



INTERNATIONAL LABOUR ORGANIZATION (ILO)

MULTI-BILATERAL PROGRAMME OF TECHNICAL COOPERATION

PROGRESS REPORT

Project Number: INS/06/M20/NZE

Project Title: Women's Entrepreneurship Development:
Strengthening BDS Providers and Improving the
Market Access for Women Entrepreneurs

Period Covered: April - September 2007

Total Budget: US\$ 400,000

Starting Date: 1 April 2007

End Date: 31 March 2008

Evaluation Date

Implemented by: ILO Aceh and ILO Jakarta

Donor: NZAID

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Place: Banda Aceh Place: Jakarta

1. Work done

Through in-depth discussions with various Business Development Services Providers and an assessment of potential partner organizations, six final implementing project partner organizations (POs) have been selected and MOUs with all six and the BRR were signed. IWAPI has been confirmed as the main project partner, whereas Aceh ka Bangkit, Beujroh, Ivan Enterprise, UKM-Center and Yayasan Sejati have been confirmed as smaller project implementing partners. CCDE, which had been specified as one potential partner organization in the Project Document, has finally not been selected due to the fact that it fell short of sufficient commitment to participate in capacity building activities and presented exaggerated service delivery rates.

As a follow-up to the preliminary assessment of the six partner organizations a more in-depth capacity building needs assessment was undertaken. Main findings of this assessment are the following: At the organizational level, internal communication as well as networking are the main challenges especially for IWAPI. Other challenges for the majority of partner organizations' staff is related to proposal writing and reporting, maintaining a clients' database, and monitoring & evaluation of programme activities. At the service delivery level organizations need to be strengthened in assessing the needs of their clients better in order to follow a demand-driven rather than a supply-driven provision of services. The training skills of organizations' staff need to be developed further in order to enable trainers to choose and implement the most suitable training methodology for their clients. The trainers also often lack business knowledge to some extent and longer term experience.

In order to tackle the challenges of Partner Organizations as identified through the needs assessment the following capacity building activities have been initiated to date:

- A national consultant has taken up work in order to provide intensive technical assistance to IWAPI. He is supporting IWAPI 10 days per month for the duration of the project. His main focus area is to work with IWAPI on implementing an appropriate internal and external communication strategy. This includes the preparation and distribution of promotional material about IWAPI and its activities, but also encouraging a team spirit and information sharing among the members within the organization.
- An initial half day training course on reporting standards has been conducted by the ILO project team involving twelve finance and administration staff, two each per the six implementing partner organizations. Standard reporting templates as well as sample reports were explained and distributed in hard copy and as electronic files. The participants also practiced using the templates preparing financial reports, TORs and activity reports.
- In order to strengthen the capacity of training staff of the six implementing POs a Training of Trainers (ToT) on Gender and Entrepreneurship Together: "GET Ahead

for women in enterprise” was organized with a Master trainer from Bangkok and a Gender trainer from Jakarta. A special focus of this ToT was to enable 19 training staff of the POs to use the Experiential Learning Cycle (ELC) as this has proven to be especially suitable for lower educated micro and small women entrepreneurs and group businesses in rural areas, which is the main target group of the majority of POs. Another focus was placed on the three topics of marketing, networking and financial management as these are topics found most micro women entrepreneurs struggle with.

- As a follow-up to this ToT, to date, eight of the newly trained trainers conducted in total four Training of Entrepreneurs courses with the guidance of a professional coach. The coach discussed the training plans prepared by 13 trainers and supported trainers in paying more attention to their beneficiaries’ needs, training set-up and preparation of training schedule. Following this, he observed four ToEs and provided intensive feed-back to the trainers on how to improve their training facilitation. Further coached ToEs are anticipated to be conducted after the end of the fasting month.

In addition to building the capacity of the project’s POs, the WED project together with IWAPI and the BRR have promoted Women’s Entrepreneurship through the initiative of launching the “Best Women Entrepreneurs of Aceh Awards” for the second time. The objective of awarding best women entrepreneurs was to raise greater awareness amongst the public as well as the government towards women entrepreneurs’ achievements and turn the spot-light onto women entrepreneurs’ great contribution to the recovery of the economy of Aceh. In order to do so on 5 September 2007, six best Women Entrepreneurs of Aceh were selected, and awarded with a prize each that is meant to a) give them the recognition and respect for what they have achieved, b) enable them to expand their businesses, and c) provide other Women Entrepreneurs with good role models and best practices. Awards for three categories have been presented to the winners. These are the following: (1) Best Disabled Women Entrepreneurs, (2) Most Innovative Micro Women Entrepreneurs, (3) Best Marketing.

In order to follow-up on recommendations drawn up through the WED study verification meeting in October 2006 and the first taskforce meeting in December 2007, a second taskforce meeting was conducted on 30 July 2007. The task force consisted of 7 sectors and each was chaired by local government institutions or organizations to ensure sustainability of implementation of agreed action plans after the ILO has withdrawn from Aceh. The meeting was attended by 20 people from various government ministries such as DEKRANAS, DEPERINDAG, Dinas Koperasi and the BRR as well as representatives of a selection of disabled people’s organizations and organizations working in the field of women’s entrepreneurship development. The main agenda of the meeting was to discuss progress made by each participating organization or institution regarding the according action plan committed to in December 2006, as well as the way forward. The main findings are as the following: there are needs to increase knowledge on marketing concepts as the entrepreneurs’ understanding is still limited to selling and does not include packaging, promotion or networking. Most of the agreed action plans have been implemented with the

exception of integrating and involving disabled entrepreneurs. The task force agreed to focus future activities on marketing and by involving the disabled entrepreneurs more.

Market Access: IWAPI has been supported to organize an exhibition in connection to the conference “Saudagar Aceh Serantau 2007” of KADIN from 27 – 29 July 2007, which was attended by 2000 people, among others was Mr. Jusuf Kalla, Vice President of Indonesia. The WED project cost-shared 50% of 30 dismountable exhibition stands, which can be used by IWAPI members at the many up-coming exhibitions avoiding the cost of constructing single use timber booths that usually are demolished following the completion of an exhibition. IWAPI has prepared a rental strategy in order to put in place a small financing mechanism for the association.

The most important activities undertaken by the project in the period under review are:

- A Project Advisory Committee (PAC) has been established and met. The PAC includes representatives from Dinas Koperasi, DEKRANAS, DEPERINDAG, the BRR, and the project’s POs with observer status.
- A capacity building needs assessment of partner organizations has been completed to guide project activities.
- A needs assessment of IWAPI members has been initiated in order to give IWAPI a better overview over their members’ profile & needs and get in place a membership database.
- 01 TOT GET Ahead with a Thai master trainer and a national gender trainer was conducted with 19 participants.
- 13 newly trained trainers have received coaching from a professional coach on training preparation of ToEs GET Ahead.
- 04 ToEs GET Ahead reaching 80 women entrepreneurs have been conducted by 8 newly trained trainers from 5 POs in Banda Aceh, Meulaboh, and Sigli with guidance of a professional coach.
- 01 taskforce meeting with stakeholders from the provincial government has been undertaken.
- 01 training on reporting standards has been conducted with 12 finance and reporting staff of POs.
- IWAPI has been supported financially to purchase 15 dismountable exhibition booths.
- A consultant was recruited to build up IWAPI’s internal and external communication habits as well as networking strategy.
- Women’s Entrepreneurship has been promoted through the “Best Women Entrepreneurs of Aceh Awards 2007”
- A fact sheet regarding the WED Project as well as WED in Aceh has been published and distributed.
- 03 project staff have been recruited: 1) international specialist, 2) national programme officer, and 3) national programme assistant.

