

**Developing evaluation constructs
in management and entrepreneurship
for women construction SMMEs**

by

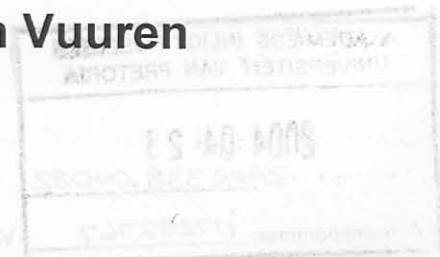
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Abstract for MBA Thesis: Developing evaluation constructs in management and entrepreneurship for women construction SMMEs. April 2003 : C T Verwey

This thesis demonstrated how business management could benefit from evaluation

Acknowledgements: 'Outcomes' and 'Logframes' proved to be helpful exploring

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In some areas officials adjudicating tenders are far more negative than inspectors handling feedback from clients, and the private sector are far more positive than some other sectors in accepting women entrepreneurs. The ANOVA pointed out statistical and practical differences regarding opportunities. The findings are in line with the opinion of women in construction that they do not get adequate access.

There was a significant positive attitude from the survey respondents towards SAWIC as an association. The acceptability, utilisation and outcomes of their training and networking opportunities by both male and female entrepreneurs in all nine provinces are high. SAWIC can thus have a positive influence on the further development of women construction entrepreneurs.

Evaluation becomes big business. As enterprise it can also benefit from management theory. The roles of the Corporate Evaluator and Corporate Entrepreneur are similar regarding innovation, new ideas, alternatives, efficiency and effectiveness. As evaluators are sometimes whistle-blowers, they also need 'ombudspersons and godparents' to protect them from managerial manipulation and harassment. (348 words)

Abstract for DBA Thesis: Developing evaluation constructs in management and entrepreneurship for women construction SMMEs. April 2003 C T Verwey

This thesis demonstrated how business management could benefit from evaluation constructs. The constructs 'Outcomes' and 'Logframes' proved to be helpful exploring effectiveness. Logframes and evaluation constructs can enhance business plans.

Gender empowerment regulations present a window of opportunity for women construction entrepreneurs, but to qualify for national or international business opportunities, agencies require Logframes in business plans. To open this window of opportunity, women entrepreneurs should be ready regarding their plans, skills, outcomes, acceptability and utilization, by taking note of evaluation constructs.

Two instruments were developed to test the outcome construct empirically, and two case studies done to illustrate Logframes. Given the excellent results of the Cronbach Alpha and Factor Analysis, the instruments developed proved to be reliable and valid and could be used for similar studies.

The study found that women construction entrepreneurs still have a long way to go before they will be accepted and fully utilised. Even female respondents were negative about women's technical skills. The four constructs testing education and management skills pointed out that neither males nor females are acceptable. Training should therefore include technical, entrepreneurial and managerial training.

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Glossary:

AA	Affirmative Action
AA	AccountAbility
ADB	Asian Development Bank
AEA	American Evaluation Association
AfD	Agence francaise de developpement
AfDB	African Development Bank ADB (Asia);
APDF	African Project Development Facility, World Bank
ANOVA	Analysis of Variance
ARDE	Annual Review of Development Effectiveness, World Bank
ASAQS	Association of SA Quantity Surveyors
AusAid	Australian Agency for International Development
BCR	Benefit Cost Ratio
BEE	Black Economic Empowerment
BIFSA	Building Industries Federation South Africa
BMZ	German Ministry for Economic Cooperation and Development
CDF	Comprehensive Development Framework
CBO	Community Based Organisations
CDD	Community Driven Development
CE	Corporate Entrepreneurship
CETA	Construction Education and Training Authority
CIDA	Canadian International Development Aid
CIDB	Construction Industry Development Board
CPM	Critical Path Methods
CORE	Corporate Recording System of DBSA
CWIQ	Core Welfare Indicators Questionnaire
DANIDA	Danish International Development Agency
DBSA	Development Bank of Southern Africa
DFID	British Department for International Development
DPW	Department of Public Works
DFIs	Development Finance Institutions
DTI	Department of Trade and Industry
E&D	Evaluation and Development
EBRD	European Bank for Reconstruction and Development
ECD	Evaluation Capacity Development
EDI	Economic Development Institute, World Bank
ETR	Evaluation Team Rating
EU	European Union
ERR	Economic Rate of Return
FINNIDA	Finnish International Development Agency
GSSP	Gender-mainstreaming Sector Strategy Paper
GTZ	Germany's technical cooperation agency
IBLF	International Business Leaders Forum
IC	Intellectual Capital
ICB	International competitive bidding
IDB	Inter-American Development Bank
IDC	Industrial Development Corporation
IDRC	International Development Research Centre in Canada
IDEAS	International Development Evaluation Association
IFAD	Fund for Agriculture Development
IFC	International Finance Corporation
ILO	International Labour Organisation
IMF	International Monetary Fund
IPDET	International Program for Development Evaluation Training
IRR	Internal Rate of Return
ITAD	International Training and Development Institute
JICA	Japan's International Cooperation Agency

KM	Knowledge Management
KPI	Key Performance Indicators
LF	Logical Framework or Logframe
LFA	Logical Framework Approach
LFM	Logical Framework Matrix
LSMS	Living Standards Measurement Survey
MAP	Millennium Partnership for the African Recovery Programme
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MIT	Massachusetts Institute for Technology
NAWIC	North American Women in Construction
NEPAD	The New Partnership For Africa's Development
NGO	Non-Government Organisation
NORAD	Norway's Agency for Development
NPV	Net Present Value
NURCHA	National Urban Reconstruction and Housing Agency
OEU	Operations Evaluation Unit at DBSA
OED	Operations Evaluation Department at the World Bank
OECD	Organisation for Economic Cooperation and Development
OXO	Observation, Experimentation, Observation
PCM	Project Cycle Management
PES	Program Evaluation Standards
PERT	Program Evaluation and Review Technique
PETS	Public expenditure tracking surveys
PME	Participatory Monitoring and Evaluation
PPM	Project-planning matrix
PPP	Public Private Partnerships
PPP	People, Planet, Prosperity
PRSPs	Poverty Reduction Strategy Papers
QQT	Quality, quantity, time
RFIs	Retail Financial Intermediaries
RRA	Rapid rural appraisal
R&D	Research and Development
SA	South Africa
SA	Social Assessment
SAM	Social Accountancy Matrix
SAS	Statistical Analysis System
SAWEF	South African Women's Empowerment Foundation
SAWEN	South African Women Entrepreneurs Network
SAWiC	South African Women in Construction Association
SEWA	Self Employed Women's Association
SIDA	Sweden's International Development Agency
SL	Sustainable Livelihood
SMMEs	Small Medium and Micro Enterprises
TP	Targeted Procurement
TWIB	Technology for Women in Business
UN	United Nations
UNCED	United Nations Conference on Environment and Development
USAID	United States Agency for International Development
vs.	versus
WBS	Work Breakdown Structure
WiC	Women in Construction
WID	Women in Development
WKKF	WK Kellogg Foundation
WSSD	World Summit for Sustainable Development
ZOPP	'Zielorientierte Projektplanung', Objectives-oriented Project Planning

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