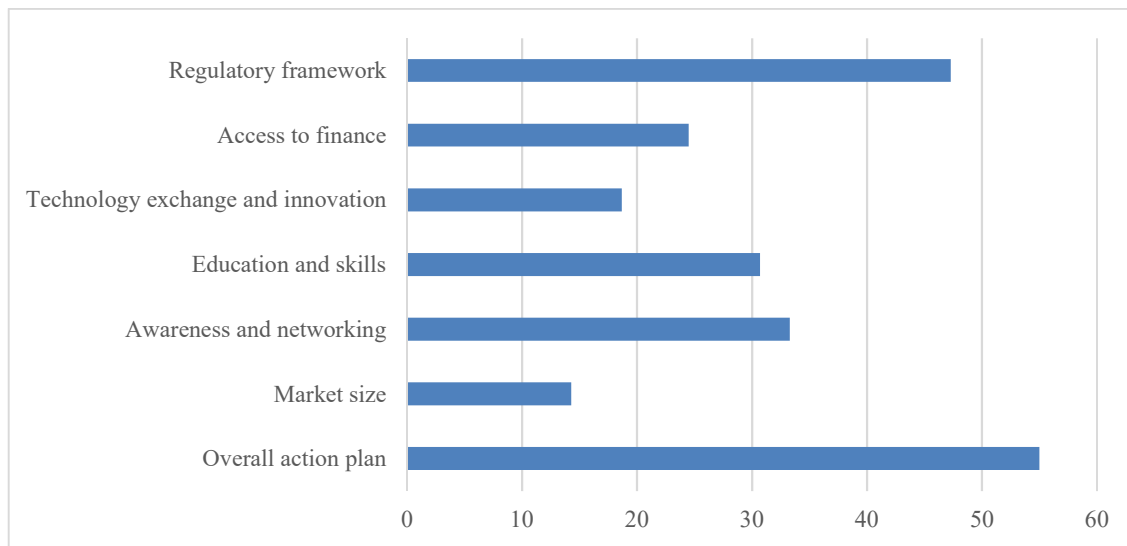
In the African partner countries, on the other hand, the local informants indicated serious doubts about the financial sustainability of the action plans, and the need to obtain financial support from international grantors. That said, the plans contain estimations of costs and

include measures that do not require additional resources.

As per the following figure, the respondents to the survey also voiced some doubts around the institutional sustainability, showing lack of confidence in the leadership and coordination capacities of the institutions concerned (neither the institutions overseeing the plans nor those leading a specific component).

Figure IX. Questions 16 and 21

Areas of the action plans considered to be effectively led and coordinated
(% of respondents)

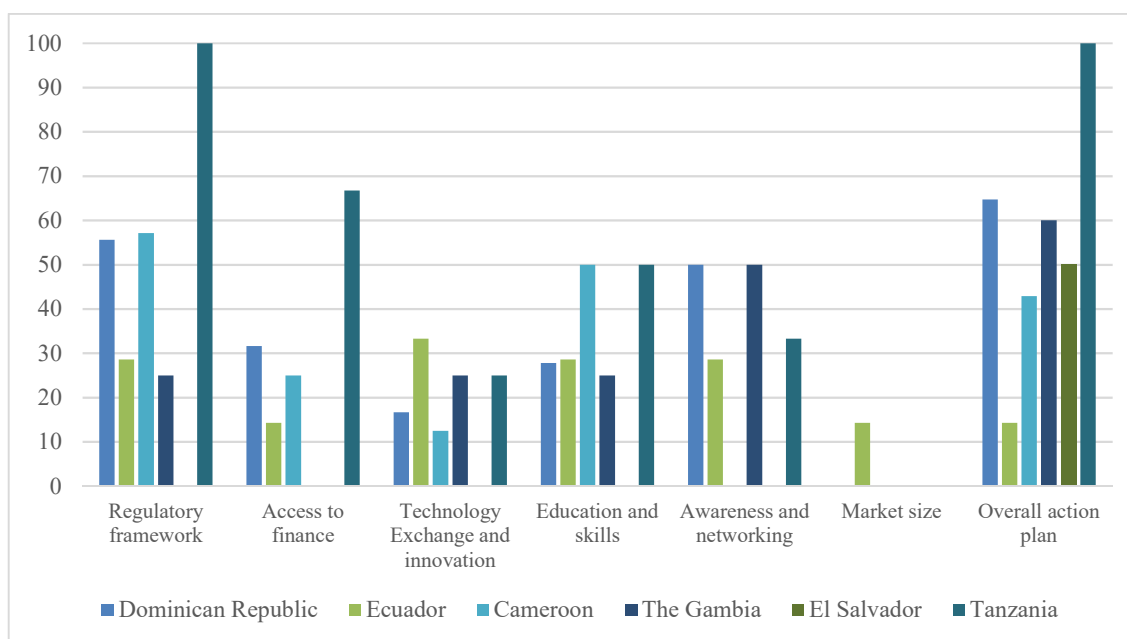


Source: online survey

The most optimistic country in this respect is by far Tanzania, as shown in the following graph. That said, Ecuador is probably the most advanced country in the implementation of entrepreneurship plans. In fact, reporting on implementation is being incentivized by way of so-called “Ei Prizes”, supported and endorsed by UNCTAD. The component best perceived in all countries was the regulatory framework, probably due to the fact that it does not demand significant financial resources.

Figure X. Questions 16 and 21:

Areas of the action plans considered to be effectively led and coordinated
(% of respondents by country. N=49)



Source: online survey

The EPF methodology and the sustainability of the plans

The EPF methodology has led the beneficiary countries to elaborate action plans which are explicit and concrete as regards the measures to be taken and the actors accountable for their implementation. See, for instance, the following information extracted from the Inclusive National Entrepreneurship Strategy in Tanzania.

Table 9. Planning entrepreneurship development under the EPF

<i>Priority action</i>	<i>Initiative</i>	<i>Related ongoing initiatives</i>	<i>Available funding</i>	<i>Lead agency</i>	<i>Other implementing bodies</i>	<i>Time frame</i>
Establish and strengthen institutional mechanisms for an inclusive and predictable business regulatory environment	Develop and implement capacity-building programs on policy advocacy and dialogue for both private and public sector actors	BEST Dialogue Local Investment Climate (LIC) Projects, TPSF Capacity-building project	Partially (BEST-D)	TPSF	BEST-D, LIC, EU, DANIDA, TNBC	June 2021

Source: Tanzania, 2017

Also, it must be stated that the participatory approach of the EPF involving the establishment of a coordinating body and working groups has reinforced the above-mentioned institutions expected to coordinate implementation of the plans. For instance, around 60% of respondents to the survey confirmed the participation of relevant public authorities in the

working groups, and 70% indicated that the working groups facilitated private-public conversations.

Knowledge management at UNCTAD

The involvement of UNCTAD staff in the elaboration of the action plans and national workshops, as well as in the set-up of the EP Hub, will support the management of knowledge on enterprise policies with the specific goal of transferring good practices and lessons learned from one country to another. Also, the EP Hub includes a training tool (which, according to the team, is now improved, following up on difficulties encountered in this project). This tool is now being used in Ethiopia, where the entire process of elaborating a national action plan is to be replicated.

The intervention in Ethiopia is being funded under a UNIDO project, and the EP Hub will probably be maintained with regular UNCTAD resources and with collaboration from entities such as the Global Entrepreneurship Network (GEN). Unfortunately, as per interviews with UNCTAD staff, there is uncertainty around the extent to which they can directly monitor implementation of the action plans, due to the lack of funding for required travel.

Box 4. Main findings on sustainability

- The number and diversity of participants in the activities related to the elaboration of national action plans indicate a high degree of ownership and sustainability. Key public institutions are leading action plans, and coordination bodies are working to gather all institutions involved. In Ecuador, implementation reviews have been carried out and incentivized through a national prize on entrepreneurship supported by UNCTAD.
- However, the survey indicates a lack of confidence in the leadership and coordination capacities of those institutions. Also, the African informants have indicated problems of insufficient funding to ensure implementation of the plans.
- Several features of the EPF methodology seem to favor ownership and sustainability. The action plans are explicit and concrete as regards the measures to be taken and the actors accountable for implementation. Also notable is the participatory approach of the EPF involving the establishment of a coordinating body and working groups.
- The setting-up of the EP Hub will further support knowledge management in enterprise issues, with the specific goal of transferring good practices and lessons learned from one country to another. Also, the EP Hub includes a training tool that has been improved, and which is now being used in Ethiopia, where the process of elaborating a national action plan is to be replicated.

Gender and human rights

This criterion entails an assessment of how the specific challenges of women entrepreneurs were taken into account in the project's design and implementation, as well as an assessment of how equitable the project proved to be in a broader sense. In this way, the project sought to involve relatively poor and/or vulnerable groups of persons, thereby contributing to the reduction of economic inequalities.

Evaluation questions (EQ) on gender and human rights

- EQ 15 Have the design and implementation of the project incorporated gender mainstreaming considerations?
- EQ 16 Have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies, and that of accounting and insurance for SMEs?
- EQ 17 Has the project advanced UNCTAD's efforts to promote equitable investment?
-

The initial lack of gender mainstreaming considerations

The project design failed to address the difficulties of women entrepreneurs with specific activities or outputs. Only one vague mention of women's organizations was made in the text of A1.1, regarding online training. In fact, the majority of participants surveyed did not understand that women entrepreneurs were facing additional difficulties or a lack of attention from authorities (see figures III and IV).

Despite the original design, according to the interviews at UNCTAD and in partner countries, attention was given to gender issues by ensuring gender balance during implementation of the project, mainly in workshops and working groups. The result was that some countries where women were more active did include gender-focused goals in their action plans, according to UNCTAD staff.

Gambia's Action Plan (Gambia, 2016b) contains indicators on gender equality, and the Cameroon strategy (UNCTAD, 2017) as well as the INES (Tanzania, 2017), developed within the project, include gender goals. In El Salvador, the updated policy (CONAMYPE, 2017) contains references to women entrepreneurs (for example on p. 8), but so did the previous version (2014b).

On the other hand, gender sensitivity is not found in Ecuador's action plan (AEI, 2015b), nor is it featured in the Dominican Republic's plan (UNCTAD, 2016c): there are no indicators for or references to women entrepreneurs. In the latter case, interviews revealed that gender-specific measures are seen as against the principle of "all entrepreneurship is valid", and in the former case, the focus is on innovative entrepreneurships with growth and export potential.

That said, when asked about the project's effects, more than 60% of surveyed beneficiaries (mostly attendees of national workshops) admitted to have been made aware of the gender dimension of national entrepreneurship policies.

Awareness raising on gender issues

The central activities of the project (those grounded at the national level and oriented to the production of action plans) did not include sensitization on the gender dimension of entrepreneurship policies. However, the regional workshops, specifically meant for

awareness raising, included women speakers and participants who influenced the integration of gender issues into the debate. Indeed, in the regional workshop on Entrepreneurship Policies in Latin America and the Caribbean, participants suggested that “the formation of networks of mentors to support women’s entrepreneurship” (UNCTAD, 2016) be a priority initiative to be undertaken at the regional level. Also, the report from the Latin America’s workshop on financial inclusion (UNCTAD, 2016b) indicates that initiatives were highlighted aimed at supporting MSMEs involving “vulnerable groups, such as women entrepreneurs”.

Equitable investment

From this perspective, the geographic scope of the project and the content of certain components of the EPF such as access to finance or regulation are clearly oriented to promote equitable investment. However, country by country, the focus on equality is not always so evident.

In The Gambia or Tanzania, the action plan is clearly embedded in that logic and contains references to women, youth and differently abled people when presenting the motivations and overall goals for several components of the plan¹⁰. Contrarily, the action plan for the Dominican Republic advocates entrepreneurship in general terms and pays no special attention to specific targets likely to be excluded from economic opportunities.

Box 5. Main findings on gender and human rights

- In the project design, only one vague mention of women’s organizations was made in the text of A1.1, online training.
- The majority of surveyed participants did not understand that women entrepreneurs were facing additional difficulties, whereas around 60% admitted to being made aware of the gender dimension of entrepreneurship policies, thanks to the project.
- Gender balance was ensured during implementation of the project, mainly in workshops and working groups.
- Some countries included in their action plans gender-focused goals which, according to UNCTAD staff, depended on women leaders in each country. In some countries, the focus is on innovative entrepreneurs with growth and export potential.

¹⁰ One reason may be that those countries were already embedded in this logic before project implementation, since references to gender and inclusion had been present in prior political documents (Gambia, 2011; Tanzania, 2003). This idea is reinforced by the final UNCTAD report (made available after the draft evaluation report submission), wherein inclusiveness was taken into account according to priorities identified by the countries themselves (as was the case in Tanzania and The Gambia).

- The regional workshops, specifically meant for awareness raising, included women speakers and participants who influenced the integration of gender issues into the debate and the conclusions.
- From this perspective, the geographic scope of the project and the content of certain components of the EPF such as access to finance or formalization (within regulation) are clearly oriented to promote equitable investment. However, country by country, the focus on equity is not always so evident.

Partnerships and synergies

As per the terms of reference, the evaluation is expected to identify partnerships generated by the intervention. This is linked to the above-described sections on Relevance and Sustainability.

Evaluation questions (EQ) on partnerships

-
- EQ 18 Has the project advanced partnerships with national and regional counterparts, the civil society and/or the private sector which are adapted to the non-resident nature of UNCTAD and its position within the UN system?
-

The project has advanced several partnerships at the national and regional levels

As explained in the Sustainability section, the EPF's participatory approach and the support given to a leading institution in each country, plus a coordination body, have firstly advanced partnerships with national institutions expected to lead the implementation of the action plans. The national public and private institutions brought together in the working groups represent a second order of partners. These enrich the UNCTAD networks and are sometimes connected to the EMPRETEC center.

As detailed in the assessment of effectiveness, UNCTAD has set up partnerships with 11 regional associations, according to its progress reports and other documents on regional activities (see the box below). These organizations include the UNDP, although this project has been managed directly with national partners and has not been supported by resident agencies.

Box 6. Partnerships developed

- CENPROMYPE/SICA (Sistema de Integración Centroamericana)
- Corporación Andina de Fomento (CAF)
- UNDP
- African Union
- Global Entrepreneurship Network
- Global Entrepreneurship Network Africa

- Latin American Association of Insurance Supervisors (Assal)
- New Partnership for Africa's Development (NEPAD)
- Organization International for la Francophonie
- Institute of Certified Public Accountants of Kenya (ICPAK)
- Association of Chartered Certified Accountants ACCA

Most of the above-listed organizations have participated in regional activities, although in some cases, UNCTAD and other international organizations have partnered for the development of the national plans. Such is the case for the OIF in Cameroon, and the CENPROPYME of the SICA in El Salvador. Also, the first approach to Tanzania was made in collaboration with the Commonwealth.

The project has also benefitted from partnerships (UNIDO, University of Milan, GEN) to sustain the project activities beyond the timeline. Also, during elaboration of the national plans, contacts were made with donors such as the EU and the German technical cooperation (GIZ), which are active in entrepreneurship or private sector development.

Positioning UNCTAD in the global entrepreneurship ecosystem

The information above shows that there are many international actors supporting entrepreneurship policies in developing countries. These can collaborate with and complement one another, but they can also overlap or compete. UNCTAD (2014) has issued a statement on its comparative advantage, based its accumulated knowledge and experience, but the evaluation has not found a multi-stakeholder analysis that relates UNCTAD's capacities and mission to those of other actors.

Findings of this evaluation that may assist UNCTAD in reflecting on its position in the global entrepreneurship ecosystem are as follow.

- UNCTAD's comparative advantage lies in the comprehensive nature and practical orientation of the EPF, and its ability to transfer best practices and lessons learned from one country to another.
- Other comprehensive proposals like that of the SICA do exist, but are limited to a regional scope.
- UNCTAD's prior contacts with beneficiary countries were often made through the EMPRETEC network or through specific projects such as e-regulation.
- Most partnerships of UNCTAD are made outside the UN system.
- There are relevant ODA providers, such as the EU, which are interested in supporting this policy area and which can help fund national action plans.
- Other players, mainly private Foundations, animate networks for best practice exchange and raise awareness.

Box 7. Main findings on partnerships and synergies

- UNCTAD has firstly advanced partnerships with the national institutions expected to lead in implementation of the action plans. A second group of partners include the national public and private institutions gathered into the working groups related to elaboration of the plans.
- As per its own reports, UNCTAD has set up partnerships with 11 regional associations.
- The project has been managed directly by UNCTAD in coordination with national partners and consultants, and it has not been supported by resident UN agencies, although some contacts have been made with UNDP.
- Most of the international partnerships have contributed to regional activities, although in some cases, they have also collaborated in project implementation (e.g., the OIF in Cameroon, the SICA in El Salvador).
- The project has also benefitted from partnerships to sustain the project's activities beyond the timeline, such as in UNIDO's replication of the experience in Ethiopia, or the University of Milan and ANDE's collaboration with the EPF Hub.
- Despite UNCTAD's statement of its comparative advantage, the evaluation has not found a clear indication of how UNCTAD must position itself in this sector, given the number of organizations involved, including actors of different nature, like private foundations or regional organizations.

Impact

The intended impact of the project, as defined in the Theory of Change mentioned in the introduction, is a sequence of effects: implementation of the action plans, an increase in the creation and expansion of businesses, achievement of various economic development goals, and so on. These effects cannot be measured at this point.

However, the evaluation has collected anecdotal evidence on changes triggered by the project's activities, and local informants have been asked about the likelihood of the action plans to produce their expected effects. Those findings are presented here, and in the Conclusions an assessment of the likely impact of the project.

Evaluation questions

EQ 19 Are there indications of a likely impact of the project in line with its theory of change?

The survey

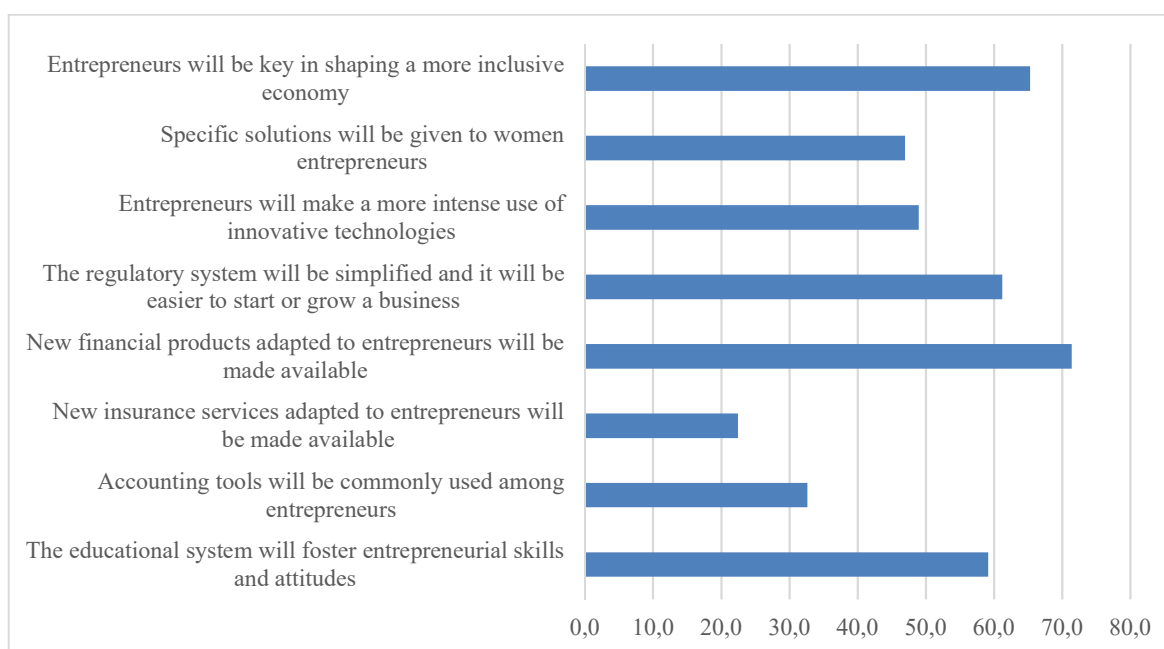
As shown in the table below, according to more than 50% of those surveyed, the most likely impact would be registered in the areas of regulatory system, inclusion and education, and skills. This matches with opinions expressed on the project's sustainability in those same

areas.

Figure XI. Survey question 14:

The following statements are descriptions of the future of entrepreneurship policy in your country and its likely impact on the creation and enlargement of enterprises. Please, select the statement(s) you agree with.”

% of surveyed people that choose the given likely impact



Source: online survey

Anecdotal evidence on impact

The Dominican Republic approved Law 688-15 for entrepreneurship (RD, 2015), which is aligned with the national strategy (that strategy being mentioned in its preface) and therefore with the related action plan developed under UNCTAD’s intervention.

Even if preparation of the law was prior to project implementation, there is documentary evidence of a link, in the national workshop report: “[the regulatory system work group’s priority] will be the entrepreneurship law. They will form a commission to review the content and follow up on the law that is being discussed in the Congress and Senate”.

In Tanzania, some anecdotal evidence of impact has been collected. Redress of a gap identified in the regulatory working group (a pre-operational income tax deemed unfair and inconsistently applied) was introduced into the plan, with a deadline of June 2019. However, during presentation of the action plan, the abolishment of the tax was announced providing a first evidence of policy implementation.

III. CONCLUSIONS

In this section, the evaluator's opinion on the findings is presented, and concise and direct answers to the evaluation questions are provided. These answers or conclusions are numbered according to the evaluation questions and clustered by criterion.

The project was highly **relevant** from different perspectives.

1. The project addressed entrepreneurs' issues as raised in official documents of the six beneficiary countries; it focused on governments' capacities in line with UNCTAD's strategic framework, including UNDA objectives and the SDGs.
2. The project was internally consistent in general terms. However, the activities on accounting and insurance, while consistent with the overall idea of entrepreneurship promotion and related to the EPF component on access to finance, were not clearly integrated into the project design but focused on the production of action plans at the national level. The project could have prescribed specific activities to better connect participants in the access-to-finance national working groups with the regional meetings on insurance and accounting.
3. The project exploited UNCTAD's comparative advantage in entrepreneurship policies, which is linked to the comprehensiveness and practical orientation of the EPF. However, UNCTAD's framework may overlap in some cases with proposals from regional actors (the SICA in the Central American region, as in this project; the OECD, eventually and in other regions).

The project has been **effective** in meeting its planned objectives and outcomes.

4. The six beneficiary countries have demonstrated the capacity to produce entrepreneurship action plans in a participatory way, and four of them have officially adopted the plan and begun to implement it. This has been done following the project's sequential approach, although its first component, online training, did not work as expected.
5. Project beneficiaries were generally satisfied with the activities organized by the project and with the content and the methodology of the EPF.
6. The production of action plans shows improvement in the beneficiaries' knowledge in this policy area, mainly in the Sub-Saharan countries, where this policy did not exist previously.
7. From a logical standpoint, all the activities were complementary but only a few connections were made between the main EPF activities, and thematic contributions of UNCTAD on insurance and accounting, and on e-regulation. The time constraints may have conditioned the limited results in this respect.

The project implementation and its technical monitoring was **efficient**; the financial monitoring was not.

8. The activities were implemented on budget and on time, with any delays tending to depend on circumstances of beneficiary countries. The only exception to this would be the online training and the mapping of e-regulation solutions, where delays and low financial implementation respond to changes in the project's planning.
9. The project team properly monitored the activities and even kept their own financial records and follow-up reports, apart from UNCTAD's financial services. This was somewhat inefficient (two systems being kept), somewhat inaccurate (the activity follow-up being fed by purchase requests instead of final invoices, and not subject to the checks of double-entry systems), and somewhat unaccountable (not being accessible to third parties such as for technical cooperation, or the UNDA).
10. The project leveraged UNCTAD's expertise and tools in terms of entrepreneurship, e-regulation and accounting services. However, it might have been more efficient to limit contributions other than the EPF methodology as inputs to the national and regional entrepreneurship workshops, and to postpone more intense activities until the implementation phase, depending on each country's national plan. Also, the project leveraged other international organizations' support in national and regional workshops.

It is difficult to make a clear assessment on the project's **sustainability**.

11. In general, the number and diversity of participants in the activities related to the elaboration of national action plans indicate a high degree of ownership and sustainability. Also notable is the role of high-level public institutions in leading the plans, and the involvement of specific partners in each component. However, the survey shows that participants do not feel confident that these institutions can put in place the measures agreed upon in the plans. Also, interviews revealed that in some countries, doubts exist around financial feasibility in the absence of international support.
12. That said, the project methodology, based on participatory workshops and working groups, and plans containing precise and accountable commitments, have all favored ownership and sustainability.
13. There is a clear intention by the UNCTAD to capitalize on this experience and to make knowledge on entrepreneurship policies transferable among countries. This has materialized in the EP Hub. However, the EPF team has no clarity on how to monitor and provide targeted technical assistance to countries implementing the action plans, nor have regional or global meetings been scheduled to sustain the results.

The **gender and inclusive approach** of the project is not clear.

14. The original project design did not incorporate any specific gender element, but equal participation of men and women was sought during the project implementation. The result is that the gender dimension of entrepreneurship was introduced into action plans only in countries where women were already organized.
15. The regional activities, having a strong communication focus, did succeed in integrating gender issues into the debates and conclusions. Also, more than the half of people surveyed (mostly attendees of the national workshops) admit to having been made aware of the gender dimension of entrepreneurship policies. Even so, some interviewees and respondents to the survey showed reluctance to incorporate a gender approach into entrepreneurship policies

16. Apart from the choice of countries and the balance of LDCs, the project did not put a focus on vulnerable groups as potential entrepreneurs. Moreover, some action plans focus on innovative entrepreneurs of high potential who may belong to medium and high socio-economic strata. Of course, these entrepreneurship might contribute to equitable growth by integrating vulnerable groups into their value chains, but this cannot be taken for granted.

Numerous **partnerships** have been advanced, but their strategic value is not clear.

17. UNCTAD has advanced a large number of partnerships in the framework of this project, considering its scope. However, these partnerships seem to respond to the implementation needs of specific activities rather than to a strategic position by UNCTAD in the global entrepreneurship ecosystem, or vis-à-vis other international players of a different nature, such as private foundations and regional organizations.

Conclusions on **impact** cannot be drawn at this point.

18. The implementation of some measures included in the new plans by the end of the project indicates that the project's Theory of Change remains plausible, as does achievement of its intended positive impact in the medium term. This will probably be the case for regulatory measures, while financial or educational plans that demand significant resources will require further political commitment or international support.

IV. RECOMMENDATIONS

As per the above findings and conclusions, UNCTAD may consider the following recommendations in future activities to support entrepreneurship. These recommendations are based on two assumptions: (1) UNCTAD aims at providing support to a greater number of developing countries in the design of their national entrepreneurship action plans; (2) this type of support will require specific financial and human resources as well as management.

Key recommendations

To the Enterprise Branch

- I. Given the relevance and effectiveness of this project, and its limited geographic scope, UNCTAD's Enterprise Development Branch to:
 - Scale up this project, and put in place a permanent service through which Member States, mainly the least-developed countries, can request technical assistance.
 - Plan a second phase of technical assistance in order to reinforce the implementation of the action plans in the partner countries and to capitalize on implementation experiences, UNCTAD. *[This could consist in UNCTAD field missions for the review of the action plans. The regional component could also transition towards peer review meetings.]*
 - Assess impact of the plans through implementation reviews, or other follow-up activities *[As per the Theory of Change reconstructed in this report, such assessments could differentiate between medium-term impact (policy outcomes) and long-term impact (effects on entrepreneurship and economic development). Indicators that take long-term impact assessments into account are presented in the EPF itself].*
- II. Given the number of actors and initiatives promoting entrepreneurship policies, UNCTAD's Enterprise Development Branch to elaborate a multi-stakeholder analysis and rethink its strategic position as a global UN actor in the field of entrepreneurship. *[This analysis should address interaction with regional organizations that are likewise proposing policy frameworks, international foundations that are organizing networking and experience-sharing activities, bilateral donors and development banks that are funding policy development in economic sectors, etc.]*

RECOMMENDATIONS

Important recommendations

To the Enterprise Branch

- III. If the EPF is to be revised, UNCTAD's Enterprise Development Branch to explore whether the interest in market issues shown by the beneficiaries of this project is widespread, and may consider inclusion of an access-to-markets component in the framework.

To UNCTAD, in general terms

- IV. In future initiatives oriented to the formulation of entrepreneurship action plans, UNCTAD to better rationalize the contributions from related services and branches (accounting and insurance, e-regulation). *[This could be achieved by focusing at the first stage on connecting with the national working groups, later providing assistance on related measures during implementation of the plans, if requested.]*
- V. UNCTAD's financial services division to take steps to regularly report on an activity basis to the project management teams. If to do so is deemed inefficient, UNCTAD's financial services should instead devise a new and cost-effective way to carry out practical activity-based budgetary follow-ups.

V. LESSONS LEARNED

Box 8. Good practices

Good practice means a replicable successful experience. A good practice must not be viewed as prescriptive, but can be taken as an inspiring model likely to be adapted to different circumstances. As per the conclusions and recommendations, the following experiences captured by the evaluation report can be considered good practices.

- The entrepreneurship workshops guided by the EPF methodology are a good model for participatory policy planning and intelligence gathering.
- Plans containing precise and accountable commitments and discussed in participatory workshops favor the ownership and sustainability of newly designed policies.
- National prizes on entrepreneurship (such as the Ei in Ecuador) are a good tool for incentivizing both the review of a plan and the sharing of good practices.

Box 9. Lessons learned

Lessons learned are attempts to draw on specific experiences, both successful and unsuccessful, as well as conclusions that can be generalized or applied to different contexts. In project management, they can be defined as ideas distilled from a project that should be taken into account in future projects in order to reduce or eliminate the potential for failures and to reinforce positive results.

- The provision of UNCTAD technical assistance in specific aspects of entrepreneurship cannot be precisely planned in advance, and should be decided after the countries have formulated their plans. During the definition of the plans, UNCTAD's experts do have a relevant role in presenting inspiring experiences from other countries.
- When providing assistance to different groups of officials, and to governmental offices within a country, the connections and communications among them must not be taken for granted, and specific activities to better connect participants may be needed.
- Online training is attractive because of its outreach potential and low cost, but certain policy developments demand country-specific training programs.

ANNEX I. TERMS OF REFERENCE OF THE EVALUATION

**External Evaluation of Development Account Project 1415 AX
Support Developing Country Policy Makers in the Formulation of National Entrepreneurship Policies
through the Implementation of Entrepreneurship Policy Frameworks**

1. Introduction and Purpose

This document outlines the Terms of Reference (TOR) for the final independent project evaluation for the United Nations Development Account (UNDA) funded project titled “Support Developing Country Policy Makers in the Formulation of National Entrepreneurship Policies through the Implementation of Entrepreneurship Policy Frameworks.”

The UNCTAD Evaluation and Monitoring Unit (EMU), in close collaboration with the Division on Investment and Enterprise (DIAE), will undertake this evaluation.

This evaluation exercise is meant to ensure ownership, result-based orientation, cost-effectiveness and quality of UNCTAD assistance. By carrying out this evaluation, UNCTAD plans to assess its work, to learn lessons, to receive feedback, appraisal and recognition, as well as to mobilize resources by showing the possible attribution of achievements to the programme.

The evaluation will systematically and objectively assess project design, project management, and project performance. The evaluation will provide assessments that are credible and useful, and also include practical and constructive recommendations, in order to enhance the work of UNCTAD in this area.

The evaluation will provide accountability to UNCTAD management, the Capacity Development Office/Development Account of DESA, project stakeholders, as well as UNCTAD's member States with whom the final evaluation report will be shared.

2. Project Background

The main objective of the project outlines the process for policy makers and other stakeholders to design entrepreneurship policies and implement them through action plans. It highlights the key capacity building elements that policy makers in developing countries will need to master when developing their strategies including aspects of financial inclusion (accounting and insurance) for SMEs. Stakeholders that need to be engaged during the development of the strategy and their roles in the process are also identified and "movers and shakers" will be trained. Recognizing that the development, implementation and monitoring of entrepreneurship policies need a participatory approach, the project will strengthen and/or establish a coordination body for the development,

implementation, evaluation and monitoring of entrepreneurship policies in the six countries. An assessment of the entrepreneurial ecosystem entails mapping and measuring its features for the purpose of identifying its opportunities and challenges, with a goal of determining how these elements can be addressed through policy options. Towards this goal, working groups will conduct this mapping, establish priorities for reforms and develop action plans. According to established priorities by working groups, the project will undertake a review of administrative procedures addressing the key bottlenecks that impede entrepreneurs from starting and growing their businesses, including complex regulatory processes and high business registration costs and access to financial services. UNCTAD's E-regulations systems will be put in place at least in 3 of the participating countries. At the regional and global levels, the project will provide an e-platform to host the "Entrepreneurship Hub" to include good practices in entrepreneurship policies in the six countries and beyond, and on-line training material developed for the national and regional capacity building. At the regional level, the preparation of tools on financial literacy and insurance, and the conduction of regional capacity building workshops will examine ways of simplifying credit application and improve available insurance schemes, taking into account small and medium sized enterprises' (SMEs) needs and facilitating formalization.

The expected accomplishments of the project include:

EA1. Enhanced capacity of policy makers in selected countries in Africa and Latin America and the Caribbean to design entrepreneurship policy in collaboration other stakeholders (private sector, civil society).

EA2. Enhanced capacity of stakeholders to develop and implement entrepreneurship action plans in selected countries in Africa and in Latin America and the Caribbean.

EA3. Improved awareness and experience sharing among policy makers, private sector and civil society at national, regional and global levels regarding entrepreneurship policy, accounting for SMEs and insurance.

3. Scope of the Evaluation

The evaluation will cover the duration of the project from June 2015 to December 2017.

The evaluation is expected to address the following questions under the below criteria:

a) Relevance

- Did the project design, choice of activities and deliverables properly reflect and address the primary development needs of entrepreneurship, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?
- Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes?
- What is UNCTAD's comparative advantage in this area and to what extent did this project maximize it?

b) Effectiveness

- Have the activities achieved, or are likely to achieve, planned objectives and outcomes as enunciated in the project document?
- To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs?
- Is there evidence that the beneficiaries' knowledge, understanding and capacity to carry out action plans for entrepreneurship development, accounting and insurance of SMEs have been improved?
- How have the different activities complemented each other in the capacity building of the project beneficiaries?
- What are the lessons learned or best practices for similar future interventions?

c) Efficiency

- Have project implementation modalities, and internal monitoring and control been adequate in ensuring the achievement of the expected outcomes in a timely and cost-effective manner?
- Has the project leveraged in-house expertise, previous research and technical cooperation outcomes, existing databases, and other internal resources of UNCTAD and/or external collaboration from international development partners and mechanisms?
- Has the project timeline been affected by possible constraints/problems? If so, how have these affected project objectives and have they been addressed in an appropriate manner?

d) Sustainability

- Is there evidence that national counterparts and regional partners are committed to continue working towards the project objectives beyond the end of the project? To what extent have project beneficiaries' institutional capacities been enhanced? Is there awareness of bottle necks or further actions for improved capacities?
- Have the activities and outputs have been designed and implemented in such a way to ensure maximum sustainability of the project's impact? For instance, to what extent did the beneficiary country stakeholders have strong sense of ownership?
- Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD?

e) Gender and human rights

- To what extent the design and implementation of the project incorporated gender mainstreaming considerations, and can evidence be identified in this regard?
- How have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies? On accounting and insurance for SMEs? On their impact on gender equality?
- To what extent does the project advance UNCTAD's efforts to promote equitable investment, trade, investment enterprise and sustainable development?

f) Partnerships and synergies (optional)

- How has the project advanced partnerships with national and regional counterparts, the

civil society and/or the private sector?

4. Deliverables and Expected Outputs

The evaluation, based on its findings and assessments made on the above criteria, should draw conclusions, make recommendations and identify lessons learned from the implementation of the project.

More specifically, the evaluation should:

- Highlight what has been successful and can be replicated elsewhere;
- Indicate shortcomings and constraints in the implementation of the project while, at the same time, identifying the remaining challenges, gaps and needs for future courses of action;
- Make pragmatic recommendations to suggest how UNCTAD's work in this area can be strengthened in order to deliver better results in addressing beneficiaries' needs and create synergies through collaboration with other UNCTAD divisions, international organizations and development partners, and other international forums;
- Draw lessons of wider application for the replication of the experience gained in this project in other projects/countries;

Three deliverables are expected out of this evaluation (following EMU templates):

1) An inception report¹;

2) A draft evaluation report; and

¹ Quality of the inception report should meet those set out in UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=608

3) The final evaluation report² ² Quality of the evaluation report should meet those set out in UNEG Quality Checklist for Evaluation Reports: <http://www.uneval.org/document/detail/607>

The inception report should summarize the desk review and specify the evaluation methodology, determining thereby the exact focus and scope of the exercise, including the evaluation questions, the sampling strategy and the data collection instruments.

The final report of the evaluation must be composed of the following key elements:

1) Executive summary;

2) Introduction of the evaluation, a brief description of the projects, the scope of the evaluation and a clear description of the methodology used;

3) Findings and assessments according to the criteria listed in Section 3 of this ToR, with a comparison table of planned and implemented project activities and outputs; and

4) Conclusions and recommendations drawn from the assessments.

All the evaluation assessments must be supported by facts and findings, direct or indirect evidence, and well-substantiated logic. It follows that proposed recommendations must be supported by the findings and be relevant, specific, practical, actionable, and time-bound recommendations.

5. Methodology

The evaluation will be undertaken through a triangulation exercise of all available data to draw conclusions and findings. The evaluation methodology includes, but is not limited to, the following:

- Desk review of project documents, reports of activities and other relevant materials;
- Face-to-face interview and/ or telephone interviews with relevant UNCTAD staff;
- Online surveys of beneficiaries of the project, and other stakeholders, as may be required*; conduct follow-up interviews as may be necessary;
- Telephone/skype interviews with a balanced sample of project participants, project partners and other relevant stakeholders.

As part of the desk review, which will lead to an Inception Report, the evaluator will use the project document as well as additional documents such as mission reports; progress reports, financial reports, publications, studies - both produced under the project as well as received from national and regional counterparts. An exhaustive list of donors, project beneficiaries as well as other partners and counterparts involved in the project will be provided to the evaluator.

The evaluator will further elaborate on the evaluation methodology in an Inception Report, determining thereby the exact focus and approach for the exercise, including developing tailor made questions that target different stakeholders (based on a stakeholder analysis), and developing the sampling strategy and identifying the sources and methods for data collection. The methodology should follow the UNCTAD Inception Report Guidelines.

The evaluator is required to submit a separate final list of those interviewed in the Annex of the evaluation report. The evaluator is ensure a wide representation of stakeholders, bearing in mind the need to include those in a disadvantaged or minority position as appropriate.

6. Description of Duties

The evaluator reports to the Chief of EMU. S/he will undertake the evaluation exercise under the guidance of the EMU and in coordination with the project manager. The evaluator is responsible for the evaluation design, data collection, analysis and reporting as provided in this TOR. The evaluator will submit a copy-edited final report to UNCTAD.

The evaluator shall act independently, in line with United Nations Evaluation Group (UNEG) Ethical Guidelines and in her/his capacities and not as a representative of any government or organisation that may present a conflict of interest. S/he will have no previous experience of working with the project or of working in any capacity linked with it.

The evaluator should observe the UNEG guidelines, standards³, and norms⁴ for evaluations in the

UN system, as well as UNCTAD's Evaluation Policy⁵, in the conduct of this assignment. The evaluator needs to integrate human rights and gender equality in evaluations to the extent possible.⁶ The evaluator needs to ensure a complete, fair, engaging, unreserved, and unbiased assessment. In case of difficulties, uncertainties or concern in the conduct of the evaluation, the evaluator needs to report immediately to the Chief of EMU to seek guidance or clarification.

3 "Standards for Evaluation in the UN System" by UNEG, UNEG/FN/Standards (2005); http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22;

4 "Norms for Evaluation in the UN System" by UNEG, UNEG/FN/Norms (2005); http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21;

5 "Evaluation Policy" of the United Nations Conference on Trade and Development (UNCTAD), December 2011. December 2011, http://unctad.org/Sections/edm_dir/docs/osg_EvaluationPolicy2011_en.pdf.

6 "Integrating human rights and gender equality in evaluations" by UNEG, UNEG Guidance Document (2014): <http://www.unevaluation.org/document/detail/1616>. The UNEG Handbook on "Integrating human rights and gender equality in evaluations: Towards UNEG Guidance" by UNEG, UNEG Guidance Document (2011): <http://www.uneval.org/document/detail/980>.

The project team will support the evaluation, by providing desk review documents (following EMU desk review documents guidelines), contact details of project stakeholders as well as any additional documents that the evaluator requests. It is the responsibility of the project manager to ensure senior management engagement throughout the evaluation and timely feedback in the quality assurance and factual clarification process coordinated by the EMU. The project team will review and provide comments on the inception, draft and final reports with a view on quality assurance and factual accuracies.

The EMU acts as clearing entity during the main steps of this evaluation. It endorses the TOR and approves the selection of the proposed evaluator. EMU reviews the evaluation methodology, clears the draft report, performs quality assurance of the final report and participates in disseminating the final report to stakeholders within and outside of UNCTAD. EMU engages the project manager throughout the evaluation process in supporting the evaluation and validating the reports.

7. Timetable

The total duration of the evaluation is equivalent to 22 days of work and will take place from November 2017 to January 2018.

Note:

*The evaluator may be required to attend a project activity/regional workshop in one of the project countries in Africa or Latin America and the Caribbean.

Activity	Days
Desk research and study of relevant documentation	3 days
Preparation of data collection tools and inception report	4 days
Interviews with UNCTAD staff and implementation partners	2 days
Other interviews with project participants, focal points and other stakeholders*	4 days
Data analysis and draft report write up	6 days
Final report write up	3 days

The first draft report should be presented to the EMU and relevant stakeholders for quality assurance and factual corrections at least 3 weeks before the deadline for the submission of the final report.

8. Monitoring and Progress Control

The evaluator must keep the EMU informed of the progress made in the evaluation on a regular basis.

The evaluator will submit the inception report by 15 November 2017.

The evaluator will also present the draft report to the EMU and the project manager before the final submission, giving sufficient time for the verification of factual findings as well as its compliance with the ToR (approximately 2 week). To this end, a draft of the report must be presented by 20 December 2017 for quality assurance by the EMU and factual clarification by the project manager, before submission of the final report.

The deadline for submission of the final report will be 20 January 2018.

The contract concludes, and payment issued, upon satisfactory receipt of the final report.

9. Qualifications and Experience⁷

⁷ The United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs.

Education: Advanced university degree in economics, trade, development, public administration or related field.

Experience: At least 5 years of experience in conducting evaluations, preferably on interventions in the areas of enterprise development and business environment reforms. Demonstrated knowledge of investment and enterprise issues is required. Experience in gender and human rights mainstreaming is desirable.

Language: Fluency in oral and written English. Ability to communicate in one of the official languages of beneficiary countries and regions (French and Spanish) of the project under evaluation is a must, knowledge of the third language of beneficiary countries and regions (French and Spanish) is an advantage.

10. Conditions of Service

The evaluator will serve under a consultancy contract as detailed in the applicable United Nations rules and regulations. The evaluator will not be considered as staff member or official of the United Nations, but shall abide by the relevant standards of conduct. The United Nations is entitled to all intellectual property and other proprietary rights deriving from this exercise.

11. Payment of the consultancy fee

The Evaluation Consultant's fee will be paid in line with the following schedule and upon acceptance (part of the quality assurance process) by EMU of the key deliverables:

- Upon acceptance of the inception report: 20%
- Upon acceptance of the draft Evaluation Report: 40%
- Upon acceptance of the final Evaluation Report: 40%.

12. Applying for the consultancy

Applicants are required to submit an expression of interest to undertake the assignment/consultancy and include the following:

- Cover letter stating why you are suited for this work, your available start date and work experience, especially evaluation experience;
- Detailed CV; and
- A sample of a recent evaluation report.

Applications with the above details should be sent to evaluation@unctad.org

The deadline for submitting the applications is 20 October 2017. UNCTAD reserves the right to close the application before the indicated date if a suitable candidate is found.

ANNEX II. EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

Interview template: introductory meetings with stakeholders

External Evaluation:
Support to National Entrepreneurship Policies
by UNCTAD
in Cameroon, Dominican Republic, Ecuador, El Salvador, Gambia and Tanzania
from June 2015 to December 2017

QUESTIONNAIRE FOR INTRODUCTORY MEETINGS WITH STAKEHOLDERS

First round of interviews with national actors and observers (representatives, local partners, etc.)

By Aitor PÉREZ
External Evaluator

UNCTAD has recently provided support to national authorities in your country through the UN-Account-funded project titled “Support Developing Country Policy Makers in the Formulation of National Entrepreneurship Policies through the Implementation of Entrepreneurship Policy Frameworks”. This questionnaire is to collect information on the project design, implementation and performance by direct interviews with national actors and observers of the project.

1. What was the state of entrepreneurship policies in your country in early 2015, before the UNCTAD project was launched?

Evaluator’s checklist (related evaluation question)

- Need for entrepreneurships (EQ1)
- Public sector capacities (EQ2)
- UNCTAD in comparison to other actors (EQ3)
- Equitable investment (EQ17)

2. How has the UNCTAD project changed the capacities of your country in entrepreneurship policies?

Evaluator’s checklist (related evaluation question)

- Policy papers, staff trained (EQ4)
- Participants’ satisfaction (EQ5)
- Action plans in entrepreneurship development, accounting and insurance (EQ6)
- Complementarity among activities (EQ7)
- Lessons learned / best practices (EQ8)
- Equitable investment (EQ17)

3. Did you find the project to be efficiently coordinated and implemented?

Evaluator's checklist (related evaluation question)

- Monitoring and controlling (EQ9)
- Expertise and knowledge (EQ10)
- Timing (EQ11)

4. What are the next steps regarding entrepreneurship in your country (as per decisions and agreements taken at the national level)?

Evaluator's checklist (related evaluation question)

- Commitments made and capacities built / being built (EQ12)
- Participation and ownership during implementation (EQ13)
- Knowledge management perspectives (EQ14)

...

5. In your opinion, will this project produce any effect on women's rights and gender equality? On other disadvantaged groups?

Evaluator's checklist (related evaluation question)

- Gender in the designed activities (EQ15)
- The gender dimension of national entrepreneurship (EQ16)
- Equitable investment (EQ17)

...

6. In addition to UNCTAD, which actors contributed the most to national entrepreneurship policies? In 2015-2017 and in the near future?

Evaluator's checklist (related evaluation question)

- National and regional counterparts, CSOs and companies (EQ18)

...

Interview template: stakeholders

External Evaluation:
Support to National Entrepreneurship Policies
 by UNCTAD
 in Cameroon, Dominican Republic, Ecuador, El Salvador, Gambia and Tanzania
 from June 2015 to December 2017

QUESTIONNAIRE FOR MEETINGS WITH STAKEHOLDERS

Second round of interviews with national actors and observers (representatives, local partners, etc.)

By Aitor PÉREZ
 External Evaluator

Introduction

During 2015-2017, you were involved in the development of an entrepreneurship policy in your country and/or connected training, awareness-raising, and networking activities, including some activities specifically focused on financial inclusion (insurance and accounting). Those activities were organized by UNCTAD and framed under the above-mentioned project, which is currently under evaluation.

Preliminary question

0. Can you please specify how you were involved in these activities?

Name: Position: Institution: Involvement:
--

As the external evaluator appointed by UNCTAD, I will ask you 4 open questions on the relevance, effectiveness, efficiency and sustainability of the project. Please, feel free to add any relevant information in that respect, and know that all the information given will be treated confidentially. Unless you specify otherwise, your name and position will be listed in an annex of the report, but the findings presented in the evaluation report will not be related to specific individual sources.

Questions

- 1. Please describe the current challenges for entrepreneurship in your country and how they have evolved in the last 10 years (approximately). If relevant, please explain how the government and its international partners have addressed these challenges in recent years.**

<u>Evaluator's checklist (related evaluation question)</u> - Connections of entrepreneurs' needs with UNCTAD EPF (EQ1) - The gender dimension of entrepreneurship (EQ16) - Government capacities (EQ2) - The comparative advantage of each international partner (EQ3) - Equitable investment (EQ17)

- 2. Do you foresee any positive changes regarding entrepreneurship in the near future? Please specify and explain whether they are connected to policy interventions.**

Evaluator's checklist (related evaluation question)

- Commitments made and capacities built / being built (EQ12)
- Knowledge management perspectives (EQ14)
- Equitable investment (EQ17)

3. **In Question 1, you may have referred to specific challenges for women's entrepreneurship, or for entrepreneurship by other disadvantaged groups. Can you provide any additional information or further develop those challenges, and/or assess the extent to which they are addressed by the aforementioned policy developments?**

Evaluator's checklist (related evaluation question)

- Gender in the designed activities (EQ15)
- The gender dimension of national entrepreneurship (EQ16)
- Equitable investment (EQ17)

...

4. **How has UNCTAD contributed to the above-mentioned achievements? Please, compare UNCTAD's support with that of other international actors providing technical and financial assistance in the fields of entrepreneurship and private sector development.**

Evaluator's checklist (related evaluation question)

- Policy papers, staff trained (EQ4)
- Participants' satisfaction (EQ5)
- Action plans in entrepreneurship development, accounting and insurance (EQ6)
- Complementarity among activities (EQ7)
- Lessons learned / best practices (EQ8)
- The comparative advantage of each international partner (EQ3)

5. **Please assess the way UNCTAD's activities on entrepreneurship policies were implemented between 2015 and 2017. If possible, refer to the role played by UNCTAD, your own role, and that of other national actors, as well as the participation of experts, speakers, etc.**

Evaluator's checklist (related evaluation question)

- Monitoring and controlling (EQ9)
- Expertise and knowledge (EQ10)
- Timing (EQ11)
- Participation and ownership during implementation (EQ13)

6. **In addition to UNCTAD, which actors contributed most to national entrepreneurship policies? In 2015-2017 and in the near future?**

Evaluator's checklist (related evaluation question)

- National and regional counterparts, CSOs and companies (EQ18)

...

Interview template: UNCTAD staff

External Evaluation:
Support to National Entrepreneurship Policies
 by UNCTAD
 in Cameroon, Dominican Republic, Ecuador, El Salvador, Gambia and Tanzania
 from June 2015 to December 2017

QUESTIONNAIRE FOR INTERVIEWS WITH UNCTAD STAFF

By Aitor PÉREZ
 External Evaluator

Introduction

As the external evaluator appointed by UNCTAD for evaluation of the ENP project, I will ask you 4 open questions on the relevance, effectiveness, efficiency and sustainability of the project. Please feel free to add any relevant information in that respect and know that all the information given will be treated confidentially. Unless you otherwise specify, your name and position will be listed in an annex of the report, but the findings presented in the evaluation report will not be related to specific individual sources.

Preliminary question

1. Can you please specify how you were involved in the project?

Name: Position: Department: Involvement:

Questions

1. What do you know of the history of this project? Please explain why entrepreneurship policy development was prioritized, how the specific intervention was identified, how countries were selected, how topics were selected and adapted to each country, etc.

<u>Evaluator's checklist (related evaluation question)</u> - Knowledge on entrepreneurs' needs at country level (EQ1) - The gender dimension of entrepreneurship (EQ16) - Governments capacities (EQ2) - The comparative advantage of each international partner (EQ3) - Equitable investment (EQ17)

2. Please describe the most relevant achievements of the project, as well as any other progress made in the same policy area...

