



ILO EVALUATION

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

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Although the author made every effort to interpret and reflect as accurately as possible the information and data provided by the various respondents, views expressed in this report should be attributed to the author and not any of the respondents. Any misrepresentation of facts that may be found in the report is entirely the responsibility of the author.

Stanley Karuga

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LIST OF ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
APPR	Annual Project Progress Report
ART	Anti-Retroviral Therapy
AU	African Union
BDS	Business Development Services
BSA	Business Skills Adoption
BSS	Business Support Structure
BSSA	Business Support South Africa
CEEIF	Corridor Economic Empowerment Innovation Fund
CEEP	Corridor Economic Empowerment Project
COT	City Council of Tshwane
CTA	Chief Technical Advisor
DAC	Development Assistance Committee
DWAA	Decent Work Agenda for Africa
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EE	Economic Empowerment
EEO	Economic Empowerment Officer
FAA	Financial and Administration Assistant
GBV	Gender-Based Violence
GRZ	Government of the Republic of Zambia
GYBI	Get Your Business Idea
HIV	Human Immunodeficiency Virus
ILO	International Labour Organization
IO	Immediate Objective
IOA	Indicator of Achievement
IOM	International Organization on Migration
ISC	International Selection Committee
LSC	Loans Sub-Committee
LTBA	Likely to be achieved
MDGs	Millennium Development Goals
MFS	Doctors without Borders
MSMEs	Micro, Small and Medium Enterprises
MTR	Mid-Term Review
NAC	National Aids Council
NGO	Non-Governmental Organization
NIC	National Industrial Chamber
NPC	National Project Coordinator
OECD	Organization for Economic Cooperation and Development
OVC	Orphans, Vulnerable Children
PAC	Project Advisory Committee
PAC	Project Advisory Committee

PDO	Project Development Objective
PLHIV	People Living with HIV
PMT	Project Management Team
PMTCT	Prevention of Mother to Child Transmission
PRODOC	Project Document
PSA	Productivity–South Africa
RBM	Result-Based Management
ROAF	Regional Office for Africa
SABCOHA	South African Business Coalition on AIDS
SACCO	Savings and Credit Cooperative Organization
SADC	Southern Africa Development Community
SANAC	South African AIDS Council
SCCULT	Savings and Credit Cooperative Union League of Tanzania
SEDCO	Small Enterprise Development Company
SEFA	Small Enterprise Financial Agency
SHGs	Self Help Groups
SI	Strategic Information
Sida	Swedish International Development Agency
SIYB	Start and Improve Your Business
SMART	Specific, Measurable, Attainable, Realistic and Time-bound
SME	Small and Medium Enterprises
SOEs	Social Organization Entrepreneurs
SRH	Sexual and Reproductive Health
STI	Sexually Transmitted Infection
SYB	Start Your Business
TA	technical assistance
TB	Tuberculosis
TOE	Training of Entrepreneurs
TOR	Terms Of Reference
TOT	Training of Trainers
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV & AIDS
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNISA	University of South Africa
US\$	United States Dollar
USDA	United States Development for Agriculture
VCT	Voluntary Counselling and Testing
WEDGE	Women Enterprise Development and Gender Equality

EXECUTIVE SUMMARY

1.0: BACKGROUND & CONTEXT

1.1 Summary of Project Purpose, Logic and Structure

The Southern and Eastern African region has been one of the epicenters of HIV and AIDS epidemic. Some of the key factors underpinning high rate of the epidemic in the region include poverty – which results in the adoption of desperate survival strategies which in turn expose people, especially women to risks of HIV infection; and also high mobility, especially along road transport corridors and at cross-border points where mobile workers including truck drivers, migrant and sex workers intermingle freely with the rest of the people living within the vicinity of these areas. Gender inequality further complicates the situation with women bearing the biggest burden of HIV infection and AIDS in the region.

It is against this backdrop that CEEP was launched in March 2011 as a “build-on” initiative to the previous Sida-funded and ILO-managed project, namely - *“HIV Prevention and Impact Mitigation in the World of Work in Sub-Saharan Africa”* (RAF/05/M08/SID, 2006-2009). The development objective of the project was to *“to contribute to the Southern Africa Development Community’s goal of ‘controlling and reversing the HIV and AIDS epidemic as shown by the Millennium Development goals and Universal Access commitments by 2015’ through the world of work”* by reducing HIV and AIDS vulnerability through promoting the economic empowerment (EE) and gender equality (GE) model through three (3) main objectives: (i) **Immediate Objective 1:** *“Policy makers and promoters make evidence-based decisions to mainstream the EE model into HIV and AIDS regional and national agendas”*; (ii) **Immediate Objective 2:** *“To economically empower targeted men and women along selected transport corridors by increasing the availability of economic services to prevent and mitigate the impact of HIV and AIDS in selected transport corridors”*; and (iii) **Immediate Objective 3:** *“To reduce HIV vulnerability by increasing access to effective HIV and AIDS prevention and impact mitigation and social services provided by targeted operators (including member-based organizations such as cooperatives; informal associations; Micro, Small and Medium Enterprises (MSMEs) along selected transport corridors”*. The design and choice of the intervention mix and implementation approach of the project were therefore based on the premise that vulnerability to HIV infection is underpinned by: (i) lack of supportive and enabling policy environment; (ii) gender inequality – mostly afflicting women; (iii) lack of economic empowerment (poverty) – especially for women; and (iv) lack of knowledge and awareness regarding the HIV pandemic and management strategies.

The EE response model uses a three-pronged approach. (i) The macro level - where the project aimed at fostering the enabling environment by influencing the direction of national and regional HIV & AIDS policy frameworks, strategies and action plans towards incorporating economic empowerment as a complementary strategy to existing HIV prevention and mitigation strategies in the project areas through advocacy and evidence-based knowledge sharing; (ii) The meso level - where the project aimed at building the capacity of business support structures (BSSs) and socio-economic organizations (SOEs) to

enable them to provide education and skills to their constituents in areas of HIV prevention as well as business development, including access to micro-credit; and (iii) the micro level –where the project aimed at capacitating members of BSSs- men and women working in the informal economy and those vulnerable to HIV infection including sex workers through enabling them to start and improve their businesses and thereby their socio-economic status, promote gender equality as well as increasing access to effective HIV prevention and mitigation services.