2. Impact assessment

At this stage of the project it is too early to say much about the project impact. No impact assessment has been conducted so far. However, continuous monitoring of project activities suggests that the project is right on track with its initiatives. The project partner organizations (in particular the main partner organization IWAPI) show moderate improvement in their organizational behavior as well as services provision. IWAPI has started thinking about own initiatives without requesting financial support from the project, but considering other financing mechanisms. One PO (Ivan Enterprise) has reported that it already conducted a training course using the ELC, which is the training methodology of the GET Ahead, with the great satisfaction of its client (German Agro Action). Other international organizations also show an interest in funding WED's partner organizations in conducting GET Ahead training courses for women entrepreneurs. Some PO's have started moderate cost recovery schemes within their training provision by requiring training participants to pay a small registration fee.

The Awards ceremony had high level participation including Mr. Irwandi Yusuf (Governor of NAD), Ms. Kartini (Head of IWAPI), Mr. Azhar Amin (Head of Dinas Koperasi Banda Aceh), Ms. Darwati (Head of DEKRANAS), Ms. Arabiyani (Director BRR WED Component), Mr. Alan Boulton (Director of ILO Jakarta) as well as many other heads and senior representatives of the provincial government and local organizations. The audience totaled approximately 370 people including many women entrepreneurs. The initiative was also presented in the media the following day. Some of the winners have been invited by the BRR to share their key of success at a discussion panel. Therefore this initiative can be seen as very successful having reached a wide publicity among entrepreneurs, organizations and the government alike. The governor himself stressed in his speech the importance of women's entrepreneurship in Aceh and the full support of his provincial government for women's entrepreneurship and similar initiatives in the years to come.

Relevance

The project remains relevant. Over the past months the WED project has been able to keep the issue of women's entrepreneurship development on the agenda of many organisations. The best women entrepreneurs of Aceh awards received good publicity and high level officials participated and made key speeches. Furthermore, the business enabling environment in Aceh will be continuously improved for the years to come and the SYB programme and the WED project with its particular focus on women entrepreneurship will be even more relevant. As the reconstruction effort is under way there will be a better infrastructure in place, commercial banks and micro finance institutions will increase productivity and potential and existing entrepreneurs will be able to access loans more easily. This bodes well for improving both the supply of and demand for quality business development services in Aceh for women. Combined with the efforts of the Indonesian government and international agencies, but more crucially with the efforts of the Acehnese, will contribute to the recovery of the economy and peoples' livelihoods.

Sustainability of results

Six months into project implementation it is too early to judge whether results will be sustained. For now it is clear that the majority of partner organizations, though slowly improving their service delivery as well as organizational structure, need much more capacity building support in order to run their organizations in a sustainable way. An external evaluation of the WED project will be carried out in February 2008 and the project also plans to undertake an impact assessment at both the institutional level (training providers) and at the enterprise level later on in the project.

3. Problems/constraints

The culture of dependency and victimization that had been created in some areas in Aceh due to the many organisations having started implementing programmes (in particular cash for work schemes) in Aceh following the disaster in Dec. 2004 has still not completely ceased. At times, the people of Aceh expect hand outs without showing either commitment or motivation to work hard and establish or run their own businesses to secure a sustainable income generating future. Due to this culture of handouts, the WED project decided early on to pay attention to needs assessments and selection procedures of participants for training courses. Commitment and motivation has been a key criterion in the selection of participants. The guideline of the ILO towards local training providers is not to pay any allowances to training participants. However, as many international organizations still continue to pay participants to attend training courses it remains very difficult for the project's partner organizations to follow through with this guideline. The trainers are under enormous pressure from the participants' side to pay training allowances. Despite these difficulties some partner organizations have started to implement very moderate cost-recovery schemes for training courses by asking a small registration fee from participants.

Another challenge faced by the project is that due to the isolation of the province from the outside world caused by the long lasting conflict, there has not been much development of a business culture in Aceh province. Business women as well as men often lack knowledge on how to run and promote their businesses. Conducting training courses can only be a starting point for the majority of micro entrepreneurs. Especially young entrepreneurs, entrepreneurs who never had a business before, and women, who are housewives with some micro home based business activities need more extensive support in form of business advice or consultancy services in order to be enabled to grow their businesses. Yet, the majority of local BDSPs have been focusing much more on training provision rather than providing follow-up business advice. This is due to the fact that: a) BDSPs' staff still lack experience themselves and need further capacity building in providing this kind of service; and b) the aid community, which at this point is still the main funding power behind livelihoods and training provision, rarely is willing to provide sufficient funds for after-training support / business advisory services. In order to address this issue the project has started to put a strong focus on building the capacity of its BDSPs in relation to providing business advice. An advanced training of trainers is scheduled for

early November in order to assist best local trainers in developing further and guiding them in becoming business advisors. In addition to this, it is planned to sponsor an internship in well-run business consultancy firms for some very good staff of BDSPs to learn on the job how to be a business advisor. At the same time the ILO is lobbying among the aid community for providing more funding for after-training support.

Last not least, for entrepreneurs to grow their businesses, generally taking up a small loan is required. During the last year many micro finance institutions have been established in Aceh. Unfortunately, several barriers still exist hindering micro entrepreneurs/clients of BDSPs to apply for micro credit/loans: a) micro entrepreneurs lack the knowledge of what taking up a loan involves, and therefore are afraid to apply; b) micro entrepreneurs, who have decided to apply for a loan, do not know which MFI or bank to approach and how to apply for a loan; c) micro entrepreneurs often are seen by MFIs and banks as too risky to lend to; d) women in particular might be even more hesitant to apply for loans because of how they are perceived by banks, communities and their family members. In order to overcome these barriers, the support of BDSPs is required. BDSPs could facilitate entrepreneurs / their clients to choose the right MFI as well as support entrepreneurs in preparing the loan application. Currently, BDSPs are not able to provide this service as they themselves lack the knowledge required. In order to improve access to microfinance for men and women micro entrepreneurs, the ILO WED project in collaboration with the ILO Micro Finance (MF) project decided to (starting in early November) provide intensive training and advice to selected staff of WED partner BDSPs on: 1) who the relevant MFIs for BDSPs clients in Banda Aceh are; 2) what their requirements for granting MF are; 3) how to prepare a successful loan application; 4) how to do a basic business analysis so as to know, which entrepreneurs can be referred to MFIs with good prospects and which cannot; 5) advice on how to make their client's application as attractive as possible; 6) introduce BDSPs' staff to most relevant MFIs personnel by conducting visits to the MFIs.

