



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.

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