The project covers six countries comprising Malawi, Mozambique, South Africa, Tanzania, Zambia and Zimbabwe. Originally, the project was focusing on 5 HIV infection “hot spot” sites in each of the countries, but was later expanded to include other sites within 100 KMs radius from the earmarked “hot spots”. The project is managed by a twelve (12) member team of ILO staff comprising one (1) Chief Technical Advisor (CTA), six (6) National Project Coordinator –NPCs (one in each country); one Monitoring and Evaluation (M&E) Officer; one (1) EE Officer – handling the project’s innovation fund; and three (3) support staff - one Finance and Administration Officer, and two drivers.

1.2 Present Situation of the Project

The project was initially designed as a two (2) years project (January 2011 to December 2012). The project was however changed into a five year initiative running from January 2011 to January 2016 following three separate extensions. Firstly, “cost extension” in August 2012 by 1½ years. Secondly, “no-cost extension” in June 2014 by half (½) a year. Thirdly, “cost extension” in December 2014 by a further 11 months. Thus, by the time of the evaluation, the project had two months to its planned expiry date. The project was funded by Sida with at a total budget of US\$ 7,816,790. However, due to the depreciation of Swedish Kroner against the US dollar, the actual budget is US\$ 7,750,602.

1.3 Purpose, Scope and Clients of the Evaluation

In accordance with the terms of reference, the main purpose of the evaluation are to assess: (i) the effects of the project and the level of achievement in relation to planned targets; (ii) project management and implementation arrangements including assessment of the appropriateness of the strategy chosen, as well as the validity of the EE approach that was used; (iii) sustainability of project activities; and (iv) achievement of overall project goal and contributions to regional impacts – mainly in terms of behavioural change towards less risky sexual practices and reduction in new HIV infections. Further, and based on the detailed analysis of available data and information, distil lessons learned and make recommendations for possible follow-up initiatives in the same project areas and/or elsewhere.

2.0 APPROACH AND METHODOLOGY OF EVALUATION AND KEY LIMITATIONS

While purposive random sampling and participatory approaches were used with various categories of stakeholders being given equal and free opportunity to air their views, the methodology was based on the following research tools: (i) *Desk review* of key relevant

documents; (ii) *field-level interviews* with key informants across all categories of stakeholders based on “one-on-one”, focus group discussion (FGD), skype and telephonic interviews. The Mission made contact with a total of 280 people - with women accounting for approximately 68% of the total number of people met; (iii) *Independent observations* by the Mission during field visits to selected areas in the six (6) beneficiary countries; and (iv) *Responses and comments* by participants during the “end-of-mission debriefing session” held in on 31st October 2015 in the ILO Office (Pretoria).

The main evaluation limitations included:

- ✚ Heavy reliance on FGD for field interviews by the Evaluation Mission– primarily because of time limitations which was only 21 days for field work covering six (6) countries – thereby implying an average of just 3 days per country. This interview approach was used so as to capture the views of as many respondents as possible within the short time that was available. While a major limitation of using this approach is that it may have deterred some individual respondents from within the groups from privately and freely expressing their personal views, its advantage was in enabling the Mission to get the general and overall consensus of the FGD-based respondents.
- ✚ Lack of comparative M&E data for Zimbabwe having been inadvertently lost in the process of internal IT migration that took place in late 2014 – and as such, this document has limited amount of information and data for Zimbabwe with respect to achievement indicators under immediate objectives 2 and 3 of the project;
- ✚ Lack of disaggregated M&E data in terms of sex (females versus males) for some key parameters- making it difficult to compare outcomes of project activities in as far as females versus males were concerned. This also affected the level of gender analysis that could be made by the evaluator.
- ✚ Lack of updated M&E data which had to be done jointly with the project management concurrently with the evaluation exercise;
- ✚ Lack of access to trained interpreters to support the main consultant in carrying out interviews – as the contract for the assignment did not provide for this.

3.0 MAIN FINDINGS

3.1 Relevance and Strategic Fit

The Mission found the objective of the project and its activities to have been highly relevant and strategically in line with the socio-economic aspirations of virtually all stakeholders including the target beneficiaries, SADC, policies and strategies of the respective national governments, the ILO strategic policy framework, development agenda of Sida in the region; UNAIDS and other relevant UN and non-UN agencies.

3.2 Validity of Project Design

The Mission also found the validity of design of the project to have been logical and

coherent based on a number of key criteria. These included: foundational information base upon which the project was conceptualized and designed; extent of consultations with constituents and other stakeholders during project design and implementation; efficacy of the EE development model adopted and applied; adequacy of intervention mix and plausibility of causal linkage between project objective, planned outputs, anticipated outcomes and impact; definitional clarity of performance indicators; Gender sensitivity of project interventions and activities; and sustainability of project activities beyond its life span. However, the timeline for the project was rather inadequate even with the extensions for a number of reasons including the long term nature of impact of some of the interventions especially policy re-orientation towards incorporation of the EE and GE model into policy frameworks and inculcation of behavioural change away from risky sexual practices. Other factors included the apparent lack of business support structures in some countries and/or the weak capacity to offer requisite non-financial services.

3.3 Project Progress and Effectiveness of Performance

Despite facing a number of challenges such as the wide geographical coverage of the project; budgetary limitations; lack of apex level business support structures, harsh climatic and economic conditions in some countries; and weak institutional capacity for coordination of informal sector activities at the provincial level e.g. in Malawi and South Africa; the project actually performed quite well. Out of its 44 planned targets, the project achieved 85% of total planned targets – surpassing some of the targets by remarkable margins of up to 588%. The Mission attributed its good project performance to a number of key factors. These included the high relevance of its interventions and hence stakeholder “buy-in”, support and ownership; strong and consistent use of strategic partnership and collaboration with relevant stakeholders; adequate technical and managerial capabilities of all project team members, high teamwork spirit and commitment to project ideals; and effective technical and administrative back-stopping by relevant ILO offices - especially DWT (Pretoria Co), and ILO/AIDS and ILO/EMP-COOP Units in Geneva.