4. Follow-up actions and lessons learned

The project will continue to meet the set targets and complete activities already started as well as remaining activities in the agreed work plan. The most important lessons learned and follow-up actions are: (a) Awarding best women entrepreneurs has proven to be a successful way to promote women entrepreneurship and therefore should continue to be implemented on an annual basis. However, for sustainability reasons, the ILO should not continue to be the driving force behind it. Therefore, IWAPI having been involved in organizing the last two Awards, agreed to take it over completely in the future. In order to generate local funds for this, IWAPI will be supported by the project to draft a proposal for replicating this initiative next year on their own with funding from either government or a big Indonesian corporative.

(b) To date, micro entrepreneurs are not willing to pay for business management training courses because they are not able to see an immediate benefit for their businesses prior to the training course. This makes it very difficult for BDSPs to become more independent and establish their own financing mechanisms. For this reason, BDSPs need to offer more

services for which micro entrepreneurs are able to see an immediate benefit for themselves and thus are willing to pay. One such service is supporting micro entrepreneurs in preparing loan applications to MFIs for business expansions. As explained above, the ILO WED project will join forces with the MF project in order to gear partner organizations up so that they will be able to provide this service to their clients in a satisfactory way.

5. The project in perspective

The project has been collaborating with the ILO's Entrepreneurship Culture and Business Creation Project in Aceh, which is implementing the Start and Improve Your Business (SIYB) programme targeting young women and men. This project, which had started in 2005, has created a pool of business management trainers. Many of these trainers are involved in the WED's partner organizations. Therefore, while the ECBC project is building the training capacity of trainers on the SIYB programme, the ILO WED project supports the same organizations in improving their organizational structure as well as broadening their range of services. The project's close collaboration with the ECBC project will continue. Joint efforts will focus on a) expanding the range of business management training packages in Aceh, offering adequate support to illiterate/low educated men and women, who are committed to improving a business, b) training and getting in place a network of business counselors to provide more extensive follow-up services to business starters and other business women and men who require additional support, and c) facilitating these organizations in linking up with Microfinance Institutions and therefore enabling them to improve access of their clients to microfinance.

During the selection procedure of the winners for the "Best Women Entrepreneurs of Aceh Awards" the project closely collaborated with the Micro Finance (MF) project and its respective implementing partners, who were analysing the businesses of nominees as part of the jury. The MF project currently is building the capacity of several micro finance institutions, and working towards setting up attractive micro finance schemes for both MF institutions as well as their potential clients. One result of this was that the MFI representative participating as a jury member offered micro finance to the winners of the awards. Apart from this, it is planned to join forces between the two ILO projects in training up WED's BDSPs on microfinance application procedures and advice on how to make an application of micro entrepreneurs / the BDSPs' clients as attractive as possible for the application receiving bank or MFI.

The ILO is trying as much as possible to involve especially local actors in project planning and activities in order to ensure sustainable results. Through the Project Advisory Committee an active knowledge and information sharing of issues between various relevant provincial government institutions, the BRR, the project implementing partner organizations and the ILO is taking place. Furthermore, the ILO is actively participating in relevant coordination groups such as the livelihoods meeting group chaired by the BRR and the more general recovery and rehabilitation group of UNORC. Cooperation and coordination with various international organizations has also taken place, i.e. plans of linking ILO's partner BDSPs to the loan scheme and business information centers

established by Swisscontact have been initiated; intensive discussions with Oxfam on gender equality issues related to labour have been undertaken as well as coordinating and information sharing with IFC, British Red Cross, Handicap International and Leonard Cheshire International.



ToT GET Ahead participants conduct a training session on “Business Building in her Environment”, Jul 2007



PAC Meeting at the ILO office in Banda Aceh, 26 Jul 2007



ToT GET Ahead role play “coffee shop” to understand differences of variable & fixed costs, Jul 2007



Exhibition organized by IWAPI at “Saudagar Aceh Serantau”, Banda Aceh, July 2007



Opening dance at the Awards Ceremony in Anjong Mon Mata, 05 Sep. 2007



Mr. Alan Boulton (Director ILO) presents Award to Ms. Khatija (Most Innovative Micro Woman Entrepreneur), 05 Sep 2007



Ms. Mr. Irwandi Yusuf (Governor of NAD) presents Award to Ms. Murni (Best Disabled Woman Entrepreneur), 05 Sep 2007



Ms. Juariah (2. winner Best Disabled WE) at her business site

Annex 1

Objectives & indicators of achievement (as stated in the project document)

Development Objective:

The project will contribute to the economic development of Aceh by building institutional capacity, management systems, and human resources development in the enterprise development sector with special focus on the needs of women entrepreneurs.

Immediate Objectives:

At the end of the project, the business-enabling environment for women entrepreneurs in Aceh will have improved through building the capacity of Business Development Services Providers with special focus on assisting women entrepreneurs to improve their businesses and have better market access.

Output 1: Capacity of one main (to the project) BDSP and several secondary (to the project) BDSPs strengthened to provide more and better services to support Acehnese women entrepreneurs in accessing the market.

Targets and Indicators

- *The main partner, i.e., IWAPI, shows improved accountability and financial transparency*
- *A minimum of three further BDSPs are offering more and better services to women entrepreneurs compared to before project implementation.*
- *60 BDSPs staff capacitated and reaching 300 additional entrepreneurs*

Output 2: At least 2 Outlet Shops for promoting and selling of women entrepreneur's products established or up-graded (if already existent prior to project)

Targets and Indicators:

- *2 Outlet shops established or upgraded*
- *60 women entrepreneurs displaying and selling their products and services through outlet shops supported by the project.*

Output 3: Women Entrepreneurship in Aceh further promoted through promotional campaigns and events.

Targets and Indicators:

- *3 Number of promotional events conducted.*

Output 4: Four pilot initiatives on marketing conducted.