- a. ...in Cameroon
- b. ...in the Dominican Republic
- c. ...in Ecuador
- d. ...in The Gambia

- e. ...in Tanzania
- f. ...at the regional level

Evaluator's checklist (related evaluation question)

- Policy papers, staff trained (EQ4)
- Participants' satisfaction (EQ5)
- Action plans in entrepreneurship development, accounting and insurance (EQ6)
- Complementarity among activities (EQ7)
- Lessons learned / best practices (EQ8)
- The comparative advantage of each international partner (EQ3)
- National and regional counterparts, CSOs and companies (EQ18)
- Equitable investment (EQ17)

3. **Most of these countries have succeeded in adopting a EP action plan (while others have come close). In your opinion, to what extent are they able and willing to implement such a plan, and what would you (as UNCTAD) do next in order to support actual implementation?**
- a. ...in Cameroon
 - b. ...in the Dominican Republic
 - c. ...in Ecuador
 - d. ...in The Gambia
 - e. ...in Tanzania
 - f. ...at the regional level

Evaluator's checklist (related evaluation question)

- The comparative advantage of each international partner (EQ3)
- Commitments made, and capacities built / being built (EQ12)
- Participation and ownership during implementation (EQ13)
- Knowledge management perspectives (EQ14)
- Partnerships advanced (EQ18)

4. **When referring to the needs of entrepreneurs in developing countries, you may have referred to specific challenges for women's entrepreneurship, or for entrepreneurship by other disadvantaged groups. Can you provide any additional information or further develop those challenges, and/or assess the extent to which they are addressed by the afore-mentioned policy developments?**

Evaluator's checklist (related evaluation question)

- Gender in the designed activities (EQ15)
- The gender dimension of national entrepreneurship (EQ16)
- Equitable investment (EQ17)

...

5. **In the latest monitoring report available, certain gaps and delays have been noted. (*The latest progress report with time line and indicators' appraisal will be shown.*) Can you please explain them and assess the overall implementation and coordination of the project, differentiating between roles played by UNCTAD and national partners?**

Evaluator's checklist (related evaluation question)

- Monitoring and controlling (EQ9)
- Expertise and knowledge (EQ10)
- Timing (EQ11)
- Participation and ownership during implementation (EQ13)

Survey template: example, The Gambia

SURVEY ON THE ELABORATION OF THE NATIONAL ENTREPRENEURSHIP POLICY AND ACTION PLAN, THE GAMBIA

Dear Sir / Madam,

You have participated in the elaboration of National Entrepreneurship Policy and Action Plan in The Gambia. This survey focuses on the process of elaboration of the National Entrepreneurship Policy and Action Plan in The Gambia, led by the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE) and the Gambia Investment and Export Promotion Agency (GIEPA), and supported by the United Nations Conference on Trade and Development (UNCTAD). It is framed under an assessment of UNCTAD's support to entrepreneurship policies in six countries and does not intend to evaluate the performance of the MOTIE, the GIEPA or any other gambian institution. The survey contains 23 questions on the National Entrepreneurship Policy and Action Plan and its elaboration process. It is anonymous, easy and quick to respond (approximately, 5 minutes).

If you wish to receive a certificate of participation and a report on the survey results, please, introduce your name and email address in the available box at the last item of the survey, once all the questions are responded.

Thank you for your participation

Aitor Pérez

External evaluator appointed by UNCTAD

aperez@ecoper.eu

ABOUT YOURSELF

1. Please specify your gender

- Male
- Female
- Prefer not to say

2. Which category describes you best?

- Public official of The Gambia
- Researcher, consultant
- Representative of an association of entrepreneurs
- Entrepreneur
- Business service provider
- International organization staff
- Other...

ENTREPRENEURSHIP IN YOUR COUNTRY / REGION

3. From your perspective, what are the main challenges faced by aspiring entrepreneurs when trying to start and/or grow their businesses in your country?

you may select one or several

- The regulatory environment for entrepreneurship is too heavy
- Domestic products and services are difficult to sell either in the country or abroad
- Entrepreneurs have difficulties with accounting
- There are not insurance products adapted to entrepreneurs
- Students are not educated in entrepreneurial skills
- It is difficult to get funds from banks or investors
- It is difficult to access to innovative technologies
- Policy makers and society are not aware of the relevance of entrepreneurs
- There are additional difficulties for women entrepreneurs
- Other challenges not mentioned here

4. You can use the following box to further develop on entrepreneurs' challenges

ENTREPRENEURSHIP IN YOUR COUNTRY / REGION

5. In your opinion, how were entrepreneurship policies in your country before the adoption of the National Entrepreneurship Policy and Action Plan?

you may select one or several

- Entrepreneurship policies have always been effective and relevant
- Entrepreneurship policies are well financed
- Entrepreneurship policies receive significant support from international actors
- Entrepreneurship policies have not been comprehensive or consistent
- Entrepreneurship policies have not addressed specific challenges for women entrepreneurs
- Entrepreneurship policies are non-existent
- Entrepreneurship issues were addressed by other policies in a scattered and ineffective manner
- I don't know / prefer not to say

6. You can use the following box to further develop on your response

THE ELABORATION OF THE NATIONAL ENTREPRENEURSHIP POLICY AND ACTION PLAN

7. Please, specify how you participated in the elaboration of the National Entrepreneurship Policy and Action Plan

you may select one or several

- I attended one or several entrepreneurship policy workshops in Banjul (February, October 2016)
- I participated in the working groups formulating the policy and action plan
- I attended the regional workshop in Rwanda on entrepreneurship policies
- I attended the regional workshop in Kenya on financial inclusion

8. If you participated in any of the workshops related to the National Entrepreneurship Policy and Action Plan, please, assess the quality in terms of coordination, logistics, timing and format

from 1 (very low) to 5 (very high)

☆☆☆☆☆ / 5

9. If you participated in any of the workshops related to the National Entrepreneurship Policy and Action Plan, also assess the quality of the materials, speakers and moderators

from 1 (very low) to 5 (very high)

☆☆☆☆☆ / 5

10. If you participated in one of the working groups related to the National Entrepreneurship Policy and Action Plan, please, specify the topic of your group

Regulation

- Education and skills
- Technological innovation and exchange
- Access to finance
- Awareness raising

11. If you participated in one of the working groups related to the National Entrepreneurship Policy and Action Plan, please, tick the statements you agree with

you may select one or several

- The working group involved the authorities and public agencies concerned in the issue
- The working group facilitated private - public conversations in the related topic
- The problems addressed by the working group are those of the entrepreneurs in your country
- The working group generated specific measures with a concrete timing

12. You can use the following box to further develop on your opinion about the activities you were involved in

THE ELABORATION OF THE NATIONAL ENTREPRENEURSHIP POLICY AND ACTION PLAN

13. With regard to the overall process of the national policy and action plan, please, tick the statements you agree with:

you may select one or several

- It has made me aware of the gender dimension of national entrepreneurship policies.
- It has enhanced my knowledge in entrepreneurship issues in general terms
- It has enhanced the Government's knowledge in entrepreneurship issues
- It has enhanced the country's capacities to develop and implement entrepreneurship action plans
- It has facilitated experience-sharing among various stakeholders regarding entrepreneurship policy in the country
- It has facilitated knowledge transfer from other countries
- It has improved policy dialogue and coordination within the Government
- It has improved public-private dialogue and collaboration

- It has showed the country a practical way to improve policy design and implementation in any area
- It has provided a useful tool for identifying constraints and proposing solutions: the Entrepreneurship Policy Framework Toolkit

THE FUTURE OF ENTREPRENEURSHIP POLICIES

14. The following statements are descriptions of the future of entrepreneurship policy in your country and its likely impact on the creation and enlargement of enterprises. Please, select the statement(s) you agree with.

you may select one or several

- The educational system will foster entrepreneurial skills and attitudes
- Accounting tools will be commonly used among entrepreneurs
- New insurance services adapted to entrepreneurs will be made available
- New financial products adapted to entrepreneurs will be made available
- The regulatory system will be simplified and it will be easier to start or grow a business
- Entrepreneurs will make a more intense use of innovative technologies
- Specific solutions will be given to women entrepreneurs
- Entrepreneurs will be key in shaping a more inclusive economy

15. You can use the following box to further develop on your response

THE FUTURE OF ENTREPRENEURSHIP POLICIES

16. In your opinion, are the regulatory initiatives of the National Entrepreneurship Policy and its action plan effectively led and coordinated by a Gambian institution?

- No
- Yes

17. And the initiatives on access to finance , do you think they are effectively led and coordinated by a Gambian institution?

- No
 Yes

18. And the initiatives on technology exchange and innovation, do you think they are effectively led and coordinated by a Gambian institution?

- No
 Yes

19. And the raising-awareness activities, do you think they are effectively led and coordinated by a Gambian institution?

- No
 Yes

20. And the initiatives on education and skills, do you think they are effectively led and coordinated by a Gambian institution?

- No
 Yes

21. Regarding the overall policy, is there any national institution leading the whole action plan and coordinating all the institutions involved in its action plan?

- No
 Yes

22. In your opinion, which of the following international institutions play a relevant role in entrepreneurship issues in The Gambia?

you may select one or several

- United Nations Industrial Development Organization (UNIDO)
- Economic Commission for Africa (ECA)
- United Nations Development Programme (UNDP)
- Global Entrepreneurship Network (GEN) Africa
- African Union (AU)
- Agence Française de Développement (AFD)
- International Labour Organization (ILO)
- African Development Bank
- World Bank
- European Union
- Commonwealth
- International NGOs
- Multinational companies / private foundations
- UNCTAD
- American Chamber of Commerce in Gambia
- Other...

23. In comparison to the other international actors, please, indicate what, in your opinion, is the comparative advantage of UNCTAD in the field of entrepreneurship policies in The Gambia

you may select one or several

- Its focus on investment-and-development issues
- Its authority and reputation as part of the UN System
- Its methodology in policy frameworks for private sector development, investment promotion, and business facilitation
- Its practical “step-by-step” implementation guidance
- Its on-line tools, such as the "Entrepreneurship Policy Framework" with checklists of questions, and a methodology and indicators to measure policy effectiveness
- Its inter-governmental nature, which facilitates feedback and exchange of good practices among countries

-
- The associated network of 36 Empretec entrepreneurship promotion centres
 - Its expertise in capacity-building and technical assistance
 - Its e-regulation platforms and tools
 - Its funding capacity
 - I don't know / prefer not to say

If you wish to receive a certificate of participation and a report on the survey results, please, introduce the following information:

24. Name

25. e-mail

ANNEX III. DESK REVIEW LIST

Evaluation guidelines

UNCTAD (2011). Evaluation Policy
 UNEG (2016). Norms and Standards for Evaluation of UNEG
 UNEG (2008). Ethical Guideline for Evaluation
 UNEG (2010). Quality Checklist for Evaluation ToR and Inception Report
 UNEG (2011). Handbook for Integrating Human Rights and Gender Perspectives in Evaluations

Key project documents

United Nations (2012). Launch of the 9th Tranche of the Development Account
 UNCATD (2014). 1415AX Dev Acc Project Document on Entrepreneurship
 UNCATD (2014). Budget 1415AX
 UNCTAD (2015). Progress Report 1415AX
 UNCTAD (2016). Progress Report 1415AX
 UNCTAD (2017d). Budget status with details on activities
 UNCTAD (2018). Indicators of achievement

Base-line policy papers

CBF (2012). Recommandations et réformes adoptées pour promouvoir l'entrepreneuriat au Cameroun
 CONAMYPE (2014). Plan Estratégico 2015-2019
 CONAMYPE (2014b). Política Nacional de Emprendimiento de El Salvador
 AEI (2015a). Ecuador, un país emprendedor e innovador en el 2020
 Gambia (2010). The National Employment Policy and Strategies 2010 – 2014
 Gambia (2011). Programme for Accelerated Growth and Employment (PAGE) 2012 -2015
 Gambia (2013). The Gambia National Strategy for MSMEs
 MINPMEESA (2009). Plan Directeur pour le Développement des Petites et Moyennes Entreprises en République du Cameroun
 MINPMEESA (2009b). Stratégie de développement des petites et moyennes entreprises, de l'économie sociale et de l'artisanat
 MINPMEESA (2015). Action du gouvernement camerounais pour la promotion de l'entrepreneuriat dans le cadre des objectifs du développement durable
 RNE (2014). Estrategia Nacional de Emprendimiento de Republica Dominicana
 Tanzania (2003). Small and medium enterprise development policy
 Tanzania (2013). National Entrepreneurship Training Framework (NETF)
 UNDP (2014). Establishment of EMPRETEC model of enterprise support programme in the Gambia

Policy papers produced during/after the project implementation

Gambia (2016). Programme for Accelerated Growth and Employment (PAGE II) 2017-2020
República Dominicana (2016). Ley de Emprendimiento 688-16

Project outputs

AEI (2015b). Ecuador, Plan de Acción
CONAMYPE (2016). Plan de trabajo 2016-2018
CONAMYPE (2017). Política Nacional de Emprendimiento, versión final
Gambia (2016b). Action Plan
Tanzania (2017). Tanzania Inclusive National Entrepreneurship Strategy
UNCTAD (2016c). Plan de acción República Dominicana
UNCTAD (2016d). Accounting Manual for Entrepreneurs and Micro, Small and Medium Sized Enterprises (MSMEs)
UNCTAD (2017b). Formuler la Stratégie Nationale pour le Développement de l'Entrepreneuriat au Cameroun
UNCTAD (2017c). Insurance Paper policy options
UNCTAD (2017e). The Gambia formulating National Entrepreneurship Policy
UNCTAD (2018). Online Tools Financial literacy
Folder A3.1 Entrepreneurship policy Hub and online tools

Project activities

Folder A2.1 – A2.6 Country Activities
Folder A3.2 – A3.3 Regional Activities

ANNEX IV. LIST OF PERSONS CONTACTED DURING THE EVALUATION

Semi-structured interviews

<i>Country / region</i>	<i>First name</i>	<i>Last name</i>	<i>Position, institution</i>
International	Alejandro	Rubias	Associate Economic Affairs Officer at UNCTAD
	Fiorina	Mugione	Chief of Entrepreneurship Section, Division on Investment and Enterprise (DIAE), UNCTAD
	Tatiana	Krylova	Head of Enterprise Branch, Division on Investment and Enterprise (DIAE), UNCTAD
	Cristina	Martínez	Unctad
	Fluvia	Farinelli	Title? Enterprise Development Branch, Division on Investment and Enterprise (DIAE), UNCTAD
	Lorenzo	Tosini	Programme Officer, Division on Investment and Enterprise (DIAE), UNCTAD
	Philippe	Rudaz	Economic Affairs Officer, Entrepreneurship Section, Division on Investment and Enterprise (DIAE), UNCTAD
	Yan	Zhang	Programme Management Officer, Technical Cooperation Service, UNCTAD
	Janna	Sofroni	Associate Programme Management Officer, Evaluation and Monitoring Unit, UNCTAD
	Madeeha	Bajwa	Chief, Evaluation and Monitoring Unit, UNCTAD
	Patrick	Nimo	Managing Partner at PSD Consulting Ltd. (international consultant contracted by UNCTAD)
Tanzania	Edward	Kessy	Senior Investment Facilitation Officer at NEEC
Cameroon	Achille	Ngassam	Principal Counsellor at Empretec - MINPMEESA
	David R.	Njougang	Technical Adviser at the Ministry
	Samuel	Tela	Chief of the Policy Department at Ministry of Finance
Gambia	Momodou	Drammeh	Director, Enterprise Support/Empretec at GIEPA
	Hassam	Gaye	Director of Industry and Investment at GIEPA
Dominican Republic	Patricia	Acosta	Charged of Entrepreneurship Department at Ministry of Industry and Trade

	Ivette	Cáceres	International consultant contracted by UNCTAD
El Salvador	Fransico	Lima	Entrepreneurship Manager at CONAMYPE
Ecuador	Natalia	Almeida	Sub-director at CEIE
	Andrés	Zurita	Executive director CEIE

Online survey

	<i>Number of responses</i>	<i>People contacted</i>
Tanzania	4	21
Cameroon	8	16
The Gambia	6	16
Dominican Republic	20	67
El Salvador	4	27
Ecuador	7	30

ANNEX V. EVALUATION MATRIX

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
a) Relevance								
1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?	1.1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies?	Spontaneous references to the needs of entrepreneurship	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on the state of entrepreneurship before 2015.
1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?	1.1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies?	Spontaneous references to connections of entrepreneurs' needs with UNCTAD EPF	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about the evolution of entrepreneurship challenges in the last years
1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?	1.1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies?	Proofs of knowledge on entrepreneurs 'needs at country level	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the history of the project

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?	1.1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies?	% of affirmative responses to the questions on the relation between the project activities and entrepreneurship challenges, country by country	Online survey	Policy makers and stakeholders	Participant lists	Surveyees will be asked to select challenges for entrepreneurship in their country out of a predefined list. Then, they will be asked whether or not the activities addressed those challenges.
1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?	1.1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies?	Coincidences between: - the project expected goals, activities, deliverables - the needs of entrepreneurs as per national development strategies	Desk research	· Key project documents · Base-line policy papers	Most relevant actors according to survey and interviews	
1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?	1.2	Did the project design, choice of activities and deliverables take into account UNCTAD's mandates?	Coincidences between: - the project expected goals, activities, deliverables - UNCTAD's mandate	Desk research	· Key project documents · UNCTAD documents	Selection of UNCTAD's strategy documents	
1	Did the project design, choice of activities and deliverables properly reflect and address the needs of entrepreneurs according to national development strategies, taking into account UNCTAD's mandates, and alignment with the objectives of the UNDA?	1.3	Were the project design, choice of activities and deliverables aligned with the objectives of the UNDA?	Coincidences between: - the project expected goals, activities, deliverables - UNDA's objectives	Desk research	· Key project documents · UNDA documents	Selection of UNDA strategy documents	

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
2	Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes?			Evaluator's assessment of internal consistency	Desk research	<ul style="list-style-type: none"> · Project documents (activities reports, progress reports, project document,...) · Project outputs (manuals, online training materials, official documents on regional partnerships and meetings, official documents on the design and implementation of action plans on entrepreneurship policies,...) 		Assessment of the coherence between the implementation (actual activities and outputs) and the design (overall goals, intended outcomes)
2	Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes?			Spontaneous references to the connection of projects' activities and outputs with countries' needs in terms of capacity building	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on the state of entrepreneurship before 2015.
2	Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes?			Spontaneous references to the connection of projects' activities and outputs with countries' needs in terms of capacity building	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about the evolution of entrepreneurship challenges in the last years
2	Were the actual activities and outputs of the project consistent with the overall goals and intended outcomes?			Spontaneous references to the connection of projects' activities and outputs with countries' needs in terms of capacity building	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the history of the project

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
3	What is UNCTAD's comparative advantage in this area and was it exploited by the project?			Evaluator's comparative analysis	Desk research	Base-line documents		Strategy papers of main international actors (included UNCTAD) will be compared
3	What is UNCTAD's comparative advantage in this area and was it exploited by the project?			Spontaneous comparison between UNCTAD and other actors.	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on the state of entrepreneurship before 2015.
3	What is UNCTAD's comparative advantage in this area and was it exploited by the project?			Spontaneous reference to the comparative advantage of each international partner	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about the evolution of entrepreneurship challenges in the last years
3	What is UNCTAD's comparative advantage in this area and was it exploited by the project?			Spontaneous reference to the comparative advantage of each international partner	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Question about UNCTAD's contribution to some achievements reported by interviewee
3	What is UNCTAD's comparative advantage in this area and was it exploited by the project?			Spontaneous reference to the comparative advantage of each international partner	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the history of the project
3	What is UNCTAD's comparative advantage in this area and was it exploited by the project?			Spontaneous reference to the comparative advantage of each international partner	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the progress made
3	What is UNCTAD's comparative advantage in this area and was it exploited by the project?			Spontaneous reference to the comparative advantage of each international partner	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the actual implementation of the EP action plan and UNCTAD's support to it
3	What is UNCTAD's comparative advantage in this area and was it exploited by the project?			% of surveyees who tick a given comparative advantage out of a list of possible ones extracted from UNCTAD's own	Online survey	Policy makers and stakeholders	Participant lists	Surveyees will be asked to select the most relevant international actors in the field of entrepreneurship, and then will have to indicate what are the comparative

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
				documents and from interviews				advantages of UNCTAD when compared to them
Effectiveness								
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.1	...related to EA1: enhanced capacity of policy makers in selected countries to design entrepreneurship policy in collaboration other stakeholders (private sector, civil society)?	Number of policymakers and stakeholders receiving online training and completing distance learning certification (IA1.1)	Desk research	Online training reports / data		
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.1	...related to EA1: enhanced capacity of policy makers in selected countries to design entrepreneurship policy in collaboration other stakeholders (private sector, civil society)?	Spontaneous references to the staff trained.	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on how the project has changed the capacities of the country
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.1	...related to EA1: enhanced capacity of policy makers in selected countries to design entrepreneurship policy in collaboration other stakeholders (private sector, civil society)?	% of surveyees who tick this outcome out of a list of project effects	Online survey	Policy makers and stakeholders	Participant lists	Surveyees will be asked to tick a list of effects of the activities in which they were involved

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.1	...related to EA1: enhanced capacity of policy makers in selected countries to design entrepreneurship policy in collaboration other stakeholders (private sector, civil society)?	Spontaneous references to the staff trained.	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Question about UNCTAD's contribution to some achievements reported by the interviewee
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.1	...related to EA1: enhanced capacity of policy makers in selected countries to design entrepreneurship policy in collaboration other stakeholders (private sector, civil society)?	Spontaneous references to the staff trained.	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the progress made
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.2	... related to EA2: enhanced capacity of stakeholders to develop and implement entrepreneurship action plans in selected countries?	At least four of the six target countries have developed and begun to implement action plans on entrepreneurship policies (IA2.1)	Desk research	Official documents on the design and implementation of action plans on entrepreneurship policies		
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.2	... related to EA2: enhanced capacity of stakeholders to develop and implement entrepreneurship action plans in selected countries?	Spontaneous references to policy papers produced	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on how the project has changed the capacities of the country

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.2	... related to EA2: enhanced capacity of stakeholders to develop and implement entrepreneurship action plans in selected countries?	Spontaneous references to policy papers produced	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the progress made
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.2	... related to EA2: enhanced capacity of stakeholders to develop and implement entrepreneurship action plans in selected countries?	% of surveyees who tick this outcome out of a list of project effects	Online survey	Policy makers and stakeholders	Participant lists	Surveyees will be asked to tick a list of effects of the activities in which they were involved
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.2	... related to EA2: enhanced capacity of stakeholders to develop and implement entrepreneurship action plans in selected countries?	Spontaneous references to policy papers produced	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Question about UNCTAD's contribution to some achievements reported by interviewee
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.3	... related to EA3: improved awareness and experience sharing among policy makers, private sector and civil society at national, regional and global levels regarding entrepreneurship policy, accounting for SMEs and insurance?	Number of stakeholders joining online networks as registered users of the Entrepreneurship Hub at the national, regional and global level (IA3.1)	Desk research	Registration data to Entrepreneurship Hub or other online platforms		

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.3	... related to EA3: improved awareness and experience sharing among policy makers, private sector and civil society at national, regional and global levels regarding entrepreneurship policy, accounting for SMEs and insurance?	% of surveyees who tick this outcome out of a list of project effects	Online survey	Policy makers and stakeholders	Participant lists	Surveyees will be asked to tick a list of effects of the activities in which they were involved
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.3	... related to EA3: improved awareness and experience sharing among policy makers, private sector and civil society at national, regional and global levels regarding entrepreneurship policy, accounting for SMEs and insurance?	Number of regional partnerships to collaborate on policy issues (including entrepreneurship/e-regulations, accounting for SMEs and insurance) reached in regional and global meetings (IA3.2)	Desk research	<ul style="list-style-type: none"> · Official documents on regional partnerships and meetings · Workshops reports · Adoption of best practices following guidelines by UNCTAD (e.g. EPF, eregulations, SMEGA 3, etc) 		
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.3	... related to EA3: improved awareness and experience sharing among policy makers, private sector and civil society at national, regional and global levels regarding entrepreneurship policy, accounting for SMEs and insurance?	Spontaneous references to regional partnerships	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on how the project has changed the capacities of the country

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.3	... related to EA3: improved awareness and experience sharing among policy makers, private sector and civil society at national, regional and global levels regarding entrepreneurship policy, accounting for SMEs and insurance?	Spontaneous references to regional partnerships	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Question about UNCTAD's contribution to some achievements reported by interviewee
4	To what extent have the activities achieved the planned objectives and outcomes as enunciated in the project document?	4.3	... related to EA3: improved awareness and experience sharing among policy makers, private sector and civil society at national, regional and global levels regarding entrepreneurship policy, accounting for SMEs and insurance?	Spontaneous references to regional partnerships	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the progress made
5	To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs?			References to the beneficiaries' level of satisfaction	Desk research	Project documents (reports)		
5	To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs?			% of surveyees who indicate the quality of the project activities as being high or very high	Online survey	Policy makers and stakeholders	Participant lists	Surveyees will be asked to identify the activities in which they were involved and give a measure of quality (from very low to very high) to each activity and output

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
5	To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs?			Spontaneous references to the level participants'satisfaction	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on the project outcomes
5	To what extent are project beneficiaries satisfied with the activities organized by the project and the quality of the outputs?			Spontaneous references to the participants'satisfaction	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question on the project outcomes
6	To what extent have the beneficiaries' knowledge, understanding and capacity to carry out action plans for entrepreneurship development, accounting and insurance of SMEs been improved?			At least four of the six target countries have developed and begun to implement action plans on entrepreneurship policies (IA2.1)	Desk research	Official documents on the design and implementation of action plans on entrepreneurship policies		
6	To what extent have the beneficiaries' knowledge, understanding and capacity to carry out action plans for entrepreneurship development, accounting and insurance of SMEs been improved?			Spontaneous references to action plans in entrepreneurship development, accounting and insurance	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on effectiveness
6	To what extent have the beneficiaries' knowledge, understanding and capacity to carry out action plans for entrepreneurship development, accounting and insurance of SMEs been improved?			Spontaneous references to action plans in entrepreneurship development, accounting and insurance	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question on effectiveness
6	To what extent have the beneficiaries' knowledge, understanding and capacity to carry out action plans for entrepreneurship development, accounting and insurance of SMEs been improved?			Spontaneous references to action plans in entrepreneurship development, accounting and insurance	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the progress made

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
7	Have the different activities complemented each other in the capacity building of the project beneficiaries?			Evaluator assessment of the internal consistency	Desk research	Project documents (activities reports, progress reports, ...)		review of the causal chain of the project: activities-outputs-outcomes-impact
7	Have the different activities complemented each other in the capacity building of the project beneficiaries?			Spontaneous references to the complementarity among activities	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on effectiveness
7	Have the different activities complemented each other in the capacity building of the project beneficiaries?			Spontaneous references to the complementarity among activities	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question on effectiveness
7	Have the different activities complemented each other in the capacity building of the project beneficiaries?			Spontaneous references to the complementarity among activities	Interview	UNCTAD staff	UME proposal of relevant informants	Open question on effectiveness
8	Has the project capitalized on lessons learned and best practices on entrepreneurship promotion?			Spontaneous references to lessons learnt or best practices	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question on effectiveness
8	Has the project capitalized on lessons learned and best practices on entrepreneurship promotion?			Spontaneous references to lessons learnt or best practices	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question on effectiveness
8	Has the project capitalized on lessons learned and best practices on entrepreneurship promotion?			Spontaneous references to lessons learnt or best practices	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the progress made
Efficiency								

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
9	Have project implementation modalities, and internal monitoring and control ensured the achievement of activities and outputs in time and on budget?	9.1	Have project implementation modalities been adequate in ensuring the achievement of the expected outcomes in time and on budget?	% of planned of activities actually implemented	Desk research	· Project key documents · Project activities		The progress reports and mission reports contain this information
9	Have project implementation modalities, and internal monitoring and control ensured the achievement of activities and outputs in time and on budget?	9.2	Has internal monitoring and control been adequate in ensuring the achievement of the expected outcomes in time and on budget?	Reactions to delays referred in progress reports	Desk research	· Project key documents · Project activities		
9	Have project implementation modalities, and internal monitoring and control ensured the achievement of activities and outputs in time and on budget?	9.2	Has internal monitoring and control been adequate in ensuring the achievement of the expected outcomes in time and on budget?	Spontaneous references to monitoring and controlling	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about efficiency
9	Have project implementation modalities, and internal monitoring and control ensured the achievement of activities and outputs in time and on budget?	9.2	Has internal monitoring and control been adequate in ensuring the achievement of the expected outcomes in time and on budget?	Spontaneous references to monitoring and controlling	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about efficiency and coordination between different national partners
10	Has the project leveraged in-house expertise, previous research and technical cooperation outcomes, existing databases, and other internal resources of UNCTAD and/or external collaboration from international development partners and mechanisms?			Spontaneous references to leveraged expertise and knowledge	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about efficiency

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
10	Has the project leveraged in-house expertise, previous research and technical cooperation outcomes, existing databases, and other internal resources of UNCTAD and/or external collaboration from international development partners and mechanisms?			Spontaneous references to leveraged expertise and knowledge	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about efficiency and coordination between different national partners
10	Has the project leveraged in-house expertise, previous research and technical cooperation outcomes, existing databases, and other internal resources of UNCTAD and/or external collaboration from international development partners and mechanisms?			Indications of external collaboration and use of UNCTAD's expertise in project documents	Desk research	<ul style="list-style-type: none"> · Project key documents · Project activities 		
11	Have constraints and problems affecting the project timeline been addressed in an appropriate manner?			Spontaneous references to delays and reactions	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about efficiency
11	Have constraints and problems affecting the project timeline been addressed in an appropriate manner?			Spontaneous references to delays and reactions	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about efficiency and coordination between different national partners
Sustainability								
12	Have the national counterparts and regional partners shown commitment to continue working towards the project objectives and to keep enhancing their own capacities beyond the end of the project?			Number of regional partnerships to collaborate on policy issues (including entrepreneurship/e-regulations, accounting for SMEs and insurance) reached in regional and global meetings (IA3.2)	Desk research	<ul style="list-style-type: none"> · Official documents on regional partnerships and meetings · Workshops reports · Adoption of best practices following guidelines by UNCTAD (e.g. EPF, eregulations, SMEGA 3, etc) 		

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
12	Have the national counterparts and regional partners shown commitment to continue working towards the project objectives and to keep enhancing their own capacities beyond the end of the project?			At least four of the six target countries have developed and begun to implement action plans on entrepreneurship policies (IA2.1)	Desk research	Official documents on the design and implementation of action plans on entrepreneurship policies		
12	Have the national counterparts and regional partners shown commitment to continue working towards the project objectives and to keep enhancing their own capacities beyond the end of the project?			Spontaneous references to commitments made, and capacities built/being built	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about next steps
12	Have the national counterparts and regional partners shown commitment to continue working towards the project objectives and to keep enhancing their own capacities beyond the end of the project?			% of surveyees who believe that their government will be able to favour entrepreneurship	Online survey	Policy makers and stakeholders	Participant lists	Surveyees will be asked to tick a list of possible long-term effects
12	Have the national counterparts and regional partners shown commitment to continue working towards the project objectives and to keep enhancing their own capacities beyond the end of the project?			Spontaneous references to commitments made, and capacities built / being build	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about foreseen positive changes
12	Have the national counterparts and regional partners shown commitment to continue working towards the project objectives and to keep enhancing their own capacities beyond the end of the project?			Spontaneous references to commitments made, and capacities built / being build	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the eventual implementation of the EP action plan and UNCTAD's support
13	Have the activities and outputs been designed and implemented in such a way to ensure national ownership and sustainability of the project's impact?			Spontaneous references to participation and ownership during implementation	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about next steps regarding entrepreneurship

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
13	Have the activities and outputs been designed and implemented in such a way to ensure national ownership and sustainability of the project's impact?			Spontaneous references to participation and ownership during implementation	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the actual implementation of the EP action plan and UNCTAD's support to it
13	Have the activities and outputs been designed and implemented in such a way to ensure national ownership and sustainability of the project's impact?			Spontaneous references to participation and ownership during implementation	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about efficiency and coordination between different national partners
13	Have the activities and outputs been designed and implemented in such a way to ensure national ownership and sustainability of the project's impact?			% of affirmative responses to the question: "are the initiatives foreseen effectively led and coordinated by a national institution?"	Online survey	Policy makers and stakeholders	Participant lists	If they answer affirmatively, they will be asked to provide the name of a leading national institution
14	Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD?			References to lessons learnt and best practices	Desk research	· Project activities		
14	Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD?			Spontaneous references to knowledge management	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about next steps regarding entrepreneurship
14	Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD?			Spontaneous references to knowledge management	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about foreseen positive changes
14	Have efforts been made to sustain the knowledge and capacity gained in the project for future similar interventions to be carried out by UNCTAD?			Spontaneous references to knowledge management	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the eventual implementation of the EP action plan and UNCTAD's support
Gender and Human Rights								

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
15	Has the design and implementation of the project incorporated gender mainstreaming considerations?			Spontaneous references about gender in the designed activities	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about the effects on women's rights and gender equality
15	Has the design and implementation of the project incorporated gender mainstreaming considerations?			Gender-focused content within the project design	Desk research	· Key project documents · Project activities		
15	Has the design and implementation of the project incorporated gender mainstreaming considerations?			References to gender in the designed activities	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about challenges for women entrepreneurship
15	Has the design and implementation of the project incorporated gender mainstreaming considerations?			References to gender in the designed activities	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about challenges for women entrepreneurship
16	How have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies? On accounting and insurance for SMEs? On their impact on gender equality?			Spontaneous referenes to the gender dimension of national entrepreneurship	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about the effects on women's rights and gender equality
16	How have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies? On accounting and insurance for SMEs? On their impact on gender equality?			% of surveyees who select increased sensitiveness in gender issues out of a list of project effects	Online survey	Policy makers and stakeholders	Participant lists	Surveyees will be asked to tick a list of effects of the activities in which they were involved
16	How have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies? On accounting and insurance for SMEs? On their impact on gender equality?			Spontaneous references to connections of entrepreneurs' needs with UNCTAD EPF	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about the evolution of entrepreneurship challenges in the last years
16	How have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies? On accounting and insurance for SMEs? On their impact on gender equality?			References to gender dimension of national entrepreneurship	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about challenges for women entrepreneurship

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
16	How have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies? On accounting and insurance for SMEs? On their impact on gender equality?			Spontaneous references to the gender dimension of entrepreneurship	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the history of the project
16	How have the beneficiaries been sensitized on the gender dimension of national entrepreneurship policies? On accounting and insurance for SMEs? On their impact on gender equality?			Spontaneous references to the gender dimension of entrepreneurship	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about challenges for women entrepreneurship
17	Has the project advanced UNCTAD's efforts to promote equitable investment?			Spontaneous references to equitable investment	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about the project effects on vulnerable groups and women
17	Has the project advanced UNCTAD's efforts to promote equitable investment?			References to equitable investment in project documents, mainly beneficiary countries' action plans	Desk research	<ul style="list-style-type: none"> · Project outputs · Project activities · Key project documents 		
17	Has the project advanced UNCTAD's efforts to promote equitable investment?			Spontaneous references to equitable investment	Interview	Local partners (round 2)	UME proposal of relevant informants and additional information provided by the survey results	Open question about the project effects on vulnerable groups and women
17	Has the project advanced UNCTAD's efforts to promote equitable investment?				Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the project effects on vulnerable groups and women
Partnerships and synergies								
18	How has the project advanced partnerships with national and regional counterparts, the civil society and/or the private sector?			References to partnerships and actors involved	Desk research	<ul style="list-style-type: none"> · Project outputs · Project activities · Key project documents 		
18	How has the project advanced partnerships with national and regional counterparts, the civil society and/or the private sector?			Spontaneous references to partnerships advanced	Interview	UNCTAD staff	UME proposal of relevant informants	Open question about the actual implementation of the

#	Question ToR	##	Sub-question	Indicator / data	Data collection method	Data source	Sampling strategy	Comments
								EP action plan and UNCTAD's support to it
18	How has the project advanced partnerships with national and regional counterparts, the civil society and/or the private sector?			Spontaneous references to national and regional counterparts, CSOs and companies	Interview	Local partners	UME proposal of relevant informants (at least one focal point per country)	Open question about other actors contributing to national entrepreneurship policies
Impact								
19	Are there indications of a likely impact of the project in line with its theory of change?			Spontaneous references to the accomplishment of the theory of change	Interviews	UNCTAD staff, local partners (all rounds)	UME proposal of relevant informants	
19	Are there indications of a likely impact of the project in line with its theory of change?			Beneficiaries' opinion on the likely impact in their working area	Online survey	Policy makers and stakeholders	Participant lists	A question about the likely impact in the selected working areas

ANNEX VI. KEY DATA FROM UNCTAD FOLLOW-UPS

Progress indicators

Assessment of EA1

EA1	Capacity building in policy design Enhanced capacity of policy makers in selected countries in Africa and Latin America and the Caribbean to design entrepreneurship policy in collaboration with other stakeholders (private sector, civil society)		
	Indicator	Target	Achievement
IA1.1	Number of policymakers and stakeholders receiving on-line training and completing distance learning certification	500	485
IA1.2	Percentage of trained stakeholders (from the public sector, the private sector, and civil society) who confirm increased capacity to design entrepreneurship policies	100%	100%

Assessment of EA2

EA2	Capacity building in policy implementation Enhanced capacity of stakeholders to develop and implement entrepreneurship action plans in selected countries in Africa and in Latin America and the Caribbean		
	Indicator	Target	Achievement
IA2.1	At least four of the six target countries have developed and begun to implement action plans on entrepreneurship policies	4	4
IA2.2	Percentage of trained stakeholders (from the public sector, the private sector, and civil society) who indicate that they have started implementing the action plans on entrepreneurship policies	100%	80% (in four countries)

Assessment of EA3

EA3	Awareness and networking of stakeholders Improved awareness and experience-sharing among policy makers, the private sector and civil society at the national, regional and global levels regarding entrepreneurship policy, accounting for SMEs, and insurance		
	Indicator	Target	Achievement
IA3.1	Number of stakeholders joining on-line networks as registered users of the Entrepreneurship Hub at the national, regional and global levels	-	135
IA3.2	Number of regional partnerships to collaborate on policy issues (including entrepreneurship/e-regulation, accounting for SMEs, and insurance) reached in regional and global meetings	-	11

End-of-activity evaluation

Evaluation of the launch of the National Entrepreneurship Strategy in Cameroon

General evaluation of the launch of the National Entrepreneurship Strategy	Very relevant	Relevant	Not very relevant	Not relevant at all
Relevance of the different workshops	25	15	0	0
Relevance of the content of the workshops	17	22	0	0
Did the workshop meet your expectations?	13	23	4	0
Please assess the components of the workshops				
UNCTAD Entrepreneurship Policy Framework	14	19	4	0
Formulating the entrepreneurship strategy	13	24	2	0
Entrepreneurship Ecosystem Perception Scorecard (questions structuring the parallel workshops by pillars)	12	21	7	0
Debate and discussion during the workshops	22	16	1	0
Facilitation, guidance and recommendation	16	19	0	0

Source: UNCTAD (2017)

Beneficiaries' level of satisfaction with activity A32: EPF WS in Kigali

General evaluation of the launch of the National Entrepreneurship Strategy	Very relevant	relevant	Not very relevant	Not relevant at all
Q1. Overall rating of the workshops	88%	13%		
Q2. How relevant is the workshop content?	83%	13%		
Q3. Did the workshop meet your expectations?	71%	17%	4%	
Please assess the components of the workshops				
Entrepreneurship and 2016/SDG agenda (Day 1)	63%	29%		
Optimizing the Regulatory Environment (Day 1)	63%	25%	4%	
Enhancing Entrepreneurship Education and Skills Development (Day 1)	67%	25%	4%	
Facilitating Technology Exchanges and Innovation (Day 2)	67%	21%	8%	
Improving Access to Finance (Day 2)	71%	17%	8%	
Promoting Awareness and Networking (Day 2)	67%	21%	4%	

Source: WS report

Beneficiaries' level of satisfaction with activity A33: WS on financial inclusion in Kenya

Q1. In this workshop are you representing : (circle below what is applicable)	Government	Professional- Body	International Organization	Private Sector	Academia	Other	
	7	17	3	14	1	1	43
	16%	40%	7%	33%	2%	2%	100%
Q2. What is your overall assessment of the workshop:	Very Satisfactory	Satisfactory	Somewhat satisfactory	Unsatisfactory	No reply		
	24	19	0	0	0		43
<i>Organization</i>	56%	44%	0%	0%	0%		100%
	22	20	1	0	0		43
<i>Substance</i>	51%	47%	2%	0%	0%		100%
<i>Networking</i>	21	20	2	0	0		43
	49%	47%	5%	0%	0%		100%
Q3. Knowledge and information gained from participation at this event: Met your expectations:	Very Satisfactory	Satisfactory	Somewhat satisfactory	Unsatisfactory	No reply		
<i>Met your expectations</i>	16	27	0	0	0		43
	37%	63%	0%	0%	0%		100%
<i>Will be useful/applicable in your work</i>	17	24	2	0	0		43
	40%	56%	5%	0%	0%		100%
Q4. Opportunity for participants to ask questions, discuss issues and give feedback during the sessions:	Very useful	Useful	Somewhat useful	Not useful	No reply		
	24	19	0	0	0		43
	56%	44%	0%	0%	0%		100%

Q.5 Which topics or aspects of the workshop did you find most interesting or useful

Capacity building and challenges

Insurance for MSMEs

KCB and Safaricom presentations

Role of accounting in financial inclusion

Further comments

Overall good and insightful forum

Desire of participants to further engage with UNCTAD

Keep participants updated on future events

Share materials

Recommendation to use video clips to showcase case studies

Lets implement the talk

Beneficiaries' level of satisfaction with activity A33: WS on financial inclusion in Colombia

Q1. Is this the first time you participate at an event hosted by UNCTAD?	Yes	No				TOTAL
<i>If no, events mentioned: Ecuador meeting, ISAR30, ISAR 31</i>	15	8				23
	65%	35%				100%
Q2. In this session are you representing : (circle below what is applicable)	Government	Professional-Body	International Organization	Private Sector	Academia	
	11	3	4	3	2	23
	48%	13%	17%	13%	9%	100%
Q3. Concerning this session, what did you think of:	Very Satisfactory	Satisfactory	Somewhat satisfactory	Unsatisfactory	No reply	
<i>Organization</i>	21	1	1	0	0	23
	91%	4%	4%	0%	0%	100%
<i>Attendance</i>	18	5	0	0	0	23
	78%	22%	0%	0%	0%	100%
<i>Substance</i>	19	4	0	0	0	23
	83%	17%	0%	0%	0%	100%
Q4. How do you rate the methodology employed in the session?	Very Satisfactory	Satisfactory	Somewhat satisfactory	Unsatisfactory	No reply	
	22	1	0	0	0	23
	96%	4%	0%	0%	0%	100%
<i>And, specifically, the quality of the visual and graphic tools?</i>	12	9	1		1	23
	52%	39%	4%	0%	4%	100%
Q5. How do you rate the following sessions of the meeting:	Very useful	Useful	Somewhat useful	Not useful	No reply	
<i>Opening</i>	16	7	0	0	0	23
	70%	30%	0%	0%	0%	100%
<i>National competitiveness and the importance of corporate reporting for SMEs</i>	16	6	1	0	0	23
	70%	26%	4%	0%	0%	100%
<i>Enhancing post-national disaster SME economic activity</i>	15	8	0	0	0	23
	65%	35%	0%	0%	0%	100%
<i>Parallel session on accounting</i>	9	2	0	0	2	13
	69%	15%	0%	0%	15%	100%
<i>Parallel session on insurance*</i>	7	1	0	0	1	9
	78%	11%	0%	0%	11%	100%
<i>Report on parallel sessions and closing</i>	17	5	0	0	1	23
	74%	22%	0%	0%	4%	100%
Q6. How do you rate the overall usefulness of the regional meeting?	Very useful	Useful	Somewhat useful	Not useful	No reply	
	22	1	0	0	0	23

	96%	4%	0%	0%	0%	100%
--	-----	----	----	----	----	------

Q.7 Additional observations:

Encourage meeting participants to develop individual action plans, with deadlines, based on meeting materials.

Establish follow-up mechanisms related to the event (issue mentioned several times).

Provide a list of participants with contact information

The parallel sessions, which allowed for dialogue, were the most interesting part of the meeting.

Provide presentations in a pendrive to all participant.

Improve time managemen.

Indicate focal point.

Disseminate result.

One participant indicated that parallel sessions allowed for dialogue and were the most interesting part of the meeting,

while another stated that it would have been better to cover both insurance and accounting with all participants-

**One respondent did not note the parallel session they attended at the meeting.*

Budget follow-up per activity/country

	Amount (USD)
Cameroon	55217
A 2.2	18165.5
A 2.3	24086
A 3.3	965.5
A 2.5 and A 2.6	12000
Dominican Rep.	29585.4
A 2.2	13758.4
A 2.3	15827
Ecuador	29130
A 2.3	29130
El Salvador	14984
A 2.2	3392
A 2.3	7190
A 2.5	4402
Gambia	38586
A 2.1	9000
A 2.2	6242
A 2.3	23344
Tanzania	30097
A 2.3	30097

ANNEX VII. SURVEY REPORTS BY COUNTRY

**SOBRE LA ELABORACIÓN DEL PLAN DE ACCIÓN PARA
LA IMPLEMENTACIÓN DE LA ESTRTEGIA NACIONAL DE
EMPREDIMIENTO 2014-2018 DE REPÚBLICA
DOMINICANA**



General



Nombre de encuesta

ENCUESTA SOBRE LA ELABORACIÓN DEL PLAN DE ACCIÓN
PARA LA IMPLEMENTACIÓN DE LA ESTRTEGIA NACIONAL DE
EMPRENDIMIENTO 2014-2018 DE REPÚBLICA DOMINICANA



Autor

ecoper sl



Idioma



Español



URL de la encuesta

<https://www.survio.com/survey/d/B3M9D9D2F0B6O4W6P>



Primera respuesta

19/02/2018

Última respuesta

01/03/2018



Duración

11 días

■ Visitas de la encuesta

33
Total de visitas

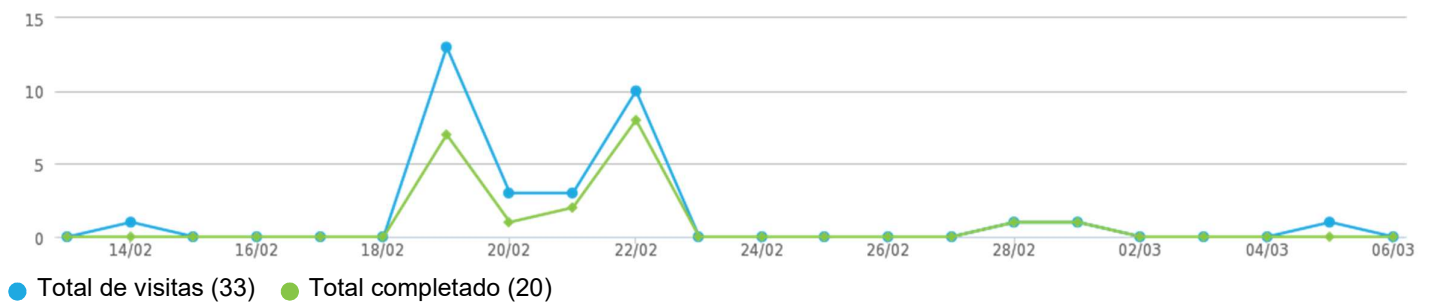
20
Total completado

0
Respuestas
incompletas

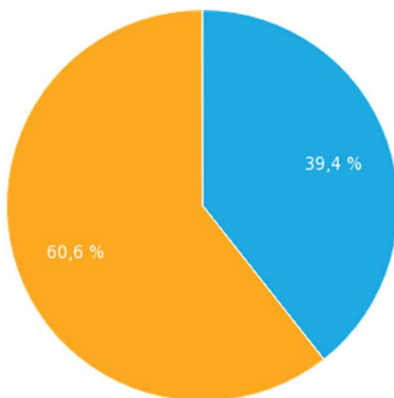
13
Mostró sólo

60,6 %
Tasa global de
finalización

Historial de visitas (19/02/2018 - 01/03/2018)

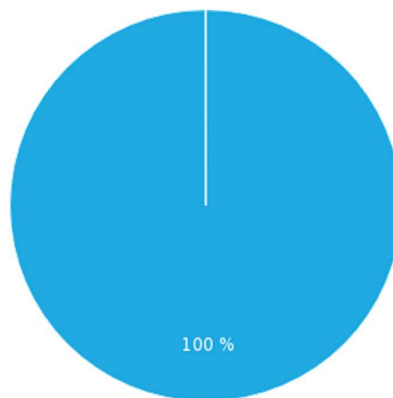


Total visitas



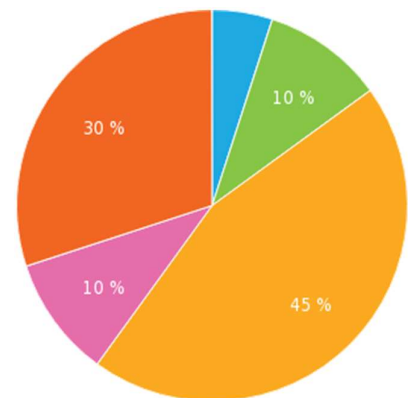
- Mostrando sólo (39,4 %)
- Incompleto (0 %)
- Completo (60,6 %)

Fuentes de visitas



- Enlace directo (100 %)

Tiempo medio de finalización

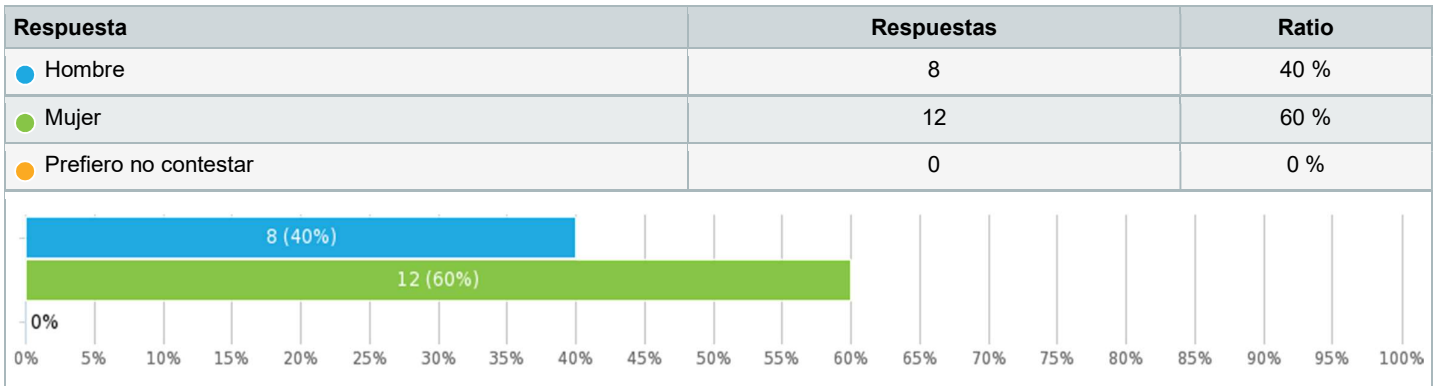


- 2-5 min. (5 %)
- 5-10 min. (10 %)
- 10-30 min. (45 %)
- 30-60 min. (10 %)
- >60 min. (30 %)

Respuestas

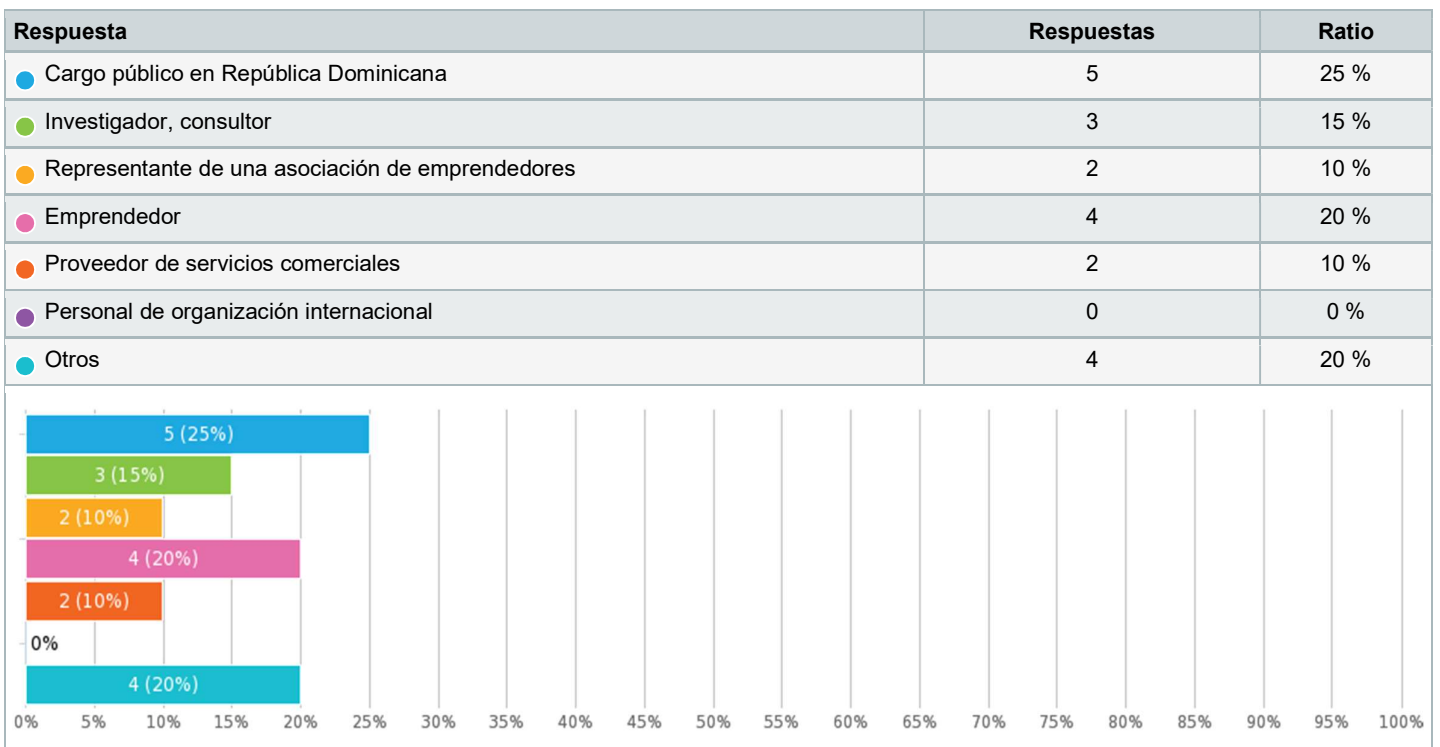
1. Por favor, especifique su género.