3.4 Effectiveness of Management Arrangements

The Mission also found the management arrangement of the project used to have been quite effective towards delivering on its development aspirations. In particular, the use of both Project Advisory Committees (PACs) and the PAC-Loans Committees and having NPCs in each country, as well as regular and consistent collaboration with strategic partners played a key role in project performance. The project management team consistently embraced and applied participatory monitoring and evaluation (M&E) approaches in all aspects of project implementation. However, the Mission observed the following issues. (i) Not all M&E data was disaggregated data by sex (females and males) –where required and/or possible; (ii) the semi-manual nature of the M&E system rendering related function relatively more laborious, slow and time consuming. (iii) The project’s over-ambition in terms of trackable indicators of achievements; (iv) Lack of a formal exit plan from the early stages of project implementation; and (v) lack of a formal communication strategy to provide clear and common guidance to the project team on strategic and effective communication approaches across all participating countries.

3.5 Adequacy and Efficiency of Resource Use

While the Mission considered the timeline to have been somewhat inadequate given the complexity of the project from the point of view of its geographical scope, the multiplicity of stakeholders involved, and the long term nature of some of the interventions as indicated earlier, the rest of the resources (human and financial) were generally adequate and were also used quite effectively and efficiently. The project team members were not only generally qualified for their respective positions, but also committed to project work. While financial disbursements were timely and in line with work plans, the project team also applied fairly stringent and competitive procurement procedures. The project has so far utilized US\$ 7,705,512.60 or about 99.4% leaving a very small balance of US\$ 45,089.40. Additionally, the project also performed quite well in leveraging external resources having attracted an additional US\$ 2,895,507 from strategic partners although more could have been done.

3.6 Impact Orientation and Sustainability

Prospects for sustainability of project activities is strongly and well founded on a number of factors. These includes the mainstreaming of the EE model into national and regional HIV & AIDS policy agendas; capacity building of BSSs; economic empowerment of target beneficiaries through the project's revolving fund using local micro-financial institutions for group-based lending; involvement of stakeholders at various levels including the PAC and PAC Loans Committee for enhanced ownership and support; inculcation of savings culture and behavioural change away from risky sexual practices; and public-private partnership building and collaboration. The project is already having impact in the political and socio-economic arena. To say the least, a total of 24 national policies now refer to the EE model as a strategy for addressing vulnerability to HIV infection; 18 development frameworks now also refer to GE as a complementary strategy for HIV prevention; 176 EE & GE an HIV & AIDS vulnerability reduction programmes have been initiated; an estimated 88,040 people have been reached through EE, GE, HIV and AIDS programmes initiated by stakeholders and partners; an estimated 147,255 stakeholders have been provided with strategic information and technical assistance on EE and GE as an HIV & AIDS vulnerability reduction approaches; an estimated of 14,987 beneficiaries have been trained on EE and GE as an HIV & AIDS vulnerability reduction approach – though sex disaggregated data (female versus males) on the last three parameters was not available. In addition, an estimated 15,858 jobs have been created – with women accounting for about 56% of total beneficiaries.

4.0 KEY EMERGING LESSONS LEARNED

Key lessons learned include: (i) That relevance of interventions and implementation approaches play a vital role in stakeholder “buy-in” and support of project activities;(ii) That the EE & GE model is an effective and sustainable approach for addressing vulnerability to HIV infection and mitigation of impact of AIDS; (iii) That economic empowerment only by way of provision of business finance to informal economy MSME business starters without complementary business and financial skills training is not a

sustainable approach and is likely to have limited and/or short-lived impact; (iv) That HIV and AIDS vulnerability reduction interventions without economic empowerment is unlikely to attract or elicit interest from informal economy stakeholders – primarily because poverty underpins risky sexual behavioural practices. Economic empowerment is critical to wards reduction of HIV and AIDS vulnerability especially for women as it provides alternative sources of livelihood instead of resulting to transactional sex for income; (v) That influencing policy agenda and their operationalization, and inculcating behavioural change are by nature long term interventions and require adequate time to facilitate sustainability and generate impact; (vi) That five (5) days one-off training of informal sector actors (who often have low literacy level and low business and financial skills) is inadequate and should (besides incorporating a strong training module in market intelligence gathering and market access support components) be complemented with follow-up refresher sessions, mentorship programmes and experiential learning for effective sustainability of entrepreneurship development; (vii) That the so called “unbankable” informal sector entrepreneurs can be “bankable” with carefully tailored sensitization, capacity building and financial support interventions; (viii) That individual-group based loans (given to the individual through his or her group) works better than group-loans (given to a group to invest jointly) in terms of speed of utilization, management and repayment (as the former approach avoids bureaucracies associated with the dynamics of group decision-making processes); (ix) That working closely with local partners (e.g. through PAC) is an effective means towards ownership, support and sustainability of project activities; (x) That proactive building of PPPs (with a wide range of local, national, regional and international organizations) is an important strategy for resource mobilizing, ownership and sustainability and should remain a core principle of all ILO projects and programmes; (xi) That strategic thinking should always be accorded to programming of activities to avoid too many revisions of resource requirements (time, human and other physical, as well as finance); (xii) That for effectiveness, the focus or the entry point should be both spouses (young men and women) as it proved more effective compared to focus on women alone; (xiii) That for more effectiveness, mainstreaming of the EE model should in future be cascaded to work plans level instead of leaving it at the policy level, where, as experience has shown, may have lesser chances of being implemented; (xiv) That both exit and communication strategies should always form part and parcel of project design and that the two should always be prepared early enough to guide project management teams on effective and efficient exit processes and communication approaches and strategies.

5.0 CONCLUSIONS AND MAIN RECOMMENDATIONS

Overall, the Mission concludes that the project was successful based on the evidence cited here in. The objectives, planned activities and outputs, as well as anticipated outcomes and emerging impacts were found to have been strongly relevant and strategically in line with socio-economic development of national governments and also livelihood needs of the target beneficiaries. The design of the project – which was essentially a “build-on” to the previous initiative of the ILO/Sida on “HIV and AIDS Prevention and Impact Mitigation in the Transport Sector” was also largely coherent and logical. The project performed fairly

having achieved most of its targets (85%). This performance was mainly attributed to a number of key factors including: (i) High relevance of project interventions and therefore quick stakeholder “buy-in”, strong and passionate support; (ii) Strong and consistent use of strategic partnership and collaboration approaches on the part of PMT; (iii) Adequate technical and managerial capabilities of all project team members, high teamwork spirit and commitment to project ideals; and (iv) Effective technical and administrative back-stopping by relevant ILO offices especially DWT (Pretoria Co), and ILO/AIDS and ILO/EMP-COOP Units in Geneva.