Targets and Indicators:

- *At least 4 training tools and methodologies adapted to the Acehnese context and/or newly developed (if needed), and used by BDS providers.*
- *32 trainers actively using their new skills in partner organizations to train women entrepreneurs.*
- *960 women entrepreneurs reached through pilot initiatives*

INS/06/20/NZE - Women Entrepreneurship Development: Strengthening BDS Providers and Improving the Market Access for Women Entrepreneurs

Objective The business enabling environment for women entrepreneurship in Aceh will have improved through building capacity of BDSPs with special focus on assisting women entrepreneurs to have improved market access

Output 1: Capacity of BDS providers strengthened to provide more and better services to support Acehnese women entrepreneurs in accessing the market (marketing)

Activities	Planned Time of Duration	Actual Result	Comments
1.1 Assess capacity building needs of BDSPs/POs	May 2007	completed 15 June 2007	The final report in English has been translated into Indonesian language, and passages regarding to each partner organization have been distributed to the respective POs. Feed-back from POs is still being compiled.
1.2 Conduct needs assessment of BDSPs' stakeholders	Mid-May - End of June 2007	on IWAPI members, started 18. July 2007	This is still on-going as due to problems from IWAPI's side to facilitate interviews and Ramadhan has delayed the process. However, the interview strategy was adjusted and therefore the implementation of this assessment is gaining new momentum. It is anticipated that it will be completed by November 07.
1.3 Conduct organizational capacity building activities	Start June 2007 - Feb 2008	1) Consultant to provide TA to IWAPI hired on 18. July 2007 (initial duration 3 weeks, thereafter 10 days per month); 2) Training on reporting standards with 14 staff of POs has been conducted on 23.07.07	A series of short training courses for PO's staff on proposal writing, transparency, monitoring & evaluation, annual report writing is planned for November 07
1.4 Conduct ToTs on service delivery tools	End June 2007 - Feb 2008	02-07 July 07 ToT GET Ahead conducted with 18 staff of POs	advanced ToT GET Ahead planned for 05 - 15 Nov. 07
1.5 Develop client satisfaction form	June 2007	not yet	Has been post-poned as other activities had higher priority.
1.6 Compile and publish an information kit on the needs of WEs related to MF in order to raise the awareness among MFIs	Start June - Mid-July 2007	not yet	It has turned out that the needs of WEs related to MF are rather clear to the POs already. Therefore, it is planned to change this activity rather into compiling information on which MFIs are most appropriate for ILO WED POs and what their loan application procedures are.
1.7 Improve BDSPs' institutional linkages with appropriate MFIs and facilitate WEs' access to MF services	Mid-July - Dec 2007	1) within ToT GET Ahead, representative of BRI presented BRI's programme to participants; 2) TA for IWAPI is working on this with IWAPI	On 09. Oct. Swisscontact will hold an orientation workshop for WED Pos in order to explain Swisscontact's loan application procedure. In Nov 07 ILO WED and ILO MF plan joint activity on this with various appropriate MFIs in Banda Aceh

Indicators

1. The main partner, i.e. IWAPI, shows improved accountability and financial transparency
2. A minimum of three further BDSPs are offering more and better services to WEs compared to before project implementation.
3. 60 BDSP staff capacitated

Result to date:

Moderate progress on IWAPI's side; still need much more capacity bulding

Currently, the project is working with five additional BDSPs, and they show moderate progress as well

34 staff capacitated (28 women, 6 men)

Output 2: Outlet Shops established/up-graded

Activities	Planned Time of Duration	Actual Result	Comments
2.1 Assess existing & appropriate shops/show rooms	June 2007	One showroom of IWAPI Tamiang has been assessed, but does not need further improvement. IWAPI NAD show room needs up-grading, IWAPI Lhokseumawe might be supported in establishing showroom; Beujroh Meulaboh might be supported in up-grading their showroom	Assessments will be completed in October 07. This has been somewhat post-poned with the preparation of the Awards initiative, which took a lot of work.
2.2 Up-grade existing shops, or in case no appropriate shops exist, establish new shops	End of June to End of Aug 2007	not yet	This will be conducted in Nov. / Dec. 07
2.3 Link WEs to outlet shops	End of July 2007 to Feb 2008	not yet	Start anticipated in Dec./Jan.

Indicators

1. At least 2 Outlet shops upgraded or established
2. 60 women entrepreneurs displaying and selling their products and services through outlet shops supported by the project.

Output 3: Women Entrepreneurship promoted

Activities	Planned Time of Duration	Actual Result	Comments
3.1 Initiate and host a public dialogue on issues affecting WED	Start April 2007 - End Feb 2008	WED study report distributed in May/June 2007; 3. taskforce meeting conducted on 30 July 2007.	The next taskforce meeting is planned for Early Dec. 07
3.2 Organise at least 1 trade fair with special focus on women entrepreneurs in Aceh	End April, Aug/Sep 2007, Jan 2008	27-29 July 2007: IWAPI supported in organizing Saudagar Aceh Exhibition	IWAPI was supported in purchasing dismountable exhibition stalls for use and rental in future exhibitions. IWAPI plans to conduct one exhibition in late October utilizing their exhibition stands. Besides technical assistance, no financial support will be provided to IWAPI for this from ILO side.
3.3 Organise the second round of the "Best Women Entrepreneurs of Aceh Awards" in 2007	June - Mid-Sep 2007	Preparation started in early July; 50 nominees. Awards Ceremony was held 05 September 2007. Approx. 350 participants in the audience; Governor NAD gave speech; report in Serambi, RRI, Governor's website; winners have been invited to hold a panel at BRR's livelihoods meeting group	successful event, though WE winners businesses very traditionally female related to categories (disabled, micro entr.; marketing not many). IWAPI will be supported by the project to prepare a proposal for submitting to Bogasari (national corporate) for continuing the Awards in 2008.

Indicators

1. At least 3 promotional events conducted

Result to date:

3 promotional events conducted: Awards directly reached 350 women entrepreneurs and policy makers at the ceremony, many more through news paper ads, mailing lists, radio broadcasts; taskforce participation is 25 people mainly from the local government; study report has been widely distributed to all organizations, and government offices related to livelihood activities. Exhibition Saudagar Aceh reached approx. 200 people including Vice-president of Indonesia.

Output 4: Pilot Initiatives on BDS (Marketing related) undertaken

Activities		Planned Time of Duration	Actual Result	Comments
4.1	Decide on & design needed pilot activities (informed by 1.2)	Start June - End Aug 2007	1) ToEs on GET Ahead; 2) Financial Education; 3) Internships funded for selected PO's staff; 4) possibly fund several women entrepreneurs to participate in an exhibition outside of Aceh province	The Financial Education manual has been translated and adapted to the Aceh context by another project in Jakarta and now is readily available for pilot testing. Locations for internships are currently being assessed and discussed with POs. A proposal for the exhibition participation is being prepared by a consultant.
4.2	Coach selected BDS providers to pilot marketing initiatives	Mid-July 2007 - Feb 2008	ToEs on GET Ahead (5 project funded courses conducted by IWAPI; 2 by UKM-Center; 1 by Sejati; 3 by Ivan Enterprise, possibly 1 by Aceh ka Bangkit and 1 by Beujroh)	Due to Ramadhan not all ToEs on GET Ahead are completed, yet. The remaining courses will be conducted after Lebaran, but before the ATot. Coaches have been providing guidance and feed-back to newly trained trainers. A coach for the remaining ToEs has been identified as well.
4.3	Document pilot BDS initiatives	Start Aug 2007 - Feb 2008		started for ToEs

Indicators

1. At least 4 training tools and methodologies adapted to the Acehnese context and/or newly developed (if needed), and used by BDS providers.
2. 32 trainers actively using their new skills in partner organisations to train women entrepreneurs.
3. 960 women entrepreneurs reached through pilot initiatives.