Elección simple, respuestas **20x**, no respondida **0x**



2. ¿Qué categoría le describe mejor?

Elección simple, respuestas **20x**, no respondida **0x**



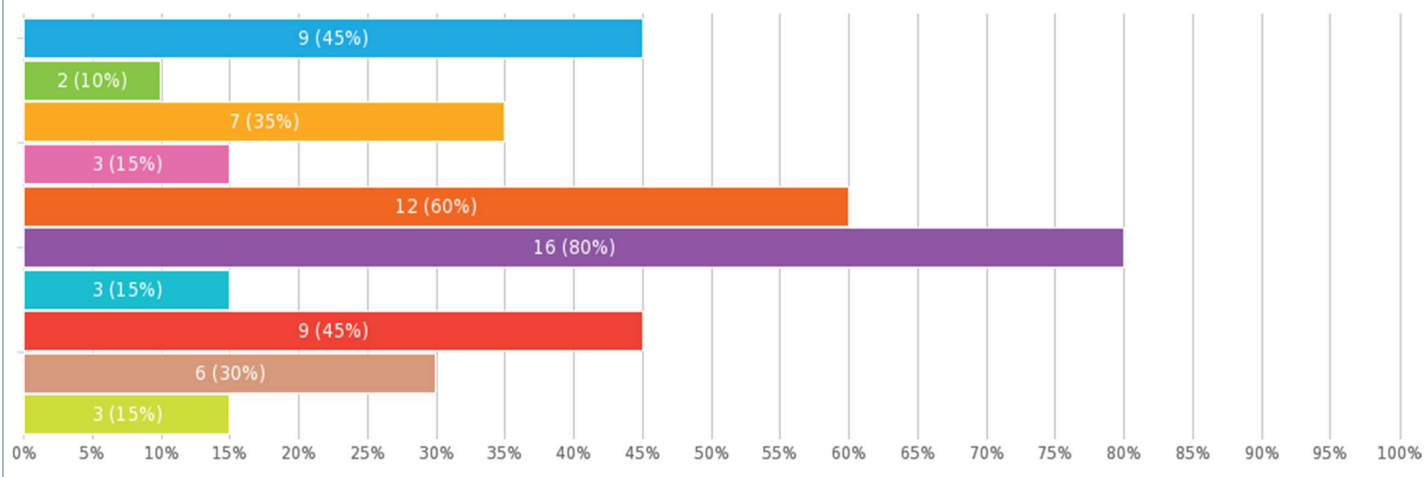
- Universidad
- Representante de una universidad

- Representante de una red de inversionistas ángeles
- Representante de Incubadora de Negocios

3. Desde su perspectiva, ¿cuáles son los principales desafíos a los que se enfrentan los aspirantes a emprendedor cuando intentan lanzar o hacer crecer un negocio en su país?

Elección múltiple, respuestas 20x, no respondida 0x

Respuesta	Respuestas	Ratio
● El sistema regulatorio para el emprendimiento es demasiado pesado	9	45 %
● Los productos y servicios domésticos son difíciles de vender ya sea dentro o fuera del país	2	10 %
● Los emprendedores tienen dificultades con la contabilidad	7	35 %
● No hay productos de seguros adaptados a los emprendedores	3	15 %
● No se educa a los estudiantes en habilidades emprendedoras	12	60 %
● Es complicado obtener financiación por parte de bancos o inversores	16	80 %
● Es difícil acceder a las nuevas tecnologías	3	15 %
● Los políticos y la sociedad no están sensibilizados en cuanto a la relevancia de los emprendedores	9	45 %
● Las mujeres emprendedoras sufren dificultades adicionales	6	30 %
● Otros desafíos no mencionados aquí	3	15 %



- Acceso a los programas para emprendedores
- La carga fiscal no incentiva a formalizarse
- Los emprendedores no cuentan con mentoría adecuada

4. Puede usar el siguiente recuadro para desarrollar su opinión sobre los desafíos del emprendimiento

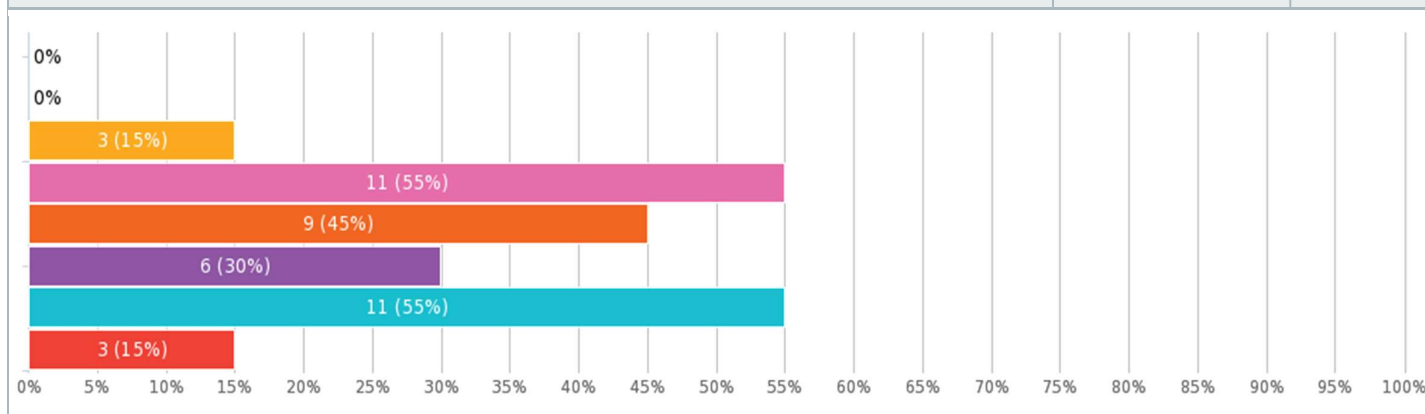
Texto de respuesta, respuestas 13x, no respondida 7x

- Nuestra realidad demuestra que solo el 1% de las universidades de nuestro país, ha entendido el valor que el emprendimiento genera en las personas, no solo enfocados en la creación de una empresa, sino por el hecho de desarrollar competencias emprendedoras en ellos.
- En sentido general existe mucho desconocimiento sobre las organizaciones que están apoyando a los emprendedores, una vez el emprendedor decide buscar ayuda e iniciar el proceso no existe un proceso simplificado que facilite y ayude al proceso de formalización, tampoco existe una ley de incentivo que permita generar nuevas empresas, la creación de nuevos clusters de empresas, las políticas impositivas no permiten un real desarrollo a las nuevas startups, y no existe un financiamiento real de la banca.
- Financiamiento bancario y poco respaldo estatal.
- (1) Los emprendedores que deciden iniciar se encuentran con un sistema fiscal regulatorio que no tiene espacio para ellos pues los trata como pequeña empresa, además los bancos los categorizan como de alto riesgo y aún no existen suficientes redes de inversión que sustenten sus necesidades.
- El desafío sería como cambiar la cultura de los Dominicanos ya que nos preparan para trabajar en oficina y no para emprender su propio negocio o proyecto. Todo debe comenzar desde la educación básica.
- No se educa a las personas para ser emprendedores, si no para ser empleados, por lo que no tienen capacidad para elaborar un proyecto y esto afecta directamente a que esos proyectos no pueden obtener financiamiento por parte de los bancos o inversores. Las nuevas tecnologías tienen un costo muy elevado. Los problemas de las mujeres y los motivos para emprender son diferentes a los hombres pero los programas para emprendedores no son diferenciados. y los programas no llegan a toda la población.
- Las universidades deben mejorar la formación para el emprendimiento pero simultáneamente el Estado debe apoyar con recursos esas iniciativas como una estrategia para generar empleos de calidad. El porcentaje de la juventud profesional es alto mientras los hijos de los funcionarios y los familiares ocupan las posiciones como los mejores salarios. Además, la calidad de la formación de los funcionarios dificulta el desarrollo de una política de emprendimiento por que son militantes de partidos.
- Uno de los principales desafíos que enfrentan los emprendedores a la hora de emprender es la carga impositiva. Otros desafíos que podemos señalar son: tiempo y forma de pago, equipo emprendedor complementario, el acceso al capital se convierte en una utopía y siempre llega a los mismos emprendedores a través de diferentes programas y competencias.
- Que en nuestro país el abanico de oportunidades de crecimiento de negocios se hagan más reales para las microempresas a todos los niveles para que los emprendimientos potenciales y nacientes puedan consolidarse.
- El emprendimiento dinámico (startups) presentan diversos desafíos. En primer lugar se carece de casos de éxito que puedan inspirar a emprendedores e inversionista. El tamaño de mercado es muy pequeño en términos relativos, lo que implica mayores desafíos para el emprendedor. Hay un gran déficit de mentores experimentados que puedan servir de guía y apoyo a los emprendedores, pero al mismo tiempo no hay recursos para poder financiar mentorías de alto nivel para emprendedores.
- No se encuentran programas de apoyo a desarrollo para la puesta en marcha de los emprendimientos. Un gran número de fomento al emprendimiento. Un excesivo énfasis en motivar a jóvenes (18 -25 años de edad). Nulo esfuerzo en fomentar emprendimiento para adultos.
- El mayor desafío al día de hoy es obtener mayores opciones de financiamiento para las etapas tempranas.
- Los desafíos están en que un emprendedor es visto como un empresario normal. Alguien que intenta desarrollar un negocio nuevo con pocos recursos, pero no existe realmente un lugar donde asesorarnos (sino es en la universidad como tal). Los lugares para tratar los emprendimientos solo son conocidos por las instituciones gubernamentales y ONGs que tratan el tema, con personas cercanas a ellas. No hay difusión a nivel nacional de acceso a como emprender.

5. En su opinión, ¿cómo eran las políticas de emprendimiento en su país antes de la adopción del Plan de Acción para la implementación de la Estrategia Nacional de Emprendimiento?

Elección múltiple, respuestas 20x, no respondida 0x

Respuesta	Respuestas	Ratio
● Las políticas de emprendimiento siempre han sido efectivas y pertinentes	0	0 %
● Las políticas de emprendimiento están bien financiadas	0	0 %
● Las políticas de emprendimiento reciben un apoyo significativo por parte de actores internacionales	3	15 %
● Las políticas de emprendimiento no han sido exhaustivas o/ni consistentes	11	55,0 %
● Las políticas de emprendimiento no han tratado desafíos específicos de las mujeres emprendedoras	9	45 %
● No existían políticas de emprendimiento	6	30 %
● Los asuntos de emprendimiento eran tratados por otras políticas de una forma dispersa e inefectiva	11	55,0 %
● No lo sé / prefiero no contestar	3	15 %



6. Puede usar el siguiente recuadro para desarrollar su respuesta

Texto de respuesta, respuestas 10x, no respondida 10x

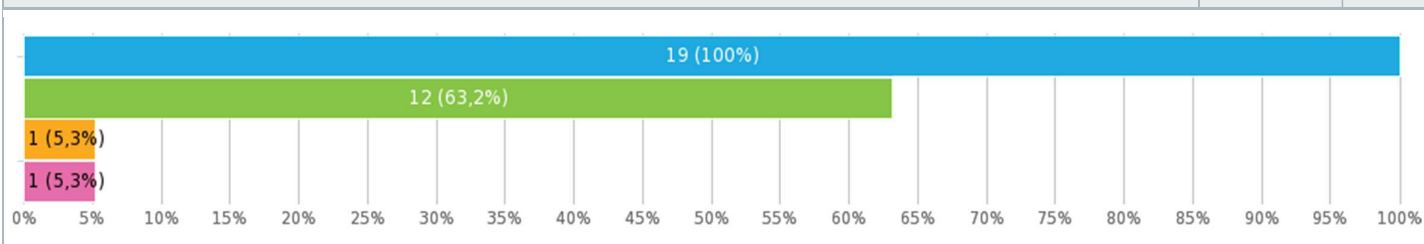
- Considero, que aun falta mucho por hacer, se trata de obtener el compromiso de los actores claves para que el emprendimiento no sean solos palabras plasmadas en un documento, sino mas bien acciones concretas, efectivas, pertinentes y que agreguen valor a todos los involucrados directa e indirectamente.
- La estrategia ha permitido que todos los actores del ecosistema avancen hacia la misma dirección. No obstante, a pesar que ya fue promulgada la ley de emprendimiento, aún no ha sido posible lograr la aprobación del reglamento debido a que los principales actores involucrados ponen trabas en algunos procesos.
- No tengo idea si existe alguna ley, si se que el Ministerio de Industria Comercio y Mipymes esta trabajando fuerte en esa área pero necesitamos resultados a gran escala no podemos dejar que una sola institución haga ese trabajo.
- Las políticas han mejorado, ya existe una ley de emprendimiento, la mayoría de los bancos tienen programas para emprendedores o mipymes, el gobierno ha asumido el emprendimiento como parte de su política de gobierno.
- Aun hoy hay muchas iniciativas sueltas y no todas las necesidades estan cubiertas. Han mejorado la concentracion en el Viceministerio de Mipymes del MICM
- Aunque existe una política de emprendimiento generada por uno de los partidos de opción se observa muy seguimiento por parte del Estado .
- Antes de la Estrategia Nacional de Emprendimiento habían iniciativas dispersas y esfuerzos que no lograban un impacto real o más bien significativo. Al no centrarnos en ejes, como ahora, todos hacíamos un poco de todo y no lográbamos mucho en nada.
- Las políticas de emprendimiento desde hace varios años carecen de los recursos necesarios, lo que genera grandes desafíos por parte de sus ejecutores para poder lograr políticas efectivas como así también consistencia a los largo del tiempo.

- Escasos esfuerzos de múltiples actores, generalmente de gobierno, sin ninguna sincronización de los esfuerzos para trazar metas claras y realizables.
- Nuestras políticas deben ser más consistentes con nuestro entorno, las personas no se sienten identificadas con ellas. Con respecto a las mujeres, las políticas son muy generales no se ocupan de la situación de su género.

7. Por favor, especifique de qué manera participó en la elaboración del plan de acción

Elección múltiple, respuestas 19x, no respondida 1x

Respuesta	Respuestas	Ratio
● Participé en alguno de los talleres en Santo Domingo sobre acciones de fortalecimiento del ecosistema emprendedor: Plan de Acción 2016-2017 (11 y 12 de marzo de 2016, 22 de abril de 2016).	19	100 %
● Participé en alguno de los grupos de trabajo que construyeron el plan de acción durante los meses posteriores a los talleres.	12	63,2 %
● Participé en el encuentro regional de políticas para emprendimientos en América Latina y el Caribe (Buenos Aires, 30 de noviembre y 1 y 2 de diciembre de 2016)	1	5,3 %
● Participé en el encuentro regional sobre mejores prácticas en la implementación de normas contables y regulación de seguros en pro de la inclusión financiera de Pequeñas y Medianas Empresas en América Latina y el Caribe (Medellín, 28 Y 29 de noviembre de 2016)	1	5,3 %

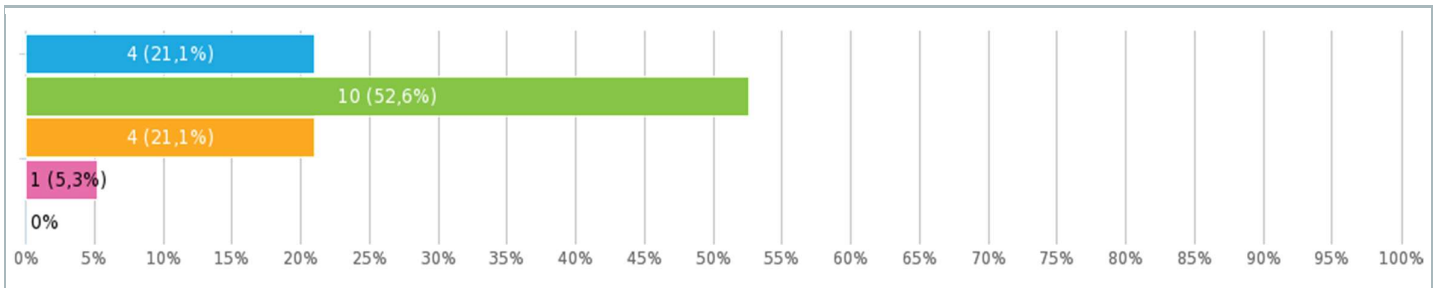


8. Si participó en alguno de los talleres relacionados con el plan de acción, por favor, evalúe la calidad en términos de coordinación, logística, tiempos y formato

Grado de la estrella, respuestas 19x, no respondida 1x

Número de estrellas 3,9/5

Respuesta	Respuestas	Ratio
● 5/5 ★★★★★	4	21,1 %
● 4/5 ★★★★☆	10	52,6 %
● 3/5 ★★★☆☆	4	21,1 %
● 2/5 ★★☆☆☆	1	5,3 %
● 1/5 ★☆☆☆☆	0	0 %

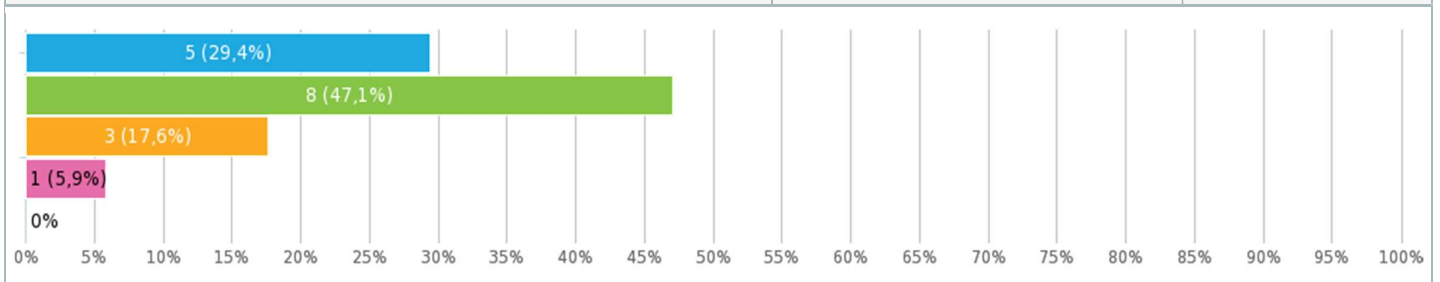


9. Si participó en alguno de los talleres relacionados con el plan de acción, por favor, evalúe también la calidad de los materiales, conferenciantes y moderadores.

Grado de la estrella, respuestas **17x**, no respondida **3x**

Número de estrellas 4/5

Respuesta	Respuestas	Ratio
5/5 ★★★★★	5	29,4 %
4/5 ★★★★☆	8	47,1 %
3/5 ★★★☆☆	3	17,6 %
2/5 ★★☆☆☆	1	5,9 %
1/5 ★☆☆☆☆	0	0 %

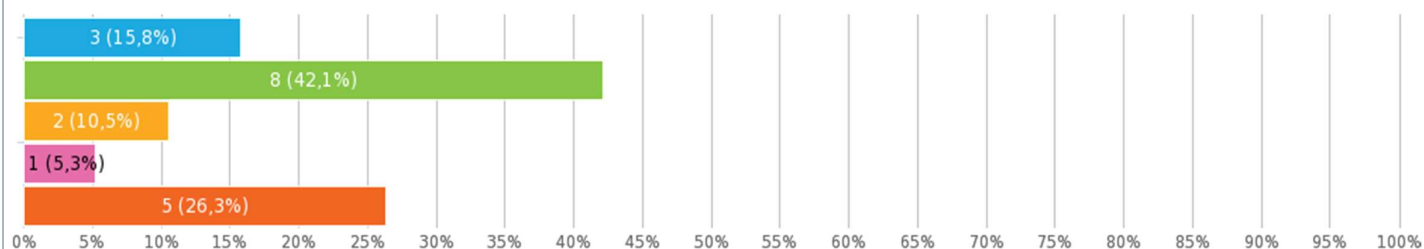


10. Si participó en uno de los grupos de trabajo relacionados con el plan de acción, por favor, especifique la dimensión del ecosistema en la que trabajó

Elección simple, respuestas **19x**, no respondida **1x**

Respuesta	Respuestas	Ratio
Marco regulatorio	3	15,8 %
Educación empresarial y desarrollo de capacidades	8	42,1 %

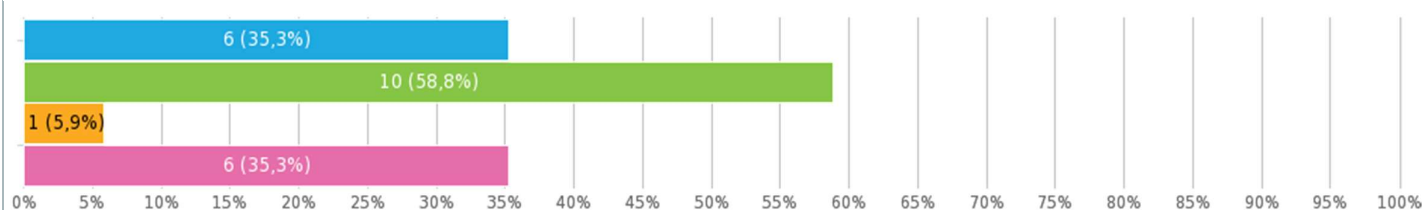
● Intercambio de tecnología e innovación	2	10,5 %
● Acceso a financiamiento	1	5,3 %
● Sensibilización, cultura y redes	5	26,3 %



11. Si participó en uno de los grupos de trabajo relacionados con el plan de acción, por favor, escoja las afirmaciones con las que esté de acuerdo

Elección múltiple, respuestas 17x, no respondida 3x

Respuesta	Respuestas	Ratio
● El grupo de trabajo implicó a las autoridades y agencias públicas concernidas por la dimensión trabajada por el grupo	6	35,3 %
● El grupo de trabajo facilitó conversaciones público-privadas en la dimensión correspondiente	10	58,8 %
● Los problemas tratados por el grupo de trabajo se corresponden con los de los emprendedores de Ecuador	1	5,9 %
● El grupo de trabajo generó medidas específicas con tiempos concretos	6	35,3 %



12. Puede usar el recuadro siguiente para desarrollar su opinión sobre las actividades en las que participó

Texto de respuesta, respuestas 8x, no respondida 12x

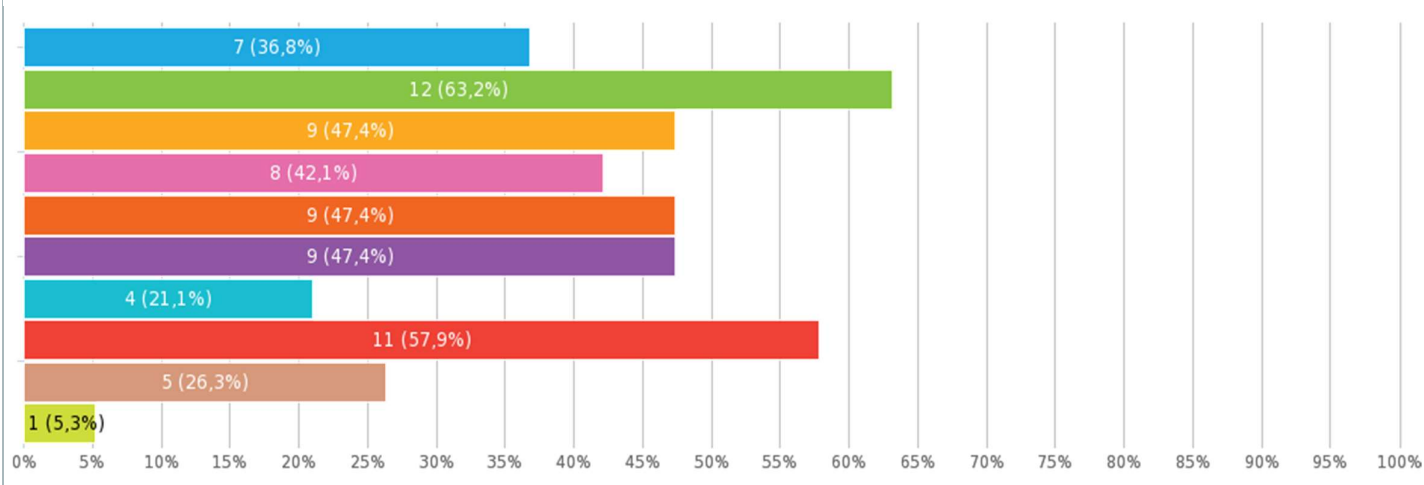
- Fueron muy bien orquestadas, solo que el compromiso de asistencia y de responsabilidades, puedo haber sido mucho mas amplio entre todos los involucrados, además de establecer un plan de seguimiento y monitoreo que brinde continuidad a lo que en su momento fue elaborado y presentado como plan de acción para fomentar y apoyar el emprendimiento en la República Dominicana.
- La incorporación de todos los actores a la discusión y la creación de mesas de trabajo especificas permitiendo un significativo avance, solo se critica el hecho de que otros actores de alto nivel no participarán de manera directa en las propuestas realizadas en las mesas de trabajo.
- Se distutio la importancia de la paatente en los emprendimiento.

- Los talleres fueron muy buenos, solo habría que reevaluar el seguimiento a los objetivos planteados para garantizar acciones concretas.
- El grupo de trabajo no logró ser consistente en las reuniones ni en la definición de un plan de trabajo concreto. Es posible que el hecho de tratarse de actividades ad honorem las organizaciones involucradas no hayan podido dedicar el esfuerzo que se necesita para realizar un trabajo con la profesionalidad que se requiere.
- en la elaboración de la propuesta de ley de emprendimiento
- Fue difícil el trabajo de articulación y de coincidencia de puntos de vistas e intereses particulares
- Recuerdo que trabajamos el tema de difusión del mensaje y se desarrollaron políticas para las mismas.

13. En relación con el proceso del plan de acción en su conjunto, por favor, escoja las afirmaciones con las que esté de acuerdo

Elección múltiple, respuestas 19x, no respondida 1x

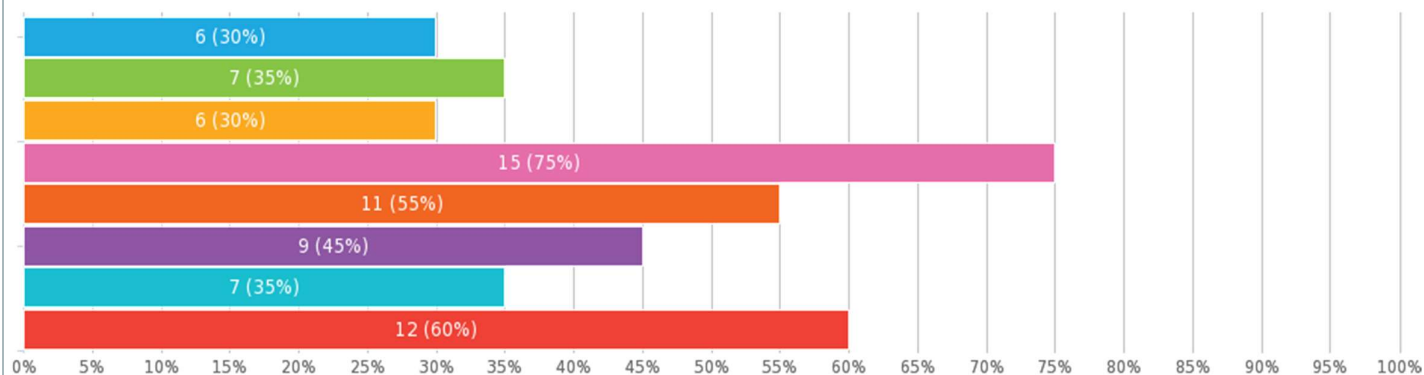
Respuesta	Respuestas	Ratio
● Me ha hecho consciente de la dimensión de género de las políticas de emprendimiento nacionales	7	36,8 %
● Ha fortalecido, de forma general, mi conocimiento sobre asuntos de emprendimiento	12	63,2 %
● Ha fortalecido los conocimientos del Gobierno en materia de emprendimiento	9	47,4 %
● Ha impulsado las capacidades del país para desarrollar e implementar planes de acción de emprendimiento	8	42,1 %
● Ha facilitado el intercambio de experiencias entre diversos stakeholders en relación con la política de emprendimiento del país	9	47,4 %
● Ha facilitado la transferencia de conocimiento desde otros países	9	47,4 %
● Ha mejorado el diálogo político y la coordinación dentro del Gobierno	4	21,1 %
● Ha mejorado el diálogo y la colaboración público-privados	11	57,9 %
● Le ha enseñado al país una forma práctica de mejorar el diseño de políticas y su implementación en cualquier área	5	26,3 %
● Ha proporcionado una herramienta útil para identificar restricciones y proponer soluciones: el "Entrepreneurship Policy Framework Toolkit"	1	5,3 %



14. Las siguientes afirmaciones son descripciones sobre el futuro de la política de emprendimiento en su país y su impacto probable en la creación y crecimiento de las empresas. Por favor, seleccione aquella(s) con la(s) que esté de acuerdo

Elección múltiple, respuestas 20x, no respondida 0x

Respuesta	Respuestas	Ratio
● El sistema educativo fomentará habilidades y actitudes emprendedoras	6	30 %
● Las herramientas de contabilidad se usarán habitualmente entre los emprendedores	7	35 %
● Habrá nuevos servicios de seguros disponibles adaptados a los emprendedores	6	30 %
● Habrá nuevos productos financieros disponibles adaptados a los emprendedores	15	75 %
● El sistema regulatorio se simplificará y será más fácil lanzar o hacer crecer los negocios	11	55,0 %
● Los emprendedores harán un uso más intenso de las nuevas tecnologías	9	45 %
● Se darán soluciones específicas para mujeres emprendedoras	7	35 %
● Los emprendedores serán clave en la conformación de una economía más inclusiva	12	60 %



15. Puede usar el siguiente recuadro para desarrollar su respuesta

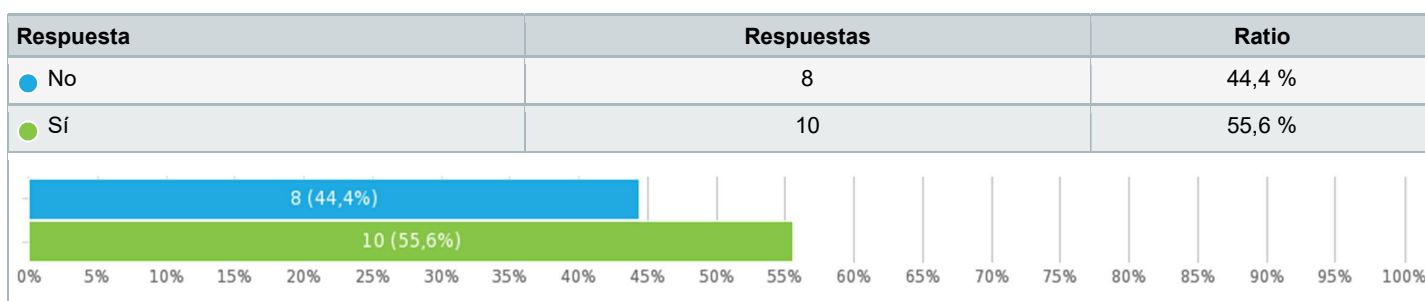
Texto de respuesta, respuestas 6x, no respondida 14x

- Necesitamos generar todo un ecosistema nacional de emprendimiento, que apoye a los emprendedores, que apuesten a ellos, y donde la sociedad le demuestre el valor que tienen dentro del desarrollo económico de nuestro país, donde se introduzcan nuevas tecnologías en los proyectos presentados y que cuenten con el apoyo financiero necesario para que puedan poner en marcha sus propuestas innovadoras, creativas y empresariales para beneficio de ellos y de su país.
- Con las acciones realizadas estoy seguro que ha permitido ir cimentando las bases necesarias para una economía más inclusiva basada en un desarrollo sostenible a largo plazo, la gran ventaja del ecosistema es que cuenta con actores del sector público, privado, universidades, ong y otros lo cuál le da mayor fortaleza al ecosistema. No obstante, se debe seguir trabajando para continuar conquistando y haciendo conciente a todos los actores de la importancia para el desarrollo nacional.
- se debe de hablar no solo de dificultades para las mujeres, hay que ayudar a los NINI. Ni estudian, Ni trabajan, son también parte del problema y no son culpables es que el sistema no tiene como darles trabajo y debemos empoderarlos.

- Los procesos legales han mejorado su plataforma para ser más rápidos, sin embargo, los impositivos no han cambiado nada y obstaculizan de forma importante. No he notado ningún apoyo especial para las mujeres, fuera de motivación para arrancar. No hay aportes importantes en servicios de seguros y economía inclusiva
- El país en su inicio pero se observa un apoyo muy limitado en el Estado.
- N/A

16. En su opinión, ¿están las iniciativas regulatorias del Plan de Acción para la Implementación de la Estrategia Nacional de Emprendimiento eficazmente lideradas y coordinadas por una institución dominicana?

Elección simple, respuestas 18x, no respondida 2x

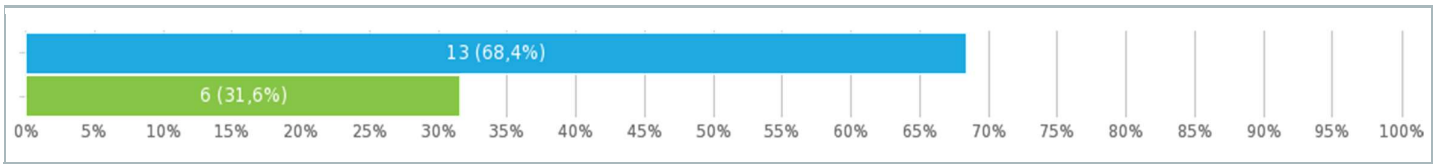


- MICM-RD Emprande
- se implementó en uno de los talleres
- Ministerio de Industria, Comercio y Mipymes
- sí, y bien liderada y cuenta con personal adecuado
- El Ministerio de Industria, Comercio y Mipymes
- El MICM realiza esfuerzos que hay que reconocer
- Mic
- Por el MIC y la RNE
- MICM
- Entiendo que es el MICM

17. Y las iniciativas de acceso a financiamiento, ¿cree que están eficazmente coordinadas y lideradas por una institución dominicana?

Elección simple, respuestas 19x, no respondida 1x

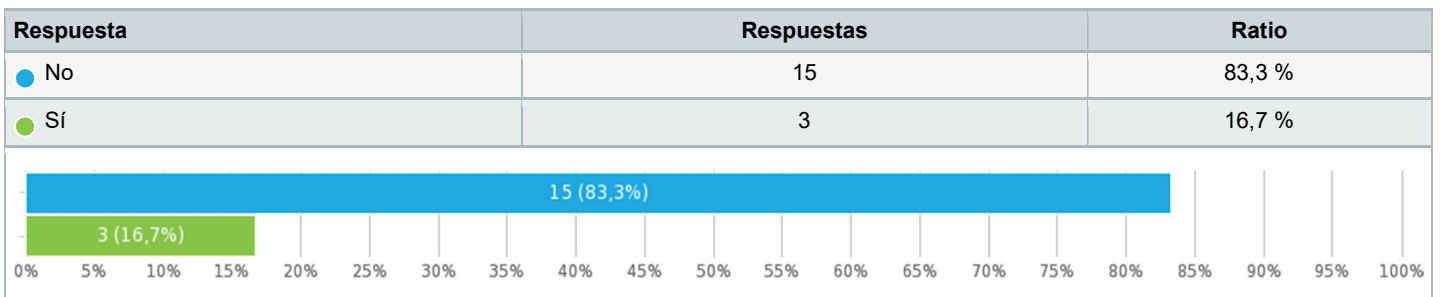
Respuesta	Respuestas	Ratio
● No	13	68,4 %
● Sí	6	31,6 %



- MICM-RD Emprende
- Aunque aun se estan trabajando para simplicarlo
- se habla de banca solidaria y el reservas
- Banco de Reservas
- Banreservas
- Sobre todo por instituciones de Microcredito

18. Y las iniciativas de intercambio de tecnología e innovación, ¿cree que están eficazmente lideradas y coordinadas por una institución dominicana?

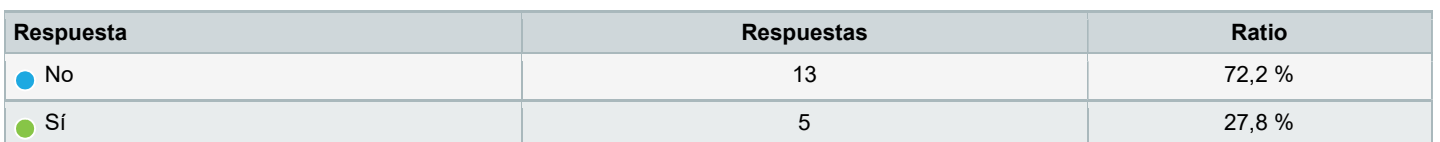
Elección simple, respuestas **18x**, no respondida **2x**

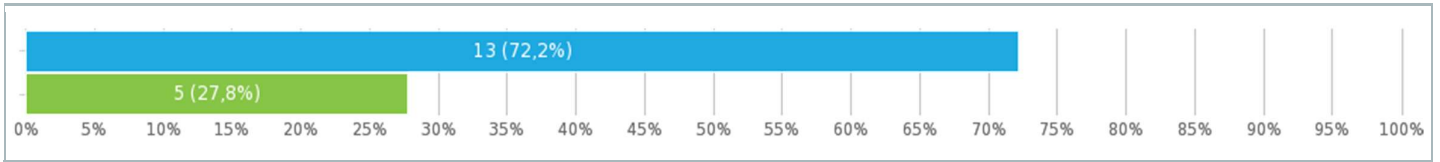


- MICM-RD Emprende
- Republica digital
- Hay mayor acceso a las TICs

19. Y las iniciativas de educación empresarial y desarrollo de capacidades, ¿cree que están eficazmente lideradas y coordinadas por una institución dominicana?

Elección simple, respuestas **18x**, no respondida **2x**

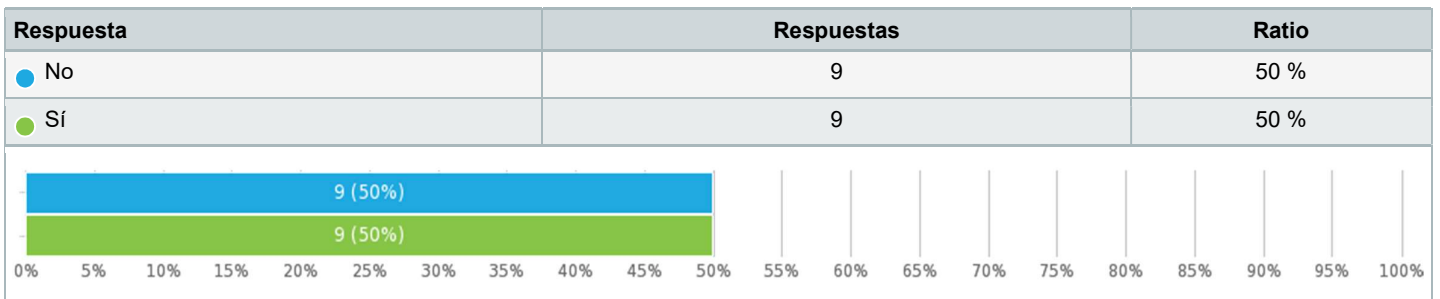




- MICM-RD Emprende-MESCYT, INFOTEP, MINERD
- Centros Mipymes y Ministerio Industria y comercio
- Universidades
- Por varias
- POR EL MICM

20. Y las iniciativas de sensibilización, cultura y redes, ¿cree que están eficazmente lideradas y coordinadas por una institución dominicana?

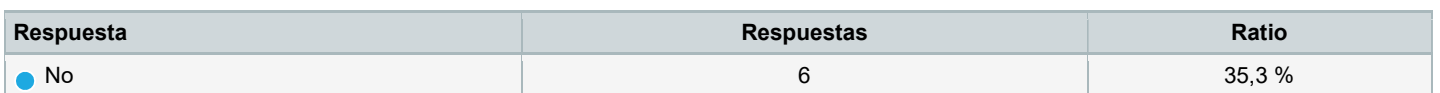
Elección simple, respuestas 18x, no respondida 2x

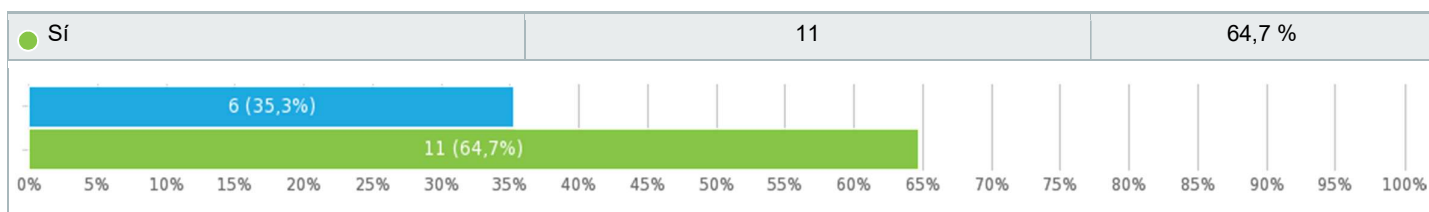


- MICM-RD Emprende
- (2x) Ministerio de Industria, Comercio y Mipymes
- El MICM esta eficazmente liderando este tema
- (2x) MICM
- Aunque se requiere mayor inversion y apoyo
- Red Nacional de Emprendimiento y MIC
- POR EL MICM

21. Respecto al plan de acción en general, ¿existe alguna institución nacional que lo lidere y que coordine a todas las instituciones implicadas?

Elección simple, respuestas 17x, no respondida 3x



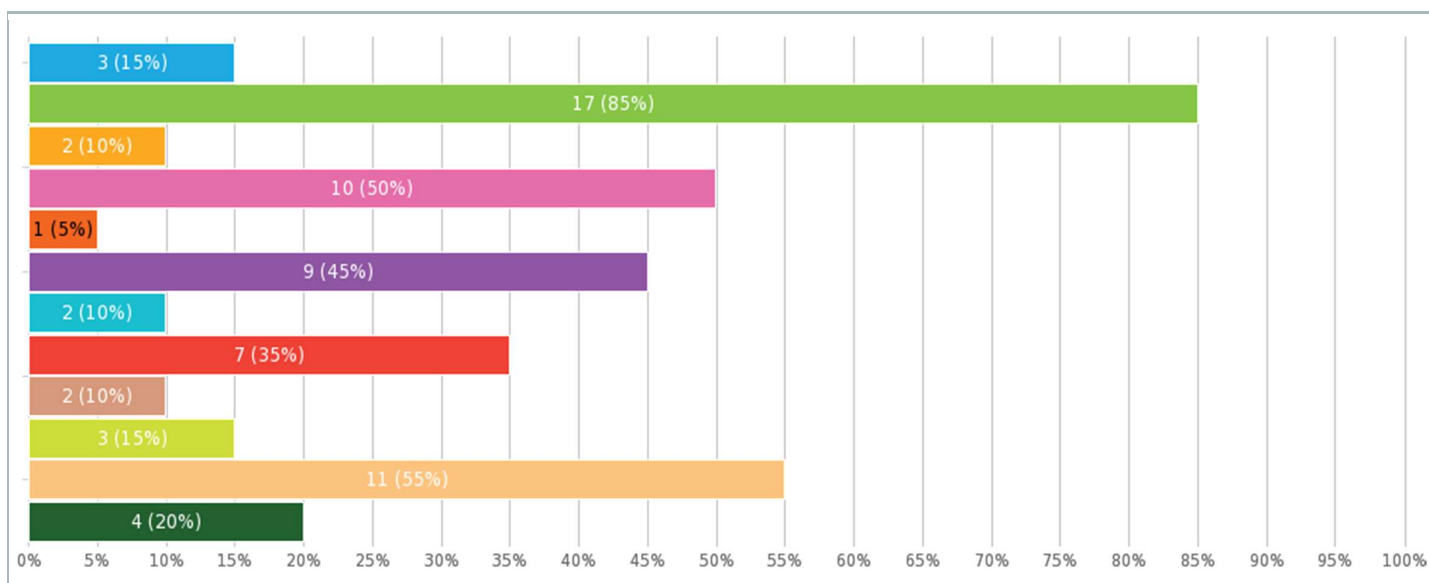


- MICM-RD Emprende
- Viceministerio de Pymes
- el MICM
- Ministerio de Industria, Comercio y Mipymes
- Entiendo que es el MICM
- Mic
- MIC y la RNE
- Red Nacional de Emprendimiento y MIC
- MICM
- CONEP
- POR EL MICM

22. En su opinión, ¿cuál de las siguientes instituciones internacionales juega un papel relevante en temas de emprendimiento en República Dominicana?