The project is no doubt leading to some positive impact politically, economically and socially which are likely to increase through multiplier effects. There are real and high prospects for sustainability of project activities - mainly because of the involvement of stakeholders through the PAC and PAC-Loans Committee; use of a commercially-oriented revolving fund facility through MFIs and the development of business, financial and HIV & AIDs related capacities. Based on findings of the Mission as highlighted in this report, the following are the main recommended actions which should invariably be undertaken in consultation with relevant stakeholders.

Current Phase	Recommended Actions for the Project	Key Responsible Agency	Timing/ Timeframe
	1. Prepare exit strategy and/or plan for the current phase so as to provide a clear framework and process for closure and also to ensure common understanding on the transition and handover processes among key stakeholders across all participating countries;	PMU/ILO office - Pretoria	Immediately
	2. Conduct project closure workshop for the current phase to disseminate and share key project information with stakeholders especially with respect to performance results in relation to targets, experiences, good practices, lessons learned, emerging impacts of the project and way forward for possible future phase.		Immediately
Future Phases	Recommended Actions for ILO	Key Responsible Agency	
	3. Subject to availability of donor funding (including by Sida and/or other possible donors) and in close consultation with respective national stakeholders, develop project document for an expanded CEEP model-based project for replication within the same six participating countries and also in other countries along the target transport corridors that are likely to have a contagious effect on the gains made through the project including Namibia, Lesotho, Swaziland, Botswana and Kenya targeting poor communities that are vulnerable to HIV infection due to lack of economic empowerment. The project document should at least include lessons learned during the current phase; relevant baseline data and clearly defined; time-bound and “not-so” ambitious trackable indicators of achievements; implementation plan matrix and responsible actors; stronger project components in terms of mentorship, experiential learning and market intelligence/market access interventions; more detailed and elaborate consultative framework with a wider range of potential implementation partners e.g. UN Women, local BSSs, and MFIs; an effective and executable PPP strategy towards maximizing leveraging of external support/resources e.g. through more frequent road shows and trade fairs; project communication strategy; and a clear exit plan. The focus should also be on the spouses (both young men and women) as this proved to be more effective compared to focusing on women alone.	ILO HQ and Pretoria Offices	Once donor funding is available

4. Provide for an automated M&E system in project design to make the work on data collection, analysis and reporting more efficient, effective and less laborious for all involved parties including the PMU.		At the design stage
5. Provide for adequate number of qualified staff for more effective implementation and management of the project		At the Design stage
Recommended Actions for Donors	Key Responsible Agency	
6. Conduct a thorough review of project design to ensure that it meets donor's requirements in relation to all aspects including present priorities, budget provisions, activity programming and costing;	Sida and/or other Development Partners	After completion of PRODoc
7. Provide sufficient financial support for replication of an expanded CEEP model-based type of project in the current participating countries and other relevant areas as mentioned above once satisfied with contents of the PRODoc;		Once satisfied with project design
8. Provide for adequate implementation period (at least 5 years) to allow enough time for implementation and observation of effects on behaviour and policy implementation, and also avoid the need for unplanned extensions;		At the design stage
9. Appoint donor representatives in project steering committee meetings;		At the design stage
Recommended Actions for the Project	Key Responsible Agency	
Conduct more regular monitoring, reporting and consultative project meetings (at least biannual although quarterly would be better) to allow donor representatives to be fully informed of progress on project implementation, arising issues and planned actions. This should include the undertaking of tracer studies to track performance and impact and report to stakeholders including the donor (s).	PMU/ILO Pretoria Office	At design and implementation stages
Recommended Actions for Governments and other National Stakeholders	Key Responsible Agency	
10. Ensure consistency of membership and participants in PAC meetings;	Participating Governments & other national implementing agencies	At design and implementation stages
11. Promote formation and support development of sustainable cooperatives and/or association apex organisations and local-level BSSs as well as SHGs;		At implementation stage
12. Ensure that mainstreaming of the EE model is cascaded to the level of work plans of relevant government institutions (i.e. beyond policy level for more effectiveness)		At design and implementation stages
13. Recruit BSS membership, mentor and provide requisite second-tier capacity building to members;		BSSs in participating countries
14. Strengthen capacity building of BSSs and their members in the areas of Financial Services and Business Management to enhance chances of loan repayments.	MFIs in participating countries	At implementation stage

1.0: INTRODUCTION

1.1 Brief Project Background, Context and Rationale

The HIV and AIDS epidemic continues to be a major global health challenge with far reaching adverse effects on socio-economic development in many countries of the world¹. At the enterprise level, the epidemic results in reduced labour productivity, loss of manpower, reduced business revenue and overall poor business performance - which in aggregate reduces national and regional economic growth and development. The epidemic also negatively affect fundamental human rights at work for those affected from the point of view of stigmatization and discrimination in the world of work and also within the context of other forms of social settings including at the household level. According to the United Nations Programme on HIV and AIDS (UNAIDS), there were an estimated 36.9 million (34.3 million – 41.4 million) living with HIV globally in 2014². The good news is that the number of new HIV infections and AIDS-related deaths globally have been on the general decline since the beginning of the 21st Century primarily due to increased awareness, use of safer-sex methods and improved access to antiretroviral therapy (ART) among other things. That notwithstanding, the epidemic still remains a major challenge especially in the Sub-Saharan Africa region which is currently estimated to account for up to 70% of people living with HIV³.

While HIV & AIDS prevalence varies between countries and regions - with some countries such as Malawi, Mozambique and Tanzania reporting stabilization or decline in new infections in recent years, and others such as South Africa and Zimbabwe reporting increases, the Southern and Eastern Africa regions still remains an epicentre of the epidemic. Despite **Malawi** having made good progress in the fight against HIV and AIDS, the prevalence of the epidemic is still estimated at a high 10.6% of the population⁴. According to the UNAIDS reports (2013 and 2014), HIV prevalence rate among adults in **Mozambique** is around 10.30%; 11% in **South Africa**, 5.3% in **Tanzania** and 12.5% in **Zambia**. The report had no similar figures for **Zimbabwe**, but the Annual Project Progress Report (APPR) for March 2014 – February 2015 estimated that about 14.0% of people were living with HIV.