Result to date:

1 training tool and methodology being used by BDSPs

15 trainers (13 women, 2 men) actively using their new skills in Pos to train WEs

Approx. 200 women entrepreneurs reached through pilot initiatives

Annex 3 - Workplan March 2007 - March 2008 for WED Phase II, NAD (INS/06/20/NZE)

		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
1. Project Preparation															
1.1	Reviewing project design														completed
1.1.1	Review														completed
1.1.2	Suggest changes, if necessary														completed
1.2	Developing the work plan														completed
1.2.1	Break down the final project outputs / year into quarterly/ monthly targets														completed
1.2.2	Plan activities and tasks & assign responsibilities														completed
1.2.3	Prepare detailed schedule for first three months														completed
1.2.4	Prepare resources/procurement plan (resources needed to carry out activities and tasks)														completed
1.2.5	Prepare list of ILO tools that are preliminarily suggested for use in project														completed
1.2.6	Revising the budget, if necessary														completed
1.2.7	Incorporating feed back														completed
1.3	Developing monitoring & evaluation plans														completed
1.3.1	Revise and refine indicators & targets in Prodoc, if necessary														completed
1.3.2	Identify information needs														completed
1.3.3	Establish baseline for comparison														completed
1.3.4	Choose data collecting methods														completed
1.3.5	Plan for the analysis and use of data														completed
1.3.6	Critically reflect on process and events														completed
1.3.7	Prepare a communication & reporting strategy														completed
1.3.8	Establish appropriate organizational structure (PAC)														completed
1.3.9	Design a M&E matrix														completed
1.3.10	Prepare sample reporting formats for use of BDSPs & BDS Consultants (i.e. Activity Report, Progress Report, Participation lists, etc.)														completed
1.3.11	Incorporate feed back														completed

Annex 3 - Workplan March 2007 - March 2008 for WED Phase II, NAD (INS/06/20/NZE)

		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
1.4	Creating a project team and organising project personnel														completed
1.4.1	Draft Job Descriptions														completed
1.4.2	Start recruitment process (advertise vacancies)														completed
1.4.3	Design an organizational structure chart of project (relations within project internal and external)														completed
1.4.4	Prepare written examination														completed
1.4.5	Prepare interviews														completed
1.4.6	Evaluate written examination & interviews														completed
1.4.7	Suggest staff to be recruited & prepare interview log														completed
1.4.8	Initiate recruitment of staff														completed
1.4.9	Brief & train newly recruited staff (list training needs for PMU)														completed
1.4.10	Incorporate feed back														completed
1.5	Procuring equipment, materials and services														completed
1.5.1	Initiate procurement of equipment, materials and services based on 1.2.4 (TORs)														completed
1.5.2	Initiate set-up of inventory for procurements														completed
1.5.3	Draft WED fact sheet														completed
1.5.4	Compile documents & other content to be put on ILO webpage for WED														completed
1.5.5	Incorporate feed back														completed
1.6	Finalizing agreements with partner organisations (BDSPs, BRR, & others)														completed
1.6.1	Meet, discuss, agree & get commitment on implementation strategy & project workplan														completed
1.6.2	Review selection of partner orgs in Prodoc, conduct further assessment of partner orgs (incl. Partner Organizations Assessment Form) & suggest final selection (ideally some BDSPs should be the same as ECBC is working with)														completed
1.6.3	Initiate internal assessment of partner orgs' needs														completed
1.6.4	Prepare MOUs with partner organizations, and get them signed														completed
1.6.5	Incorporate feed back														completed

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		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
1.7	Initiating PAC and organizing meetings														completed
1.7.1	Establish PAC (incl. responsibilities)														completed
1.7.2	Develop a meeting schedule														completed
1.7.3	Prepare agenda of first meeting														1. completed, 2. on-going
1.7.4	Invite PAC members & NZAID for first meeting														1. completed, 2. on-going
1.7.5	Organize venue & translation														1. completed, 2. on-going
1.7.6	Prepare material for hand-out														1. completed, 2. on-going
1.7.7	Conduct Meeting														1. completed, 2. on-going
1.7.8	Draft Minute of meeting														1. completed, 2. on-going
2. Capacity Building of BDSPs (Target: (a) The main partner shows improved accountability & financial transparency; (b) 3 further BDSPs are offering more and better services to WEs; (c) 60 BDSP staff capacitated)															
2.1	Conducting initial training on project reporting requirements, etc.														completed
2.1.1	Prepare monitoring & reporting templates in engl. & indo (hard copy & CD)														completed
2.1.2	Invite representatives from all partner organizations (incl. BRR)														completed
2.1.3	Organize venue & translation														completed
2.1.4	Conduct initial training														completed
2.1.5	Draft minute of proceedings														completed
2.2	Assessing capacity building needs of BDSPs/Pos														completed
2.2.1	Design guidelines for assessment														completed
2.2.2	Identify BDSPs/Pos to be assessed														completed
2.2.3	Conduct assessment & take notes														completed
2.2.4	Evaluate assessment & make suggestions regarding capacity building activities														completed
2.2.5	Discuss findings of assessment with BDSPs/Pos and agree on activities														completed
2.3	Conducting needs assessment of IWAPI members														on-going
2.3.1	Discuss importance of needs assessment of BDSP's stakeholders with IWAPI & get their commitment to do it														completed
2.3.2	Together with IWAPI design survey forms														completed
2.3.3	Together with IWAPI prepare implementation methodology/strategy for survey														completed
2.3.4	Conduct assessment														on-going
2.3.5	Monitor conducting of assessment														on-going
2.3.6	Analyze data & draw up conclusions														
2.3.7	Prepare short report including recommendations														

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		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
2.4	Conducting organizational capacity building activities														on-going
2.4.1	Guided by outcome of 2.1 develop capacity building strategy														on-going
2.4.2	Discuss strategy with BDSPs/Pos & get their input/ commitment/ agreement														on-going
2.4.3	Identify specific organizational capacity building activities needed (i.e. on transparency, accountability, organizational structure, sustainable financing mechanisms, proposal writing; sponsor internships with existing good BDSPs elsewhere etc.)														on-going
2.4.4	Hire consultant to conduct capacity building activities as identified in 2.3.3														on-going
2.4.5	Conduct capacity building activities as identified in 2.3.3														on-going
2.4.6	Monitor progress of capacity building activities & suggest improvements to consultant, if needed														on-going
2.4.7	Evaluate each capacity building activity per evaluation form/feed back from BDSPs/POs														on-going
2.4.8	Monitor realization/ implementation of new skills of BDSP's staff														on-going
2.4.9	Provide after training support to BDSP's staff on realization /implementation of new skills, if needed / requested														on-going
2.4.10	Undertake final evaluation of final result of total of capacity building activities														