Elección múltiple, respuestas **20x**, no respondida **0x**

Respuesta	Respuestas	Ratio
● United Nations Industrial Development Organization (UNIDO)	3	15 %
● Centro Regional de Promoción de ,la MIPYME (CENPROMYPE) - Secretaría General del Sistema de la Integración Centroamericana (SICA)	17	85 %
● Banco de Desarrollo de América Latina (CAF)	2	10 %
● Banco Interamericano de Desarrollo (IADB)	10	50 %
● United Nations Development Programme (UNDP)	1	5 %
● Banco Mundial	9	45 %
● Organización Internacional del Trabajo (OIT)	2	10 %
● Unión Europea	7	35 %
● ONGs internacionales	2	10 %
● Compañías multinacionales / fundaciones privadas	3	15 %
● UNCTAD	11	55,0 %
● Otros...	4	20 %

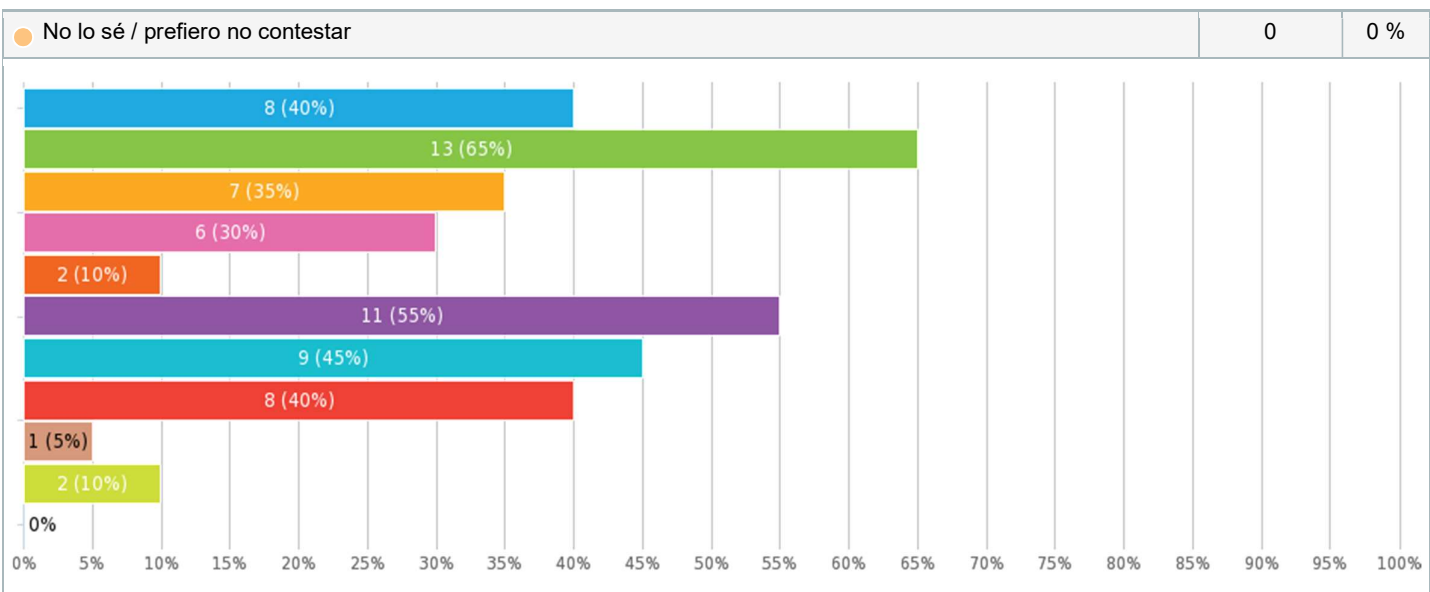


- ICDF Taiwán
- ICDF, Taiwan
- ICDF
- Embajada de Taiwan

23. En comparación con otros actores internacionales, por favor indique cuál es, en su opinión, la ventaja comparativa de UNCTAD en el campo de las políticas de emprendimiento en República Dominicana

Elección múltiple, respuestas 20x, no respondida 0x

Respuesta	Respuestas	Ratio
● Su foco en la inclusividad y en temas de género	8	40 %
● Su autoridad y reputación como parte del sistema de Naciones Unidas	13	65 %
● Su metodología en marcos de referencia políticos para el desarrollo del sector privado, la promoción de la inversión y la facilitación de negocios	7	35 %
● Su guía de implementación práctica "paso por paso"	6	30 %
● Sus herramientas online tales que el "Entrepreneurship Policy Framework", con checklists de preguntas y una metodología e indicadores para medir la eficacia de las políticas	2	10 %
● Su naturaleza intergubernamental, que facilita la retroalimentación y el intercambio de buenas prácticas entre los países	11	55,0 %
● La red asociada de 36 centros de promoción emprendedora Empretec	9	45 %
● Su experiencia en construcción de capacidades y asistencia técnica	8	40 %
● Sus plataformas y herramientas de e-regulaciones	1	5 %
● Su capacidad de financiación	2	10 %



ENCUESTA SOBRE LA ELABORACIÓN DEL PLAN DE
IMPLEMENTACIÓN DE LA ESTRATEGIA AEI PARA UN
ECUADOR EMPRENDEDOR E INNOVADOR



General



Nombre de encuesta

ENCUESTA SOBRE LA ELABORACIÓN DEL PLAN DE
IMPLEMENTACIÓN DE LA ESTRATEGIA AEI PARA UN ECUADOR
EMPRENDEDOR E INNOVADOR



Autor

ecoper sl



Idioma



Español



URL de la encuesta

<https://www.surveio.com/survey/d/K6H5W2X6U9K3N6U9N>



Primera respuesta

19/02/2018

Última respuesta

26/02/2018



Duración

8 días

Visitas de la encuesta

20
Total de visitas

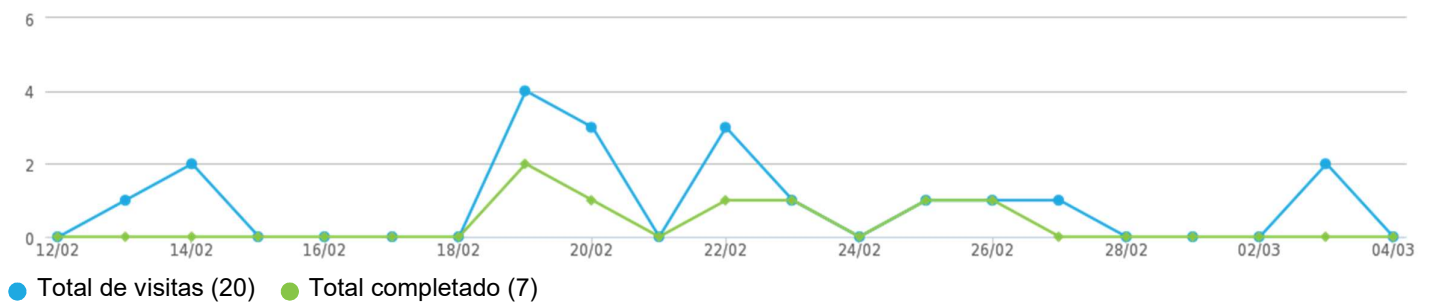
7
Total completado

0
Respuestas
incompletas

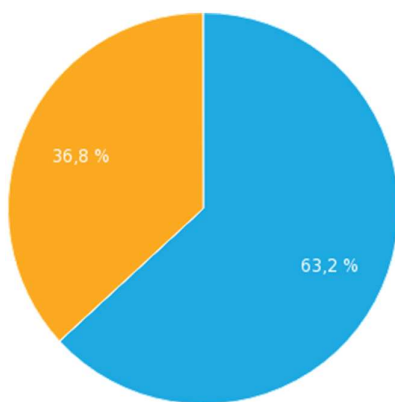
12
Mostró sólo

35 %
Tasa global de
finalización

Historial de visitas (19/02/2018 - 26/02/2018)

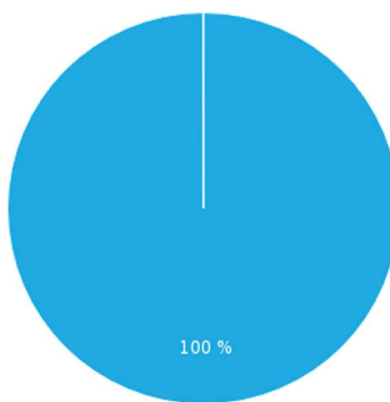


Total visitas



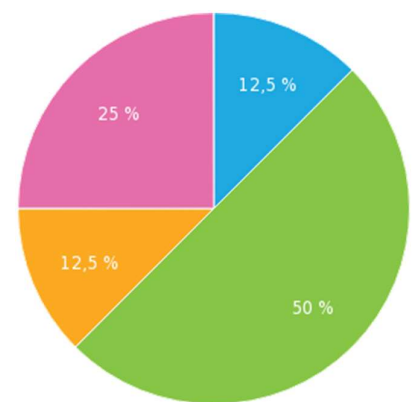
- Mostrando sólo (60 %)
- Incompleto (0 %)
- Completo (40 %)

Fuentes de visitas



- Enlace directo (100 %)

Tiempo medio de finalización



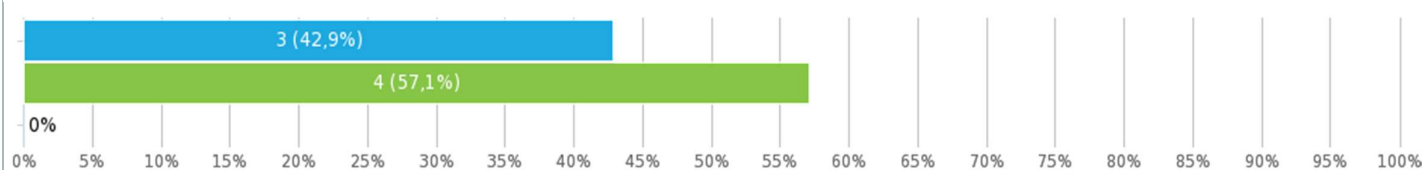
- 2-5 min. (12,5 %)
- 10-30 min. (50 %)
- 30-60 min. (12,5 %)
- >60 min. (25 %)

Respuestas

1. Por favor, especifique su género.

Elección simple, respuestas 7x, no respondida 0x

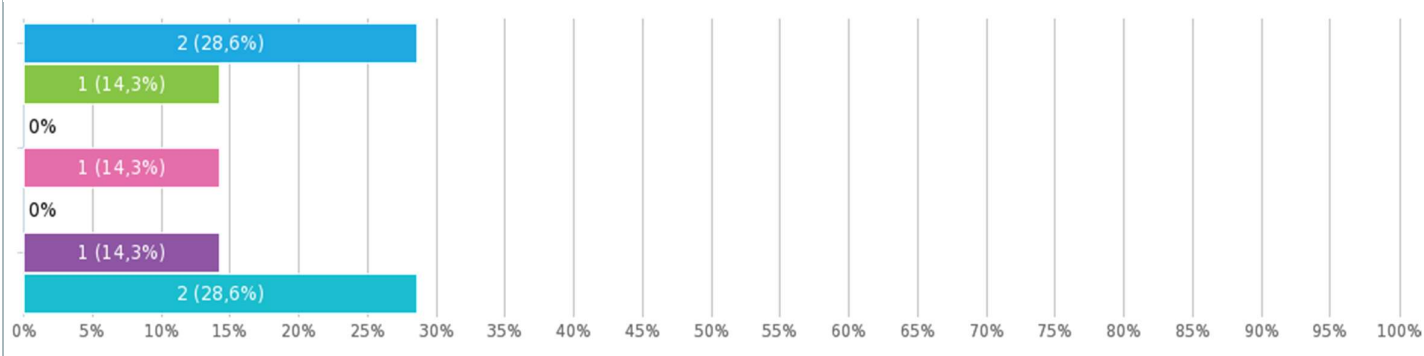
Respuesta	Respuestas	Ratio
● Hombre	3	42,9 %
● Mujer	4	57,1 %
● Prefiero no contestar	0	0 %



2. ¿Qué categoría le describe mejor?

Elección simple, respuestas 7x, no respondida 0x

Respuesta	Respuestas	Ratio
● Cargo público en Ecuador	2	28,6 %
● Investigador, consultor	1	14,3 %
● Representante de una asociación de emprendedores	0	0 %
● Emprendedor	1	14,3 %
● Proveedor de servicios comerciales	0	0 %
● Personal de organización internacional	1	14,3 %
● Otros	2	28,6 %

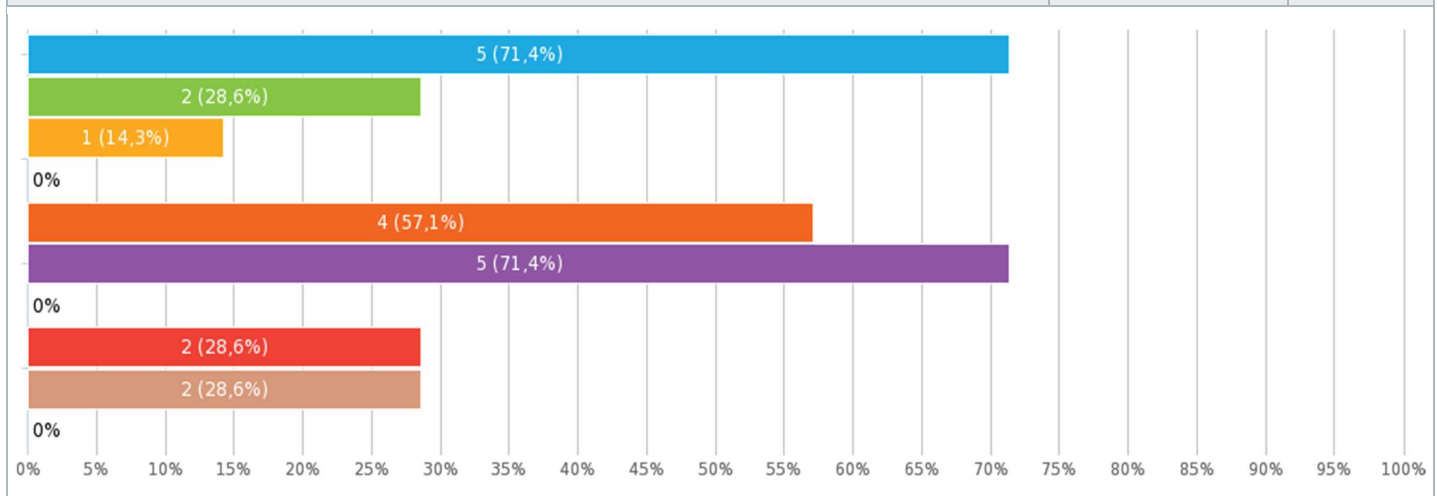


- Empresa retailer farmaceutico
- Think tank

3. Desde su perspectiva, ¿cuáles son los principales desafíos a los que se enfrentan los aspirantes a emprendedor cuando intentan lanzar o hacer crecer un negocio en su país?

Elección múltiple, respuestas 7x, no respondida 0x

Respuesta	Respuestas	Ratio
● El marco regulatorio para el emprendimiento es demasiado pesado	5	71,4 %
● Los productos y servicios domésticos son difíciles de vender ya sea dentro o fuera del país	2	28,6 %
● Los emprendedores tienen dificultades con la contabilidad	1	14,3 %
● No hay productos de seguros adaptados a los emprendedores	0	0 %
● No se educa a los estudiantes en habilidades emprendedoras	4	57,1 %
● Es complicado obtener financiación por parte de bancos o inversores	5	71,4 %
● Es difícil acceder a las nuevas tecnologías	0	0 %
● Los políticos y la sociedad no están sensibilizados en cuanto a la relevancia de los emprendedores	2	28,6 %
● Las mujeres emprendedoras sufren dificultades adicionales	2	28,6 %
● Otros desafíos no mencionados aquí	0	0 %



4. Puede usar el siguiente recuadro para desarrollar su opinión sobre los desafíos del emprendimiento

Texto de respuesta, respuestas 6x, no respondida 1x

- Hace falta un marco regulatorio que ponga reglas claras a los actores publico y privados en el entorno de emprendimientos
- No existe una visión país en conjunto, hay acciones y actividades que se comparten entre el público, privado y academias, pero en cada uno de ellos existen distintos intereses y visiones, es un país muy dividido. El emprendedor es muy utilizado de manera política, pero al momento de actuar y tomarlo en cuenta de manera importante no lo es.
- Financiamiento acorde a crecimiento exponencial, Políticas de basilea castiga al banco por prestar en alto riesgo. Diseño de producto y acceso a mercados con dificultad

Grandes empresas tienen precios en ocasiones subvencionados

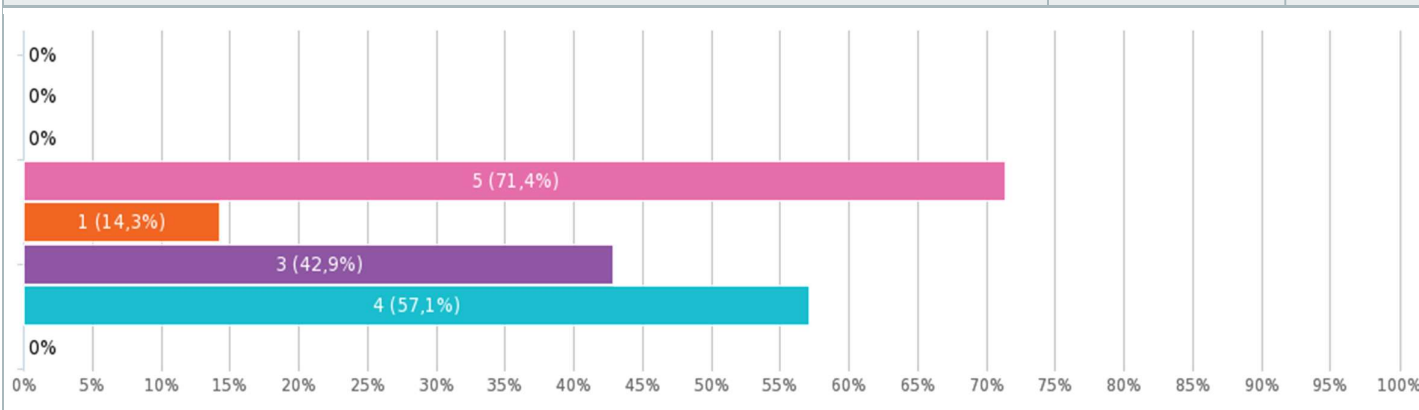
Leyes para recompra de acciones es indispensable

- Ecuador es uno de los países que más emprende si embargo esos emprendimientos no pasan del año. Los principales retos son entonces hacer un mejor análisis del mercado, ofertar productos con un buen valor agregado, innovadores, mejorar las fuentes de financiamiento sobre todo para los jóvenes emprendedores y bajar la tramitología para generar y operar.
- En la venta el problema es lo complejo de conseguir exposición, que la gente conozca tu producto o servicio.
- Cultura emprendedora en todo el sistema educativo

5. En su opinión, ¿cómo eran las políticas de emprendimiento en su país antes de la adopción del Plan de Acción “Ecuador 2020”?

Elección múltiple, respuestas 7x, no respondida 0x

Respuesta	Respuestas	Ratio
● Las políticas de emprendimiento siempre han sido efectivas y pertinentes	0	0 %
● Las políticas de emprendimiento están bien financiadas	0	0 %
● Las políticas de emprendimiento reciben un apoyo significativo por parte de actores internacionales	0	0 %
● Las políticas de emprendimiento no han sido exhaustivas o/ni consistentes	5	71,4 %
● Las políticas de emprendimiento no han tratado desafíos específicos de las mujeres emprendedoras	1	14,3 %
● No existían políticas de emprendimiento	3	42,9 %
● Los asuntos de emprendimiento eran tratados por otras políticas de una forma dispersa e inefectiva	4	57,1 %
● No lo sé / prefiero no contestar	0	0 %



6. Puede usar el siguiente recuadro para desarrollar su respuesta

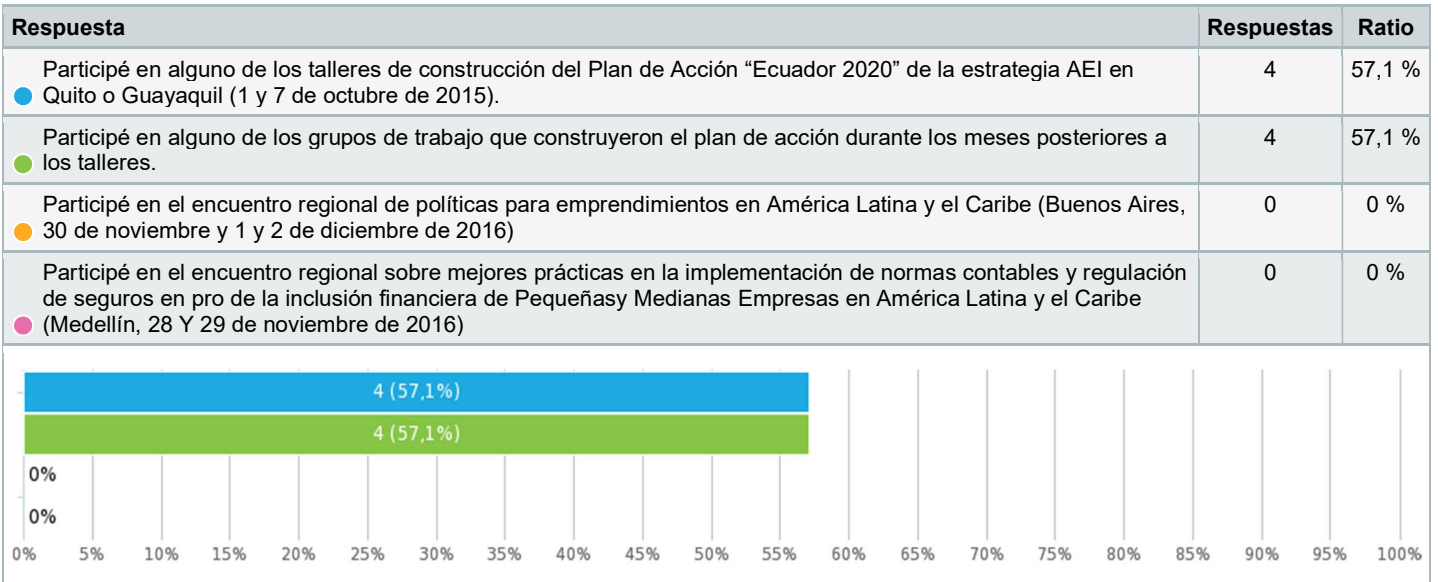
Texto de respuesta, respuestas 5x, no respondida 2x

- No ha existido mayor impacto económico...hay casos exitosos de emprendedores pero muy aislados. Hoy el emprendimiento es moda, pero no una política de Estado.
- El fracaso del emprendedor es registrado en el buró de crédito, lo que mata cualquier posibilidad de fracaso
- No existían políticas claras

- Se pone mucha traba para emprender, las regulaciones y obligaciones hacen que los costos fijos al arranque sean demasiado altos.
- Después de la conformación de la AEI hay una mejor articulación entre actores y una estrategia más clara para impulsar las políticas, aunque la implementación por parte del sector público ha sido lenta e insuficiente.

7. Por favor, especifique de qué manera participó en la elaboración del plan de acción

Elección múltiple, respuestas 7x, no respondida 0x

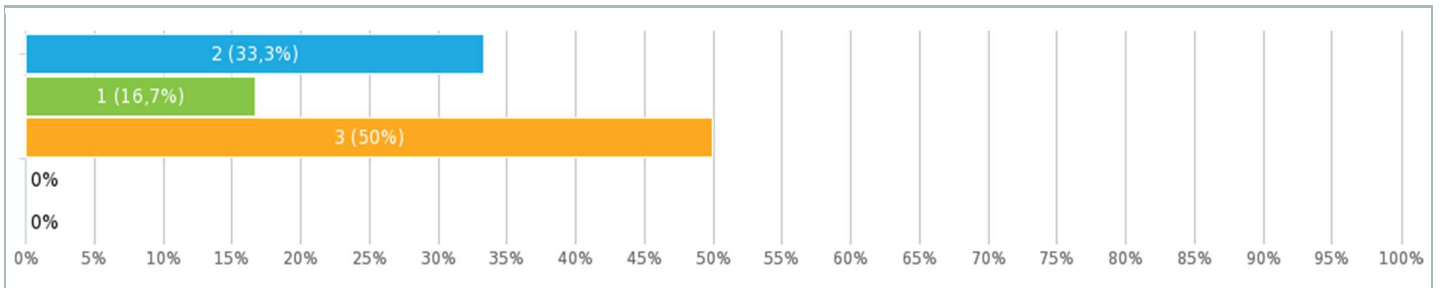


8. Si participó en alguno de los talleres relacionados con el plan de acción, por favor, evalúe la calidad en términos de coordinación, logística, tiempos y formato

Grado de la estrella, respuestas 6x, no respondida 1x

Número de estrellas 3,8/5

Respuesta	Respuestas	Ratio
● 5/5 ★★★★★	2	33,3 %
● 4/5 ★★★★☆	1	16,7 %
● 3/5 ★★★☆☆	3	50 %
● 2/5 ★★☆☆☆	0	0 %
● 1/5 ★☆☆☆☆	0	0 %

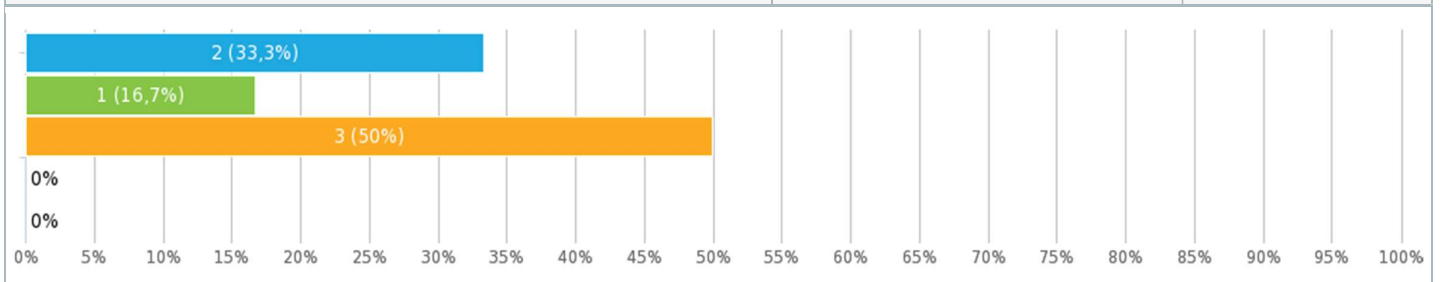


9. Si participó en alguno de los talleres relacionados con el plan de acción, por favor, evalúe también la calidad de los materiales, conferenciantes y moderadores.

Grado de la estrella, respuestas 6x, no respondida 1x

Número de estrellas 3,8/5

Respuesta	Respuestas	Ratio
5/5 ★★★★★	2	33,3 %
4/5 ★★★★☆	1	16,7 %
3/5 ★★★☆☆	3	50 %
2/5 ★★☆☆☆	0	0 %
1/5 ★☆☆☆☆	0	0 %

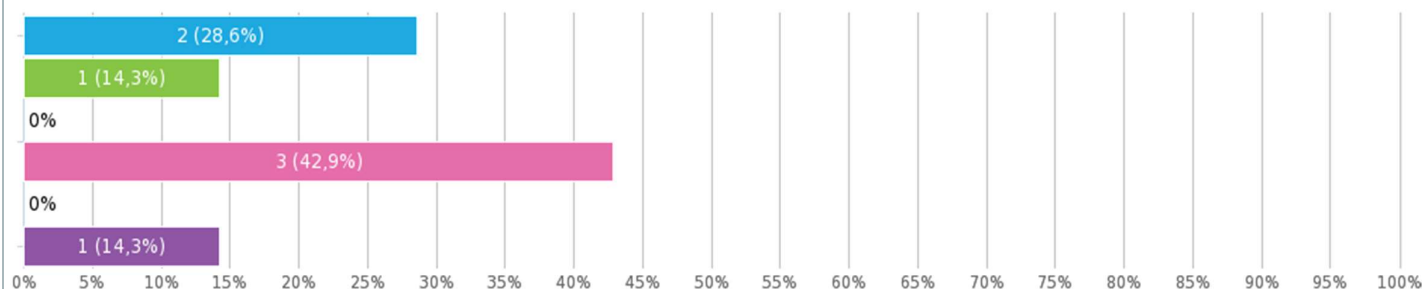


10. Si participó en uno de los grupos de trabajo relacionados con el plan de acción, por favor, especifique la dimensión del ecosistema en la que trabajó

Elección simple, respuestas 7x, no respondida 0x

Respuesta	Respuestas	Ratio
Marco regulatorio	2	28,6 %
Talento humano	1	14,3 %

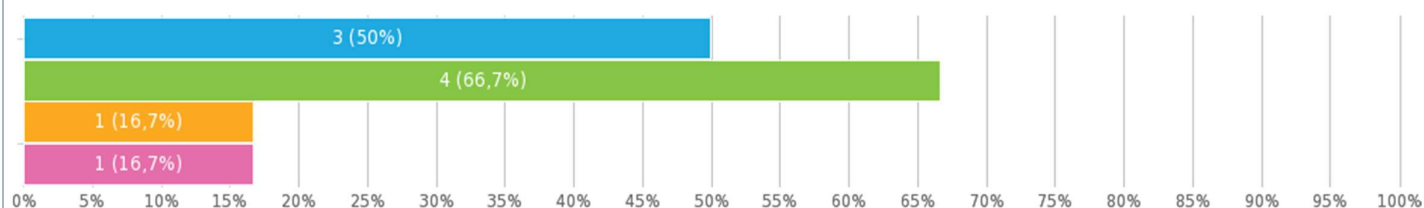
● Cultura	0	0 %
● Innovación y asesoría y soporte	3	42,9 %
● Financiamiento	0	0 %
● Mercado	1	14,3 %



11. Si participó en uno de los grupos de trabajo relacionados con el plan de acción, por favor, escoja las afirmaciones con las que esté de acuerdo

Elección múltiple, respuestas 6x, no respondida 1x

Respuesta	Respuestas	Ratio
● El grupo de trabajo implicó a las autoridades y agencias públicas concernidas por la dimensión trabajada por el grupo	3	50 %
● El grupo de trabajo facilitó conversaciones público-privadas en la dimensión correspondiente	4	66,7 %
● Los problemas tratados por el grupo de trabajo se corresponden con los de los emprendedores de Ecuador	1	16,7 %
● El grupo de trabajo generó medidas específicas con tiempos concretos	1	16,7 %



12. Puede usar el recuadro siguiente para desarrollar su opinión sobre las actividades en las que participó

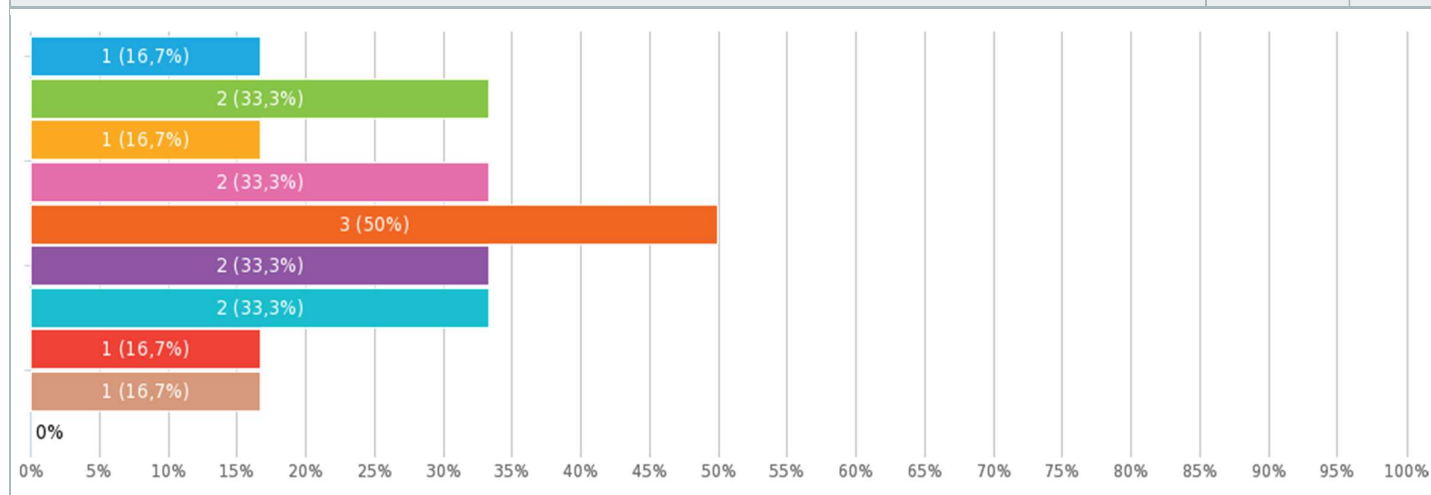
Texto de respuesta, respuestas 1x, no respondida 6x

- El QUE estuvo muy bien. El equipo se reunió con los actores políticos con poder de decisión (aparentemente) y estábamos listos para materializar una Ley de Emprendimiento. Sin embargo el CÓMO falló debido a la inestabilidad política y el cambio del asambleísta de la comisión de la Asamblea que desestabilizaron todo el plan. Esto sucedió hace más de 2 años. Ahora hay un nuevo gobierno con otras prioridades. Hace falta decisión política...

13. En relación con el proceso del plan de acción en su conjunto, por favor, escoja las afirmaciones con las que esté de acuerdo

Elección múltiple, respuestas 6x, no respondida 1x

Respuesta	Respuestas	Ratio
● Me ha hecho consciente de la dimensión de género de las políticas de emprendimiento nacionales	1	16,7 %
● Ha fortalecido, de forma general, mi conocimiento sobre asuntos de emprendimiento	2	33,3 %
● Ha fortalecido los conocimientos del Gobierno en materia de emprendimiento	1	16,7 %
● Ha impulsado las capacidades del país para desarrollar e implementar planes de acción de emprendimiento	2	33,3 %
● Ha facilitado el intercambio de experiencias entre diversos stakeholders en relación con la política de emprendimiento del país	3	50 %
● Ha facilitado la transferencia de conocimiento desde otros países	2	33,3 %
● Ha mejorado el diálogo político y la coordinación dentro del Gobierno	2	33,3 %
● Ha mejorado el diálogo y la colaboración público-privados	1	16,7 %
● Le ha enseñado al país una forma práctica de mejorar el diseño de políticas y su implementación en cualquier área	1	16,7 %
● Ha proporcionado una herramienta útil para identificar restricciones y proponer soluciones: el "Entrepreneurship Policy Framework Toolkit"	0	0 %

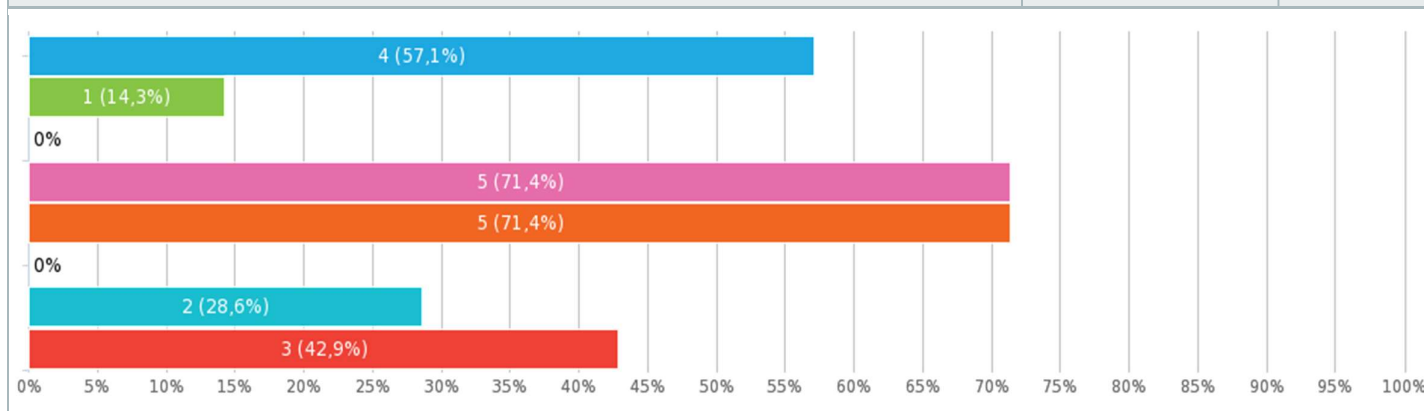


14. Las siguientes afirmaciones son descripciones sobre el futuro de la política de emprendimiento en su país y su impacto probable en la creación y crecimiento de las empresas. Por favor, seleccione aquella(s) con la(s) que esté de acuerdo

Elección múltiple, respuestas 7x, no respondida 0x

Respuesta	Respuestas	Ratio
-----------	------------	-------

● El sistema educativo fomentará habilidades y actitudes emprendedoras	4	57,1 %
● Las herramientas de contabilidad se usarán habitualmente entre los emprendedores	1	14,3 %
● Habrá nuevos servicios de seguros disponibles adaptados a los emprendedores	0	0 %
● Habrá nuevos productos financieros disponibles adaptados a los emprendedores	5	71,4 %
● El sistema regulatorio se simplificará y será más fácil lanzar o hacer crecer los negocios	5	71,4 %
● Los emprendedores harán un uso más intenso de las nuevas tecnologías	0	0 %
● Se darán soluciones específicas para mujeres emprendedoras	2	28,6 %
● Los emprendedores serán clave en la conformación de una economía más inclusiva	3	42,9 %



15. Puede usar el siguiente recuadro para desarrollar su respuesta

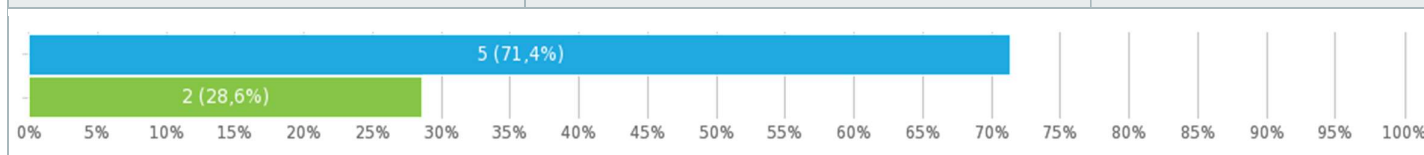
Texto de respuesta, respuestas 2x, no respondida 5x

- Mis respuestas reflejarían el "status ideal" una vez contemos con una Ley de Emprendimiento en firme.
- Importante tratar el tema de buró de crédito frente a emprendedores.

16. En su opinión, ¿están las iniciativas regulatorias del plan de acción de la estrategia AEI eficazmente lideradas y coordinadas por una institución ecuatoriana?

Elección simple, respuestas 7x, no respondida 0x

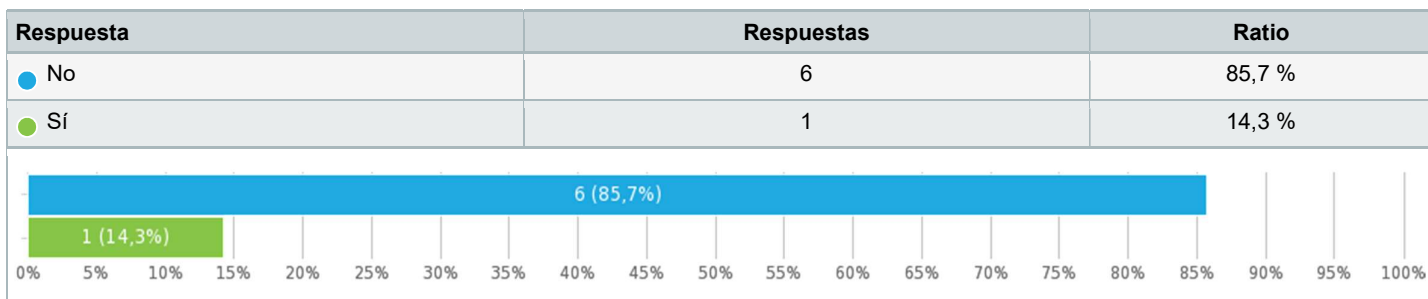
Respuesta	Respuestas	Ratio
● No	5	71,4 %
● Sí	2	28,6 %



- Se hace seguimiento
- hacen la coordinación y coyuntura

17. Y las iniciativas de financiamiento, ¿cree que están eficazmente coordinadas y lideradas por una institución ecuatoriana?

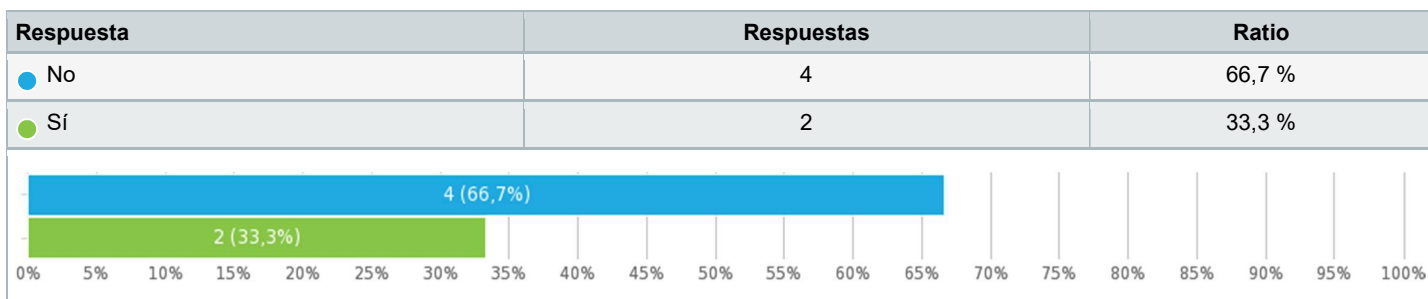
Elección simple, respuestas 7x, no respondida 0x



- El comité de finanzas de AE coordina

18. Y las iniciativas de innovación y asesoría y soporte, ¿cree que están eficazmente lideradas y coordinadas por una institución ecuatoriana?

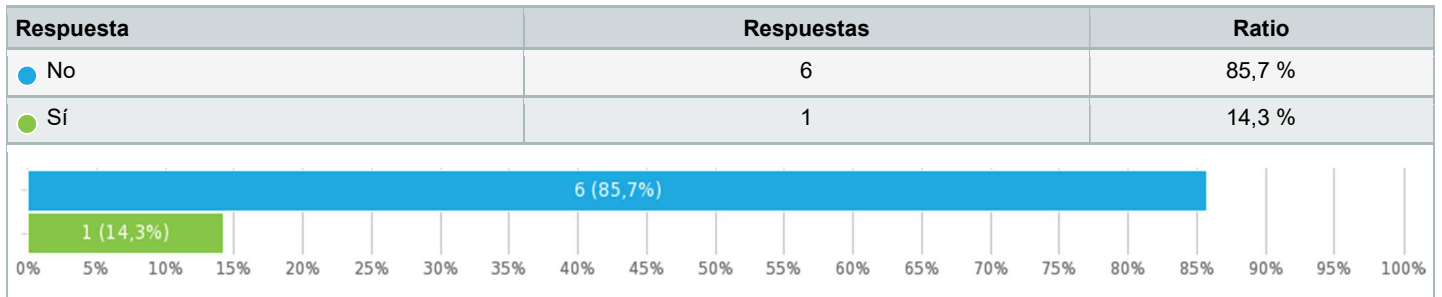
Elección simple, respuestas 6x, no respondida 1x



- herramientas y técnicas actuales
- AEI

19. Y las actividades relacionadas con la dimensión de mercado, cree que están eficazmente lideradas y coordinadas por una institución ecuatoriana?

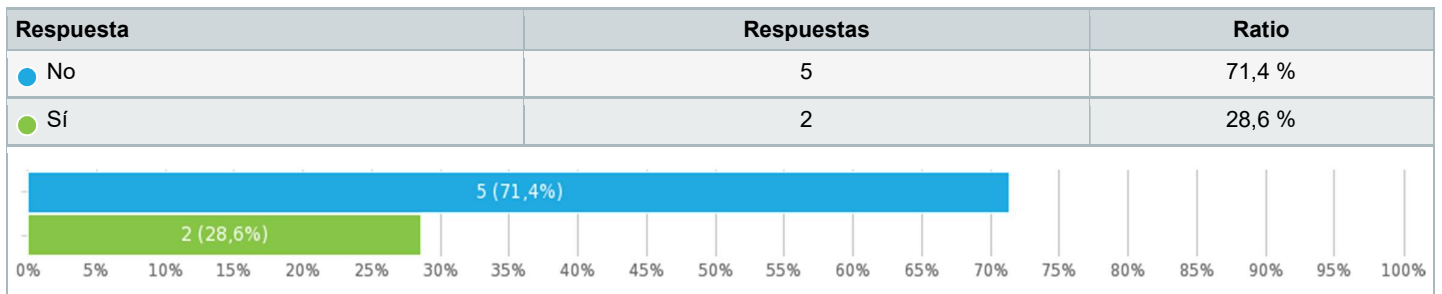
Elección simple, respuestas 7x, no respondida 0x



AEI

20. Y las iniciativas de talento humano, ¿cree que están eficazmente lideradas y coordinadas por una institución ecuatoriana?

Elección simple, respuestas 7x, no respondida 0x

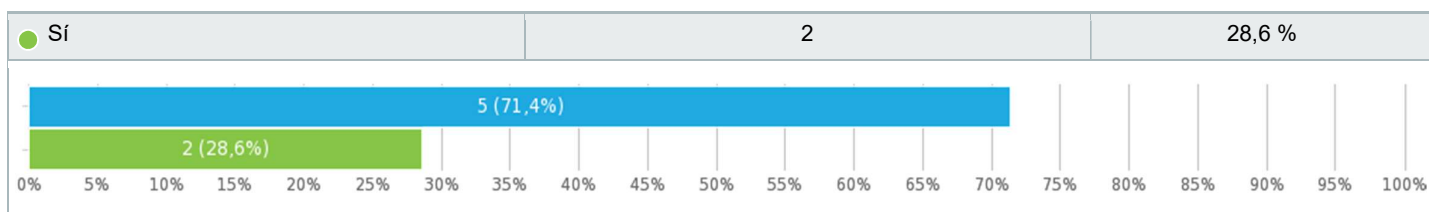


- buena alianza para capacitar
- formación

21. Y las iniciativas dentro de la dimensión cultural, ¿cree que están eficazmente lideradas y coordinadas por una institución ecuatoriana?

Elección simple, respuestas 7x, no respondida 0x

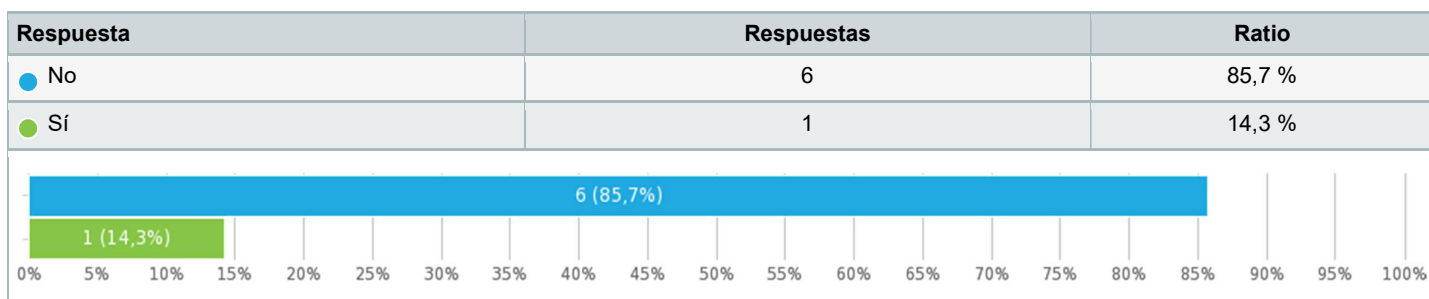
Respuesta	Respuestas	Ratio
<input type="radio"/> No	5	71,4 %



- Se realizan eventos e información
- formación, networking

22. Respecto al plan de implementación en general, ¿existe alguna institución nacional que lo lidere y que coordine a todas las instituciones implicadas?

Elección simple, respuestas 7x, no respondida 0x



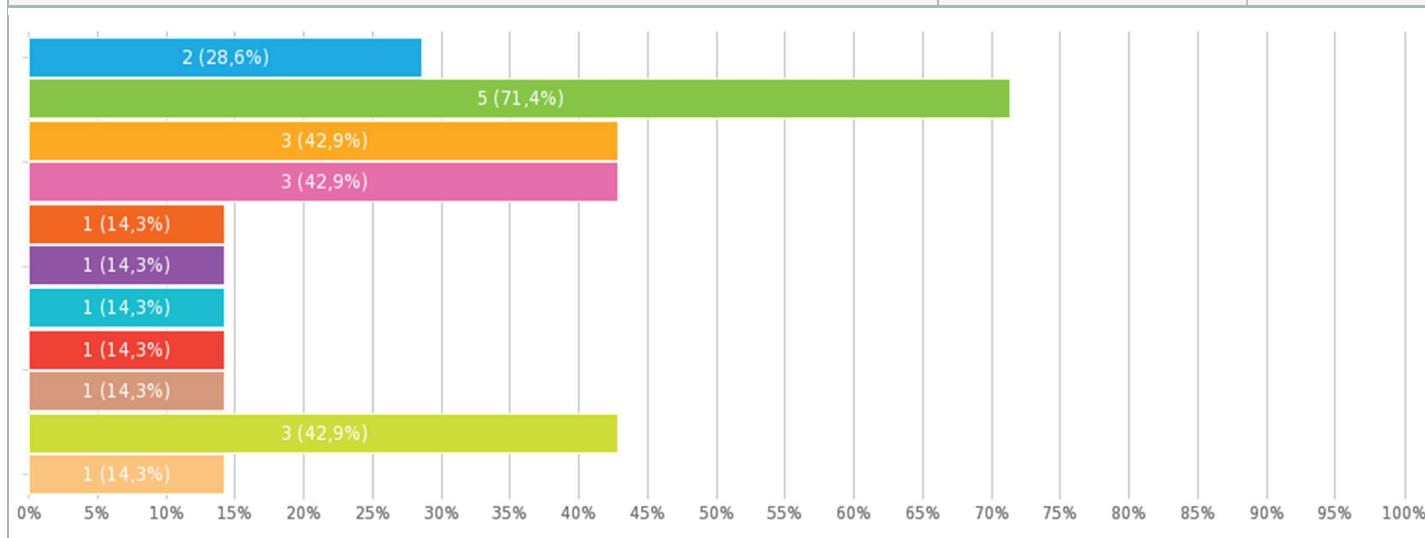
- AEI

23. En su opinión, ¿cuál de las siguientes instituciones internacionales juega un papel relevante en temas de emprendimiento en Ecuador?