A number of intractably linked factors underpin the high rate of HIV infections and AIDS in the Southern Africa region. Key among these includes the high levels of poverty and mobility-which coupled with unbecoming socio-cultural practices, also tend to exacerbate the problem of gender inequality and violence against women. Poverty results in the adoption of desperate survival strategies that expose people – especially women, to risks of HIV infection. Some of the highest incidences of HIV infection are found along road transport corridors and at cross-border points where mobile workers including truck drivers, migrant and sex workers intermingle freely with the rest of the people living

¹ *Human Immunodeficiency Virus (HIV) is a virus that weakens immune system of the human body while Acquired Immune Deficiency Syndrome (AIDS) is the disease caused by the virus. Both AIDS and HIV are therefore inter-related in that the HIV virus causes the AIDS disease with transmission into the human body being mainly through sexual intercourse*

² *Estimates of UNAIDS 2014 Report*

³ <http://www.amfar.org/worldwide-aids-stats/>

⁴ *APPR March 2014-February 2015;*

within the vicinity of these areas. Because border point clearance are lengthy and customs procedures are slow, the risk of HIV transmission due to casual and unprotected sex is high. Economic situations along the transport corridors and cross-border points are often difficult and few people are able to find formal employment with the majority being engaged in informal occupation with few or no safety nets and also with limited coping mechanisms. As a result of poverty and lack of formal employment and other alternative sources of livelihood, people living within the vicinity of the transport corridors and around the cross-border points tend to engage in practices that predispose them to health problems including unprotected sex thereby increasing their vulnerability to HIV infections⁵. The epidemic is primarily driven through heterosexual sex with common behavioural drivers including having multiple partners, unprotected sex, transactional sex, use of drugs and alcohol, and low up-take of screening and bio-medical prevention methods, including treatment. Poverty, gender inequality and harmful cultural practices are therefore widely recognized as structural drivers that play important roles in the spread of the epidemic.

It is against this backdrop that the ***Economic Empowerment and HIV Vulnerability Reduction along Transport Corridors in Southern Africa*** project - hereafter simply referred to as the ***Corridor Economic Empowerment Project (CEEP)***, was launched in March 2011. The project was a “build-on” initiative to the ILO’s previous programme funded by the Swedish International Development Cooperation Agency (Sida) RAF/05/M08/SID (2006-2009) on “*HIV Prevention and Impact Mitigation in the World of Work in Sub-Saharan Africa*” which was implemented across fourteen (14) Africa countries. After this initiative was completed, the project was re-designed and is currently being implemented across six (6) Southern and East African countries comprising Malawi, Mozambique, South Africa, Tanzania, Zambia and Zimbabwe.

1.2 Project Development Objectives, Anticipated Outcomes and Impact

The project development objective (PDO) is “*To contribute to the Southern Africa Development Community’s goal of ‘controlling and reversing the HIV and AIDS epidemic as shown by the Millennium Development goals and Universal Access commitments by 2015’ through the world of work*” by reducing HIV and AIDS vulnerability through promoting the economic empowerment and gender equality model. Towards this end, the three (3) immediate objectives of the project are:

- (i) ***Immediate Objective 1:*** “*Policy makers and promoters make evidence-based decisions to mainstream the economic empowerment (EE) model into HIV and AIDS regional and national agendas*”;
- (ii) ***Immediate Objective 2:*** “*To economically empower targeted men and women along selected transport corridors by increasing the availability of economic services to prevent and mitigate the impact of HIV and AIDS in selected transport corridors*”; and

⁵ ILO-“*Economic Empowerment and HIV Vulnerability Reduction along Transport Corridors in Southern Africa Project Document*”

- (iii) **Immediate Objective 3:** *“To reduce HIV vulnerability by increasing access to effective HIV and AIDS prevention and impact mitigation and social services provided by targeted operators (including member-based organizations such as cooperatives; informal associations; Micro, Small and Medium Enterprises (MSMEs) along selected transport corridors”.*

In this context, the design and choice of the intervention mix and implementation approach of the project are based on the premise that vulnerability to HIV infection is underpinned by: (i) lack of supportive and enabling policy environment; (ii) gender inequality – mostly afflicting women; (iii) lack of economic empowerment (poverty); and (iv) lack of knowledge and awareness regarding the HIV pandemic and management strategies.