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		Mrz 07			Apr 07			Mai 07			Jun 07			Jul 07			Aug 07			Sep 07			Okt 07			Nov 07			Dez 07			Jan 08			Feb 08			Mrz 08			Status
2.5	Conducting ToTs on service delivery tools																																								on-going
2.5.1	Guided by outcome of 2.2 together with BDSPs identify relevant services/tools																																								on-going
2.5.2	Together with BDSPs adapt and/or develop relevant service delivery tools for WEs																																								on-going
2.5.3	Together with BDSPs identify potentially good participants for ToTs (possibly SIYB trainers; discuss with ECBC)																																								completed
2.5.4	Identify good trainer to conduct ToTs																																								completed
2.5.5	Prepare ToTs (location, invitations, certificates, stationary, etc.)																																								on-going
2.5.6	Develop evaluation form for ToTs																																								completed
2.5.7	Develop baseline data form for participants																																								completed
2.5.8	Design a participants' database for inputting baseline data																																								on-going
2.5.9	Conduct ToTs																																								on-going
2.5.10	Monitor progress of ToTs																																								on-going
2.5.11	Evaluate ToTs																																								on-going
2.5.12	Provide after training support to BDSP's staff on implementation of training courses																																								on-going

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		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
2.6	Conducting ToT on GET Ahead														completed
2.6.1	Together with BDSPs identify potentially good participants for ToTs (possibly SIYB trainers; discuss with ECBC)														completed
2.6.2	Identify good trainer to conduct ToT GET Ahead														completed
2.6.3	Prepare ToT GET Ahead (location, invitations, certificates, stationary, etc.)														completed
2.6.4	Use baseline data form for participants														completed
2.6.5	Conduct ToT GET Ahead														completed
2.6.6	Monitor progress of ToT GET Ahead														completed
2.6.7	Evaluate ToT GET Ahead														completed
2.6.8	Provide after training support to newly trained trainers on conducting ToEs on GET Ahead														on-going
2.6.9	Identify coach for ToEs														completed
2.6.10	Coach new trainers while conducting ToEs on GET Ahead														on-going
2.7	Conducting AToT														on-going
2.7.1	Together with BDSPs identify potentially good participants for ToT (priority be given to former ToT participants & people, who conducted 1 ToE at least)														on-going
2.7.2	Identify master trainer to conduct AToT														completed
2.7.3	Prepare Curriculum for AToT include suggestions from participants														on-going
2.7.4	Prepare AToTs (location, invitations, certificates, stationary, etc.)														on-going
2.7.5	Use baseline data form with part.														
2.7.6	Conduct AToT														
2.7.7	Monitor progress of AToT														
2.7.8	Evaluate AToT														
2.8	Participating in Refresher Course of ECBC Project														on-going
2.8.1	Together with BDSPs identify potentially good participants for participating in SIYB business game course														on-going
2.8.2	Course conducted by ECBC														

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		Mrz 07			Apr 07			Mai 07			Jun 07			Jul 07			Aug 07			Sep 07			Okt 07			Nov 07			Dez 07			Jan 08			Feb 08			Mrz 08			Status
2.8	Developing client satisfaction form																																								
2.8.1	Together with BDSPs design client satisfaction form																																								
2.8.2	Pilot test form																																								
2.8.3	Revise & finalize form																																								
2.8.4	Train BDSPs on usage of form																																								
2.9	Improving BDSPs' institutional linkages with appropriate MFIs and facilitate WEs' access to MF services																																								on-going
2.10.1	Get tool "Financial Education - Trainer's Manual" from Cambodia adapted and translated																																								completed
2.10.2	Support BDSPs in creating linkages with MFIs (i.e. through 2.6) collab MF																																								on-going
2.10.3	Support BDSPs to draw up a list with available MF services for WEs in their geographic areas collab with MF																																								on-going
2.10.4	Conduct ToT on 2.7.1 (also invite some MFIs for an info session & some SIYB trainers)																																								
2.10.5	Provide after training support on 2.7.1																																								

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		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
3. Outlet Shops established/up-graded (Target: (a) 2 Outlet shops upgraded/established; (b) 60 WEs using outlet shops supported by the project)															
3.1	Assessing existing & appropriate shops/show rooms														on-going
3.1.1	Prepare an assessment strategy														on-going
3.1.2	Together with BDSPs identify existing outlet shops														on-going
3.1.3	Interview shop owner / assess shop														on-going
3.1.4	Select appropriate shops, if any														on-going
3.1.5	Come to an agreement with shop owner, if any														
3.2	Up-grading of existing shops, or in case no appropriate shops exist, establishing new shops														
3.2.1	Together with shop owner up-grade shop, if necessary														
3.2.2	Together with shop owner develop a shop concept, if necessary														
3.2.3	Together with BDSPs establish new outlet shops, if necessary														
3.2.4	Together with BDSPs develop a shop concept for new shops														
3.3	Linking WEs to outlet shops														
3.3.1	Prepare promotional materials for outlet shops														
3.3.2	Distribute material to WEs & explain shop concepts														
3.3.3	Refer WEs to outlet shops whenever relevant (i.e. in SIYB courses)														

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		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
4. Promotion of Women Entrepreneurship / Advocacy (Target: At least 3 promotional events conducted)															
4.1	Initiating and hosting a public dialogue on issues affecting WED														on-going
4.1.1	Distribute bilingual WED study report to Project stakeholders (incl. ECBC)														completed
4.1.2	Continue to conduct task force meetings on WED study report (involve ECBC)														on-going
4.1.3	Identify other initiatives that could promote WED														on-going
4.2	Organising at least 1 trade fair with special focus on women entrepreneurs in Aceh														completed
4.2.1	Decide on geographic location/ sub-district														completed
4.2.2	Support BDSPs in organizing the trade fair (refer to lessons learnt of last year's trade fairs [Oct. 2006]; view evaluation report) [if feasible invite former SIYB participants]														completed
4.2.3	Monitor implementation														completed
4.2.4	Evaluate implementation														completed
4.2.5	Draw up lessons learnt														completed
4.3	Organising the second round of the "Best Women Entrepreneurs of Aceh Awards" in 2007														completed
4.3.1	Review documentation of Awards in 2006														completed
4.3.2	Prepare an implementation strategy														completed
4.3.3	Involve ECBC														completed
4.3.4	Organize Jury														completed
4.3.5	Promote Awards														completed
4.3.6	Register Nominees														completed
4.3.7	Assess candidates' businesses														completed
4.3.8	Select winners														completed
4.3.9	Organize Awards Ceremony														completed
4.3.10	Evaluate activity & draw up lessons learnt														completed