Elección múltiple, respuestas 7x, no respondida 0x

Respuesta	Respuestas	Ratio
● United Nations Industrial Development Organization (UNIDO)	2	28,6 %
● Banco de Desarrollo de América Latina (CAF)	5	71,4 %
● Banco Interamericano de Desarrollo (IADB)	3	42,9 %
● United Nations Development Programme (UNDP)	3	42,9 %
● Banco Mundial	1	14,3 %
● Organización Internacional del Trabajo (OIT)	1	14,3 %
● Unión Europea	1	14,3 %

● ONGs internacionales	1	14,3 %
● Compañías multinacionales / fundaciones privadas	1	14,3 %
● UNCTAD	3	42,9 %
● Otros...	1	14,3 %



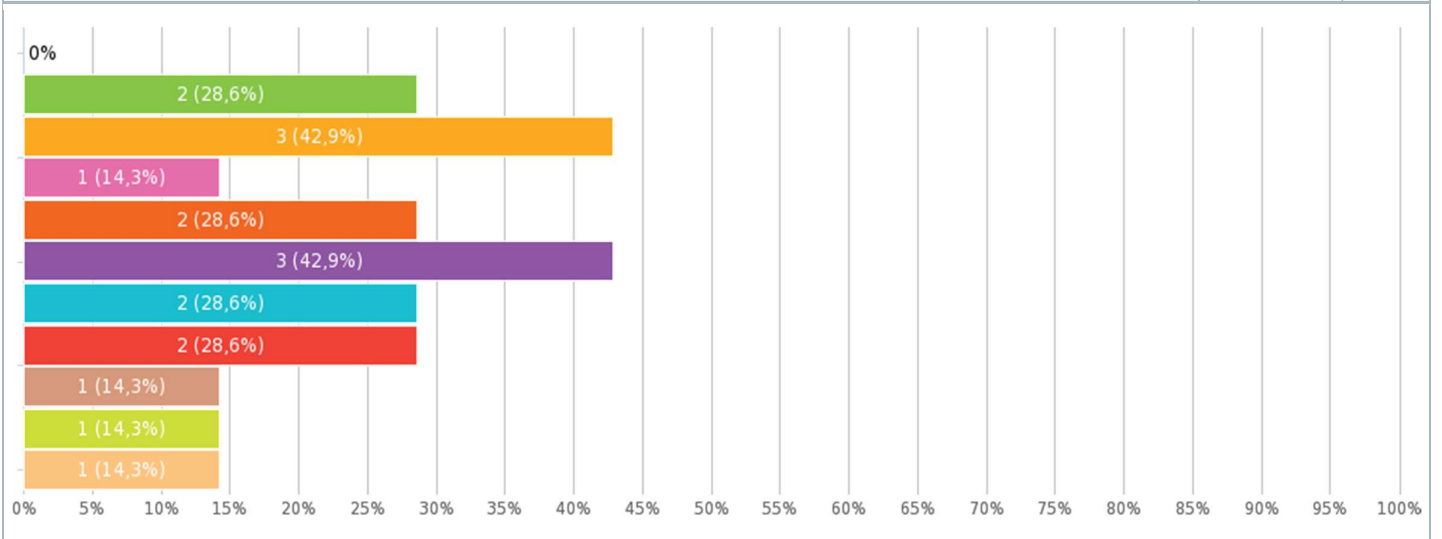
● empresa privada

24. En comparación con otros actores internacionales, por favor indique cuál es, en su opinión, la ventaja comparativa de UNCTAD en el campo de las políticas de emprendimiento en Ecuador

Elección múltiple, respuestas 7x, no respondida 0x

Respuesta	Respuestas	Ratio
● Su foco en la inclusividad y en temas de género	0	0 %
● Su autoridad y reputación como parte del sistema de Naciones Unidas	2	28,6 %
● Su metodología en marcos de referencia políticos para el desarrollo del sector privado, la promoción de la inversión y la facilitación de negocios	3	42,9 %
● Su guía de implementación práctica "paso por paso"	1	14,3 %
● Sus herramientas online tales que el "Entrepreneurship Policy Framework", con checklists de preguntas y una metodología e indicadores para medir la eficacia de las políticas	2	28,6 %
● Su naturaleza intergubernamental, que facilita la retroalimentación y el intercambio de buenas prácticas entre los países	3	42,9 %
● La red asociada de 36 centros de promoción emprendedora Empretec	2	28,6 %
● Su experiencia en construcción de capacidades y asistencia técnica	2	28,6 %
● Sus plataformas y herramientas de e-regulaciones	1	14,3 %

● Su capacidad de financiación	1	14,3 %
● No lo sé / prefiero no contestar	1	14,3 %



**ENQUÊTE SUR L'ÉLABORATION DE LA STRATÉGIE
NATIONALE DE DÉVELOPPEMENT DE
L'ENTREPRENEURIAT (SNDE) ET DE SON PLAN D'ACTION
AU CAMEROUN**



General



Nombre de encuesta

ENQUÊTE SUR L'ÉLABORATION DE LA STRATÉGIE NATIONALE
DE DÉVELOPPEMENT DE L'ENTREPRENEURIAT (SNDE) ET DE
SON PLAN D'ACTION AU CAMEROUN



Autor

ecoper sl



Idioma

 Francés



URL de la encuesta

<https://www.surveio.com/survey/d/Q3H3S3C9B1P3P1F2V>



Primera respuesta

19/02/2018

Última respuesta

22/02/2018



Duración

4 días

■ Visitas de la encuesta

15
Total de visitas

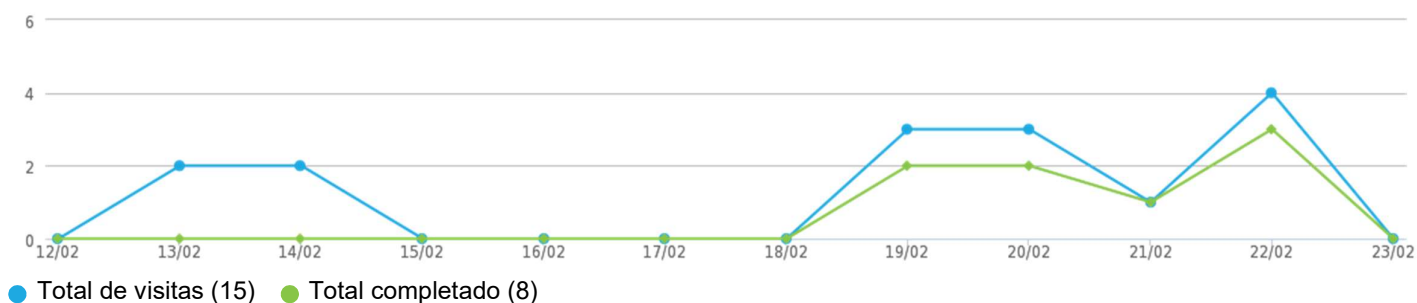
8
Total completado

0
Respuestas
incompletas

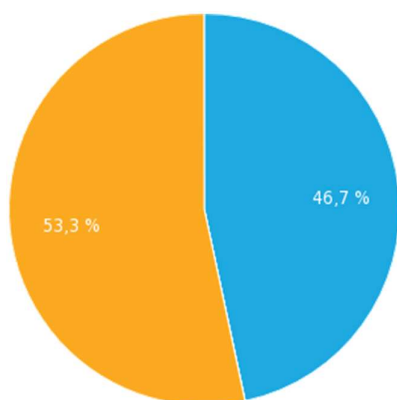
7
Mostró sólo

53,3 %
Tasa global de
finalización

Historial de visitas (19/02/2018 - 22/02/2018)

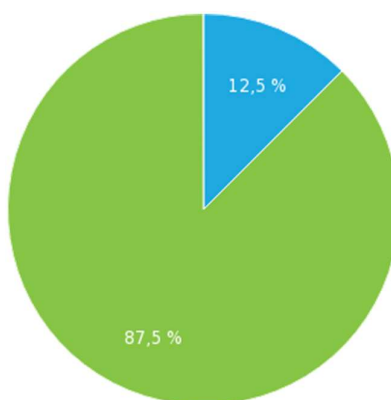


Total visitas



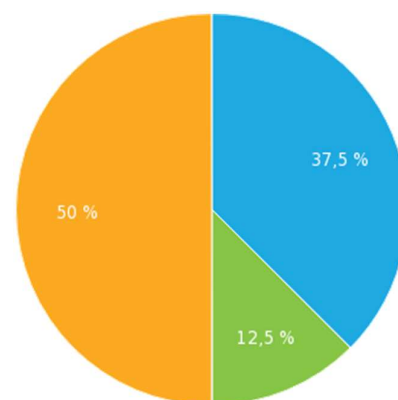
● Mostrando sólo (46,7 %)
● Incompleto (0 %)
● Completo (53,3 %)

Fuentes de visitas



● Facebook (12,5 %)
● Enlace directo (87,5 %)

Tiempo medio de finalización



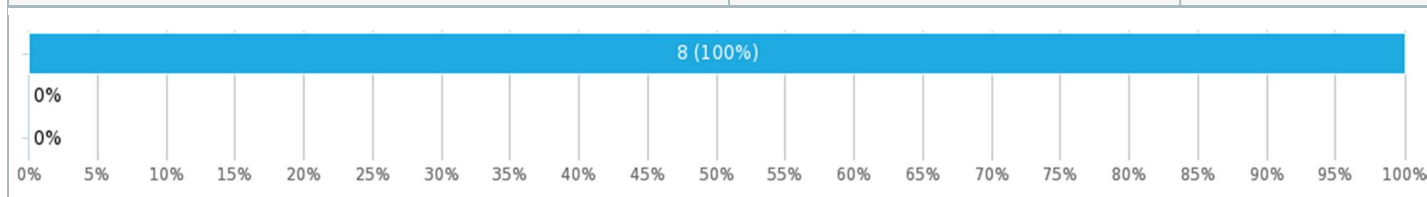
● 10-30 min. (37,5 %)
● 30-60 min. (12,5 %)
● >60 min. (50 %)

■ Réponses

1. Veuillez spécifier votre genre

Elección simple, respuestas 8x, no respondida 0x

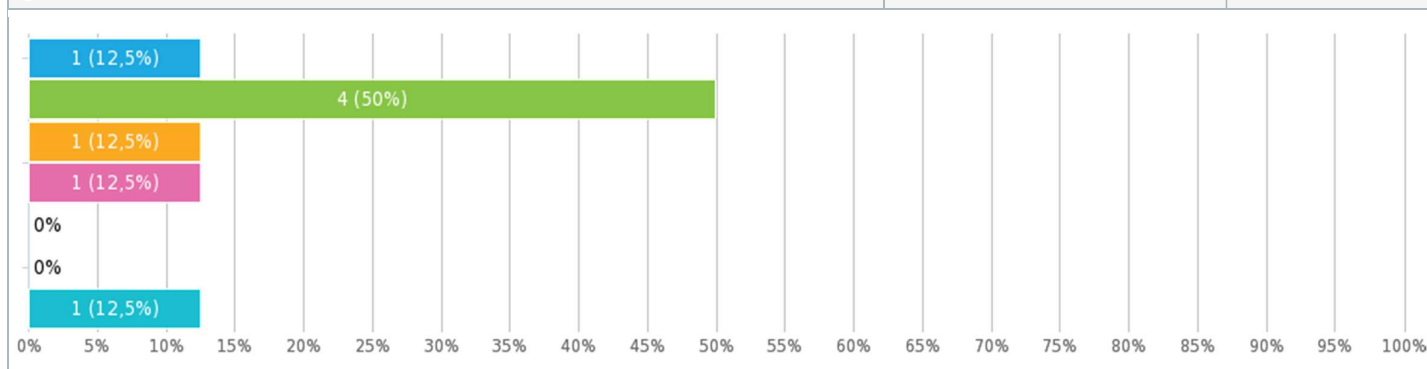
Respuesta	Respuestas	Ratio
● Homme	8	100 %
● Femme	0	0 %
● Je préfère ne pas répondre	0	0 %



2. Quelle catégorie vous décrit-elle le mieux?

Elección simple, respuestas 8x, no respondida 0x

Respuesta	Respuestas	Ratio
● Fonctionnaire au Cameroun	1	12,5 %
● Chercheur, consultant	4	50 %
● Représentant d'une association d'entrepreneurs	1	12,5 %
● Entrepreneur	1	12,5 %
● Fournisseur de services d'affaires	0	0 %
● Personnel d'une organisation internationale	0	0 %
● Autre...	1	12,5 %

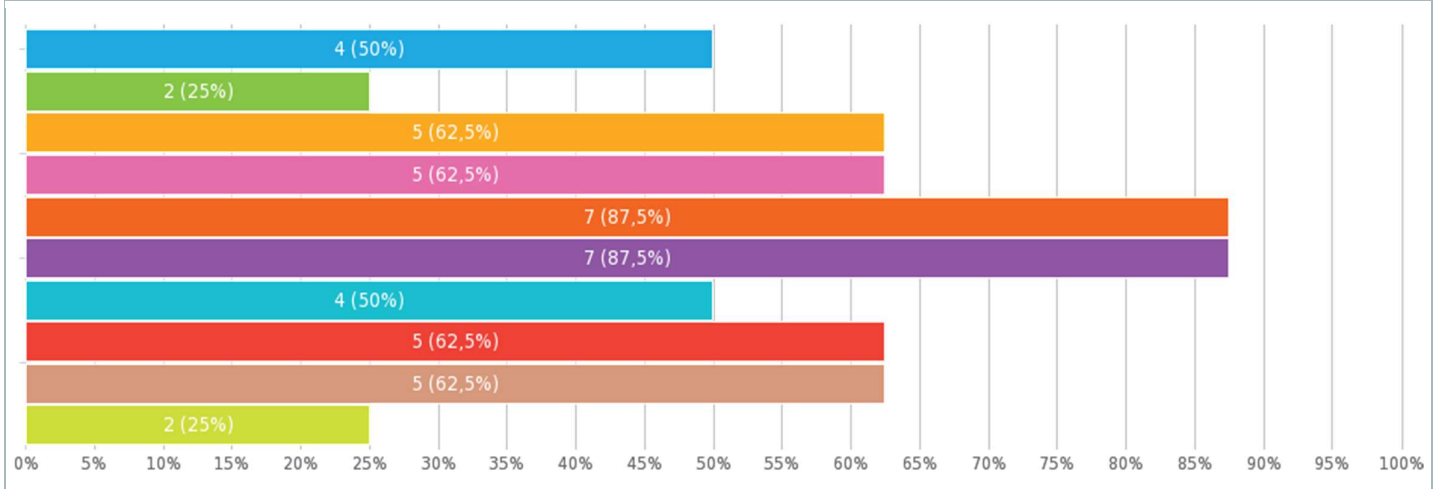


● expert consultant en comm u

3. D'après vous, quels sont les principaux défis auxquels doivent faire face les aspirants entrepreneurs de votre pays quand ils essaient de lancer ou de faire grandir leur entreprise?

Elección múltiple, respuestas 8x, no respondida 0x

Respuesta	Respuestas	Ratio
● Le cadre réglementaire pour l'entrepreneuriat est trop lourd	4	50 %
● Les produits et services domestiques sont difficiles à vendre que ce soit à l'intérieur du pays ou à l'étranger	2	25 %
● Les entrepreneurs ont des difficultés avec la comptabilité	5	62,5 %
● Il n'y a pas des produits d'assurance adaptés aux entrepreneurs	5	62,5 %
● Les étudiants ne sont pas formés en compétences entrepreneuriales	7	87,5 %
● Il est difficile d'obtenir des fonds de la part de banques ou investisseurs	7	87,5 %
● Il est difficile d'avoir accès aux nouvelles technologies	4	50 %
● Les décideurs politiques et la société ne sont pas sensibilisés quant à l'importance des entrepreneurs	5	62,5 %
● Les femmes entrepreneures font face à des difficultés additionnelles	5	62,5 %
● Autres défis non mentionnés ici...	2	25 %



- Pas de centrale d'information sur l'entrepreneuriat
- l'environnement socioculturel

4. Vous pouvez utiliser le cadre suivant pour développer votre opinion sur les défis des entrepreneurs

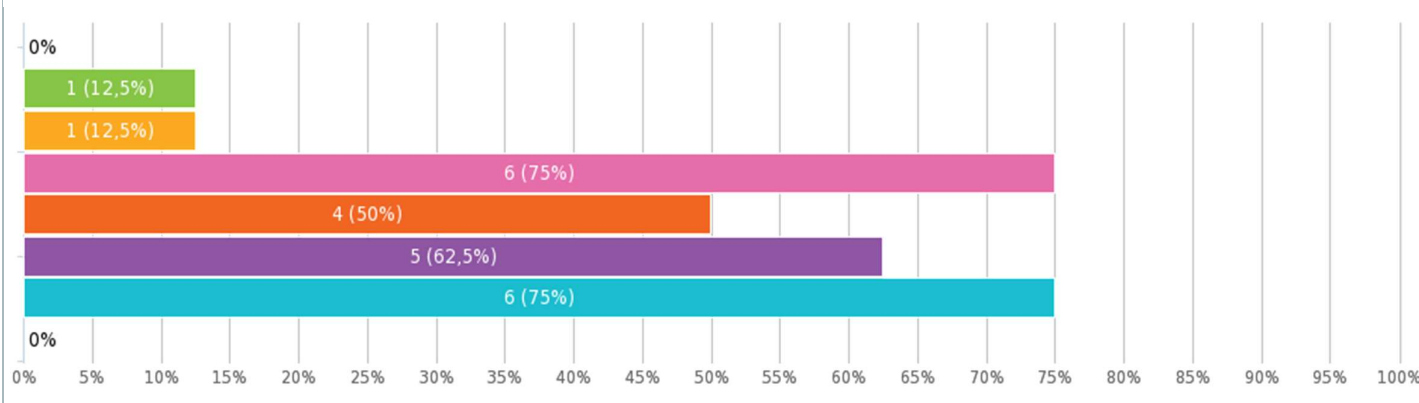
Texto de respuesta, respuestas 7x, no respondida 1x

- Le premier défis est celui de l'information sur les facilités institutionnelle, le second défis est le coaching de l'entrepreneur dans le développement afin qu'il sache quoi faire à quel moment et comment le faire, le dernier défis est l'accompagnement technique et financier dans la mise en oeuvre du projet.
- mise en relation des entrepreneurs avec des partenaires techniques, formations adaptées en entrepreneuriat, valorisation du métier d'entrepreneur
- La très forte politisation de la société et des débats économiques ; la corruption rampante et persistante contribuent à la marginalisation des entrepreneurs et des initiatives entrepreneuriales surtout privés. L'Etat et les pouvoirs publics doivent honnêtement jouer leurs rôles de régulateurs institutionnels des activités économiques et entrepreneuriales.
- INSUFFISANCE TECHNIQUE ET MANAGERIALE
- il y a très peu de conscience sur l'apport et le caractère très important des entrepreneurs dans le développement économique du pays, notamment de la part des acteurs intervenant dans la chaîne entrepreneuriale. le statut de l'entrepreneur est mal compris.
- Le plu grand défi est lié au fait que les étudiants que nous formons ne sont pas préparés à la création d'entreprise. Il y aussi un manque de possibilité de financement de la création d'entreprise.
- Il n'ya pas d'Entrepreneurship Education dans nos Collèges, Grandes Ecoles et Universités

5. A votre avis, quel était l'état des politiques d'entrepreneuriat dans votre pays avant la préparation de la SNDE et du plan d'action?

Elección múltiple, respuestas 8x, no respondida 0x

Respuesta	Respuestas	Ratio
● Les politiques d'entrepreneuriat ont toujours été efficaces et pertinentes	0	0 %
● Les politiques d'entrepreneuriat sont bien financées	1	12,5 %
● Les politiques d'entrepreneuriat reçoivent un appui significatif de la part d'acteurs internationaux	1	12,5 %
● Les politiques d'entrepreneuriat n'ont pas été complètes ou consistantes	6	75 %
● Les politiques d'entrepreneuriat n'ont pas adressé les défis spécifiques aux femmes entrepreneures	4	50 %
● Il n'y avait pas de politiques d'entrepreneuriat	5	62,5 %
● Les problèmes de l'entrepreneuriat étaient adressés par d'autres politiques de façon dispersée et inefficace.	6	75 %
● Je ne sais pas / je préfère ne pas répondre.	0	0 %



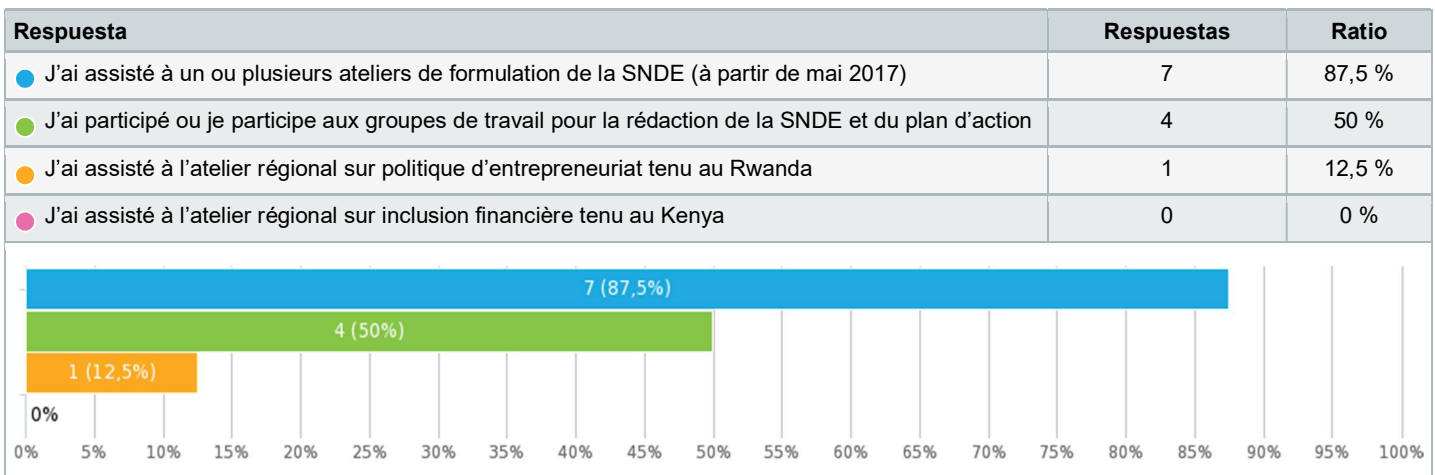
6. Vous pouvez utiliser le cadre suivant pour développer votre réponse

Texto de respuesta, respuestas 6x, no respondida 2x

- Au lieu d'entrepreneuriat, le gouvernement parlait d'auto-emploi des jeunes et des femmes et de façon dispersée.
- Il y a manifestement une volonté d'accompagnement entrepreneurial de l'Etat. Mais cette volonté doit aller au-delà des discours et slogans politiques, pour déboucher sur des actes véritables et non des intentions non réalisées.
- DISPERSION DES INTERVENTIONS PUBLIQUE
- bien que des actions en faveur de la promotion de l'entrepreneuriat existaient, il n'y avait pas un cadre politique traçant la ligne directrice en la matière. comme conséquence, les actions manquaient de synergies pour plus d'efficacité
- je pense qu'un cadre cohérent d'une politique entrepreneuriat doit prendre en compte toute la chaîne qui va de la formation à l'encadrement du jeune entrepreneur en passant par un financement approprié à la création d'entreprise.
- Tous les Ministères en charge des questions d'insertion parlent d'Entrepreneuriat et consomment conséquemment beaucoup de budget et ce pour aucun résultat, c'est simplement dommage

7. Veuillez spécifier comment vous avez participé à l'élaboration de la SNDE et du plan d'action

Elección múltiple, respuestas 8x, no respondida 0x

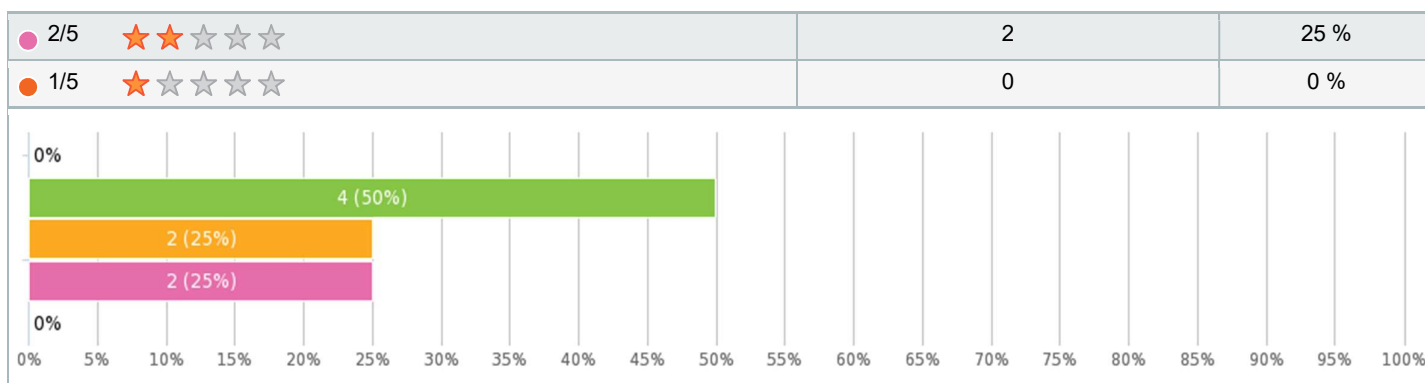


8. Si vous avez assisté à l'un (ou plusieurs) des ateliers en relation avec la SNDE, veuillez évaluer la qualité en termes de coordination, logistique, temps et format.

Grado de la estrella, respuestas 8x, no respondida 0x

Número de estrellas 3,3/5

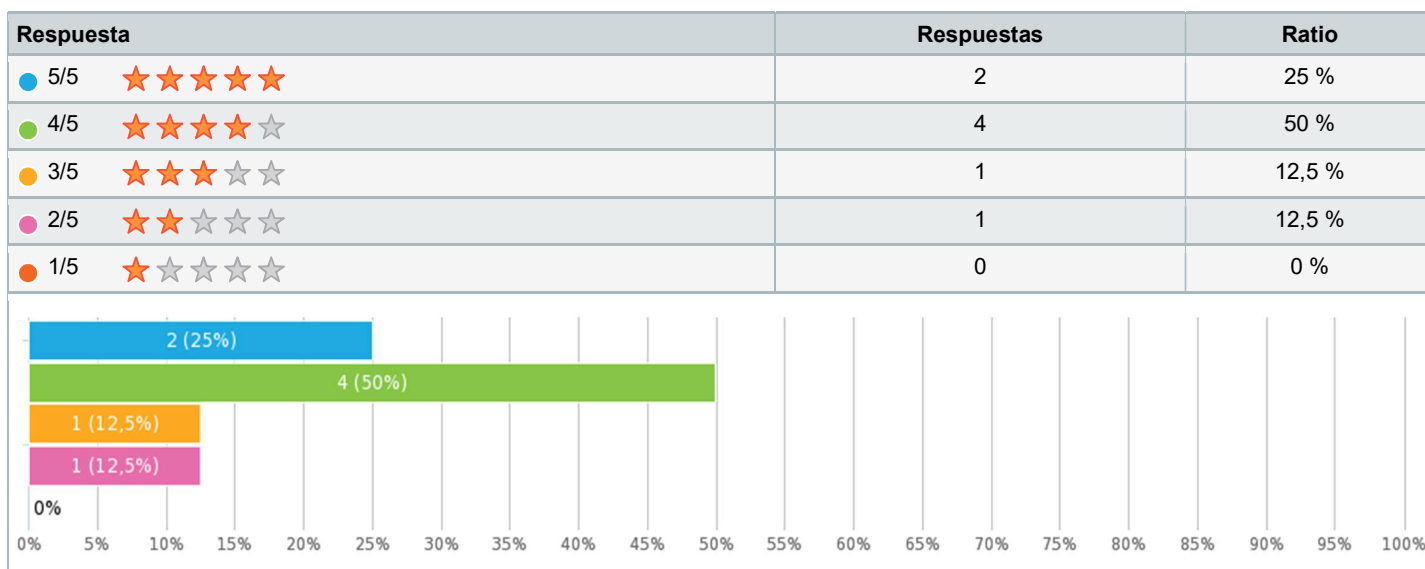
Respuesta	Respuestas	Ratio
● 5/5 ★★★★★	0	0 %
● 4/5 ★★★★★☆	4	50 %
● 3/5 ★★★☆☆	2	25 %



9. Si vous avez assisté à l'un (ou plusieurs) des ateliers en relation avec la SNDE, veuillez aussi évaluer la qualité des matériaux, des orateurs et des modérateurs

Grado de la estrella, respuestas 8x, no respondida 0x

Número de estrellas 3,9/5

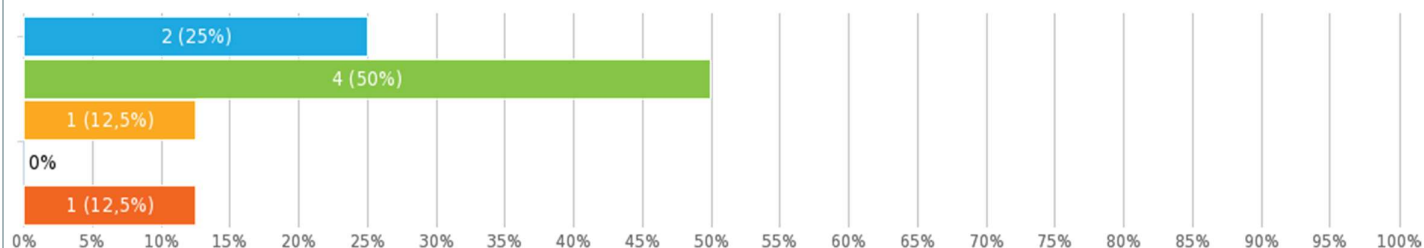


10. Si vous participez / avez participé à un des groupes de travail en relation avec la SNDE, veuillez indiquer le thème de votre groupe

Elección simple, respuestas 8x, no respondida 0x

Respuesta	Respuestas	Ratio
● Optimisation du cadre réglementaire	2	25 %

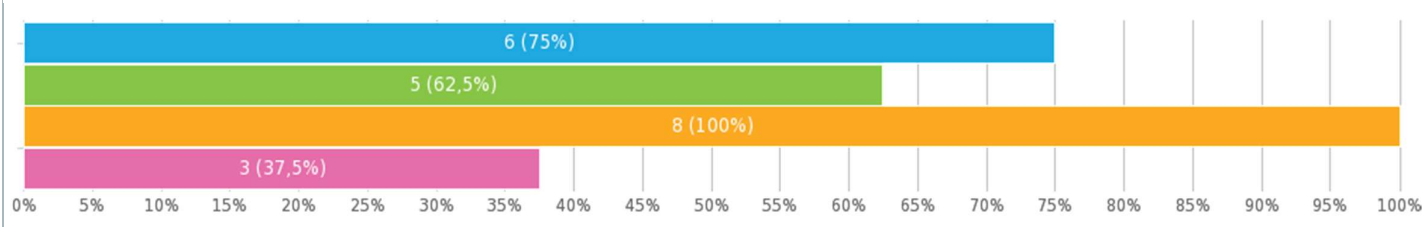
● Renforcement de l'éducation à l'entrepreneuriat et la mise en valeur des compétences entrepreneuriales	4	50 %
● Facilitation de l'échange de technologies et l'innovation	1	12,5 %
● Amélioration de l'accès au financement	0	0 %
● Promotion de la sensibilisation et la constitution de réseaux	1	12,5 %



11. Si vous participez / avez participé à un des groupes de travail en relation avec la SNDE, veuillez sélectionner les affirmations avec lesquelles vous êtes d'accord

Elección múltiple, respuestas 8x, no respondida 0x

Respuesta	Respuestas	Ratio
● Le groupe de travail a impliqué les autorités et agences publiques concernées par le thème du groupe	6	75 %
● Le groupe de travail a facilité des conversations entre agents publics et privés quant au thème du groupe	5	62,5 %
● Les problèmes adressés par le groupe de travail son ceux des entrepreneurs du Cameroun	8	100 %
● Le groupe de travail a généré des mesures spécifiques avec des temps concrets	3	37,5 %



12. Vous pouvez utiliser le cadre suivant pour développer votre opinion sur les activités dans lesquelles vous avez été impliqué

Texto de respuesta, respuestas 4x, no respondida 4x

- j'ai participé à tous les groupes de travail au Rwanda, mais j'étais panéliste pour celui de l'éducation. Globalement les ateliers étaient bien organisés. juste que le temps a été souvent un peu court pour certains thèmes obligeant à faire la présentation

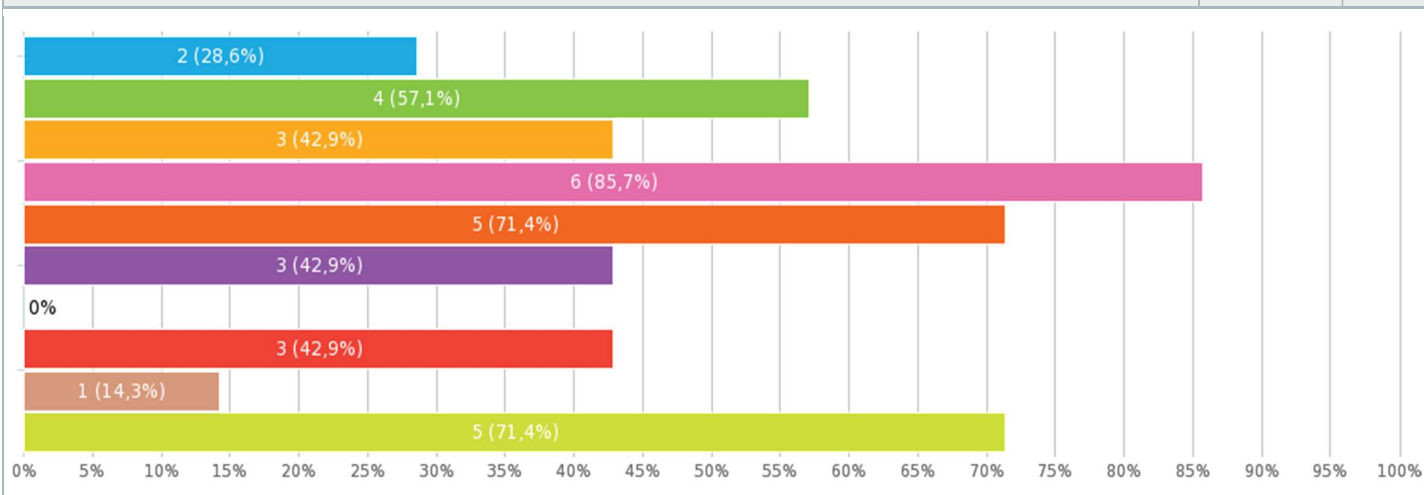
sans trop rentrer dans les échanges avec les participants. Comme mesure, prévoir un format de travail plus long avec des sous ateliers thématiques distincts (salles séparées).

- L'organisation logistique et matérielle a parfois été défaillante et manquer de professionnalisme. Les procédures administratives et bureaucratiques incompréhensibles freinent le paiement des honoraires des consultants locaux qui ont pourtant effectué leur travail et rendu les rapports demandés dans les délais prescrits.
- Ce sont des activités auxquelles je souhaiterais prendre part.
- Nous devons éviter de réinventer la roue mas plutôt se fer à des organismes tels que le BIT qui a développer plusieurs Outils et programmes de formatons et d'accompagnement des Entrepreneurs, ceux-ci sont très fonctionnels de par le monde et ça marche. Ces programmes sont SIYB/GERME, Start and Improve Your Business, Gérez Mieux votre Entreprise, KAB/CLE Know About Business/Comprendre l'Entreprise, entre autres

13. En relation avec l'ensemble du processus de construction de la SNDE et de son plan d'action, veuillez sélectionner les affirmations avec lesquelles vous êtes d'accord

Elección múltiple, respuestas 7x, no respondida 1x

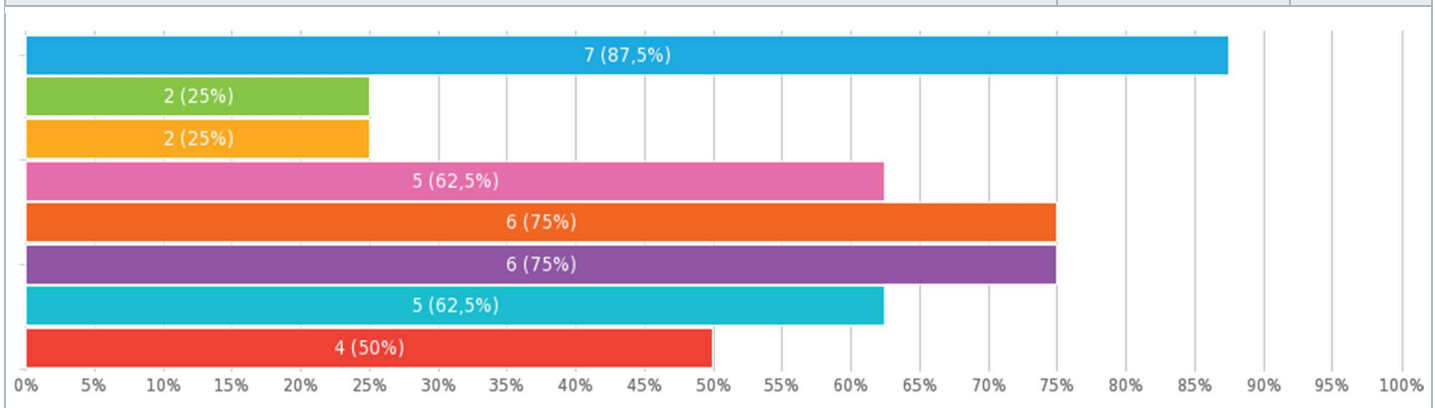
Respuesta	Respuestas	Ratio
● Cela m'a rendu conscient(e) de la dimension de genre des politiques nationales d'entrepreneuriat	2	28,6 %
● Cela a renforcé mes connaissances en matière d'entrepreneuriat de façon générale	4	57,1 %
● Cela a renforcé les connaissances du Gouvernement en matière d'entrepreneuriat	3	42,9 %
● Cela a renforcé les capacités du pays à développer et implémenter des plans d'actions d'entrepreneuriat	6	85,7 %
● Cela a facilité le partage d'expérience parmi de parties prenantes variés en matière de politiques d'entrepreneuriat dans le pays	5	71,4 %
● Cela a facilité le transfert de connaissances depuis d'autres pays	3	42,9 %
● Cela a amélioré le dialogue politique et la coordination au sein du Gouvernement	0	0 %
● Cela a amélioré le dialogue et collaboration public-privé	3	42,9 %
● Cela a montré au pays une façon pratique d'améliorer le développement et l'implémentation de politiques dans n'importe quelle aire	1	14,3 %
● Cela a fourni un outil pertinent pour identifier les contraintes et proposer des solutions: l' « Entrepreneurship Policy Framework Toolkit ».	5	71,4 %



14. Les déclarations suivantes sont des descriptions du futur de la politique d'entrepreneuriat dans votre pays et de son impact probable dans la création et croissance des entreprises. Veuillez sélectionner les déclarations avec lesquelles vous êtes d'accord

Elección múltiple, respuestas 8x, no respondida 0x

Respuesta	Respuestas	Ratio
● Le système éducatif promouvra des compétences et attitudes entrepreneuriales	7	87,5 %
● Les outils de comptabilité seront fréquemment utilisés parmi les entrepreneurs	2	25 %
● Il y aura de nouveaux services disponibles d'assurance adaptés aux entrepreneurs	2	25 %
● Il y aura de nouveaux produits financiers adaptés aux entrepreneurs	5	62,5 %
● Le cadre réglementaire sera simplifié et il sera plus simple de lancer ou de faire grandir les entreprises	6	75 %
● Les entrepreneurs utiliseront davantage les nouvelles technologies	6	75 %
● Des solutions spécifiques seront fournies aux femmes entrepreneurs	5	62,5 %
● Les entrepreneurs seront clé pour la conformation d'une économie plus inclusive	4	50 %



15. You can use the following box to further develop on your response

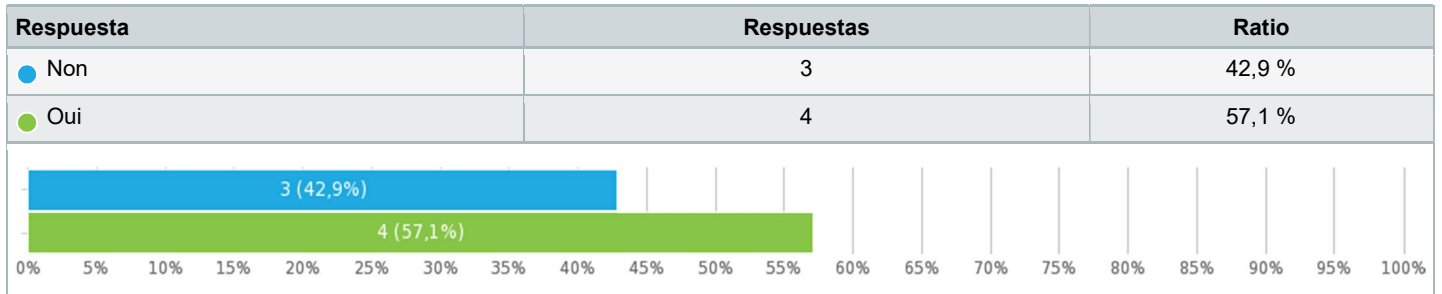
Texto de respuesta, respuestas 2x, no respondida 6x

- Il faudrait en priorité que le gouvernement valorise le métier d'entrepreneur, accompagne les initiatives entrepreneuriales et fasse sauter toutes les entraves manifestes ou cachées à la promotion de la culture entrepreneuriale.
- L'Entrepreneuriat sera dorénavant enseigné à tous les niveaux du cursus scolaire et universitaire au Cameroun

16. A votre avis, les initiatives réglementaires de la SNDE et de son plan d'action sont-elle efficacement

dirigées et coordonnées par une institution camerounaise?

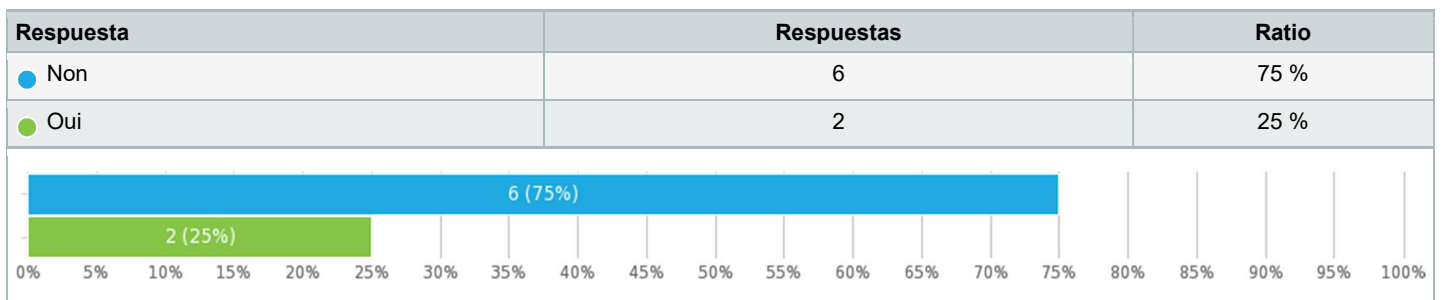
Elección simple, respuestas **7x**, no respondida **1x**



- (2x) Le MINPMEESA
- Ministère des Petites et Moyennes Entreprises.
- les politiques inclusives sont plus efficaces

17. Et les initiatives d'accès au financement, pensez-vous qu'elles sont efficacement dirigées et coordonnées par une institution camerounaise?

Elección simple, respuestas **8x**, no respondida **0x**

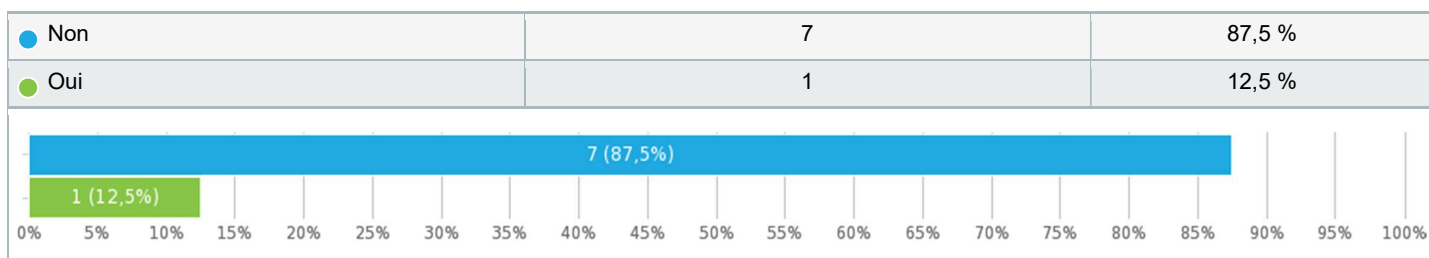


- Associations patronales (banques, EMF, assurance)
- idem

18. Et les initiatives d'échange de technologies et d'innovation, pensez-vous qu'elles sont efficacement dirigées et coordonnées par une institution camerounaise?

Elección simple, respuestas **8x**, no respondida **0x**

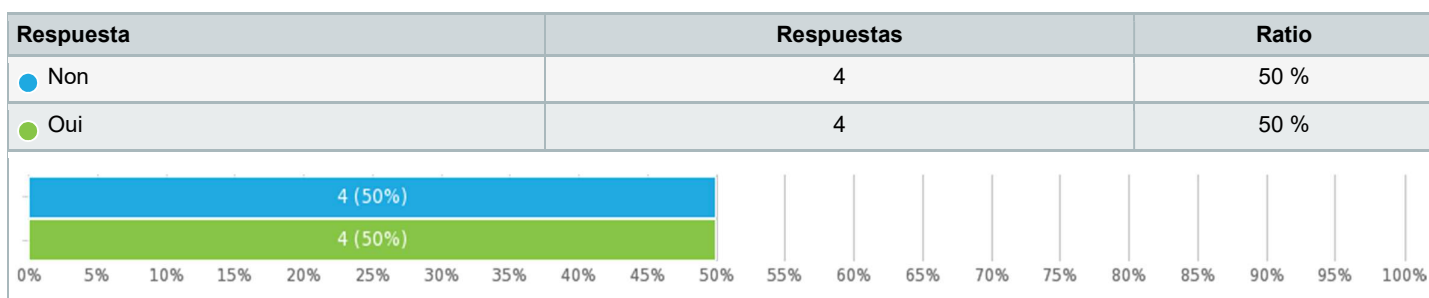
Respuesta	Respuestas	Ratio
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● idem

19. Et les initiatives d'éducation et mise en valeur des compétence entrepreneuriales, pensez-vous qu'elles sont efficacement dirigées et coordonnées par une institution camerounaise?

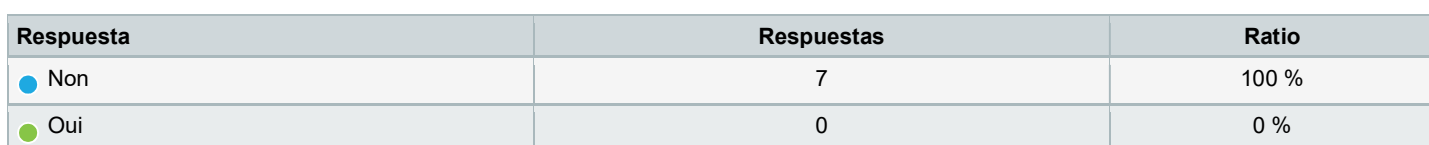
Elección simple, respuestas 8x, no respondida 0x

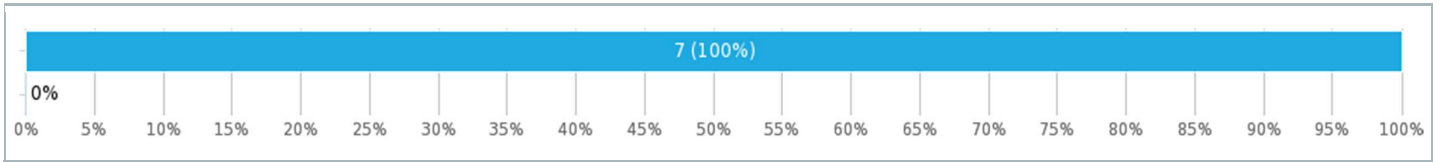


- Centre Empretec, Incubateurs, MINESUP MINESEC, MINFOP
- Incubateurs universitaires et incubateurs privés
- les politiques inclusives sont les plus efficaces
- Le MINPMEESA

20. Et les activités de sensibilisation et constitution de réseaux, pensez-vous qu'elles sont efficacement dirigées et coordonnées par une institution camerounaise?

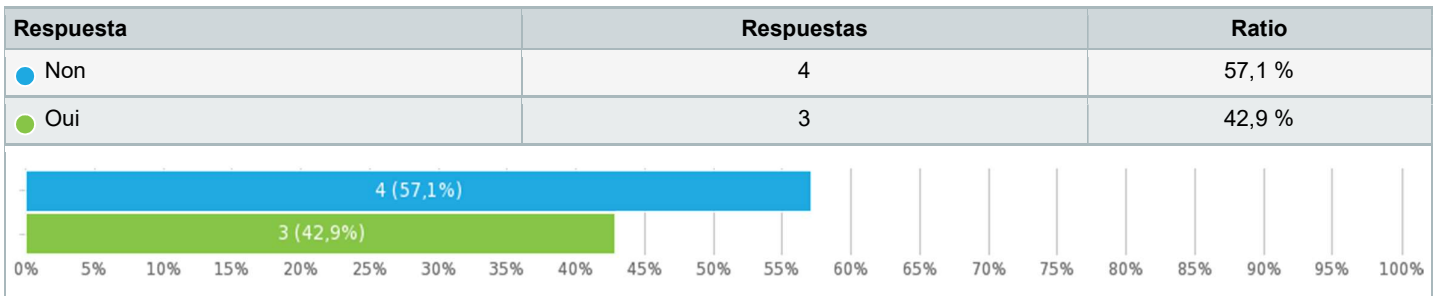
Elección simple, respuestas 7x, no respondida 1x





21. En ce qui concerne la stratégie dans son ensemble, il y a-t-il une institution nationale dirigeant le plan d'action et coordonnant toutes les institutions impliquées dans celui-ci?

Elección simple, respuestas 7x, no respondida 1x



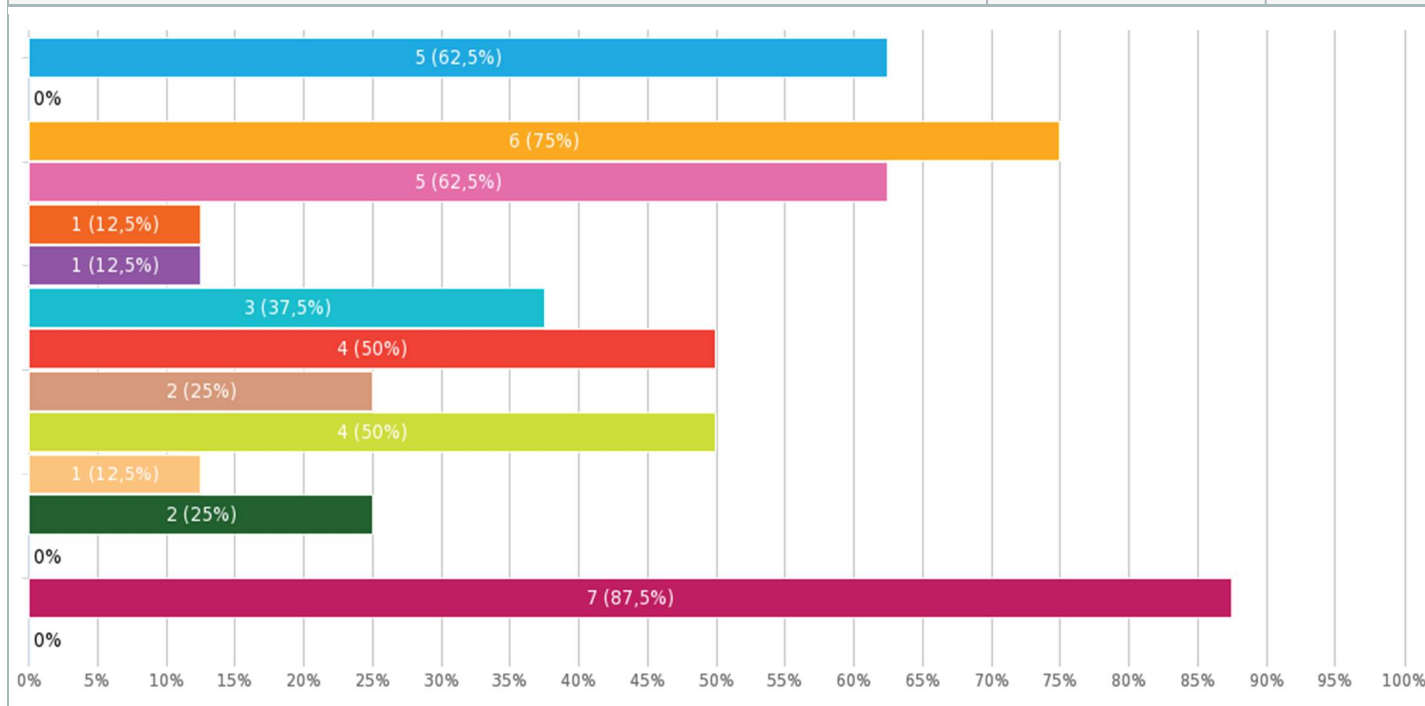
- Mettre en place un programme et son unité opératio
- Ministère des Petites et Moyennes Entreprises
- APME

22. A votre avis, laquelle/lesquelles parmi les institutions internationales suivantes joue(nt) un rôle principal en matière d'entrepreneuriat au Cameroun?