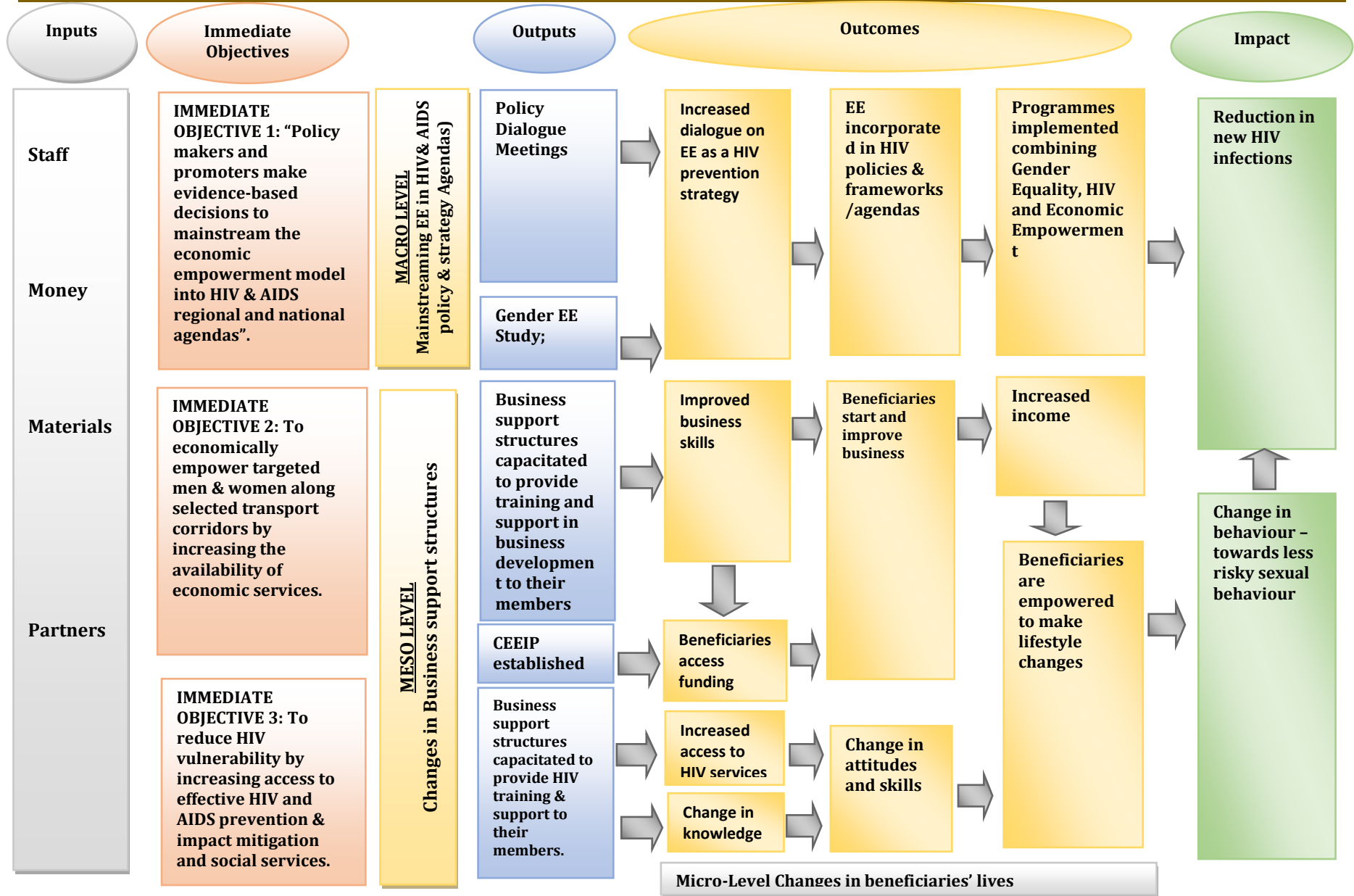
1.3 Internal Logic and Strategic Approach of the Project

The project aims at reducing vulnerability to HIV infection by building the capacity of regional and national actors primarily by way of enhancing economic opportunities and building economic resilience among the affected people located along and around the road transport corridors and cross-border points in selected countries within the Southern Africa Development Community (SADC). More specifically, the project aims at addressing economic conditions that fuel the transmission of HIV along selected transport corridors and among communities living in their vicinity. The EE response uses a three-pronged approach focusing on macro, meso and micro levels.

- (i) At the **macro level** the project aims at fostering the enabling environment by *influencing the direction of national and regional HIV & AIDS policy frameworks, strategies and action plans towards incorporating economic empowerment as a complementary strategy to existing HIV prevention and mitigation strategies in the project areas through advocacy and evidence-based knowledge sharing;*
- (ii) At the **meso level** the project aims at *building the capacity of BSSs and socio-economic organizations – SOEs (e.g. cooperatives, informal associations, women groups and young girls) to enable them to provide education and skills to their constituents in areas of HIV prevention and business development, including access to micro-credit;*
- (iii) At the **micro level** the project aims at *capacitating members of business support structures- the men and women working in the informal economy and those vulnerable to HIV infection including sex workers through enabling them to start and improve their businesses and thereby their socio-economic status, promote gender equality as well as increasing access to effective HIV prevention and mitigation services.*

Figure 1 below depicts the overall project development model, internal logic strategic approach.

Figure 1: Project Development Model, Internal Logic and Strategic Approach



1.4 Target Beneficiaries of the Project

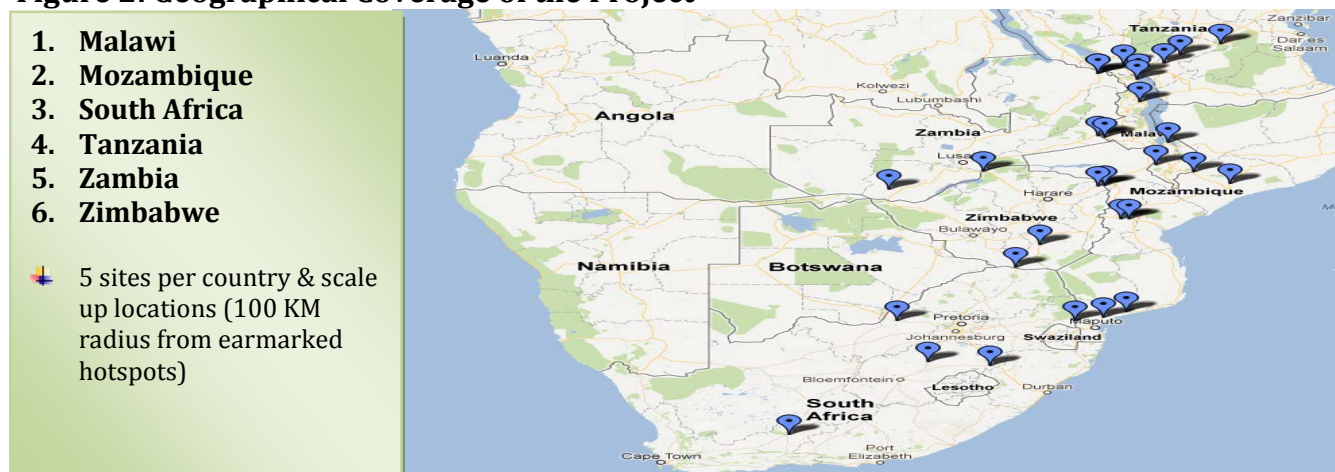
Project beneficiaries comprised the following broad categories of stakeholders:

- (i) The direct recipients of the programme that have an interest or role in the implementation of the programme included: ILO constituents (government, workers and employers organizations), the SADC HIV and AIDS Unit, the Ministries of Labour, Ministries of Transport, Employers and Workers' Associations in the countries covered in the sub-region, as well as cooperative apex organizations and small businesses associations, including women entrepreneurship associations and organizations for People Living with HIV. Other recipients include Ministries working on gender issues, the Ministry of Industries and Ministry of Agriculture and Cooperatives and Chambers of Commerce in participating countries as well as customs and cross border authorities whose capacity will be strengthened. In particular, cooperative apex organizations, informal economy associations including those of women, Micro Small and Medium Enterprises (MSME) and other social economy organizations were being supported to develop skills and expand capacity to carry out effective economic empowerment and HIV programming.
- (ii) The ultimate beneficiaries are women and men workers in the target countries infected and affected by the impact of the epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas. The programme will strengthen the capacity of support structures (cooperative apex, social economy organizations, employers and workers' organizations) to provide social and economic services to their members. The programme will simultaneously economically empower women and men working along the corridors. This approach will ensure more effective HIV and AIDS and TB prevention and more sustainable impact mitigation services. This, would in turn contribute to reducing HIV vulnerabilities and subsequently impact on the spread of the epidemic within the sub-region as well as the lives of people living with HIV.

1.5 Project Area, Timeline and Budget

As indicated in **figure 2** below, the project covers six (6) Southern and East African countries, comprising Malawi, Mozambique, South Africa, Tanzania, Zambia and Zimbabwe. The project began implementation in **five (5) hot spots** per country along Southern Africa transport corridors. However, starting from August 2013, the project expanded in scale to areas outside of transport corridors so as to cover vulnerable communities, particularly where women and young girls have high risks of exposure to the HIV & AIDS epidemic.

Figure 2: Geographical Coverage of the Project



The project is funded by the Government of Sweden through the Sida and implemented by the ILO in collaboration with the tripartite constituents in each of the participating countries and other partners including cooperatives, SADC and UNAIDS. As of June 2015, the total project budget was **US\$ 7,750,602** having declined from the original budget of US\$ 7,816,790 by approximately 0.8% of US\$ 66,188 as a result of foreign exchange losses occasioned by the weakening of the Swedish Kroner (SEK) against the US Dollar.

The initial time line of the project was two (2) years - commencing in January 2011 and ending in December 2012 – though actual implementation started in March 2011 following the approval of the project document by the donor. However, following three separate extensions as briefly described below, the project is now a five (5) year development initiative.

- (i) The first and also “**cost extension**” by one-and-a-half years (1½) to 31st August 2014⁶ which occurred in August 2012 following the donor’s agreement to provide additional funding amounting to US\$ 2,936,857 to cater for scale up outside the “hot spots” - thereby increasing the project timeline to three-and-a-half (3½) years.
- (ii) The second and “**no-cost**” **extension** which occurred in June 2014 following recommendations of the Mid Term Evaluation when the donor agreed to extend the project timeline by a further six (6) months to February 2015 – thereby increasing the project timeline to four (4) years.
- (iii) The third and also “**cost**” **extension** which occurred December 2014 when the donor agreed to extend the project timeline by a further eleven (11) months⁷ to 31st January 2016 - thereby increasing the overall project timeline to 4 years 11 months or 59 calendar months.

1.6 Project Management Arrangements

The project is managed by a core team comprising twelve (12) ILO members:

- ✚ **One (1) Chief Technical Advisor (CTA)** – who is based in the ILO Pretoria Office;
- ✚ **Six (6) National Project Coordinators (NPCs)** - one in each beneficiary country and under the overall supervision of the CTA;
- ✚ **One (1) Economic Empowerment Officer (EEO)** - based in Harare (Zimbabwe) and who

⁶ PARDEV Minute Sheet: Reference No. RAF/10/04/SID of 9th August 2012;

⁷ Letter by Embassy of Sweden (Lusaka) – dated 12th June 2014;

also supports NPCs in the development and implementation of the economic empowerment interventions of the project particularly with respect to the Corridor Economic Empowerment Innovation Fund (CEEIF);

- ✚ **One (1) Monitoring & Evaluation (M&E) officer** – who is based in the ILO Office Pretoria and who is responsible for supporting the NPCs in monitoring of project activities; and,
- ✚ **Three (3) support staff members** comprising one full-time Finance and Administration Assistant (FAA) – based in ILO Pretoria Office, and two (2) drivers – one in Pretoria and one in Dares Salaam Tanzania.

While the project is under the overall supervision of the Director – ILO Pretoria Office, the CTA is technically backstopped by ILO-AIDS Department in Geneva. In each of the beneficiary countries, the project is guided by a Project Advisory Committee (PAC) – a tripartite plus committee of strategic stakeholders drawn from relevant organizations including government officials, development partners and NGOs. The project team works in close collaboration with a wide range of stakeholders-primarily through the respective country-level PACs and PAC-Loans Committees with representation from key stakeholders.

1.7 Purpose and Scope of the Evaluation

This Final Independent External Evaluation- has been undertaken in accordance with two main provisions. Firstly, the *Technical Cooperation Agreement between Sida and the ILO*. Secondly, the standard *ILO Evaluation Policy adopted by the Governing Body in November 2005*. In accordance with the terms of reference contained in **Appendix Table 11**, the evaluation serves four (4) broad purposes, among other things: (i) To assess the effects of the project and the level of achievement of overall objective of “*reducing HIV and AIDS vulnerability through economic empowerment and gender equality*”; the respective immediate objectives, as well as the extent to which the anticipated outcomes and outputs of the project have been or are likely to be met; (ii) To assess project management and implementation arrangements including assessment of the appropriateness of the strategy chosen, as well as the validity of the EE approach that was used; (iii) To assess the sustainability of project activities through an examination of levels of ownership, quality of the interventions and strategies to address gaps and evolving needs of the beneficiaries overtime; (iv) To assess the achievement of overall project goal and contributions to regional impacts – mainly in terms of behavioural change towards less risky sexual practices and reduction in new HIV infections

More specifically, the evaluation assesses all outputs and outcomes towards the achievement of the three (3) immediate objectives mentioned earlier and indicative impacts produced since commencement of the project in March 2011 and in relation to the indicators of achievement as contained in the “rainbow document” (see **Appendix Table 6**). Also, in line with the assessment criteria (see **Appendix Table 2** for the questionnaire/research instrument) the evaluation assesses the project in terms of the following broad thematic areas of evaluation: (i) Validity of project design; (ii) Relevance and strategic fit; (iii) Project progress and effectiveness; (iii) Adequacy and efficiency of resource use; (iv) Effectiveness of project management arrangements; (v) Impact orientation and sustainability of project activities. While the evaluation also distils lessons learned during project implementation, it also makes recommendations for enhanced performance during a possible next phase or succession of the project based on the findings.