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		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
5. Pilot Initiatives on BDS (Marketing related) (Target: (a) 4 training tools & methodologies adapted and/or newly developed and used by BDSPs; (b) 32 trainers actively using their new skills; (c) 960 WEs reached through pilot initiatives)															
5.1	Deciding on & designing needed pilot activities (informed by 2.2)														completed
5.1.1	<i>Review outcomes of needs assessment & identify appropriate pilot initiatives (related to marketing)</i>														completed
5.1.2	<i>Prepare implementation strategy</i>														completed
5.1.3	<i>Feed information into ToTs (point 2.4)</i>														completed
5.1.4	<i>Develop pilot initiatives</i>														on-going
5.2	Coaching selected BDS providers to pilot marketing initiatives														on-going
5.2.1	<i>Invite candidates to ToTs (point 2.4)</i>														on-going
5.2.2	<i>Discuss with & train staff of BDSPs on pilot activities that are not part of ToTs (i.e. business advisors, study tours, etc.)</i>														on-going
5.2.3	<i>Conduct pilot activities together with BDSPs</i>														on-going
5.3	Documenting pilot BDS initiatives														on-going
5.3.1	<i>Monitor pilot initiatives carefully</i>														on-going
5.3.2	<i>Evaluate pilot initiatives</i>														on-going
5.3.3	<i>Identify lessons learned & good practices</i>														on-going
5.3.4	<i>Review, revise & refine pilot initiatives as necessary</i>														on-going
5.3.5	<i>Develop replication strategies</i>														
5.3.6	<i>Discuss replication strategies with BDSPs</i>														

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		Mrz 07	Apr 07	Mai 07	Jun 07	Jul 07	Aug 07	Sep 07	Okt 07	Nov 07	Dez 07	Jan 08	Feb 08	Mrz 08	Status
6. Closing of Project															
6.1	Completing all activities														
6.1.1	Ensure all activities are being completed														
6.1.2	Make final payments														
6.1.3	Collect all outstanding final reports & evaluations from BDSPs / POs														
6.1.4	Prepare final budget revision														
6.2	Preparing Final Report														
6.2.1	Compile project documentation														
6.2.2	Draw up conclusions														
6.2.3	Draft report														
6.2.4	Submit report to donor														
6.3	Evaluating the project (if required)														
6.3.1	Draft ToRs														
6.3.2	Hire Evaluators														
6.3.3	Support Evaluation Team in implementation														
6.3.4	Share evaluation report with POs & others as relevant														
6.4	Initiating the process of financial closure														
6.4.1	Inform BUD/CT through CODEV that project activities have ended & that no further encumbrances against the project will be raised														
6.4.2	Prepare final financial statement & submit to donor														
6.4.3	Distribute equipment and other assets as agreed														



International
Labour
Organization

Women's Entrepreneurship Development

FACT SHEET

Background

The ILO has been assisting various organizations, including the local government, in rebuilding Aceh since February 2005. The work has focused on restoring people's livelihoods, economic means, and institutional capacity in the public and private sectors. As the ILO quickly identified that women were being somewhat excluded from the recovery and reconstruction process due to a disproportionately high demand for male dominated skills and trades, it was decided that particular efforts were to be made in order to meet women's needs of generating an income for themselves and their families. Together with NZAID and the government of the Netherlands, the ILO piloted women-specific activities opening up opportunities for women to participate in the construction sector by training them in manufacturing concrete products combined with basic business management training. In September 2005, with funding from Irish Aid, the ILO commenced a full scale Women's Entrepreneurship Development (WED) project providing vocational skills training, business start-up training, grants and micro-finance, as well as business advisory services to women. In the second half of the project implementation, the project strategy gradually evolved towards advocacy and institutional capacity building. Through a study on factors affecting women entrepreneurs in establishing and expanding their businesses in Aceh (view the 'WED study findings' box below), the project identified specific constraints to the growth of women's businesses and critical gaps in the overall Aceh livelihood support programs for women to develop successful businesses. Furthermore, it was found that local partner organisations often lack capacity and tools to provide much-needed Business Development Services (BDS). For this reason, a second phase of the project, which started in April 2007, is aiming at providing extensive capacity building support to some few selected local BDS Providers (BDSPs). Experiences gained through project Phase I suggest that women entrepreneurs struggle particularly hard in accessing the market. Therefore the project's Phase II in relation to BDS is focusing on improved market access for women entrepreneurs. Within the overall ILO Aceh Program's Enterprise Component, the ILO WED project complements the Entrepreneurship Culture and Business Creation for Youth Employment (ECBC) and the Micro Finance projects.

WED study findings

- Women start up businesses to supplement the family income but frequently end up being the main provider.
- Women's businesses are often home based to enable them to combine business and family responsibilities to remain accepted by society.
- Women entrepreneurs face major difficulties in accessing the market and issues relating to marketing and networking are of high concern to them. However, as they usually do not know how to access formal BDS, they rely on their families for business support.
- The majority of business starters use their own savings as start-up capital.
- In general, entrepreneurs with disabilities, young entrepreneurs and widowed women entrepreneurs have to struggle against social stigmas and only the most persistent are able to run their businesses successfully.



- The WED study *Factors affecting women entrepreneurs in establishing and expanding their businesses in NAD province* is available in English at: <http://www.ilo.org/public/english/region/asro/jakarta/download/wedaceh.pdf>
- The Indonesian version *Faktor-Faktor yang Mempengaruhi Perempuan Pengusaha dalam Mendirikan dan Mengembangkan Usahanya di Propinsi NAD* can be downloaded from: <http://www.ilo.org/public/indonesia/region/asro/jakarta/download/jenderaceh.pdf>

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WED PHASE II

Strengthening BDS Providers and Improving the Market Access for Women Entrepreneurs

Phase II of the WED project is a women-specific initiative designed to address gender inequalities in the small enterprise sector. It combines gender equality promotion with enterprise development and specifically aims to provide direct technical support to local actors to enable them to improve the business environment for women entrepreneurship development. The project will therefore generate expertise in Business Development Services (BDS) for women entrepreneurs in a few selected BDS providing organizations so that they will be better equipped to provide more and better services to women entrepreneurs and have the capacity to promote women entrepreneurship.

Project objective The ILO seeks to develop a lasting capacity within Aceh to foster growth in women's enterprises. Therefore the project will work closely with local BDSPs and consult with the BRR's economic development program. At the end of the project, the business-enabling environment for women entrepreneurs in Aceh will have improved through building the capacity of Business Development Services Providers with special focus on assisting women entrepreneurs to improve their businesses and have better market access.

Strategy The strategy for the project's phase II is to focus the capacity building efforts on a small number of local BDS providers. On the business development services level, WED will concentrate on marketing related services such as product design & quality, packaging, marketing strategies, market assessments, trade fairs, etc. in order to address the current main challenge for women entrepreneurs in Aceh. On the organizational level, the BDSPs will be strengthened in order to improve transparency, accountability, organizational structure, staffing, financing mechanisms, reporting, etc. This also applies to the service provision level where the BDSPs will be enabled to identify what services are to be provided in what way and to whom.