Elección múltiple, respuestas 8x, no respondida 0x

Respuesta	Respuestas	Ratio
● Organisation des Nations unies pour le développement industriel (ONUDI)	5	62,5 %
● Commission économique pour l'Afrique (CEA)	0	0 %
● Programme des Nations Unies pour le développement (PNUD)	6	75 %
● Organisation Internationale de la Francophonie (OIF)	5	62,5 %
● Global Entrepreneurship Network (GEN) Africa	1	12,5 %
● Union Africaine (UA)	1	12,5 %
● Agence Française de Développement (AFD)	3	37,5 %
● Organisation Internationale du Travail (OIT)	4	50 %

● African Development Bank	2	25 %
● Banque Mondiale	4	50 %
● Union Européenne	1	12,5 %
● ONG internationales	2	25 %
● Compagnies multinationales / fondations privées	0	0 %
● CNUCED	7	87,5 %
● Autres...	0	0 %

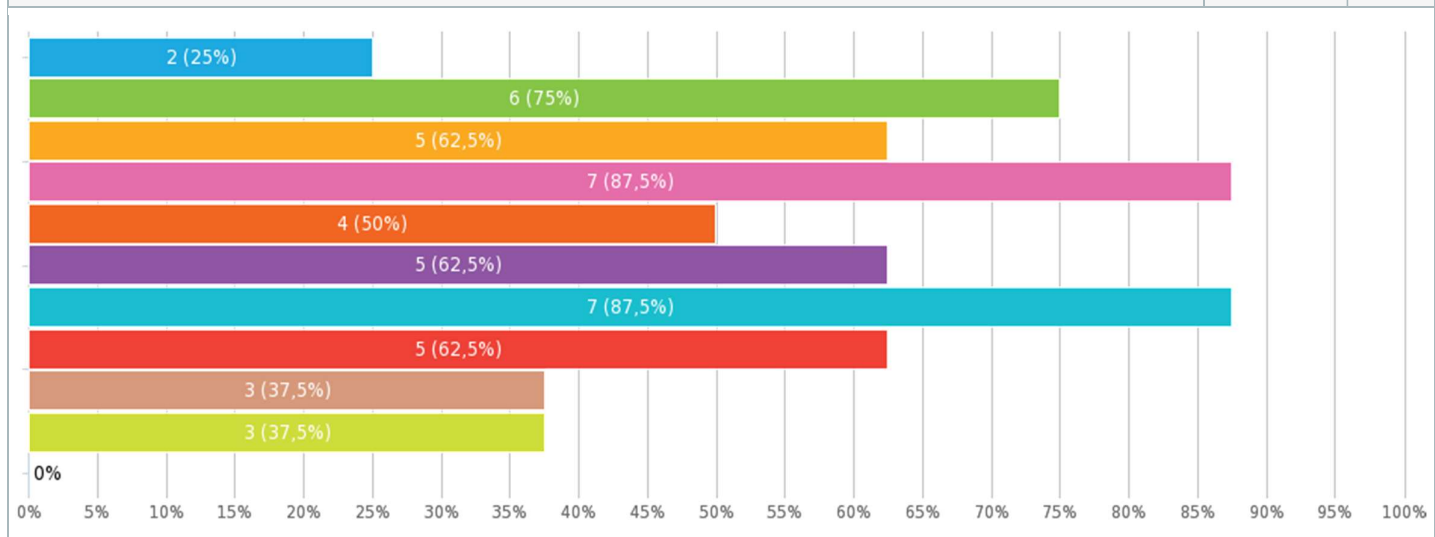


23. En comparant avec d'autres acteurs internationaux, veuillez indiquer quelles sont, à votre avis, les avantages comparatifs de la CNUCED en matière de politique entrepreneuriale au Cameroun

Elección múltiple, respuestas 8x, no respondida 0x

Respuesta	Respuestas	Ratio
● Son accent sur les aspects d'investissement et développement	2	25 %
● Son autorité et sa réputation en tant que part du système des Nations Unies	6	75 %
● Sa méthodologie en cadres de référence politiques pour le développement du secteur privé, la promotion de l'investissement et la facilitation des affaires	5	62,5 %
● Sa guide pratique d'implémentation "pas à pas"	7	87,5 %







● Ses outils en ligne, tels que l' "Entrepreneurship Policy Toolkit" avec les checklists de questions et une méthodologie et des indicateurs pour mesurer l'efficacité des politiques	4	50 %
● Sa nature inter-gouvernementale, qui facilite le retour et l'échange de bonnes pratiques parmi les pays	5	62,5 %
● Le réseau associé de 36 centres de promotion entrepreneuriale Empretec	7	87,5 %
● Son expérience en construction de capacités et assistance technique	5	62,5 %
● Ses plateformes et outils d'e-régulation	3	37,5 %
● Sa capacité de financement	3	37,5 %
● Je ne sais pas / je préfère ne pas répondre	0	0 %



**SURVEY ON THE ELABORATION OF THE NATIONAL
ENTREPRENEURSHIP POLICY AND ACTION PLAN,
THE GAMBIA**



General

 Nombre de encuesta	SURVEY ON THE ELABORATION OF THE NATIONAL ENTREPRENEURSHIP POLICY AND ACTION PLAN, THE GAMBIA
 Autor	ecoper sl
 Idioma	 Inglés
 URL de la encuesta	https://www.surveio.com/survey/d/F4G2W5J1Q2M8A0X9G
 Primera respuesta	20/02/2018
 Última respuesta	23/02/2018
 Duración	4 días

■ Visitas de la encuesta

12
Total de visitas

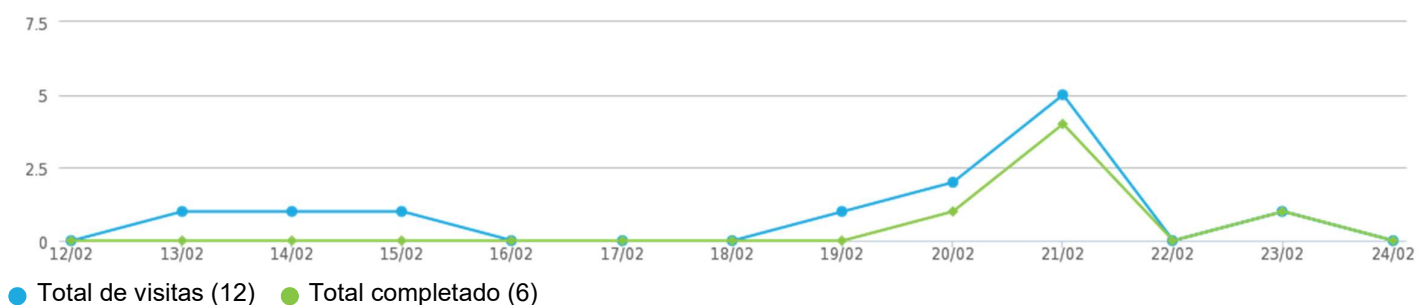
6
Total completado

0
Respuestas
incompletas

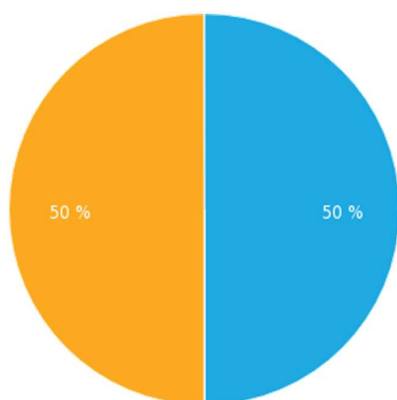
6
Mostró sólo

50 %
Tasa global de
finalización

Historial de visitas (20/02/2018 - 23/02/2018)

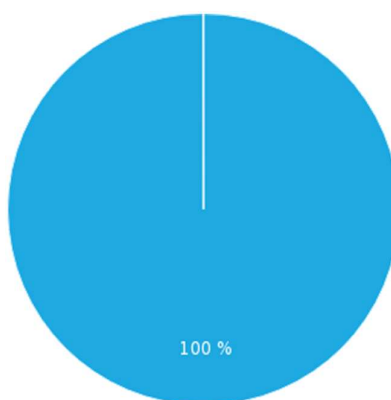


Total visitas



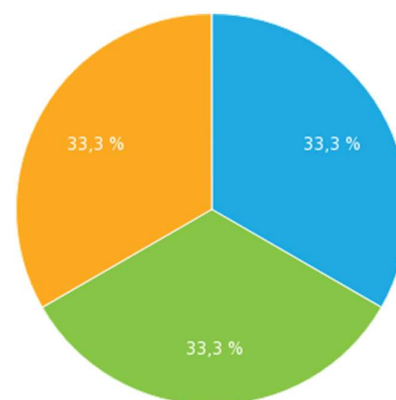
- Mostrando sólo (50 %)
- Incompleto (0 %)
- Completo (50 %)

Fuentes de visitas



- Enlace directo (100 %)

Tiempo medio de finalización



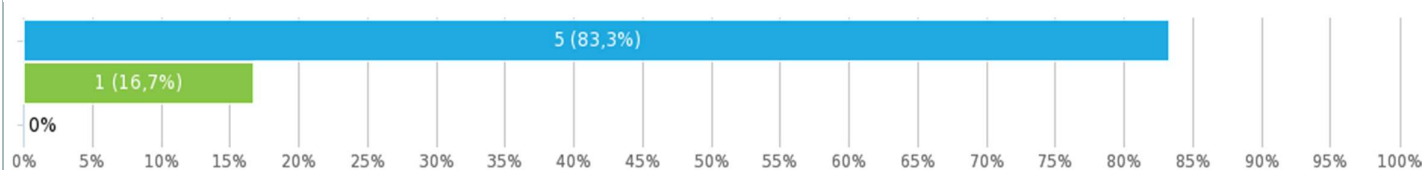
- 5-10 min. (33,3 %)
- 10-30 min. (33,3 %)
- >60 min. (33,3 %)

Respuestas

1. Please specify your gender

Elección simple, respuestas 6x, no respondida 0x

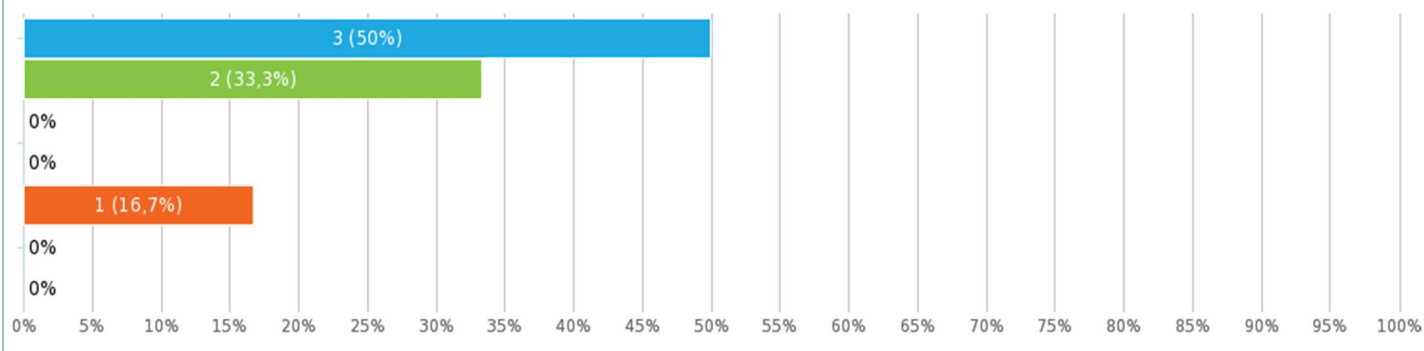
Respuesta	Respuestas	Ratio
● Male	5	83,3 %
● Female	1	16,7 %
● Prefer not to say	0	0 %



2. Which category describes you best?

Elección simple, respuestas 6x, no respondida 0x

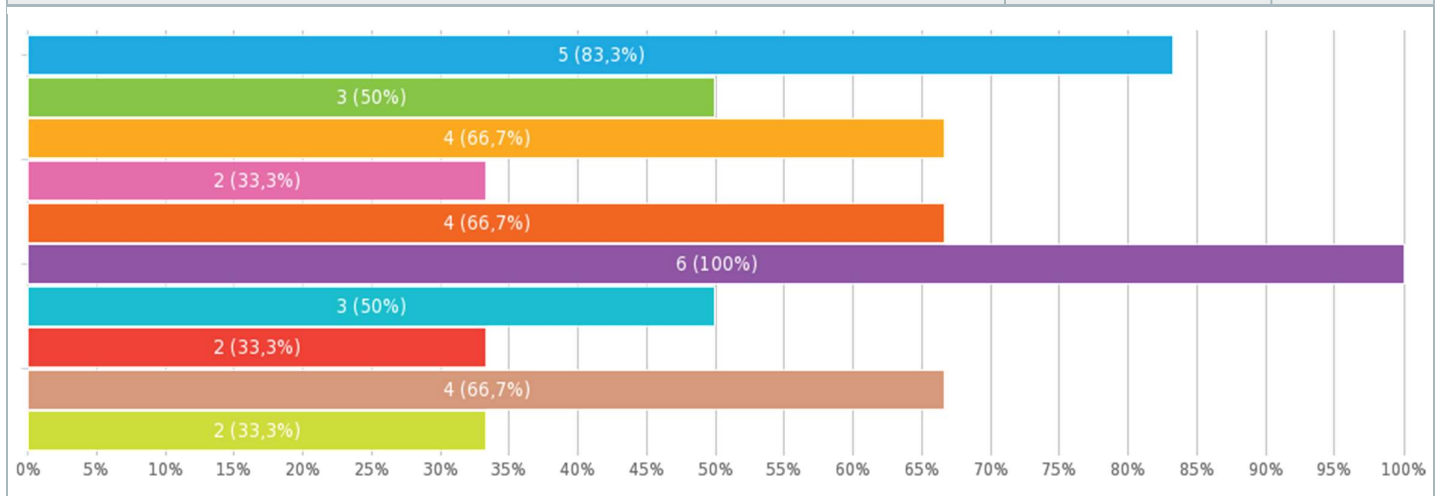
Respuesta	Respuestas	Ratio
● Public official of The Gambia	3	50 %
● Researcher, consultant	2	33,3 %
● Representative of an association of entrepreneurs	0	0 %
● Entrepreneur	0	0 %
● Business service provider	1	16,7 %
● International organization staff	0	0 %
● Other...	0	0 %



3. From your perspective, what are the main challenges faced by aspiring entrepreneurs when trying to start and/or grow their businesses in your country?

Elección múltiple, respuestas 6x, no respondida 0x

Respuesta	Respuestas	Ratio
● The regulatory environment for entrepreneurship is too heavy	5	83,3 %
● Domestic products and services are difficult to sell either in the country or abroad	3	50 %
● Entrepreneurs have difficulties with accounting	4	66,7 %
● There are not insurance products adapted to entrepreneurs	2	33,3 %
● Students are not educated in entrepreneurial skills	4	66,7 %
● It is difficult to get funds from banks or investors	6	100 %
● It is difficult to access to innovative technologies	3	50 %
● Policy makers and society are not aware of the relevance of entrepreneurs	2	33,3 %
● There are additional difficulties for women entrepreneurs	4	66,7 %
● Other challenges not mentioned here	2	33,3 %



- Processing and packaging as well as value addition
- Limited business development services provision.

4. You can use the following box to further develop on entrepreneurs' challenges

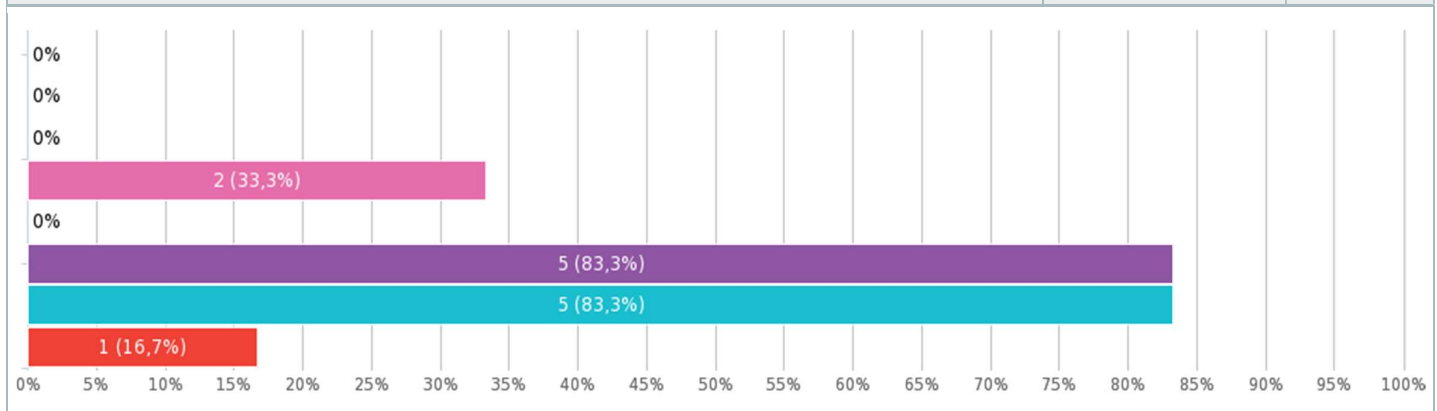
Texto de respuesta, respuestas 2x, no respondida 4x

- Generally low entrepreneurial skills and mindset. Record keeping, to best control the business and growth decisions, is mostly poor. The business environment not optimal (not just heavy) to support growth of enterprises.
- Entrepreneurship education is lacking in the school system. No innovation hubs, access to finance, We need a dedicated Ministry or Agency for Entrepreneurship.

5. In your opinion, how were entrepreneurship policies in your country before the adoption of the National Entrepreneurship Policy and Action Plan?

Elección múltiple, respuestas 6x, no respondida 0x

Respuesta	Respuestas	Ratio
● Entrepreneurship policies have always been effective and relevant	0	0 %
● Entrepreneurship policies are well financed	0	0 %
● Entrepreneurship policies receive significant support from international actors	0	0 %
● Entrepreneurship policies have not been comprehensive or consistent	2	33,3 %
● Entrepreneurship policies have not addressed specific challenges for women entrepreneurs	0	0 %
● Entrepreneurship policies are non-existent	5	83,3 %
● Entrepreneurship issues were addressed by other policies in a scattered and ineffective manner	5	83,3 %
● I don't know / prefer not to say	1	16,7 %



6. You can use the following box to further develop on your response

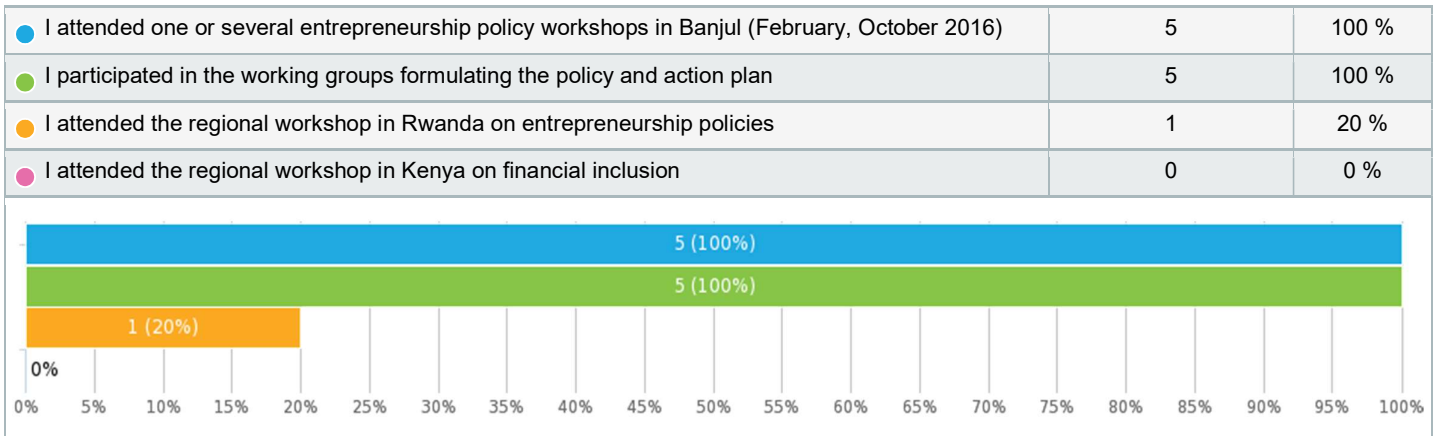
Texto de respuesta, respuestas 2x, no respondida 4x

- There only seemed to exist an entrepreneurship strategy and an msme policy. No coherent long-term strategy that is committed to with resource mobilization, to guide the development of small enterprises.
- Entrepreneurship has been a tag along and not made to stand out as an engine for job creation and self employment.

7. Please, specify how you participated in the elaboration of the National Entrepreneurship Policy and Action Plan

Elección múltiple, respuestas 5x, no respondida 1x

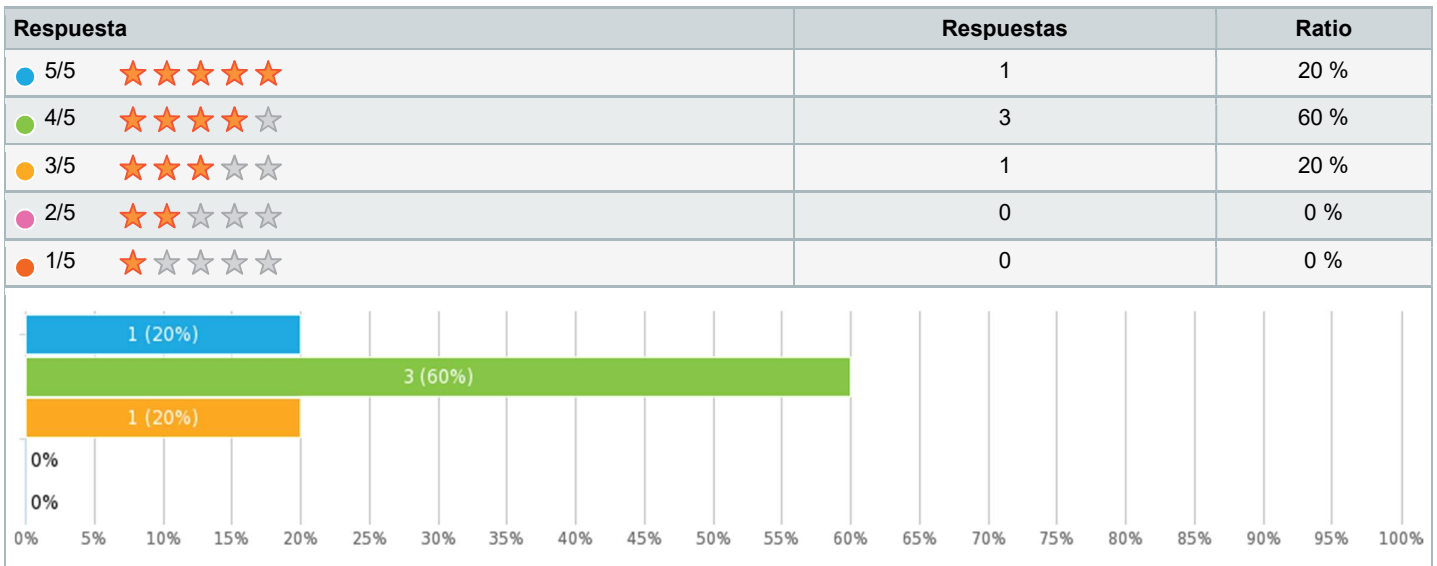
Respuesta	Respuestas	Ratio
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8. If you participated in any of the workshops related to the National Entrepreneurship Policy and Action Plan, please, assess the quality in terms of coordination, logistics, timing and format

Grado de la estrella, respuestas **5x**, no respondida **1x**

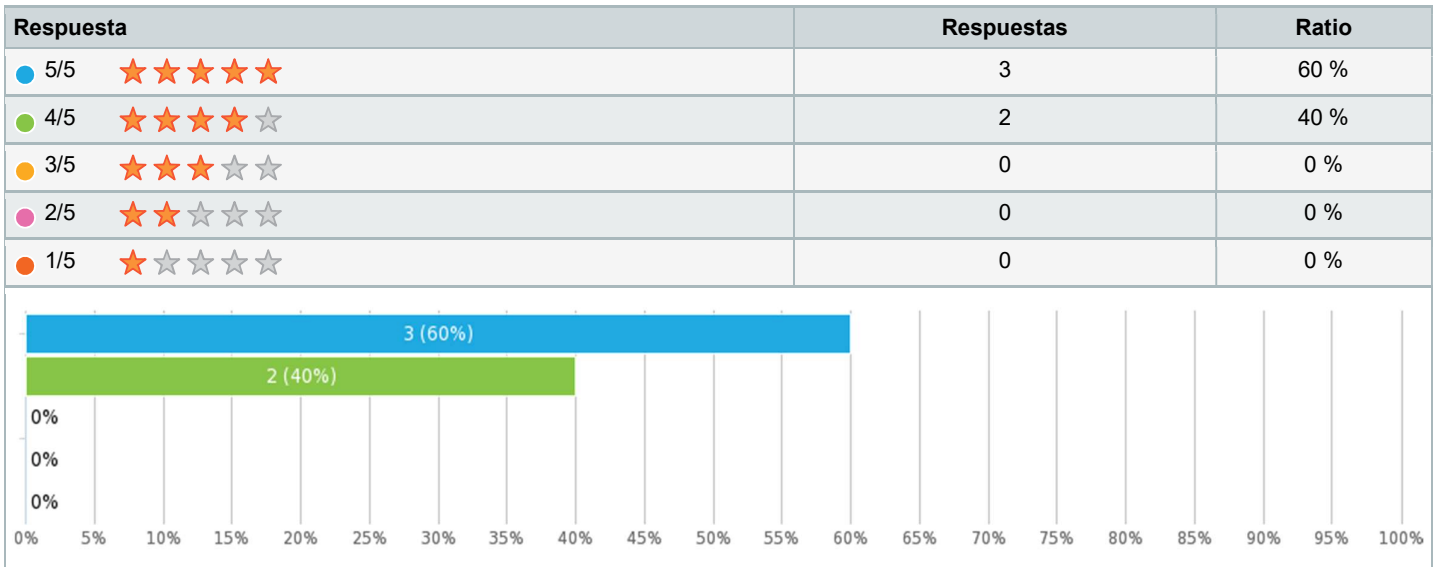
Número de estrellas 4/5



9. If you participated in any of the workshops related to the National Entrepreneurship Policy and Action Plan, also assess the quality of the materials, speakers and moderators

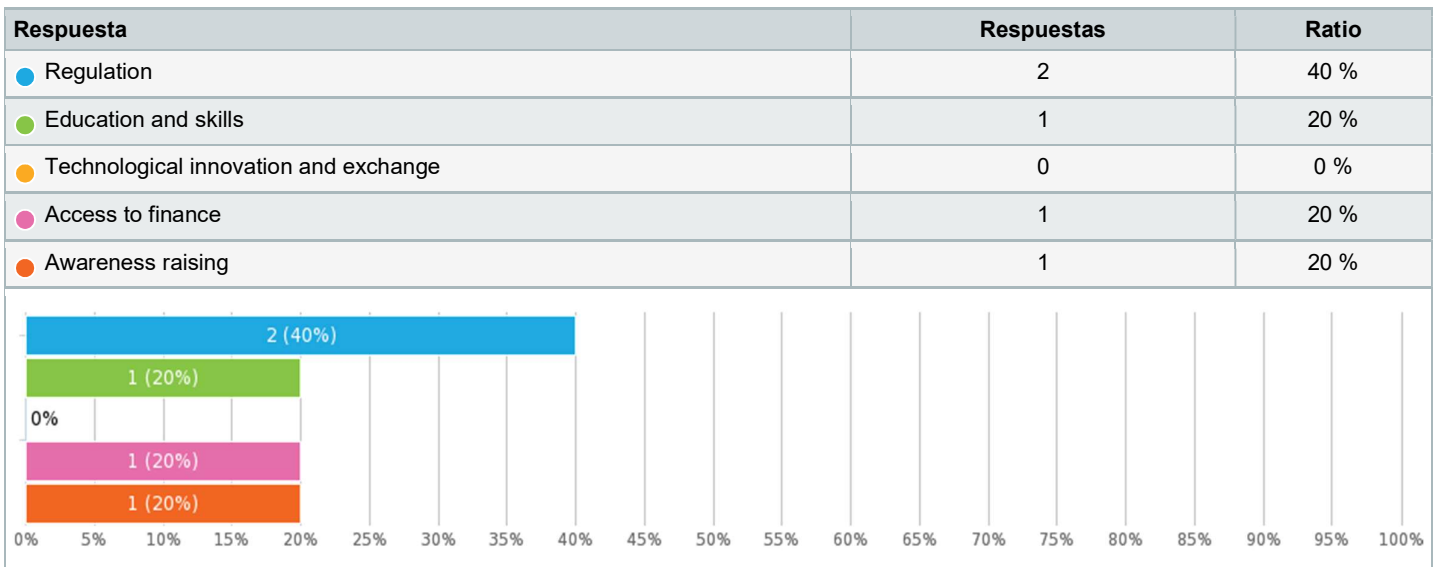
Grado de la estrella, respuestas **5x**, no respondida **1x**

Número de estrellas 4,6/5



10. If you participated in one of the working groups related to the National Entrepreneurship Policy and Action Plan, please, specify the topic of your group

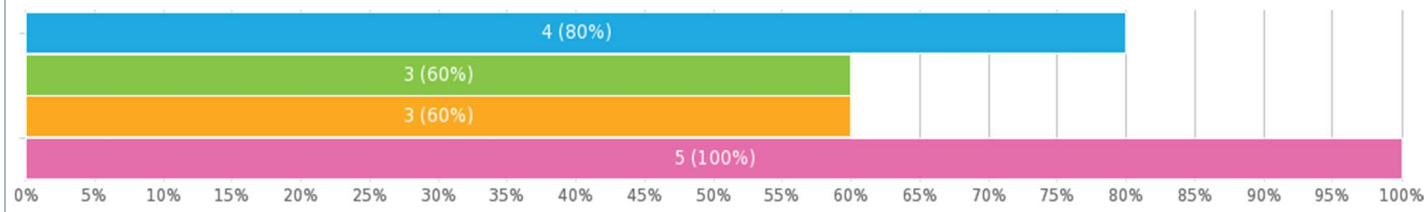
Elección simple, respuestas 5x, no respondida 1x



11. If you participated in one of the working groups related to the National Entrepreneurship Policy and Action Plan, please, tick the statements you agree with

Elección múltiple, respuestas 5x, no respondida 1x

Respuesta	Respuestas	Ratio
● The working group involved the authorities and public agencies concerned in the issue	4	80 %
● The working group facilitated private - public conversations in the related topic	3	60 %
● The problems addressed by the working group are those of the entrepreneurs in your country	3	60 %
● The working group generated specific measures with a concrete timing	5	100 %



12. You can use the following box to further develop on your opinion about the activities you were involved in

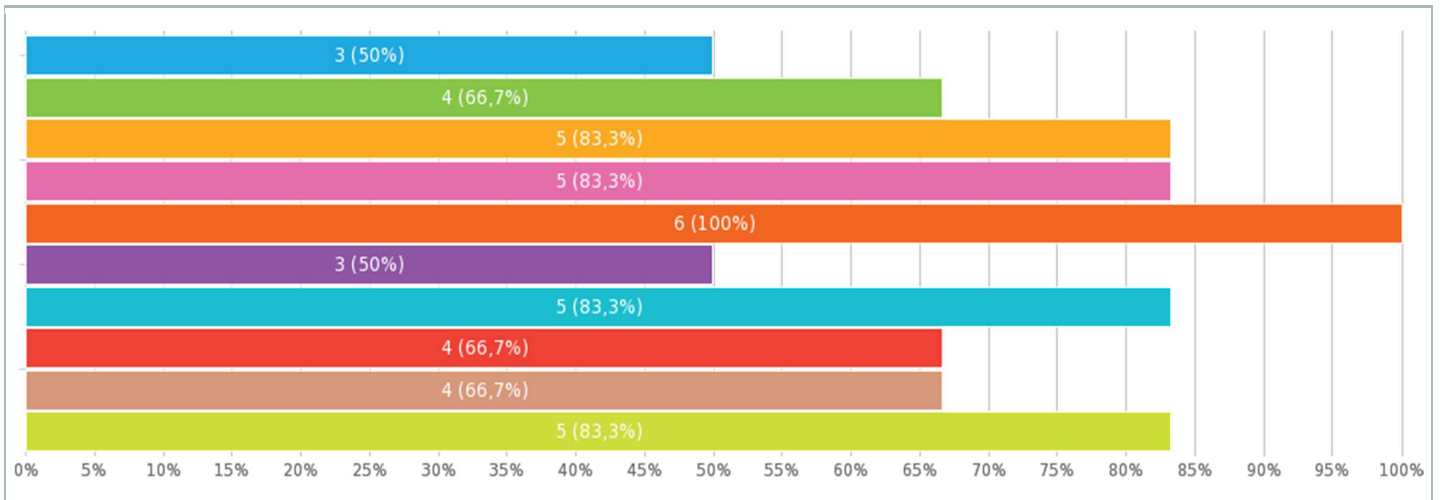
Texto de respuesta, respuestas 2x, no respondida 4x

- There was a very active participation by private sector representatives.
- Recommended mainstreaming entrepreneurship in the school curriculum and support entrepreneurship hubs country wide.

13. With regard to the overall process of the national policy and action plan, please, tick the statements you agree with:

Elección múltiple, respuestas 6x, no respondida 0x

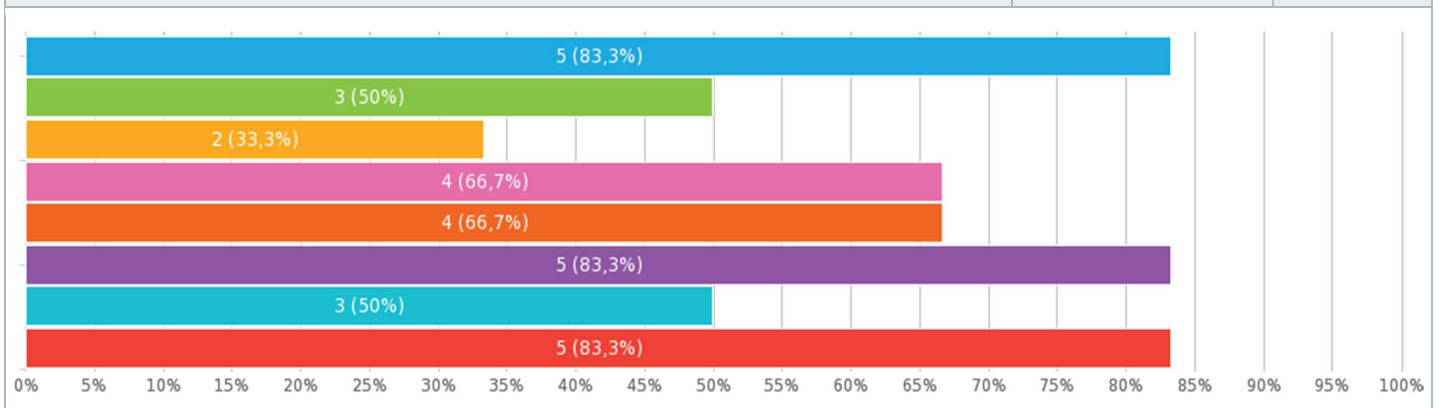
Respuesta	Respuestas	Ratio
● It has made me aware of the gender dimension of national entrepreneurship policies.	3	50 %
● It has enhanced my knowledge in entrepreneurship issues in general terms	4	66,7 %
● It has enhanced the Government's knowledge in entrepreneurship issues	5	83,3 %
● It has enhanced the country's capacities to develop and implement entrepreneurship action plans	5	83,3 %
● It has facilitated experience-sharing among various stakeholders regarding entrepreneurship policy in the country	6	100 %
● It has facilitated knowledge transfer from other countries	3	50 %
● It has improved policy dialogue and coordination within the Government	5	83,3 %
● It has improved public-private dialogue and collaboration	4	66,7 %
● It has showed the country a practical way to improve policy design and implementation in any area	4	66,7 %
● It has provided a useful tool for identifying constraints and proposing solutions: the Entrepreneurship Policy Framework Toolkit	5	83,3 %



14. The following statements are descriptions of the future of entrepreneurship policy in your country and its likely impact on the creation and enlargement of enterprises. Please, select the statement(s) you agree with.

Elección múltiple, respuestas 6x, no respondida 0x

Respuesta	Respuestas	Ratio
<input checked="" type="radio"/> The educational system will foster entrepreneurial skills and attitudes	5	83,3 %
<input checked="" type="radio"/> Accounting tools will be commonly used among entrepreneurs	3	50 %
<input checked="" type="radio"/> New insurance services adapted to entrepreneurs will be made available	2	33,3 %
<input checked="" type="radio"/> New financial products adapted to entrepreneurs will be made available	4	66,7 %
<input checked="" type="radio"/> The regulatory system will be simplified and it will be easier to start or grow a business	4	66,7 %
<input checked="" type="radio"/> Entrepreneurs will make a more intense use of innovative technologies	5	83,3 %
<input checked="" type="radio"/> Specific solutions will be given to women entrepreneurs	3	50 %
<input checked="" type="radio"/> Entrepreneurs will be key in shaping a more inclusive economy	5	83,3 %



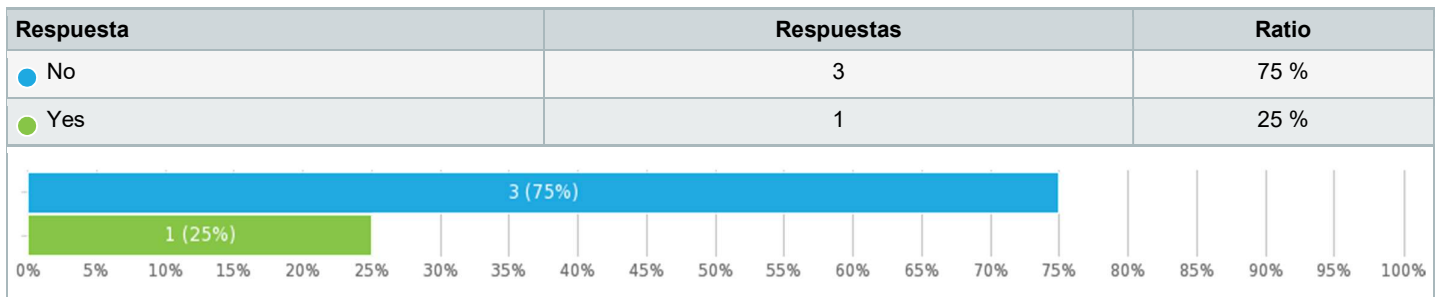
15. You can use the following box to further develop on your response

Texto de respuesta, respuestas 2x, no respondida 4x

- Capacity to develop entrepreneurship and related policies will be significantly enhanced. Growth-oriented enterprises will be better targeted for support. Resource mobilization for the policy actions will be improved.
- Make entrepreneurship stand out for maximum impact in policies and programs and entrepreneurship policies to be implemented by entrepreneurship and not civil servants.

16. In your opinion, are the regulatory initiatives of the National Entrepreneurship Policy and its action plan effectively led and coordinated by a Gambian institution?

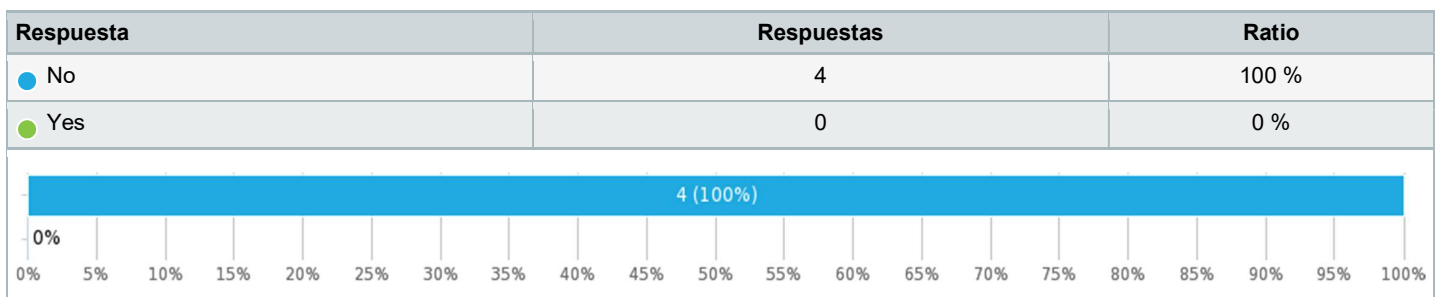
Elección simple, respuestas 4x, no respondida 2x



- ENPRETEC under the Ministry of Trade

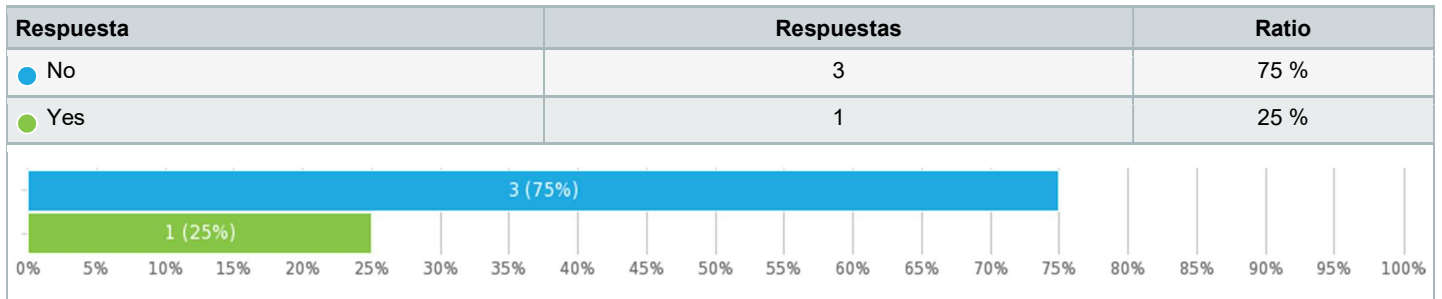
17. And the initiatives on access to finance , do you think they are effectively led and coordinated by a Gambian institution?

Elección simple, respuestas 4x, no respondida 2x



18. And the initiatives on technology exchange and innovation, do you think they are effectively led and coordinated by a Gambian institution?

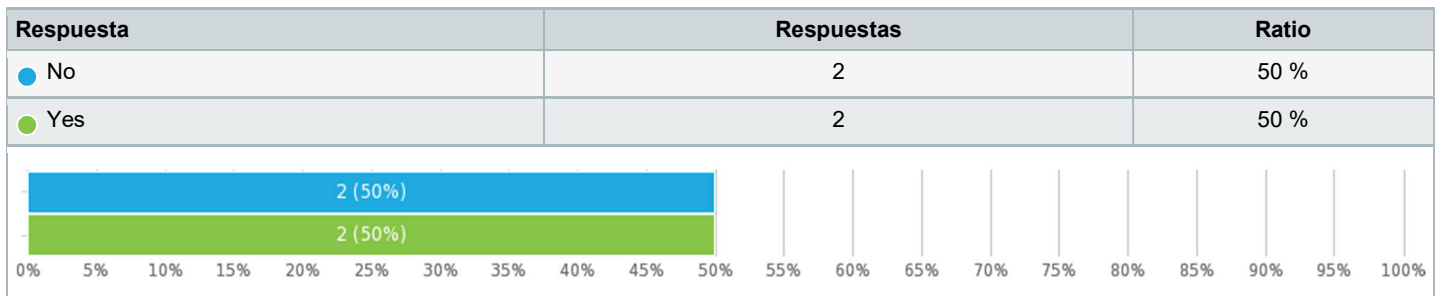
Elección simple, respuestas 4x, no respondida 2x



- Number of private sector initiatives in motion

19. And the raising-awareness activities, do you think they are effectively led and coordinated by a Gambian institution?

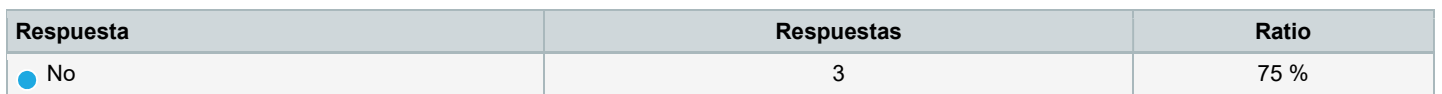
Elección simple, respuestas 4x, no respondida 2x

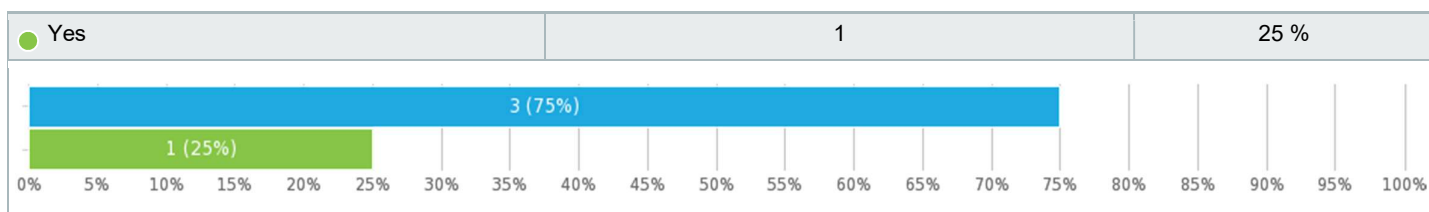


- Empretec but must have private sector focus PPP.
- EMPRETEC under the Ministry of Trade

20. And the initiatives on education and skills, do you think they are effectively led and coordinated by a Gambian institution?

Elección simple, respuestas 4x, no respondida 2x

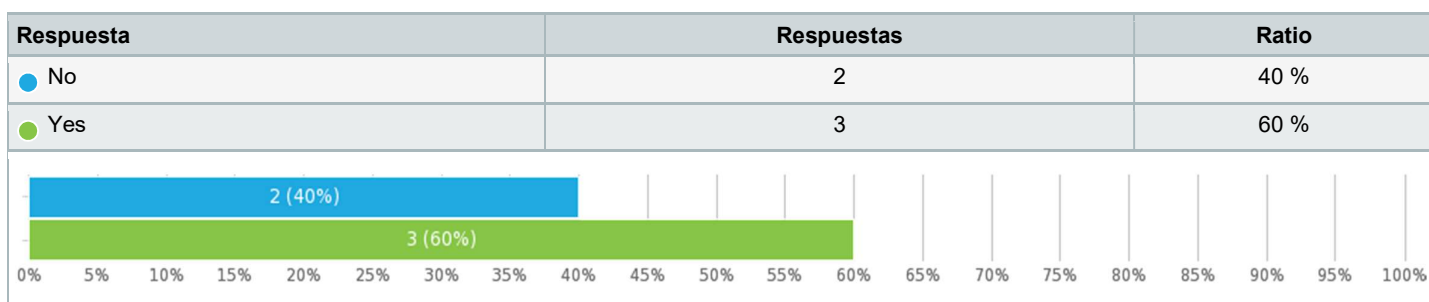




- Higher Education, UTG Government Tertiary Inst.

21. Regarding the overall policy, is there any national institution leading the whole action plan and coordinating all the institutions involved in its action plan?

Elección simple, respuestas 5x, no respondida 1x



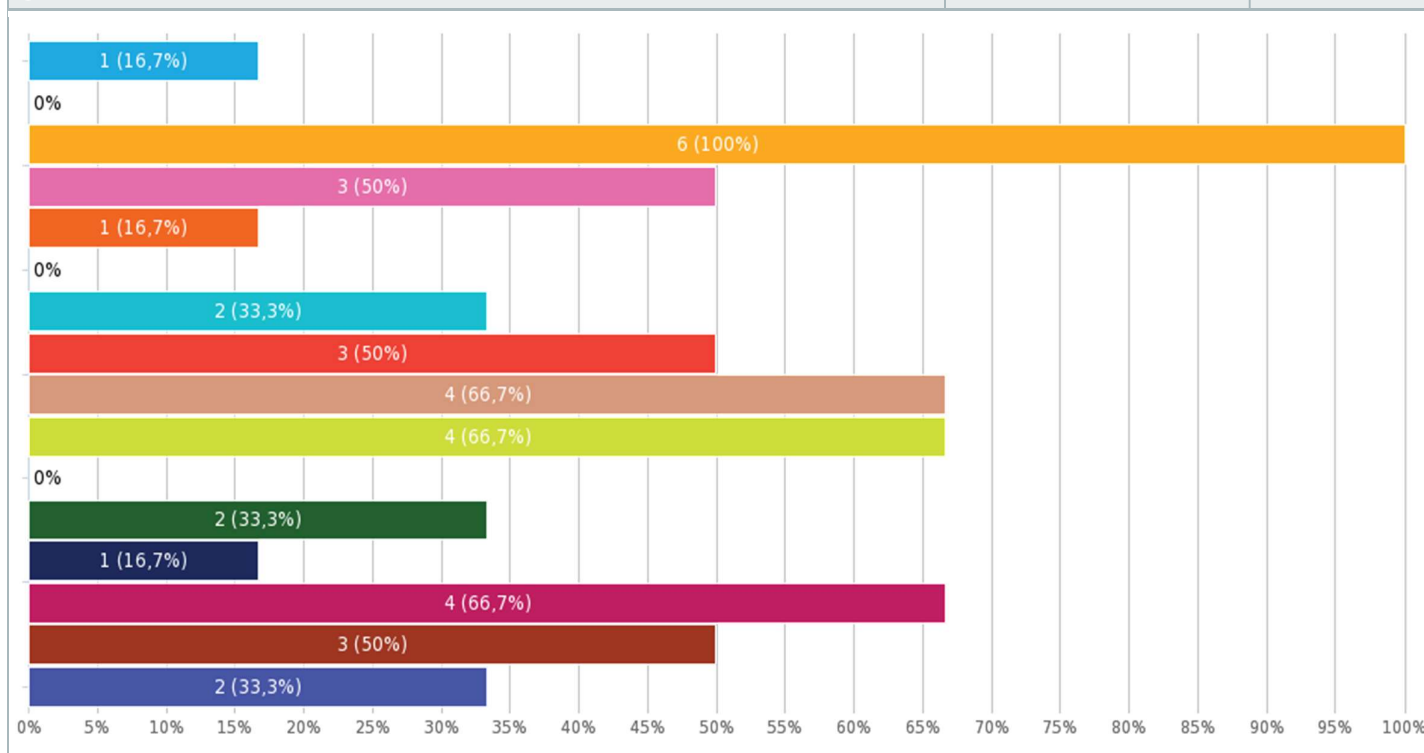
- GIEPA. however the policy is yet to be implemented
- MOTIE
- Ministry of Trade Industry and GIEPA

22. In your opinion, which of the following international institutions play a relevant role in entrepreneurship issues in The Gambia?

Elección múltiple, respuestas 6x, no respondida 0x

Respuesta	Respuestas	Ratio
● United Nations Industrial Development Organization (UNIDO)	1	16,7 %
● Economic Commission for Africa (ECA)	0	0 %
● United Nations Development Programme (UNDP)	6	100 %
● Global Entrepreneurship Network (GEN) Africa	3	50 %
● African Union (AU)	1	16,7 %
● Agence Française de Développement (AFD)	0	0 %

● International Labour Organization (ILO)	2	33,3 %
● African Development Bank	3	50 %
● World Bank	4	66,7 %
● European Union	4	66,7 %
● Commonwealth	0	0 %
● International NGOs	2	33,3 %
● Multinational companies / private foundations	1	16,7 %
● UNCTAD	4	66,7 %
● American Chamber of Commerce in Gambia	3	50 %
● Other...	2	33,3 %

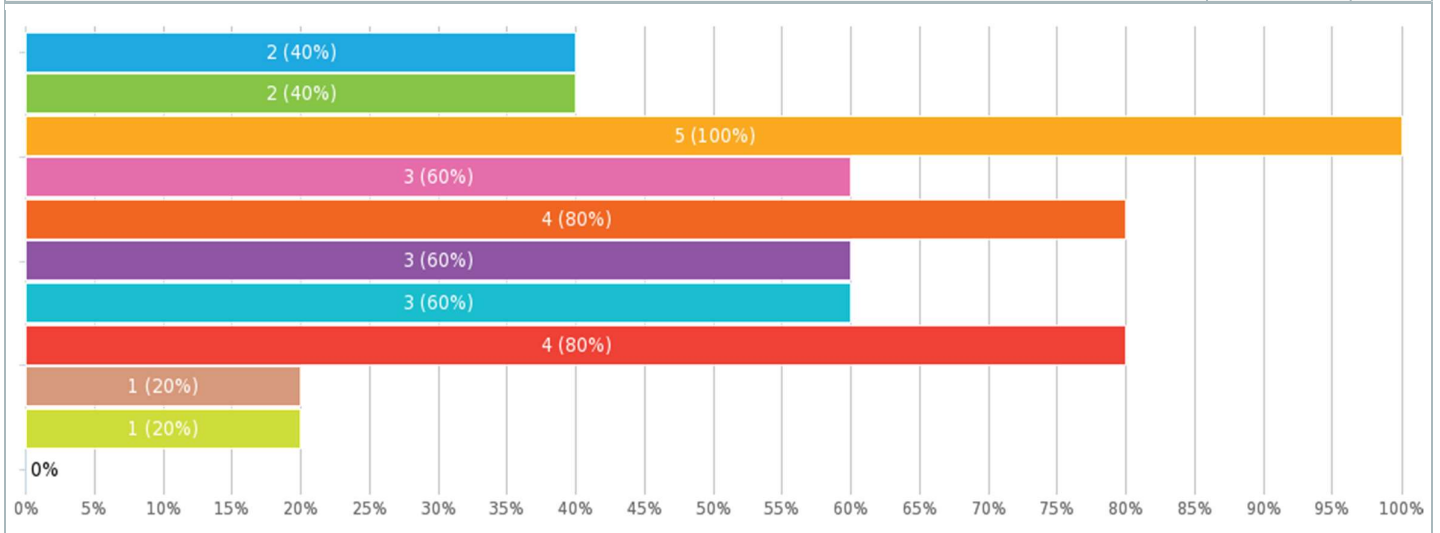


- GIEPA and GCCI
- ITC, WTO, IMF, IFAD, IsDB, FAO

23. In comparison to the other international actors, please, indicate what, in your opinion, is the comparative advantage of UNCTAD in the field of entrepreneurship policies in The Gambia

Elección múltiple, respuestas 5x, no respondida 1x

Respuesta	Respuestas	Ratio
● Its focus on investment-and-development issues	2	40 %
● Its authority and reputation as part of the UN System	2	40 %
● Its methodology in policy frameworks for private sector development, investment promotion, and business facilitation	5	100 %
● Its practical "step-by-step" implementation guidance	3	60 %
● Its on-line tools, such as the "Entrepreneurship Policy Framework" with checklists of questions, and a methodology and indicators to measure policy effectiveness	4	80 %
● Its inter-governmental nature, which facilitates feedback and exchange of good practices among countries	3	60 %
● The associated network of 36 Empretec entrepreneurship promotion centres	3	60 %
● Its expertise in capacity-building and technical assistance	4	80 %
● Its e-regulation platforms and tools	1	20 %
● Its funding capacity	1	20 %
● I don't know / prefer not to say	0	0 %



**ENCUESTA SOBRE LA ACTUALIZACIÓN DE LA POLÍTICA
NACIONAL DE EMPRENDIMIENTO
“EL SALVADOR
EMPRENDE” Y DE SU PLAN DE TRABAJO 2016-2018**



General



Nombre de encuesta

ENCUESTA SOBRE LA ACTUALIZACIÓN DE LA POLÍTICA NACIONAL DE EMPRENDIMIENTO "EL SALVADOR EMPRENDE" Y DE SU PLAN DE TRABAJO 2016-2018



Autor

ecoper sl



Idioma



Español



URL de la encuesta

<https://www.surveio.com/survey/d/M8J5F6Q6I0S7O5T7M>



Primera respuesta

03/03/2018

Última respuesta

05/03/2018



Duración

3 días

■ Visitas de la encuesta

15
Total de visitas

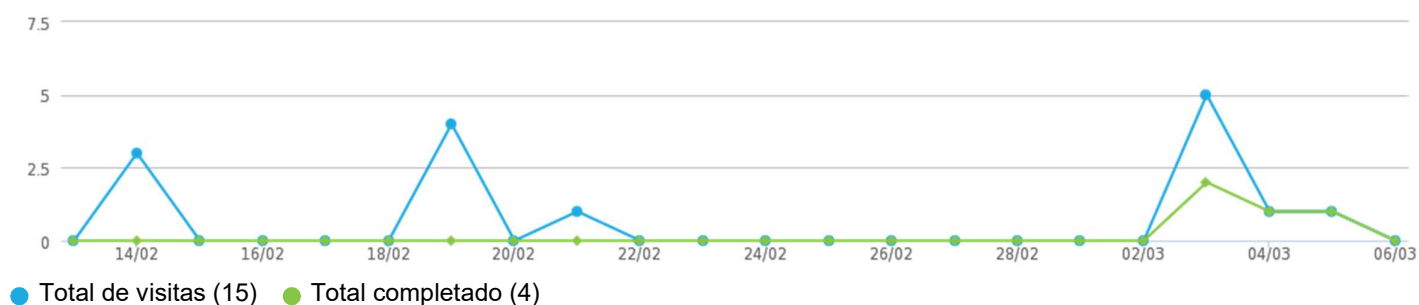
4
Total completado

0
Respuestas
incompletas

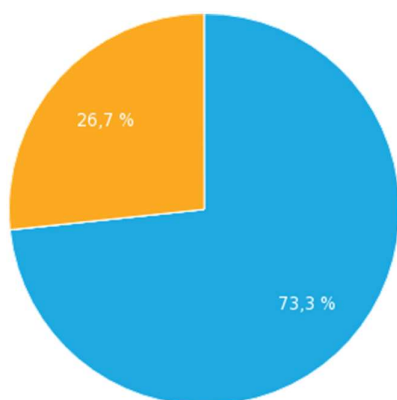
11
Mostró sólo

26,7 %
Tasa global de
finalización

Historial de visitas (03/03/2018 - 05/03/2018)

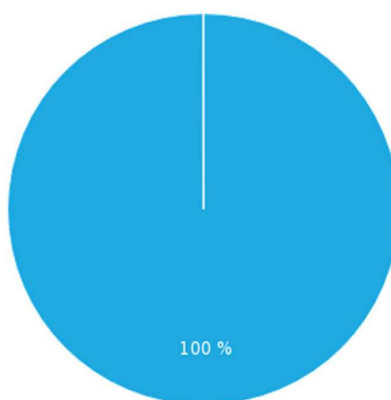


Total visitas



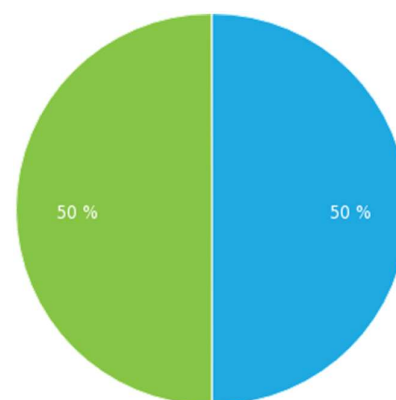
- Mostrando sólo (73,3 %)
- Incompleto (0 %)
- Completo (26,7 %)

Fuentes de visitas



- Enlace directo (100 %)

Tiempo medio de finalización



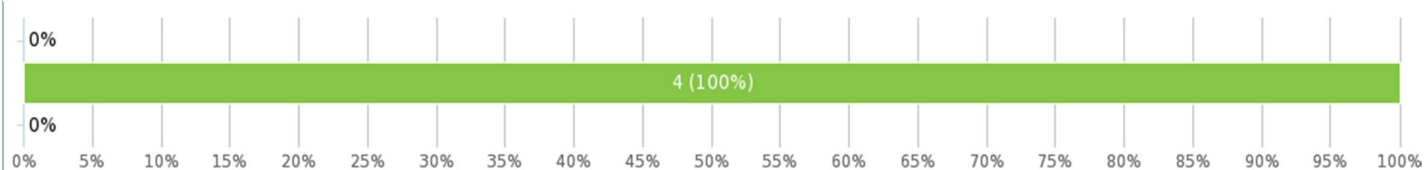
- 5-10 min. (50 %)
- 10-30 min. (50 %)

Respuestas

1. Por favor, especifique su género.

Elección simple, respuestas 4x, no respondida 0x

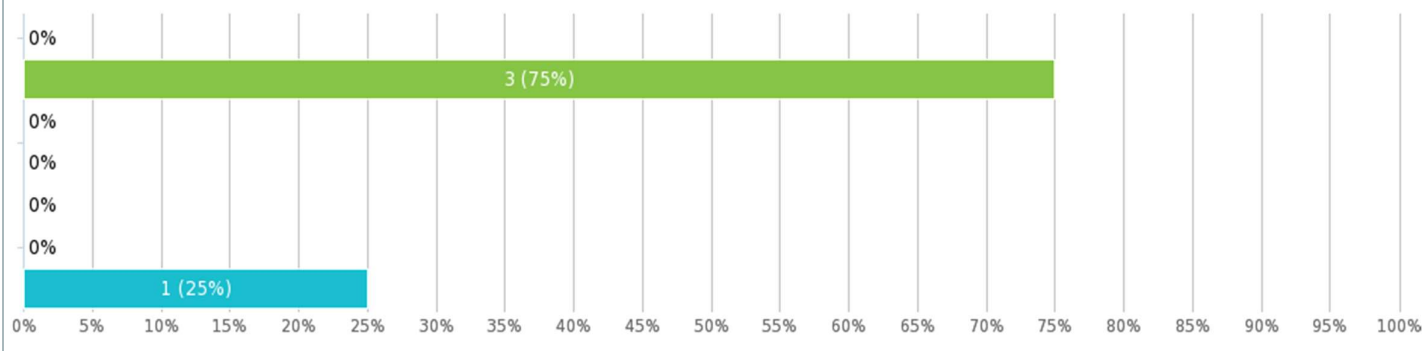
Respuesta	Respuestas	Ratio
● Hombre	0	0 %
● Mujer	4	100 %
● Prefiero no contestar	0	0 %



2. ¿Qué categoría le describe mejor?

Elección simple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● Cargo público en El Salvador	0	0 %
● Investigador, consultor	3	75 %
● Representante de una asociación de emprendedores	0	0 %
● Emprendedor	0	0 %
● Proveedor de servicios comerciales	0	0 %
● Personal de organización internacional	0	0 %
● Otros	1	25 %

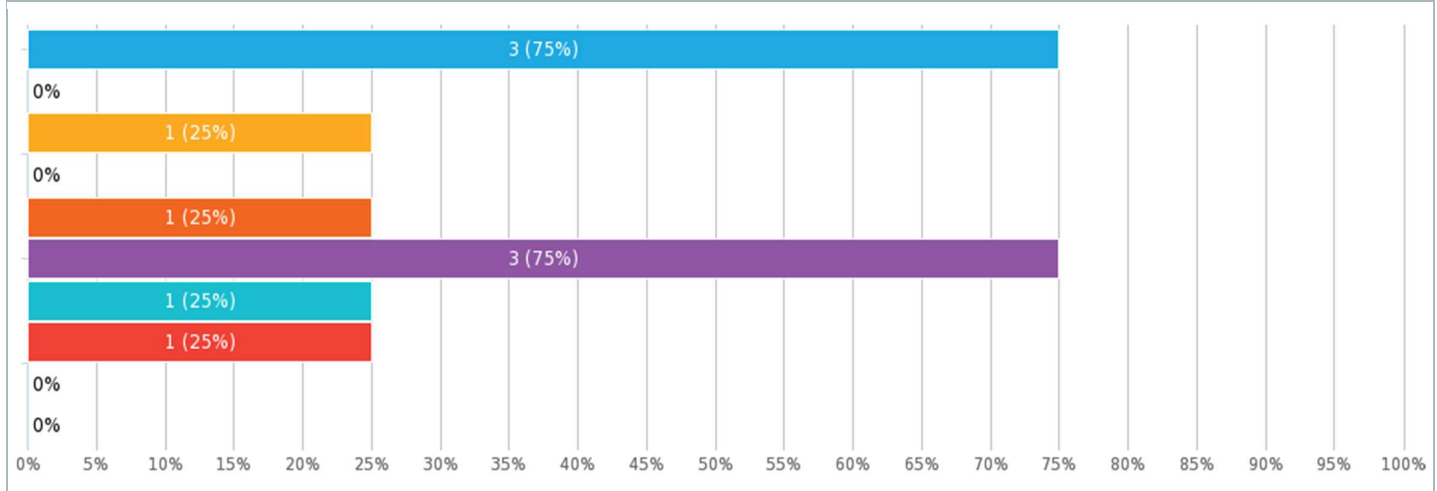


- Organización de la sociedad civil

3. Desde su perspectiva, ¿cuáles son los principales desafíos a los que se enfrentan los aspirantes a emprendedor cuando intentan lanzar o hacer crecer un negocio en su país?

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● El marco regulatorio para el emprendimiento es demasiado pesado	3	75 %
● Los productos y servicios domésticos son difíciles de vender ya sea dentro o fuera del país	0	0 %
● Los emprendedores tienen dificultades con la contabilidad	1	25 %
● No hay productos de seguros adaptados a los emprendedores	0	0 %
● No se educa a los estudiantes en habilidades emprendedoras	1	25 %
● Es complicado obtener financiación por parte de bancos o inversores	3	75 %
● Es difícil acceder a las nuevas tecnologías	1	25 %
● Los políticos y la sociedad no están sensibilizados en cuanto a la relevancia de los emprendedores	1	25 %
● Las mujeres emprendedoras sufren dificultades adicionales	0	0 %
● Otros desafíos no mencionados aquí	0	0 %



4. Puede usar el siguiente recuadro para desarrollar su opinión sobre los desafíos del emprendimiento

Texto de respuesta, respuestas 3x, no respondida 1x

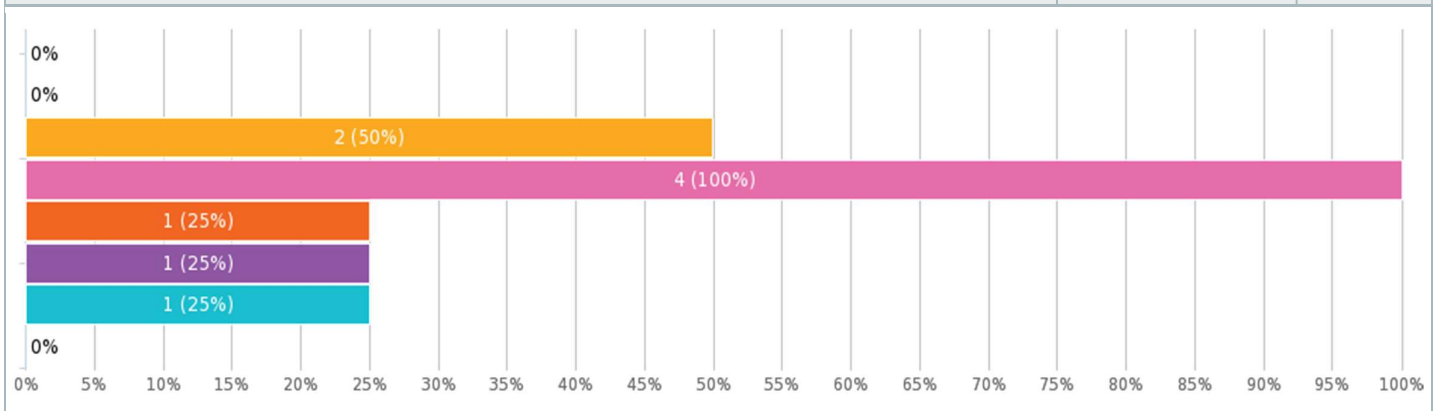
- Se requieren dinámicas flexibles abiertas y en la que converjan verdaderos emprendedores exitos para compartir experiencias con jóvenes hasta adultos mayores. Además de la flexibilización de las Carteras de Estado de apoyo.
- Desde mi punto de vista, la gestión para el emprendimiento está mal enfocada, no es realista frente a las prácticas de gestión que agregan valor. Por ejemplo, se deja de lado la gestión operativa. El COMO lo harán. No se enfoca el emprendimiento bajo un modelo por procesos.

- Los desafíos del emprendimiento, a mi punto de vista son: las personas no han sido formadas en el tema y la mayoría de estas piensan que no lo pueden realizar emprendimientos. A mi juicio deben de existir dos temas a la vez , temas técnicos - prácticos y de motivación - autoconfianza.

5. En su opinión, ¿cómo eran las políticas de emprendimiento en su país antes de la actualización de la política "El Salvador Emprende" y de la construcción de su Plan de Trabajo?

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● Las políticas de emprendimiento siempre han sido efectivas y pertinentes	0	0 %
● Las políticas de emprendimiento están bien financiadas	0	0 %
● Las políticas de emprendimiento reciben un apoyo significativo por parte de actores internacionales	2	50 %
● Las políticas de emprendimiento no han sido exhaustivas o/ni consistentes	4	100 %
● Las políticas de emprendimiento no han tratado desafíos específicos de las mujeres emprendedoras	1	25 %
● No existían políticas de emprendimiento	1	25 %
● Los asuntos de emprendimiento eran tratados por otras políticas de una forma dispersa e inefectiva	1	25 %
● No lo sé / prefiero no contestar	0	0 %



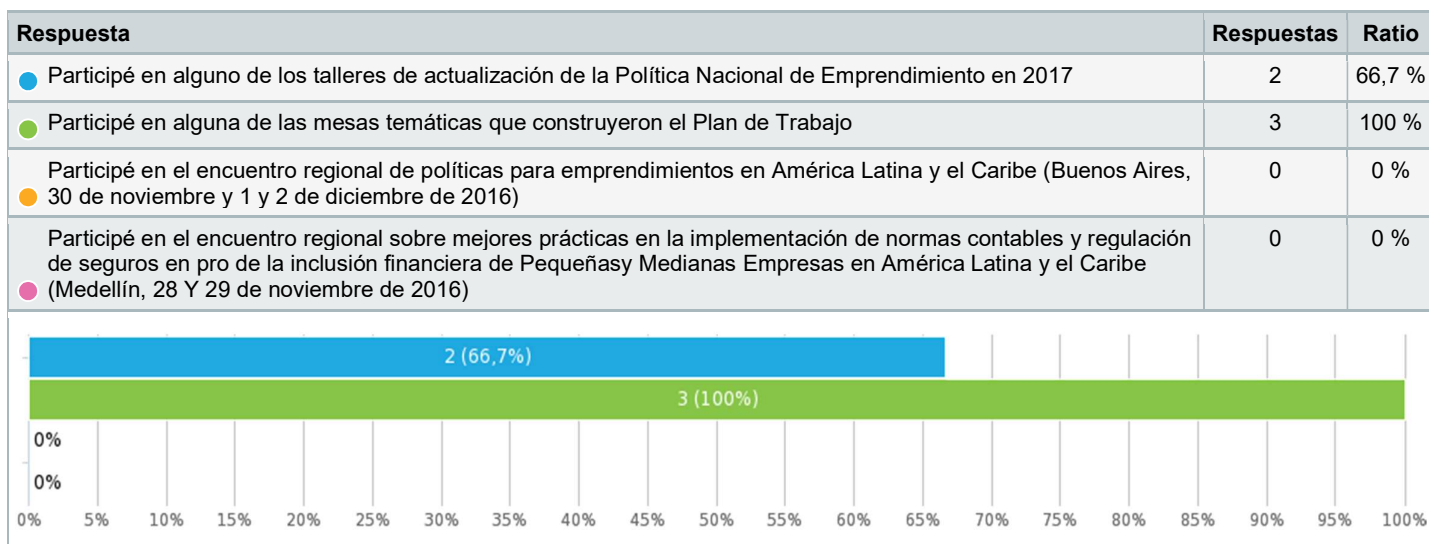
6. Puede usar el siguiente recuadro para desarrollar su respuesta

Texto de respuesta, respuestas 2x, no respondida 2x

- Falta mucho en la coordinación interinstitucional y la claridad de los resultados esperados.
- Es evidente la cooperación internacional como ente de apalancamiento.

7. Por favor, especifique de qué manera participó en la actualización de "El Salvador Emprende" o en la construcción del Plan de Trabajo

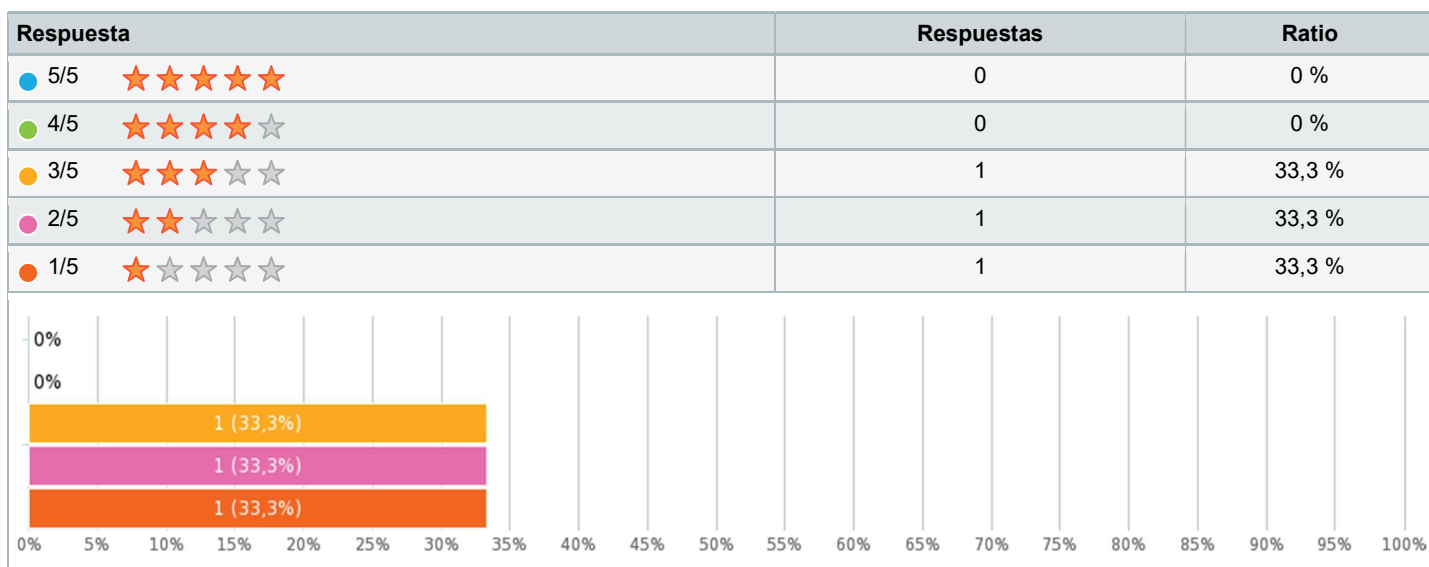
Elección múltiple, respuestas 3x, no respondida 1x



8. Si participó en alguno de los talleres relacionados con la política de emprendimiento, por favor, evalúe la calidad en términos de coordinación, logística, tiempos y formato

Grado de la estrella, respuestas 3x, no respondida 1x

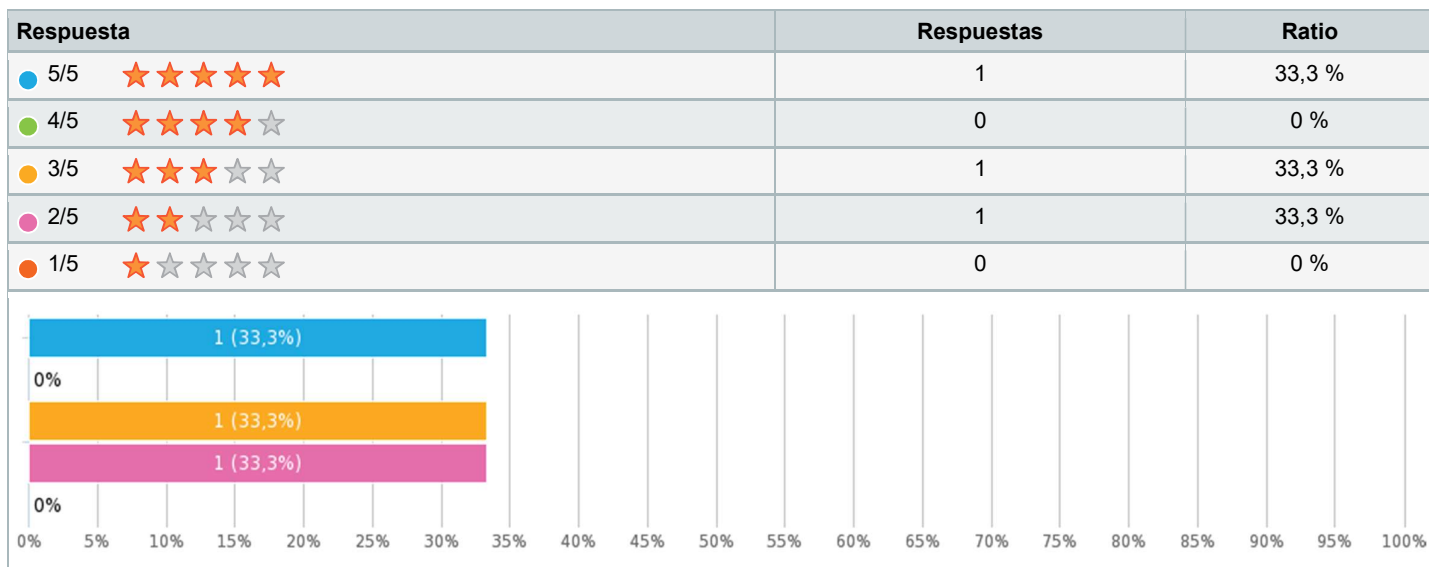
Número de estrellas 2/5



9. Si participó en alguno de los talleres relacionados con la política de emprendimiento, por favor, evalúe también la calidad de los materiales, conferenciantes y moderadores.

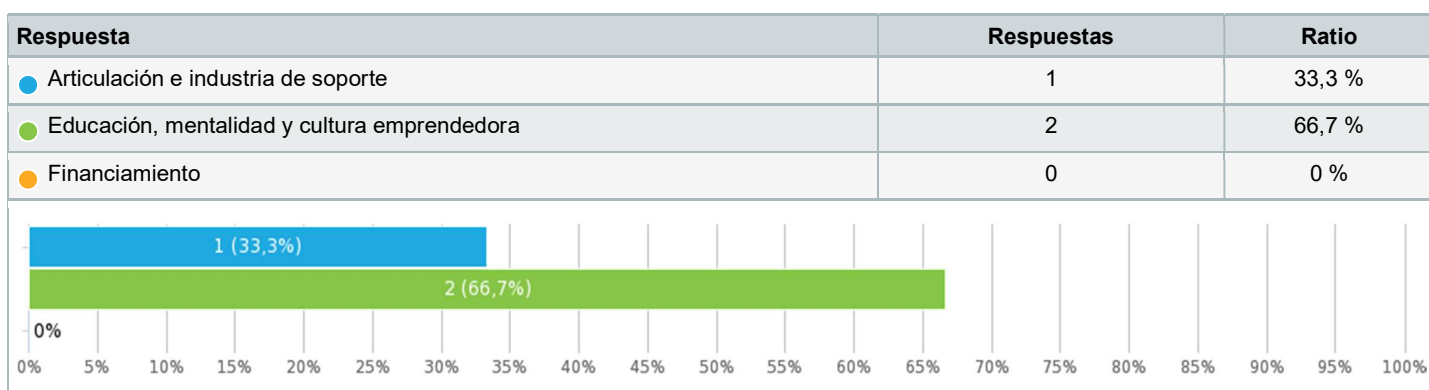
Grado de la estrella, respuestas 3x, no respondida 1x

Número de estrellas 3,3/5



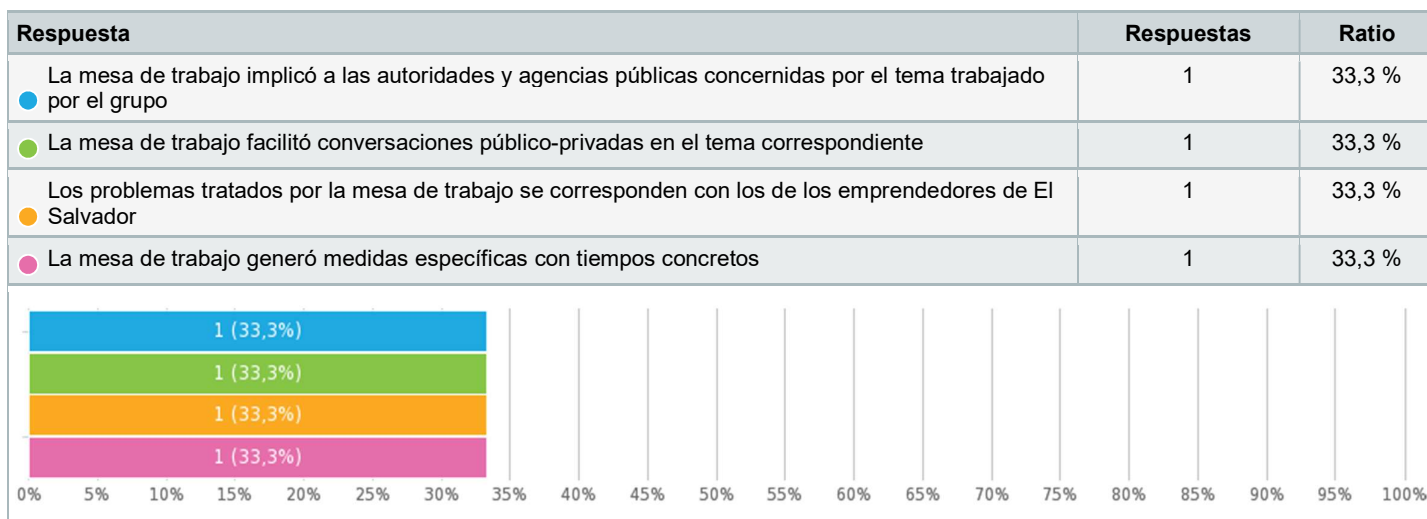
10. Si participó en una de las mesas temáticas relacionadas con el Plan de Trabajo, por favor, especifique el tema en que trabajó

Elección simple, respuestas 3x, no respondida 1x



11. Si participó en una de las mesas de trabajo relacionadas con el Plan de Trabajo, por favor, escoja las afirmaciones con las que esté de acuerdo

Elección múltiple, respuestas 3x, no respondida 1x



12. Puede usar el recuadro siguiente para desarrollar su opinión sobre las actividades en las que participó

Texto de respuesta, respuestas 2x, no respondida 2x

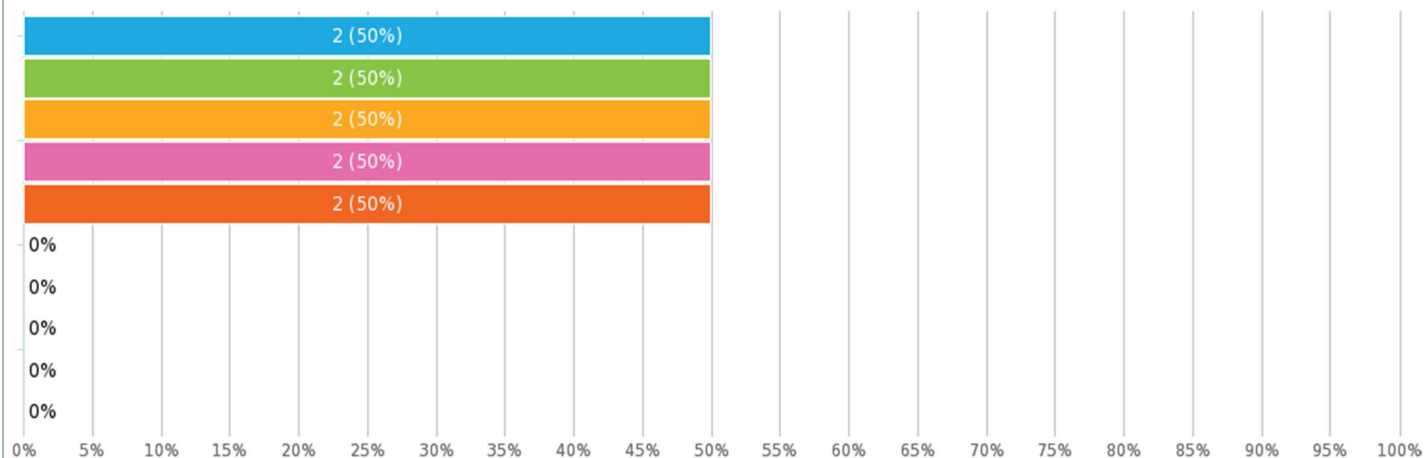
- El ente rector CONAMYPE requiere una presencia comprometida y real para apoyar la gestión que le corresponde en el ecosistema emprendedor y su dinamismo
- El involucramiento y compromiso respecto a la construcción y por ende la ejecución y cumplimiento del mismo, representa una verdadera debilidad.

13. En relación con el proceso de actualización de la política y construcción del plan de trabajo en su conjunto, por favor, escoja las afirmaciones con las que esté de acuerdo

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● Me ha hecho consciente de la dimensión de género de las políticas de emprendimiento nacionales	2	50 %
● Ha fortalecido, de forma general, mi conocimiento sobre asuntos de emprendimiento	2	50 %
● Ha fortalecido los conocimientos del Gobierno en materia de emprendimiento	2	50 %
● Ha impulsado las capacidades del país para desarrollar e implementar planes de acción de emprendimiento	2	50 %
● Ha facilitado el intercambio de experiencias entre diversos stakeholders en relación con la política de emprendimiento del país	2	50 %

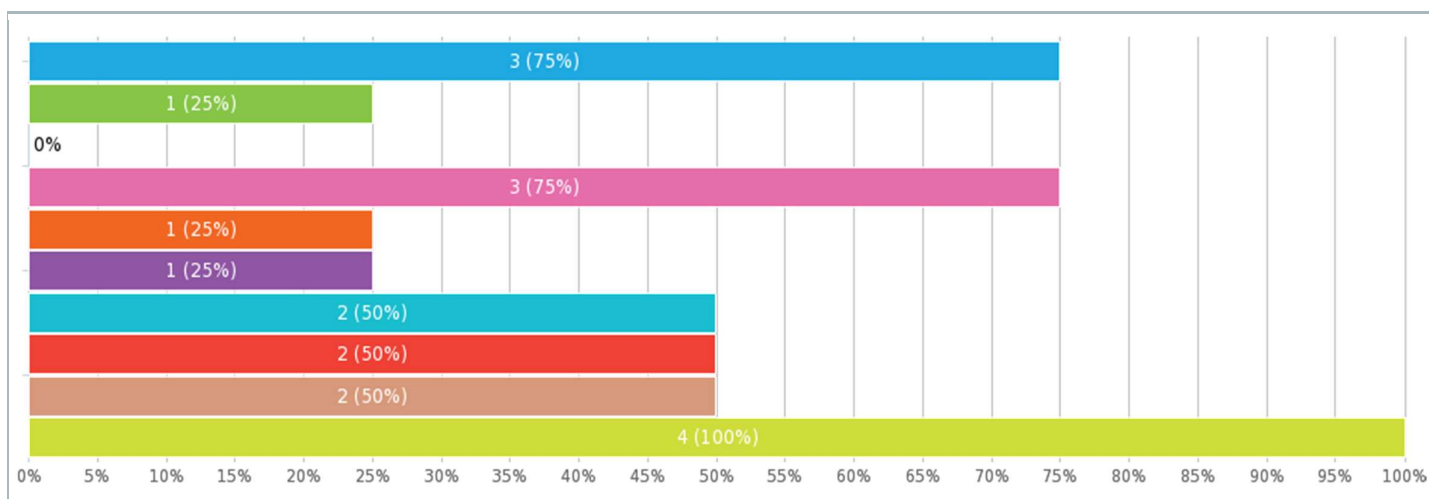
● Ha facilitado la transferencia de conocimiento desde otros países	0	0 %
● Ha mejorado el diálogo político y la coordinación dentro del Gobierno	0	0 %
● Ha mejorado el diálogo y la colaboración público-privados	0	0 %
● Le ha enseñado al país una forma práctica de mejorar el diseño de políticas y su implementación en cualquier área	0	0 %
● Ha proporcionado una herramienta útil para identificar restricciones y proponer soluciones: el "Entrepreneurship Policy Framework Toolkit"	0	0 %



14. Las siguientes afirmaciones son descripciones sobre el futuro de la política de emprendimiento en su país y su impacto probable en la creación y crecimiento de las empresas. Por favor, seleccione aquella(s) con la(s) que esté de acuerdo

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● El sistema educativo fomentará habilidades y actitudes emprendedoras	3	75 %
● Las herramientas de contabilidad se usarán habitualmente entre los emprendedores	1	25 %
● Habrá nuevos servicios de seguros disponibles adaptados a los emprendedores	0	0 %
● Habrá nuevos productos financieros disponibles adaptados a los emprendedores	3	75 %
● El sistema regulatorio se simplificará y será más fácil lanzar o hacer crecer los negocios	1	25 %
● Los emprendedores harán un uso más intenso de las nuevas tecnologías	1	25 %
● Habrá más innovación e intercambio de tecnología entre los emprendedores y compañías.	2	50 %
● Se darán soluciones específicas para mujeres emprendedoras	2	50 %
● La economía será más inclusiva en términos generales	2	50 %
● Los emprendedores serán clave en la conformación de una economía más inclusiva	4	100 %



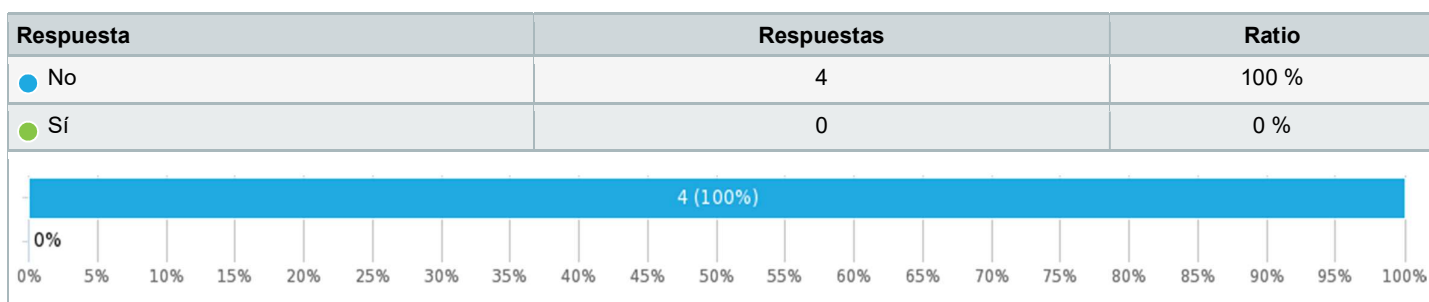
15. Puede usar el siguiente recuadro para desarrollar su respuesta

Texto de respuesta, respuestas **1x**, no respondida **3x**

- Se prestará una mayor atención al emprendimiento por oportunidad.

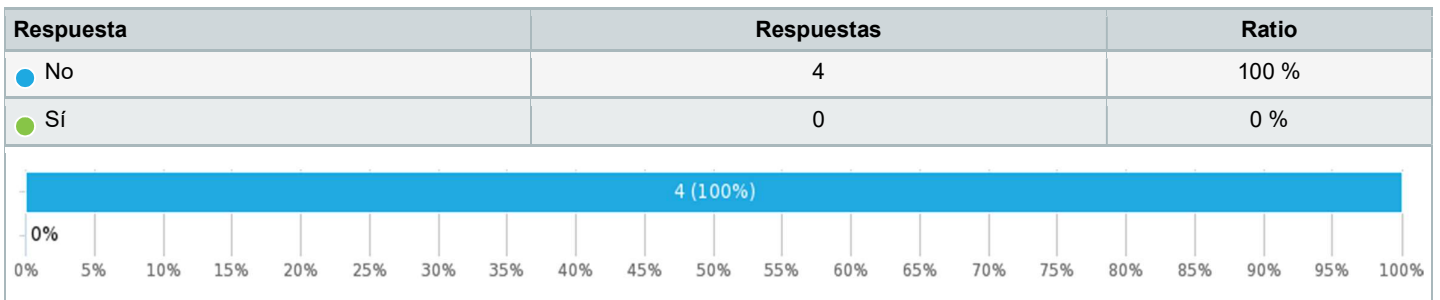
16. En su opinión, ¿están las iniciativas regulatorias de "El Salvador Emprende" y su plan de trabajo 2016-2018 eficazmente lideradas y coordinadas por una institución salvadoreña?

Elección simple, respuestas **4x**, no respondida **0x**



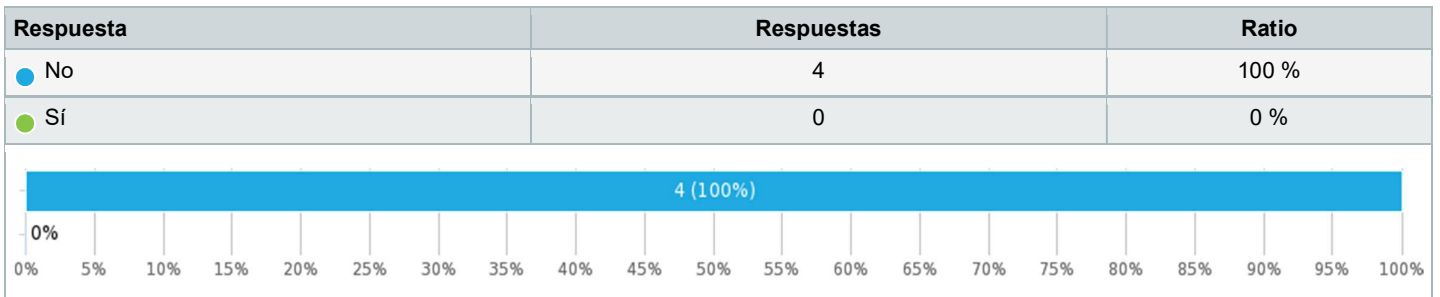
17. Y las iniciativas de acceso a financiamiento, ¿cree que están eficazmente coordinadas y lideradas por una institución salvadoreña?

Elección simple, respuestas **4x**, no respondida **0x**



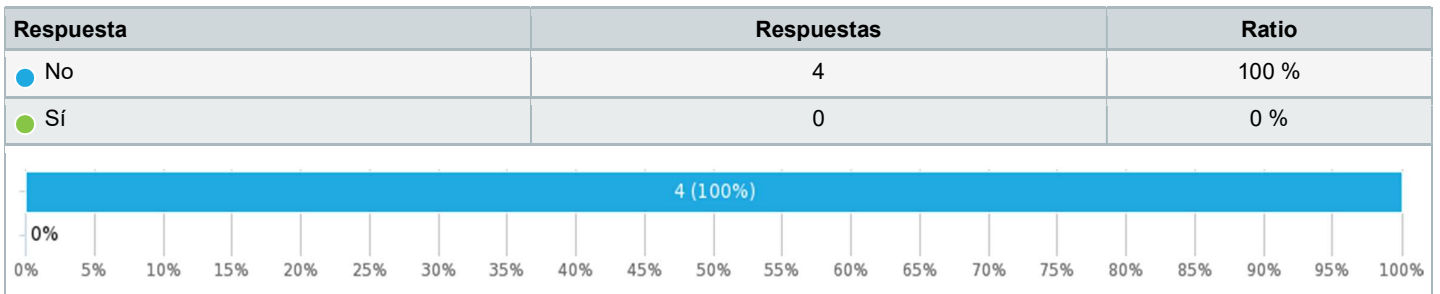
18. Y las iniciativas de innovación, ciencia y tecnología, ¿cree que están eficazmente lideradas y coordinadas por una institución salvadoreña?

Elección simple, respuestas 4x, no respondida 0x



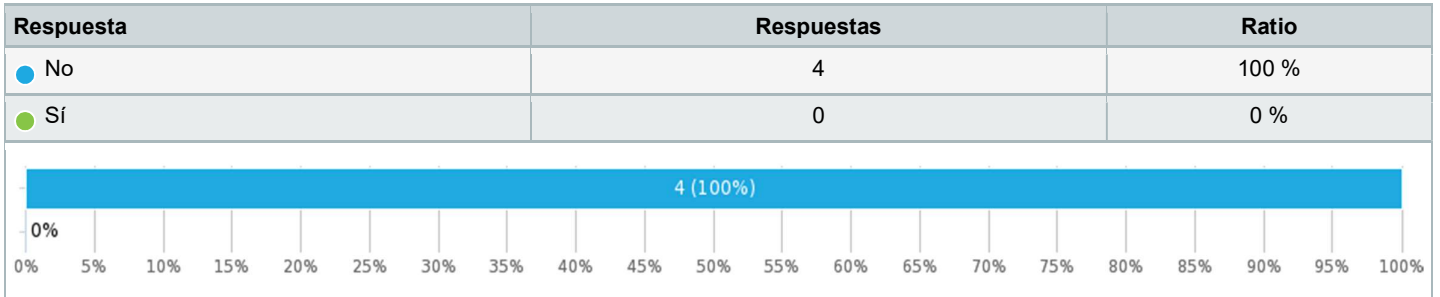
19. Y las iniciativas de emprendimientos en la educación, ¿cree que están eficazmente lideradas y coordinadas por una institución salvadoreña?

Elección simple, respuestas 4x, no respondida 0x



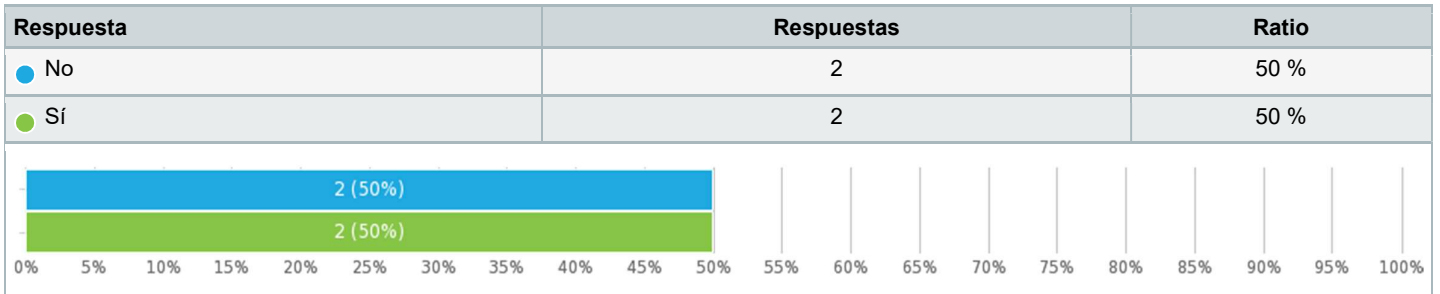
20. Y las iniciativas de mentalidad y cultura emprendedora, ¿cree que están eficazmente lideradas y coordinadas por una institución salvadoreña?

Elección simple, respuestas 4x, no respondida 0x



21. Respecto a la política nacional de emprendimiento en general, ¿existe alguna institución nacional que lidere el plan de trabajo y que coordine a todas las instituciones implicadas?

Elección simple, respuestas 4x, no respondida 0x



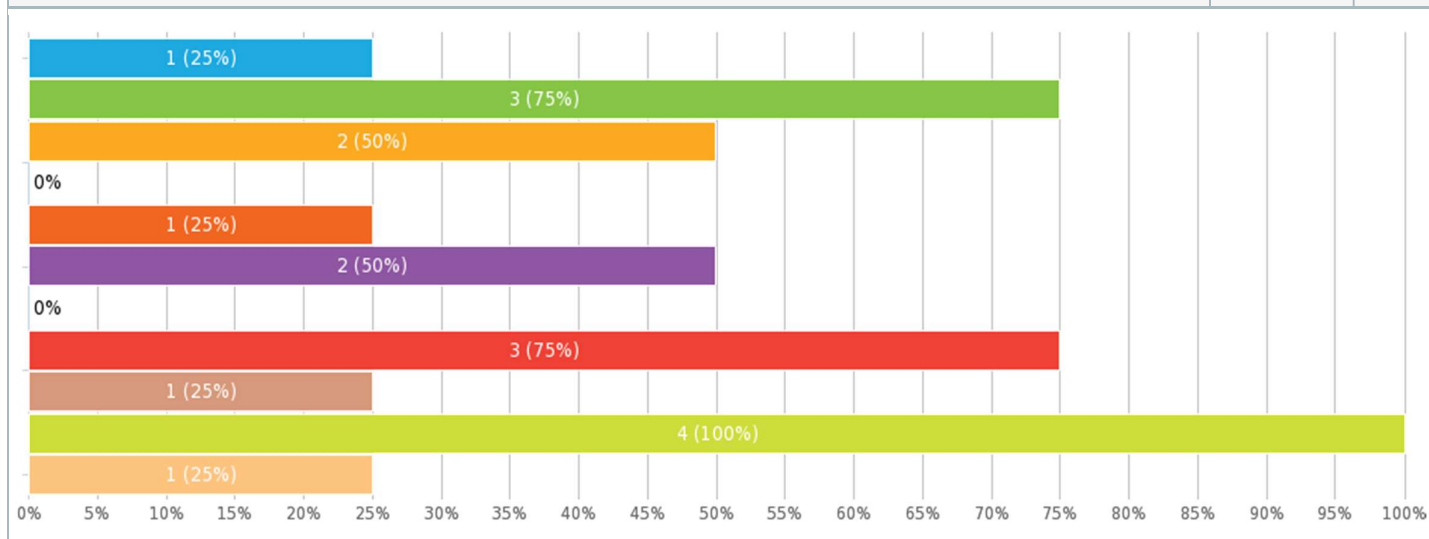
- CONAMYPE de forma incipiente
- Conamype pero su liderazgo y coordinación es débil

22. En su opinión, ¿cuál de las siguientes instituciones internacionales juega un papel relevante en temas de emprendimiento en El Salvador?