Key activities

- Technical support to local BDSPs
- Best women entrepreneur awards 2007
- Training of trainers
- Outlet shops established
- Trade fairs
- Creating linkages between BDSPs and MFIs
- Pilot activities

Duration

1 April 2007 – 31 March 2008

Donor

Government of New Zealand



Implementing partners

IWAPI
Aceh Ka Bangkit
UKM-Centre
IVAN Enterprise
Yayasan Sejati
Beujroh

Project partners

BRR
Several government ministries



KEY ACHIEVEMENTS PHASE I - WED in Aceh through vocational skills training, business start-up training, grants and micro-finance and business advisory services

Policy and advocacy

- The WED project organised the *Best Women Entrepreneurs of Aceh Awards 2006* in collaboration with APINDO, IWAPI, Mercy Corps, BQB and with support from BRR and UNIFEM. Prizes were awarded to the winners in the *Best Services*, *Best Non-services*, and *Best Woman Entrepreneur with Disability* categories.
- Two trade fairs were organised in September and December 2006 together with IWAPI providing an opportunity for entrepreneurs from the micro and small enterprise (MSE) sector to exhibit and market their products and hence boost their sales. Prior to the trade fair 27 women attended an *Improve Your Exhibiting Skills* workshop which prepared them for their first time participation in a trade fair, but also provided an opportunity to network with other women entrepreneurs and business associations.
- A verification workshop, jointly hosted by BRR, UNORC and the ILO, on the findings of the WED study was conducted. The findings were presented and verified by means of discussion. Policy and programme recommendations were developed and endorsed by the participating organisations, such as various Dinas, IWAPI, KADIN, local NGO's and UNIFEM.
- These activities secured institutional support from the governor's office and the BRR, placing women's entrepreneurship development on the provincial road map for post-tsunami reconstruction efforts.

Institutional capacity building

- The project initiated some preliminary association building with selected local organisations to provide an overview of different topics such as management structures, leadership skills, human resources, membership, sustainable financing mechanisms, different types of BDS, and formulation of action plans.
- A study tour to Yogyakarta was organized with 15 staff from local BDS organizations in order to observe, expand horizons, share experiences and link up with well run enterprises, business cooperatives, associations, BDSPs and disabled people's cooperatives in Java.

Capacity building and direct services

- Nearly 900 potential women entrepreneurs in seven districts in the Aceh province received direct support through the project.
- 19 women were trained as trainers in concrete block manufacturing.
- 540 women have received vocational training; 285 in cement block manufacturing, 225 in handicraft, and 30 in agricultural products cultivation.
- 355 women have participated in Business Management courses; 240 in Start Your Business (SYB) training, 27 in Improve Your Exhibition Skills (IYES) training, and 73 in Rapid Market Appraisal (RMA) training.
- 20 women's concrete block manufacturing group businesses were established with 5 to 15 members in each business.

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Bersama IWAPI



MAJU Bersama

SEKILAS

IWAPI Nanggroe Aceh Darusalam adalah asosiasi bisnis wanita yang didirikan tahun 1990 yang saat ini telah mewadahi lebih kurang 660 UKM anggota IWAPI dengan kurang lebih 7000 pekerja dalam UKM yang tersebar di 23 cabang di tingkat Kabupaten yang di setiap cabangnya terdapat beberapa kelompok Kecamatan.

Lembaga ini didirikan untuk menjawab tantangan keterlibatan wanita di sektor UKM yang masih sangat kecil, terpinggirkan dan informal. Sebagian besar wanita pengusaha Aceh belum mendapat keuntungan dari adanya kesempatan usaha maupun sumber daya yang tersedia.

IWAPI mencoba memberdayakan dan memperkuat kinerja pengusaha wanita serta memperjuangkan hak-hak mereka agar dapat memperoleh akses dan kesempatan bisnis yang lebih baik terhadap sumber daya tersebut melalui berbagai kegiatannya .

VISI & MISI

Menjadi organisasi pengusaha wanita terbaik dengan cara memberdayakan dan memperkuat kaum wanita melalui peningkatan kemampuan dan kreativitasnya, serta akses terhadap teknologi baru, pemasaran dan pembiayaan, sehingga wanita dapat berperan untuk menciptakan peluang usaha dalam perekonomian bangsa.

PROGRAM

● Pengembangan Usaha

IWAPI mengembangkan berbagai bidang bisnis seperti kuliner, kerajinan, konveksi dan pengelolaan agrobisnis melalui pengolahan potensi alam menjadi komoditi yang berharga

● Pengembangan Jaringan

IWAPI memperluas jaringan mereka mulai dari tingkat unit di pedesaan, ranting di kecamatan, cabang di tingkat kabupaten kota, dan tingkat provinsi hingga tingkat nasional.

● Peningkatan Kesejahteraan

IWAPI memberikan kemudahan berupa sarana transportasi dan komunikasi yang diberikan secara kredit kepada seluruh tenaga kerja swasta di lingkungan IWAPI yang mengalami kesulitan mendapat pinjaman bank.

● Promosi dan Pemasaran

IWAPI mendorong pemasaran bagi anggota-anggotanya melalui berbagai pameran-pameran yang digelar baik yang berskala provinsi, nasional maupun internasional. Di tingkat Kabupaten IWAPI juga memiliki banyak toko yang menjual barang-barang produk anggota mereka.

● Penghimpunan UKM

IWAPI mengelompokkan jenis usaha UKM untuk memudahkan pengadaan bahan baku industri dalam skala yang lebih besar agar dapat menekan harga pokok biaya produksi sehingga produk yang dihasilkan UKM anggota IWAPI dapat bersaing di pasar global.

PROGRAM

● Keuangan Mikro

IWAPI memberikan akses pinjaman keuangan pada banyak pengusaha wanita di Kabupaten-kabupaten melalui kehadiran Koperasi Wanita Pengusaha Indonesia (KOWAPI).

● Pelatihan

IWAPI meningkatkan kualitas sumber daya dan keahlian manajemen bisnis anggotanya melalui berbagai paket pelatihan seperti memulai dan meningkatkan bisnis (SIYB) dan pelatihan pelatih yang berkaitan dengan gender dan kewirausahaan bagi pengusaha wanita (GET Ahead), serta bagaimana menilai pasar secara cepat (RMA).

● Advokasi

IWAPI memperjuangkan masalah yang dihadapi anggotanya dan UKM baik dari sisi kebijakan maupun teknis pada pihak-pihak terkait. Beberapa kegiatan yang dilakukan misalnya seminar, workshop, audiensi, dan acara pemilihan pengusaha wanita terbaik Aceh mempromosikan panutan dan menciptakan kesadaran sumbangsih pengusaha wanita terhadap perekonomian.

MITRA

IWAPI organisasi yang sangat terbuka dalam membangun kemitraan baik mitra lokal seperti PT. Jamsostek, Dekranas, YAPPUAN, KADIN, FE Unsyiah, BRR, maupun mitra internasional seperti ILO, PEP Canada dan Plan Internasional. Melalui kemitraan tersebut diharapkan bisa memajukan UKM anggota IWAPI di seluruh provinsi NAD.