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
<input checked="" type="radio"/> United Nations Industrial Development Organization (UNIDO)	1	25 %

● Centro Regional de Promoción de la MIPYME (CENPROMYPE) - Secretaría General del Sistema de la Integración Centroamericana (SICA)	3	75 %
● Banco Interamericano de Desarrollo (IADB)	2	50 %
● United Nations Development Programme (UNDP)	0	0 %
● Banco Mundial	1	25 %
● Organización Internacional del Trabajo (OIT)	2	50 %
● Unión Europea	0	0 %
● ONGs internacionales	3	75 %
● Compañías multinacionales / fundaciones privadas	1	25 %
● UNCTAD	4	100 %
● Otros...	1	25 %



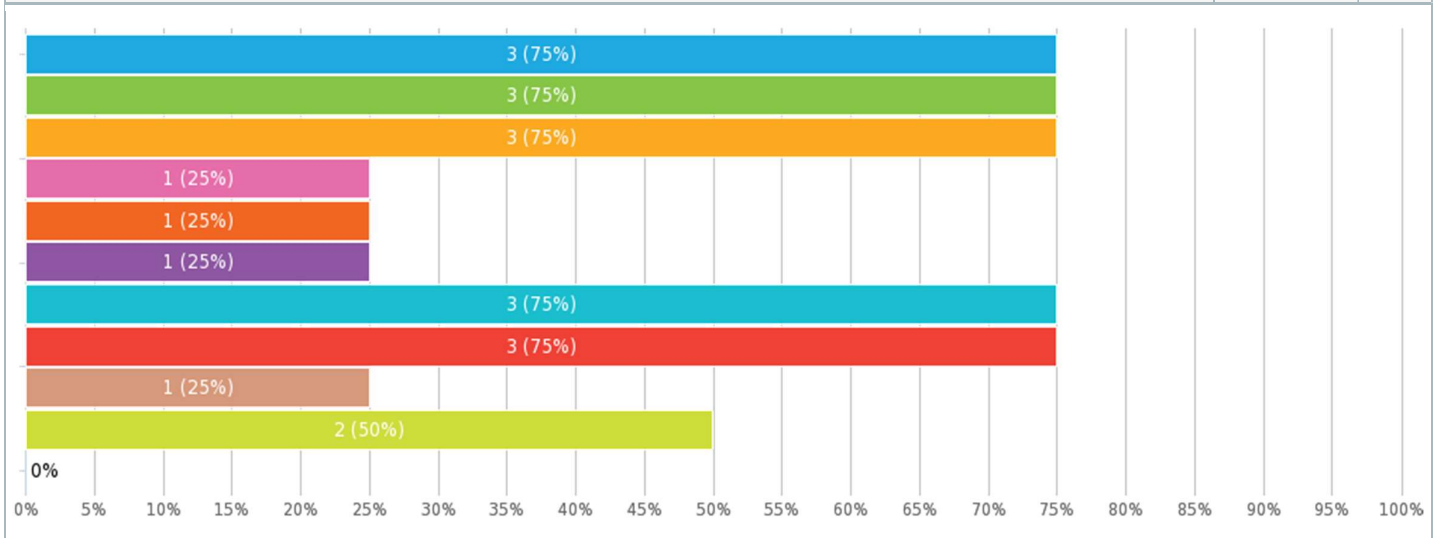
● Cooperación internacional

23. En comparación con otros actores internacionales, por favor indique cuál es, en su opinión, la ventaja comparativa de UNCTAD en el campo de las políticas de emprendimiento en El Salvador

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● Su foco en la inclusividad y en temas de género	3	75 %
● Su autoridad y reputación como parte del sistema de Naciones Unidas	3	75 %
● Su metodología en marcos de referencia políticos para el desarrollo del sector privado, la promoción de la inversión y la facilitación de negocios	3	75 %









● Su guía de implementación práctica "paso por paso"	1	25 %
● Sus herramientas online tales que el "Entrepreneurship Policy Framework", con checklists de preguntas y una metodología e indicadores para medir la eficacia de las políticas	1	25 %
● Su naturaleza intergubernamental, que facilita la retroalimentación y el intercambio de buenas prácticas entre los países	1	25 %
● La red asociada de 36 centros de promoción emprendedora Empretec	3	75 %
● Su experiencia en construcción de capacidades y asistencia técnica	3	75 %
● Sus plataformas y herramientas de e-regulaciones	1	25 %
● Su capacidad de financiación	2	50 %
● No lo sé / prefiero no contestar	0	0 %



**SURVEY ON THE ELABORATION OF THE INCLUSIVE
NATIONAL ENTREPRENEURSHIP STRATEGY (INES),
TANZANIA**



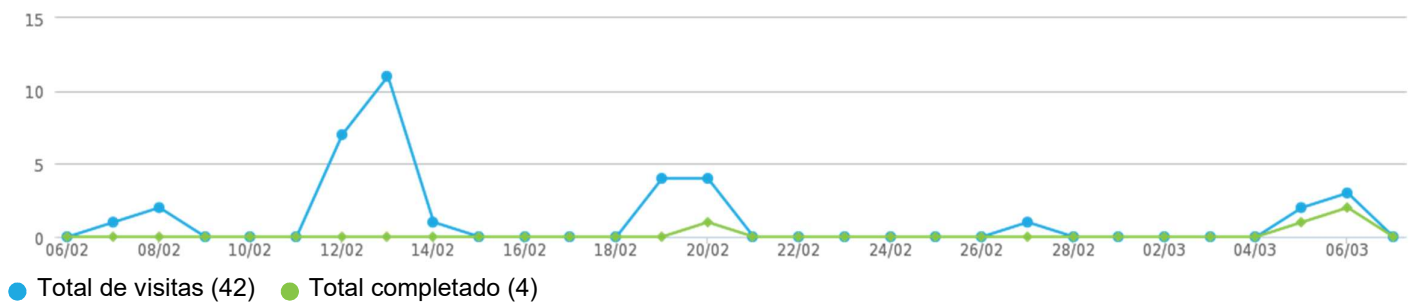
General

 Nombre de encuesta	SURVEY ON THE ELABORATION OF THE INCLUSIVE NATIONAL ENTREPRENEURSHIP STRATEGY (INES), TANZANIA
 Autor	ecoper sl
 Idioma	 Inglés
 URL de la encuesta	https://www.surveio.com/survey/d/P7F8A3M4H7X1P1B0M
 Primera respuesta	20/02/2018
 Última respuesta	06/03/2018
 Duración	15 días

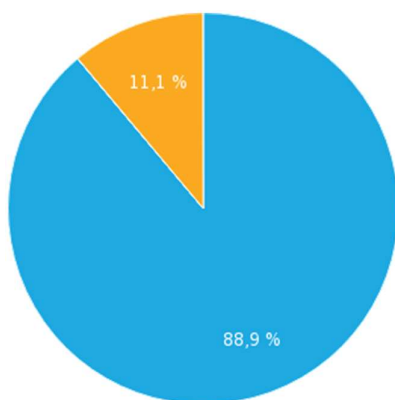
■ Visitas de la encuesta



Historial de visitas (20/02/2018 - 06/03/2018)

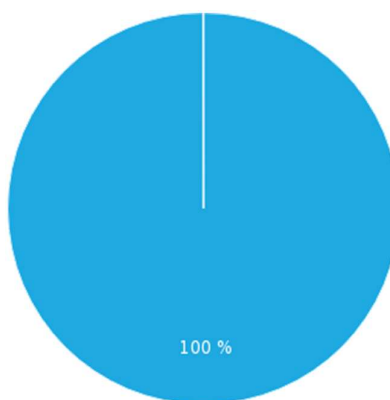


Total visitas



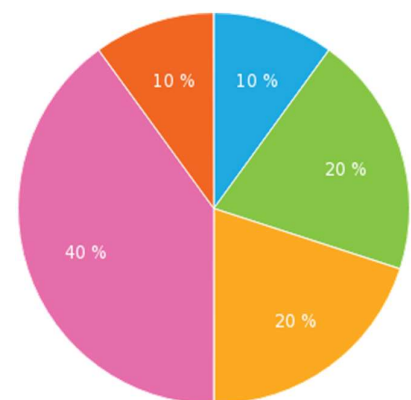
- Mostrando sólo (76,2 %)
- Incompleto (0 %)
- Completo (23,8 %)

Fuentes de visitas



- Enlace directo (100 %)

Tiempo medio de finalización

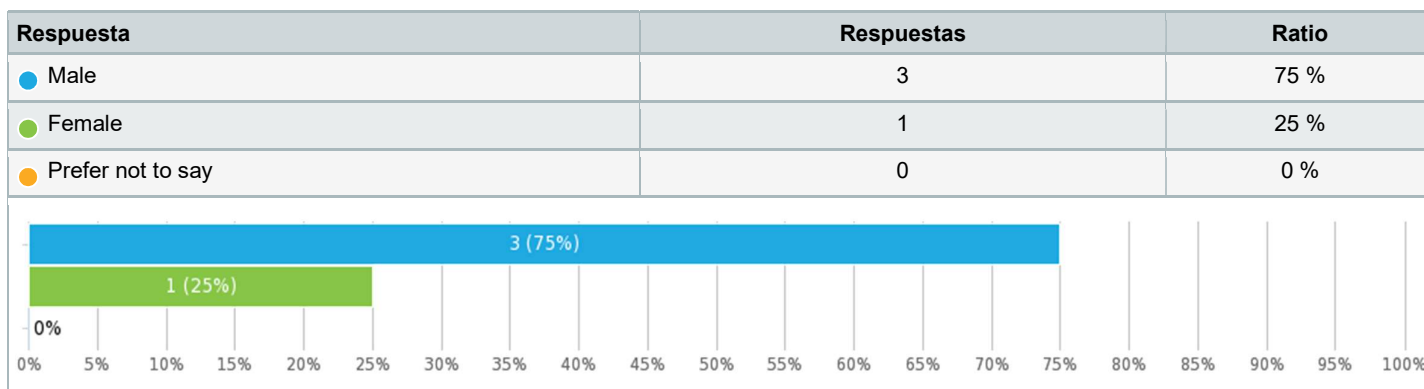


- <1 min. (10 %)
- 1-2 min. (20 %)
- 2-5 min. (20 %)
- 10-30 min. (40 %)
- 30-60 min. (10 %)

Respuestas

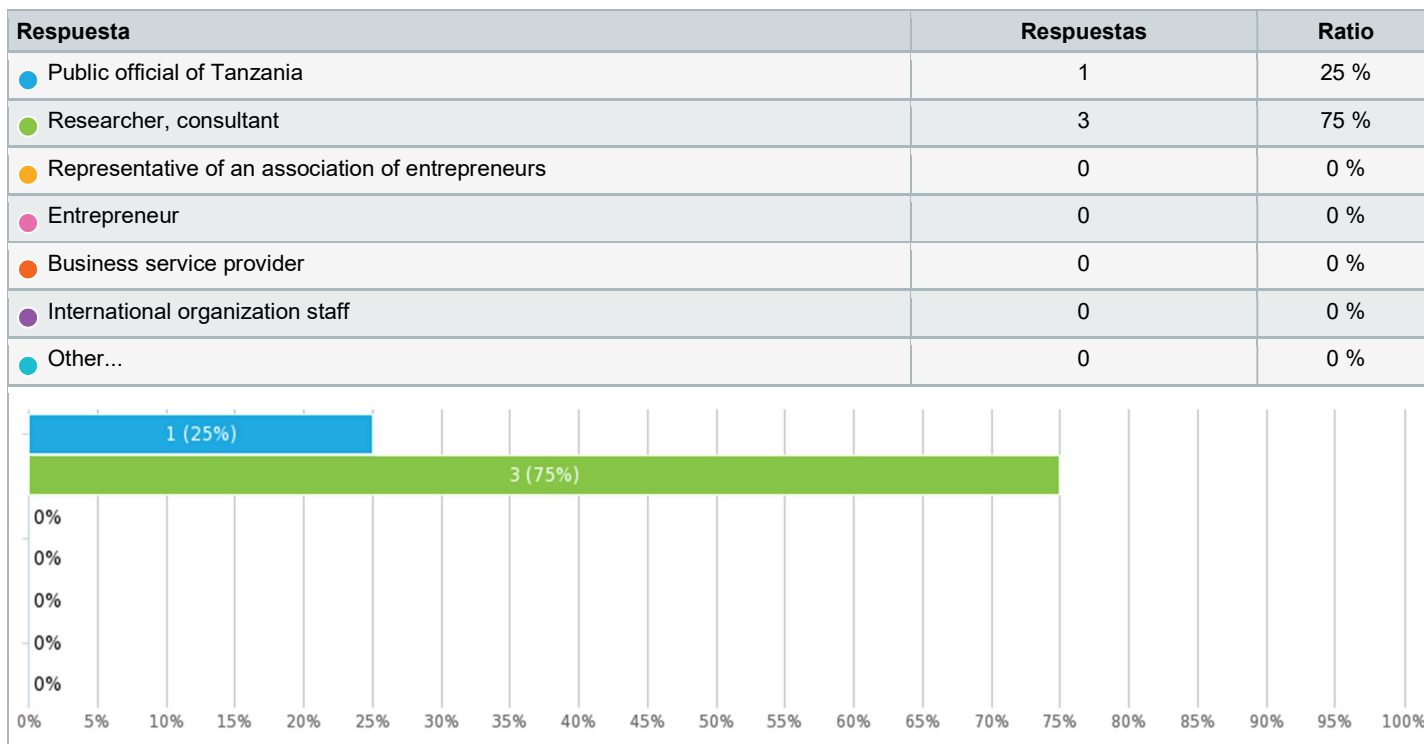
1. Please specify your gender

Elección simple, respuestas 4x, no respondida 0x



2. Which category describes you best?

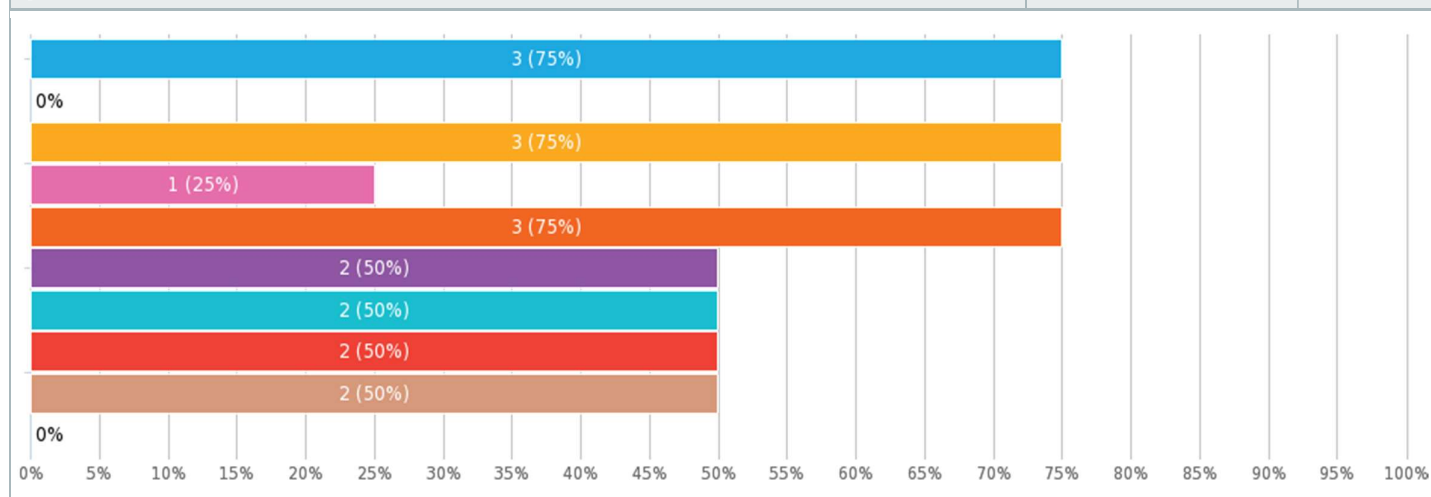
Elección simple, respuestas 4x, no respondida 0x



3. From your perspective, what are the main challenges faced by aspiring entrepreneurs when trying to start and/or grow their businesses in your country?

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● The regulatory environment for entrepreneurship is too heavy	3	75 %
● Domestic products and services are difficult to sell either in the country or abroad	0	0 %
● Entrepreneurs have difficulties with accounting	3	75 %
● There are not insurance products adapted to entrepreneurs	1	25 %
● Students are not educated in entrepreneurial skills	3	75 %
● It is difficult to get funds from banks or investors	2	50 %
● It is difficult to access to innovative technologies	2	50 %
● Policy makers and society are not aware of the relevance of entrepreneurs	2	50 %
● There are additional difficulties for women entrepreneurs	2	50 %
● Other challenges not mentioned here	0	0 %



4. You can use the following box to further develop on entrepreneurs' challenges

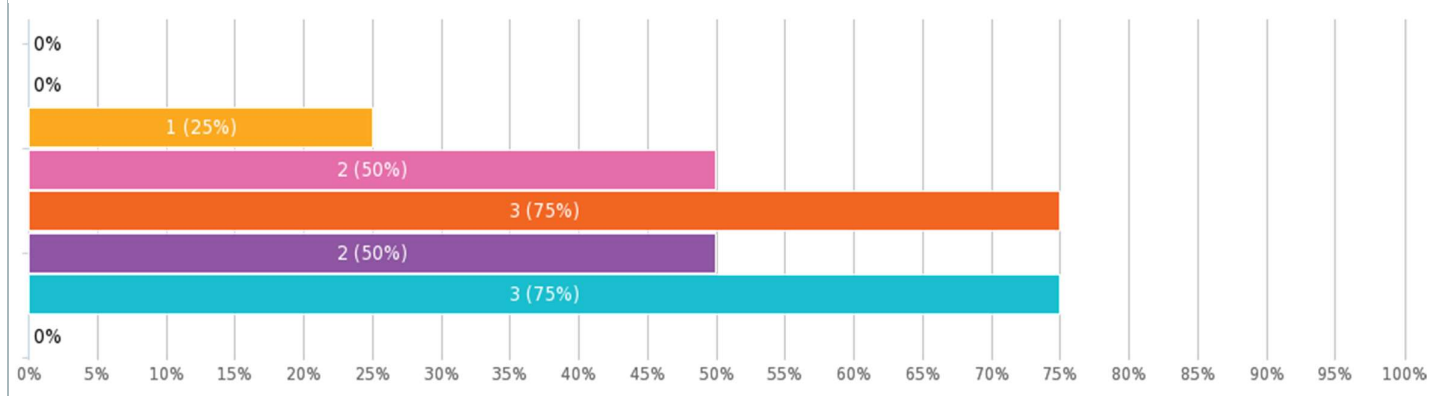
Texto de respuesta, respuestas 3x, no respondida 1x

- With the right skills, young entrepreneurs could navigate more successfully through the other challenges. It should however be noted that entrepreneurship skills should be developed from home, community and schools. And not just at school. It is not just a matter of skills, but a culture that values entrepreneurship and enterprise, and learning experiences that help develop attitudes and tacit abilities needed to be willing to start with what is possible, persevere and learn
- Access to finance and lack of entrepreneurship skills
- Most entrepreneurs lack general business skills, especially on setting a goal for the purpose of making PROFIT.

5. In your opinion, how were entrepreneurship policies in your country before the adoption of the INES?

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● Entrepreneurship policies have always been effective and relevant	0	0 %
● Entrepreneurship policies are well financed	0	0 %
● Entrepreneurship policies receive significant support from international actors	1	25 %
● Entrepreneurship policies have not been comprehensive or consistent	2	50 %
● Entrepreneurship policies have not addressed specific challenges for women entrepreneurs	3	75 %
● Entrepreneurship policies are non-existent	2	50 %
● Entrepreneurship issues were addressed by other policies in a scattered and ineffective manner	3	75 %
● I don't know / prefer not to say	0	0 %



6. You can use the following box to further develop on your response

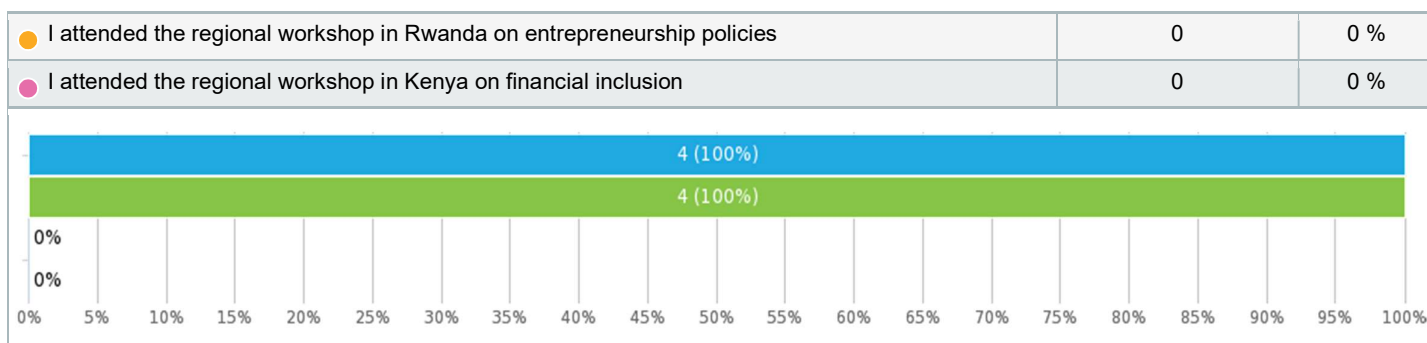
Texto de respuesta, respuestas 3x, no respondida 1x

- There are policies, but not well elaborated for actors to implement coherently. There is also a problem of lack of a culture of disciplined execution, which will also likely effect INES
- In general there was no guide for the entrepreneurship policy.
- There was entrepreneurship policies in every sector and ministries with little or no coordination at all.

7. Please, specify how you participated in the elaboration of the INES

Elección múltiple, respuestas 4x, no respondida 0x

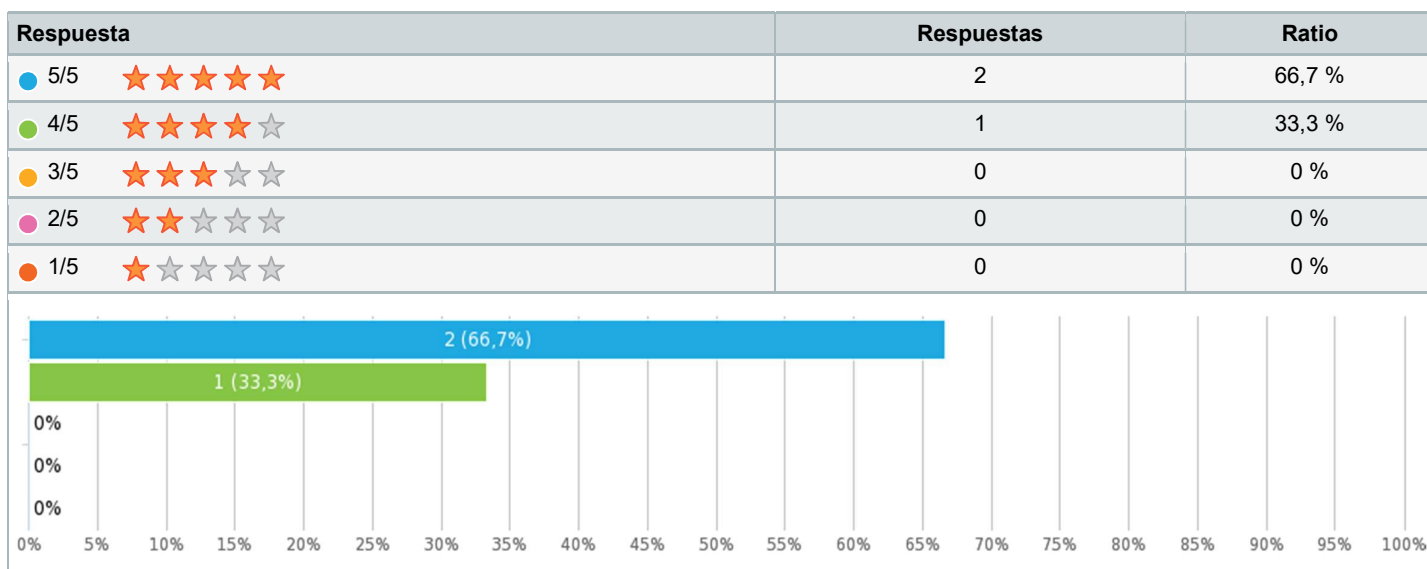
Respuesta	Respuestas	Ratio
● I attended one or several national stakeholders workshops (2016; February, July, December 2017)	4	100 %
● I participated in the working groups for the assessment and drafting of the strategy and action plan	4	100 %



8. If you participated in any of the workshops related to the INES, please, assess the quality in terms of coordination, logistics, timing and format

Grado de la estrella, respuestas 3x, no respondida 1x

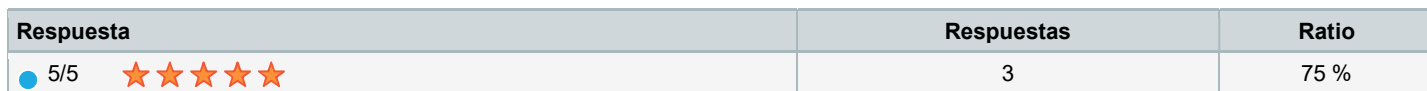
Número de estrellas 4,7/5

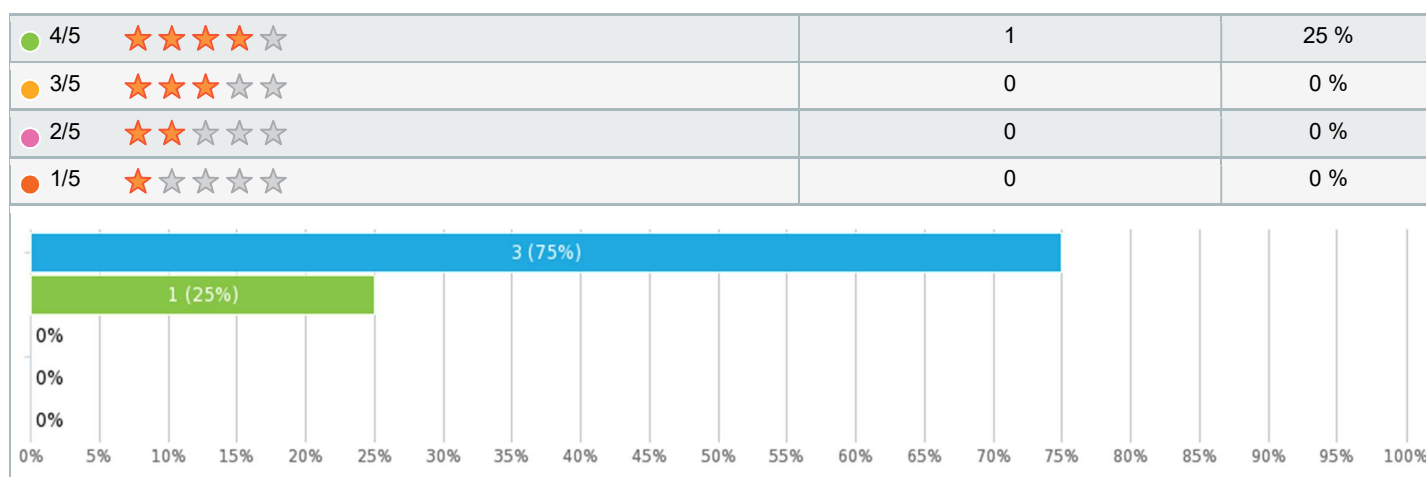


9. If you participated in any of the workshops related to the INES, also assess the quality of the materials, speakers and moderators

Grado de la estrella, respuestas 4x, no respondida 0x

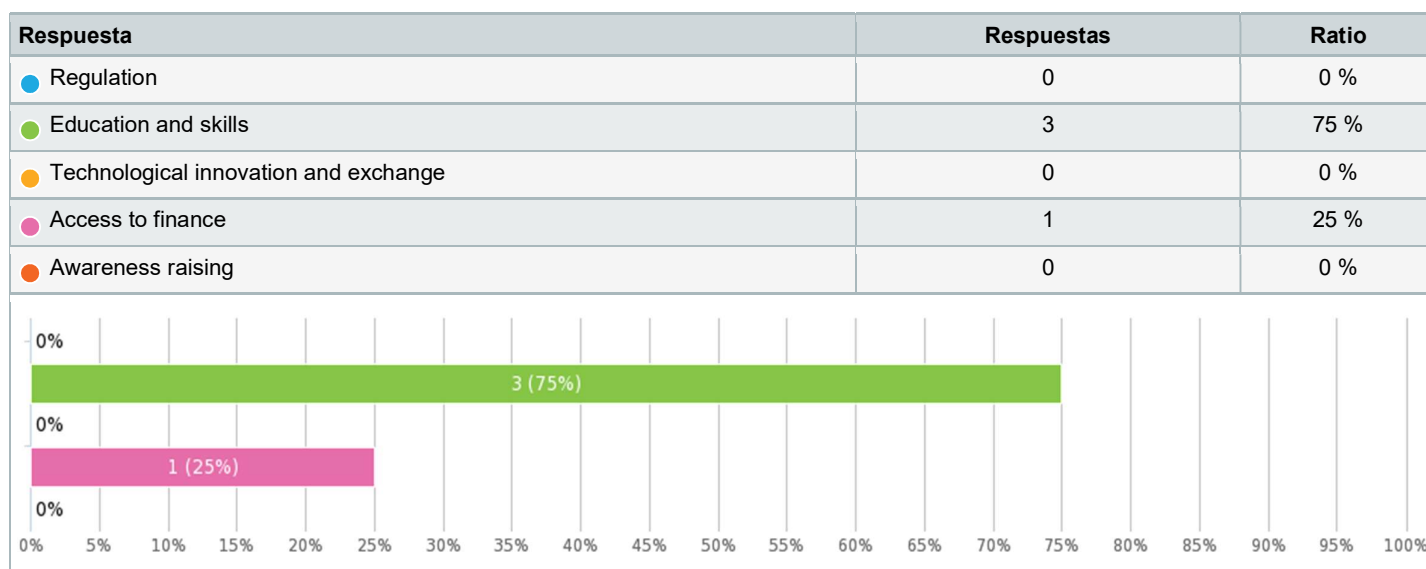
Número de estrellas 4,8/5





10. If you participated in one of the working groups related to the INES, please, specify the topic of your group

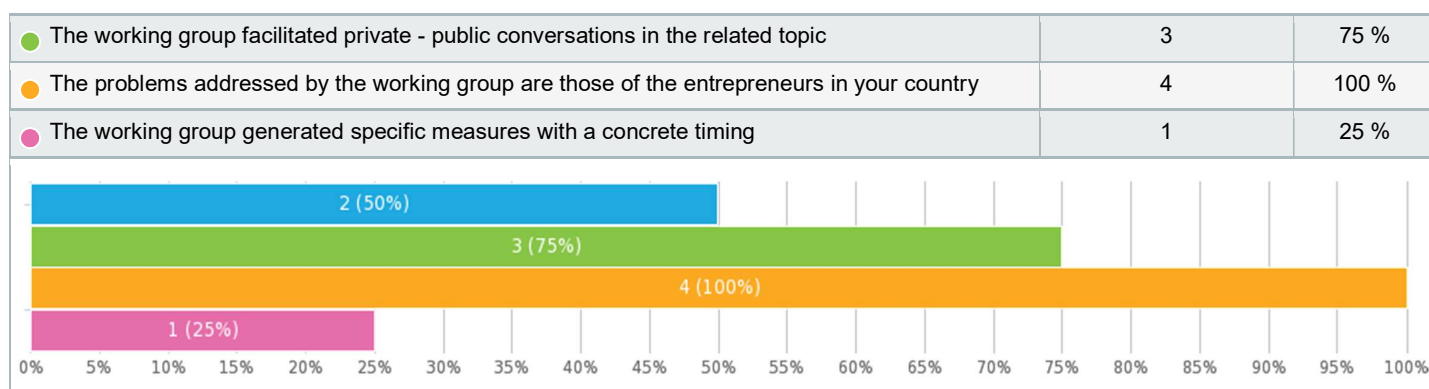
Elección simple, respuestas 4x, no respondida 0x



11. If you participated in one of the working groups related to the INES, please, tick the statements you agree with

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● The working group involved the authorities and public agencies concerned in the issue	2	50 %



12. You can use the following box to further develop on your opinion about the activities you were involved in

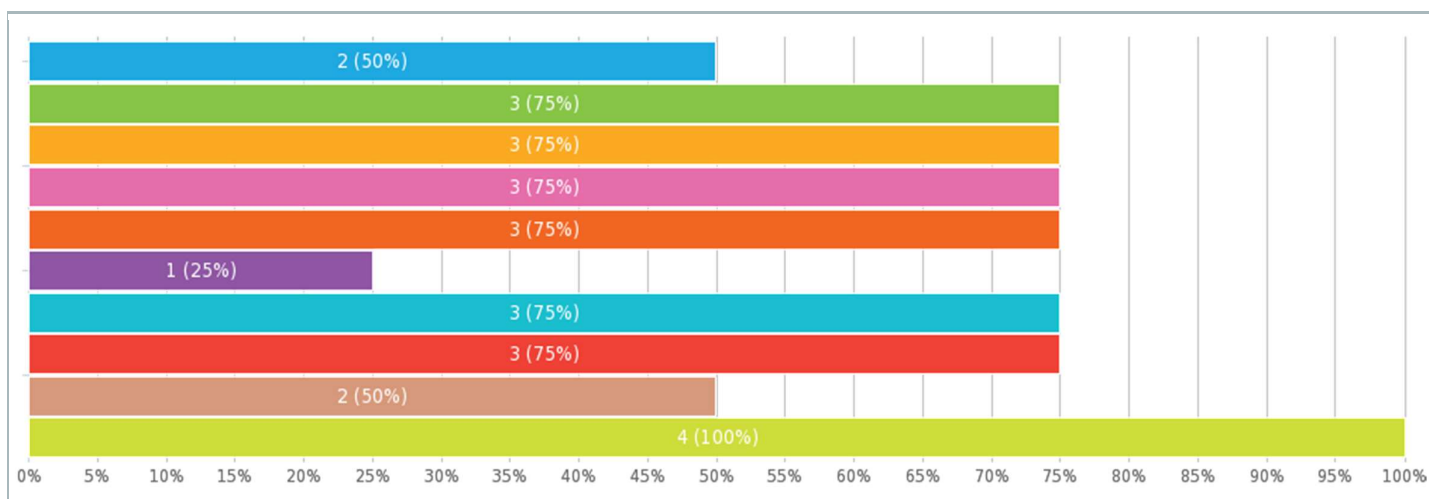
Texto de respuesta, respuestas 2x, no respondida 2x

- I attended all, as a consultant, and cant see a relevant one for me
- The working groups played a big role in addressing the policy gap between what is really needed is enabling environment and the policy paper.

13. With regard to the overall process of the INES, please, tick the statements you agree with:

Elección múltiple, respuestas 4x, no respondida 0x

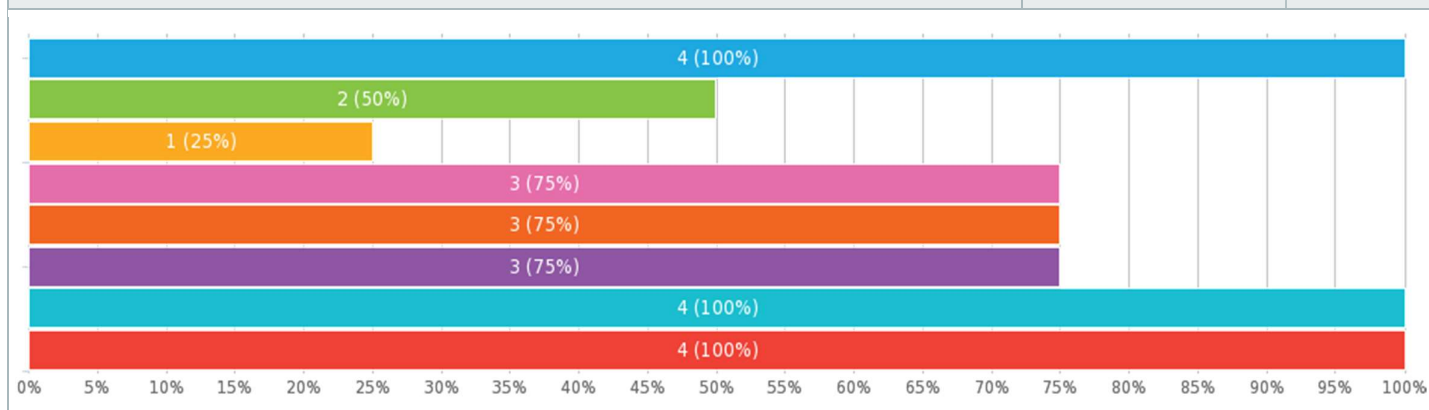
Respuesta	Respuestas	Ratio
● It has made me aware of the gender dimension of national entrepreneurship policies.	2	50 %
● It has enhanced my knowledge in entrepreneurship issues in general terms	3	75 %
● It has enhanced the Government's knowledge in entrepreneurship issues	3	75 %
● It has enhanced the country's capacities to develop and implement entrepreneurship action plans	3	75 %
● It has facilitated experience-sharing among various stakeholders regarding entrepreneurship policy in the country	3	75 %
● It has facilitated knowledge transfer from other countries	1	25 %
● It has improved policy dialogue and coordination within the Government	3	75 %
● It has improved public-private dialogue and collaboration	3	75 %
● It has showed the country a practical way to improve policy design and implementation in any area	2	50 %
● It has provided a useful tool for identifying constraints and proposing solutions: the Entrepreneurship Policy Framework Toolkit	4	100 %



14. The following statements are descriptions of the future of entrepreneurship policy in your country and its likely impact on the creation and enlargement of enterprises. Please, select the statement(s) you agree with.

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
<input checked="" type="radio"/> The educational system will foster entrepreneurial skills and attitudes	4	100 %
<input checked="" type="radio"/> Accounting tools will be commonly used among entrepreneurs	2	50 %
<input checked="" type="radio"/> New insurance services adapted to entrepreneurs will be made available	1	25 %
<input checked="" type="radio"/> New financial products adapted to entrepreneurs will be made available	3	75 %
<input checked="" type="radio"/> The regulatory system will be simplified and it will be easier to start or grow a business	3	75 %
<input checked="" type="radio"/> Entrepreneurs will make a more intense use of innovative technologies	3	75 %
<input checked="" type="radio"/> Specific solutions will be given to women entrepreneurs	4	100 %
<input checked="" type="radio"/> Entrepreneurs will be key in shaping a more inclusive economy	4	100 %



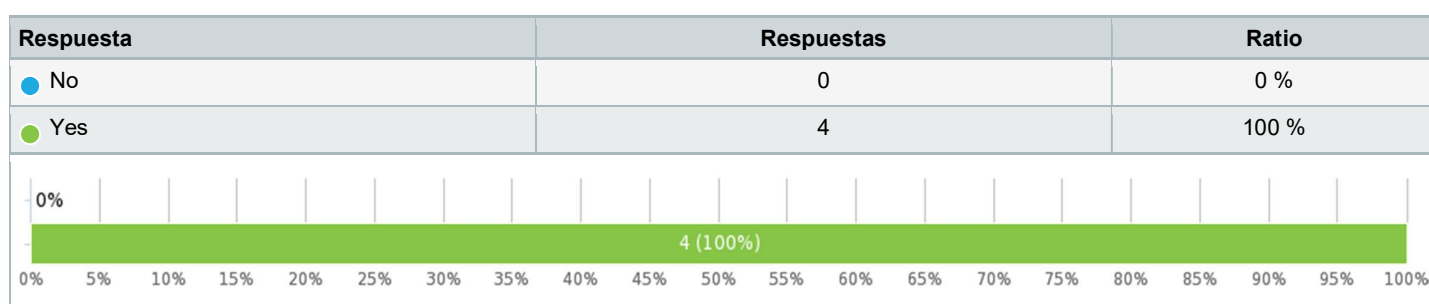
15. You can use the following box to further develop on your response

Texto de respuesta, respuestas 1x, no respondida 3x

- Entrepreneurship education will be part of national education curriculum

16. In your opinion, are the regulatory initiatives of the INES effectively led and coordinated by a Tanzanian institution?

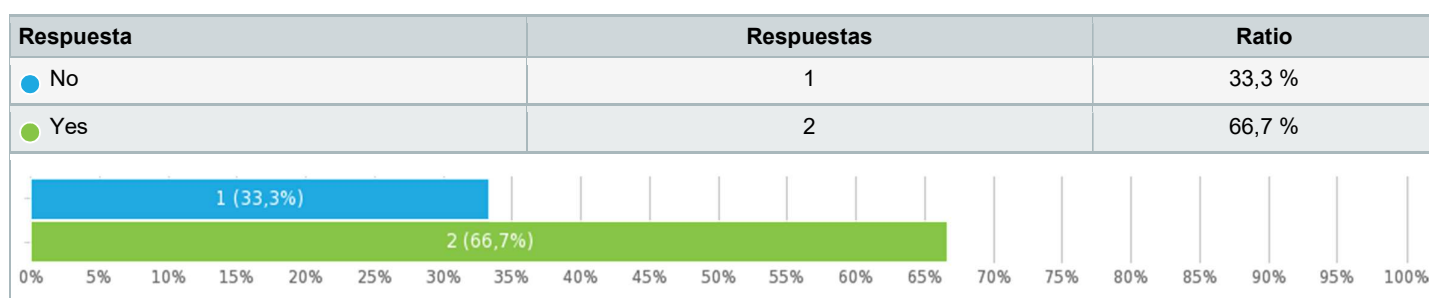
Elección simple, respuestas 4x, no respondida 0x



- PMO is leading a blueprint for regulatory reform
- Networking and access to finance
- It is coordinated by NEEC
- TBS, TFDA

17. And the initiatives on access to finance, do you think they are effectively led and coordinated by a Tanzanian institution?

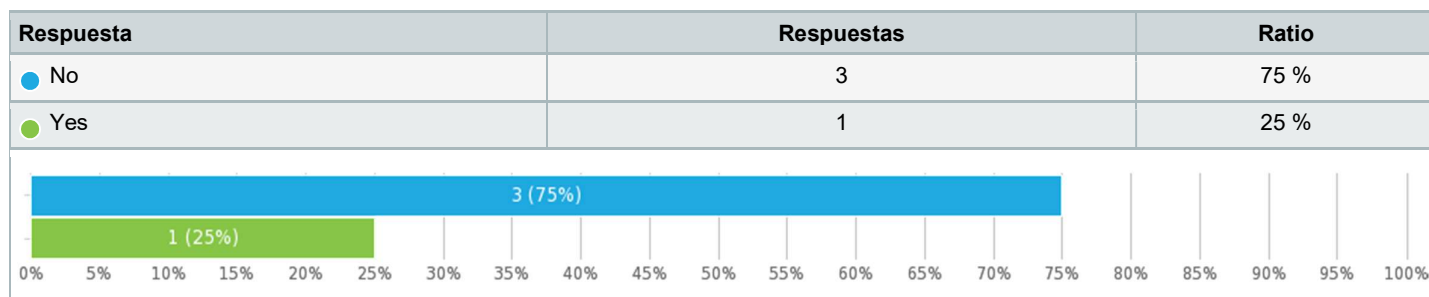
Elección simple, respuestas 3x, no respondida 1x



- No. Entrepreneurs are about to register one forum
- Participation of banking association

18. And the initiatives on technology exchange and innovation, do you think they are effectively led and coordinated by a Tanzanian institution?

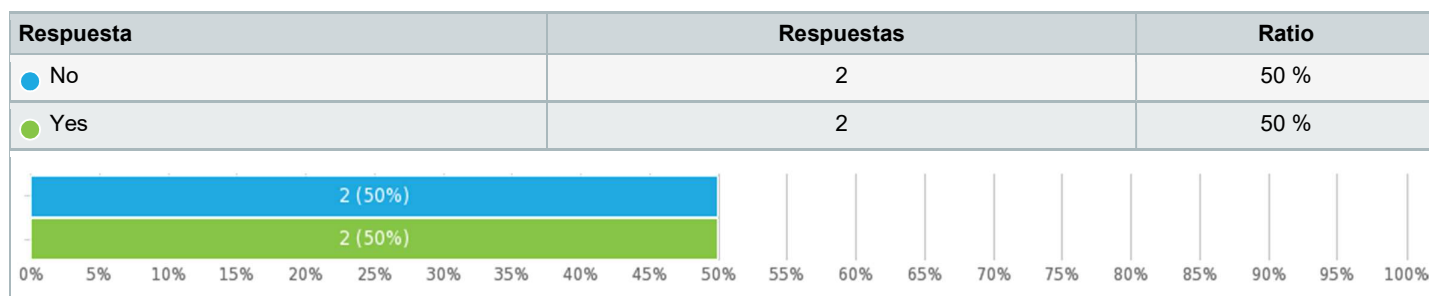
Elección simple, respuestas **4x**, no respondida **0x**



- polytechnics and universities participated

19. And the initiatives on education and skills, do you think they are effectively led and coordinated by a Tanzanian institution?

Elección simple, respuestas **4x**, no respondida **0x**

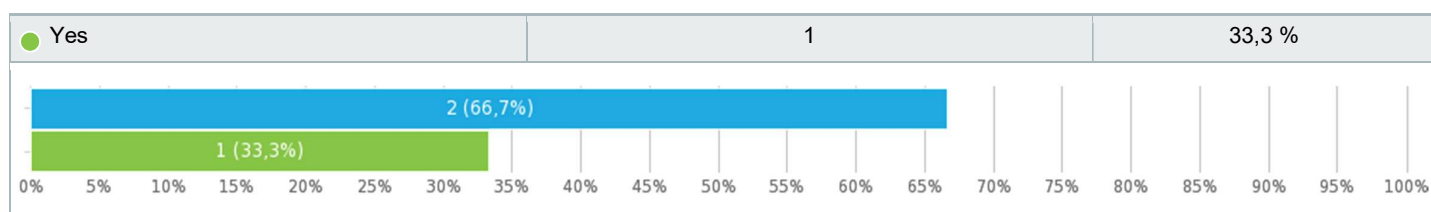


- Empretec Tanzania, new institution
- Educational Institutions/universities participate

20. And the raising-awareness activities, do you think they are effectively led and coordinated by a Tanzanian institution?

Elección simple, respuestas **3x**, no respondida **1x**

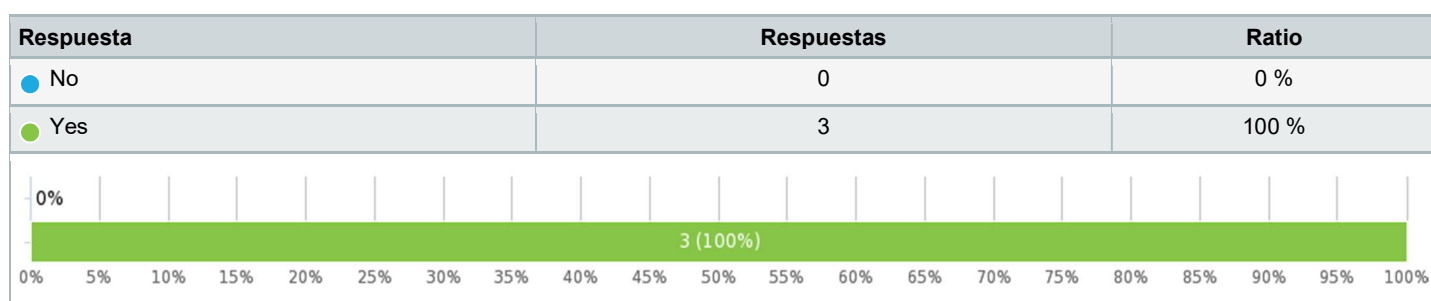




● Empretec Tanzania

21. Regarding the overall strategy, is there any national institution leading the whole action plan and coordinating all the institutions involved in its action plan?

Elección simple, respuestas 3x, no respondida 1x



● (2x) NEEC

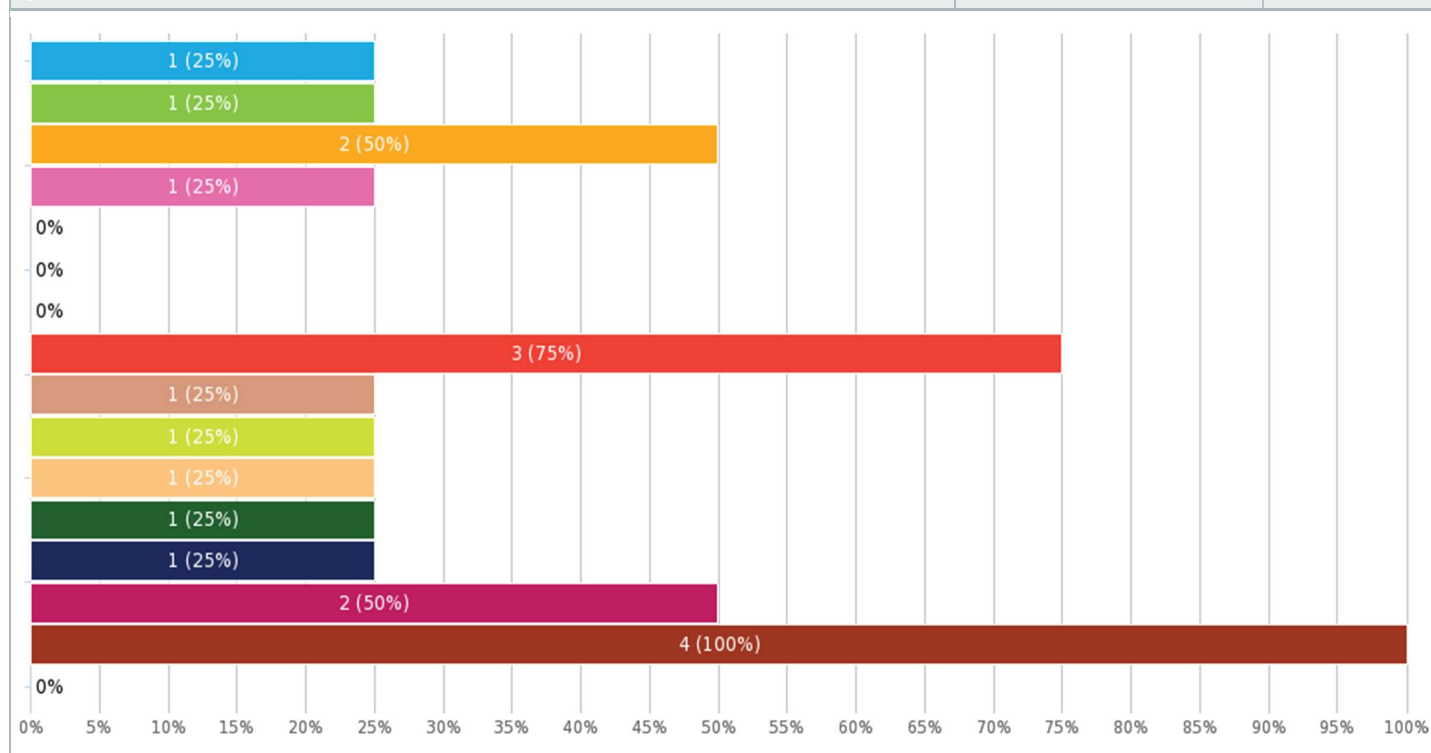
● NEEC,

22. In your opinion, which of the following international institutions play a relevant role in entrepreneurship issues in Tanzania?

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● United Nations Industrial Development Organization (UNIDO)	1	25 %
● Economic Commission for Africa (ECA)	1	25 %
● United Nations Development Programme (UNDP)	2	50 %
● Aspen Network of Development Entrepreneurs (ANDE)	1	25 %
● Global Entrepreneurship Network (GEN) Africa	0	0 %
● African Union (AU)	0	0 %

● Agence Française de Développement (AFD)	0	0 %
● International Labour Organization (ILO)	3	75 %
● African Development Bank	1	25 %
● World Bank	1	25 %
● European Union	1	25 %
● Commonwealth	1	25 %
● International NGOs	1	25 %
● Multinational companies / private foundations	2	50 %
● UNCTAD	4	100 %
● Other...	0	0 %



23. In comparison to the other international actors, please, indicate what, in your opinion, is the comparative advantage of UNCTAD in the field of entrepreneurship policies in Tanzania

Elección múltiple, respuestas 4x, no respondida 0x

Respuesta	Respuestas	Ratio
● Its focus on investment-and-development issues	3	75 %

● Its authority and reputation as part of the UN System	2	50 %
● Its methodology in policy frameworks for private sector development, investment promotion, and business facilitation	4	100 %
● Its practical "step-by-step" implementation guidance	3	75 %
● Its on-line tools, such as the "Entrepreneurship Policy Framework" with checklists of questions, and a methodology and indicators to measure policy effectiveness	3	75 %
● Its inter-governmental nature, which facilitates feedback and exchange of good practices among countries	1	25 %
● The associated network of 36 Empretec entrepreneurship promotion centres	2	50 %
● Its expertise in capacity-building and technical assistance	3	75 %
● Its e-regulation platforms and tools	2	50 %
● Its funding capacity	3	75 %
● I don't know / prefer not to say	0	0 %