1.8 Primary Clients of the Evaluation

As per the Terms of Reference, the primary clients of the evaluation includes constituents of the ILO - represented by the PACs, MFIs and BSSs; Sida – as the donor; project partners and stakeholders - including government departments, employers and employee representatives; and project management staff. Other clients include project staff and ILO Office in Pretoria, technical back-stoppers at ILO/AIDS department in Geneva, as well as field specialists. It is intended that findings and recommendations of the evaluation will be used by both primary and secondary clients to improve project implementation towards desired outcomes and impacts in a possible next phase and/or in other similar ILO projects elsewhere and/or in the future.

2.0 EVALUATION APPROACH AND METHODOLOGY

2.1: Approach and Key Principles

In terms of approach, the Mission embraced the following key principles in accordance with ILO policy on project design, implementation, monitoring and evaluation.

- (i) Use of participatory approach where the various categories of stakeholders were given equal and free opportunity to air their views regarding project performance, perceived issues and possible actions;
- (ii) Gender equality analyses as a cross cutting concern throughout the evaluation process;
- (iii) Application of United Nations (UN) evaluation standards and norms and Glossary of key terms in evaluation of the result-based management (RBM) framework developed by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD);

2.2: Evaluation Methodologies

In terms of methodology, the Mission applied the following research instruments in undertaking data/information collection and conducting the evaluation:

- (i) *Desk review of key documents*-which as indicated in **Appendix Table 12** included a wide range of relevant reference materials such as the Project Document (PRODoc), Annual Project Progress Reports (APPRs), work plans, mid-term evaluation report, monitoring and evaluation tools, monitoring data and reports for all six (6) countries, and policy documents among others.
- (ii) *Field-level interviews with key informants* – While the Mission used the purposive random sampling method in selecting respondents with field work covering all the six (6) participating countries (see **Appendix Table 4** for the work plan), the questionnaire contained in **Appendix Table 2** was broadly used in conducting FGDs and/or “one-on-one” interviews with relevant stakeholders - carefully tailoring the questions in accordance with the specific respondent (s) being interviewed – see last column of **Appendix Table 2**. While the consultant used interpreters and/or moderators during interview sessions where necessary, interviews were for the most part conducted directly by the consultant as most people were conversant with the English Language (see more details in **Appendix Table 3**). Responses from those interviewed were then recorded in the form of field notes with data and information gathered being analyzed at the end of field work. The main themes that consistently emerged and revisited during interviews included relevance to stakeholder socio-economic benefits, sustainability and impact of project activities. Samples of some of the responses are provided in Box 1 of Chapter 3 of this document. The main target respondents comprised ILO staff including the ILO/AIDS Programme Director in Geneva (through Skype), the ILO/DWT Deputy Director (Pretoria Office) project implementation staff including the CTA, HIV and AIDS Specialist/Focal point, NPCs for each country, the M&E Officer, the EEO and the FAA; Sida representative and also a wide range of other regional, national and local stakeholders including representatives of BSS and MFIs - taking into account the gender dimension. A total of 280 respondents were reached through various ways including “one-on-one; FGDs, skype or telephonic interviews. Women comprised approximately 68% of the total number of

respondents interviewed. See **Appendix Table 1** for the list of people met and/or interviewed.

- (iii) *Independent observations* by the Mission during field visits in the six (6) beneficiary countries.
- (iv) *Responses and comments* by participants during the “end-of-mission debriefing session” held in on 31st October 2015 in the ILO Office (Pretoria) as well as comments by reviewers of the various draft reports.

2.3 Analytical Approach

The analysis of the data is clustered according to the themes outlined in the TOR (See Appendix 11). The first section considers the relevance of the design and structure of the project. This is achieved through an assessment of the frameworks (ILO, donor and other relevant stakeholders, for example, national strategic and development plans). Data was gathered from primary and secondary sources.

The second section considers the validity of the design. This section takes into consideration what data informed the design and what data continues to inform the project implementation. Again this analysis considers the desk review data, however interviews with the key informants become important here to assess that the project is responding to the ultimate beneficiaries needs.

The third section considers the progress and effectiveness of the project. Drawing on data gathered through the desk review, specifically the annual reports and data gathered from the M&E system, an assessment is made of the effectiveness that the project has in achieving its targets. The results within this section are presented by objective, first through a consideration of the outputs, then the outcomes and this is completed by a comparative assessment of “What worked well and what did not”. The analysis of outcomes, compares the results against project targets as well as against an untrained control group (those entering the project for the first time) compared to those who have received the trainings and are able to adopt some of the key skills taught here.

The fourth section, looks at the project management arrangements and the use of resources. This assessment is completed by drawing on official project documents and interviews with the relevant stakeholders. The fifth section considers the prospects of the project to ensure sustainability. This assessment draws on desk top reviews, interviews and the independent observations. From the analysis of these sections conclusions and recommendations are presented.

2.4 Key Limitations Encountered

Key limitations encountered by the Mission while undertaking the evaluation included the following:

- ✚ Time limitations which was only 21 days for field work covering six (6) countries – thereby implying an average of just 3 days per country;
- ✚ Lack of comparative M&E data for Zimbabwe having been inadvertently lost in the process of internal IT migration that took place in late 2014 – and as such, this document has limited amount of information and data for Zimbabwe with respect to achievement

indicators under immediate objectives 2 and 3 of the project;

- ✦ Lack of disaggregated M&E data in terms of sex (females versus males) for some key parameters- making it difficult to compare outcomes of project activities in as far as females versus males were concerned; this also affected the level of gender analysis that could be made by the evaluator
- ✦ Lack of updated M&E data which had to be done jointly with the project management concurrently with the evaluation exercise;
- ✦ Lack of access to trained interpreters to support the main consultant in carrying out interviews – as the contract for the assignment did not provide for this.

3.0 MAIN FINDINGS

The following sections provide the main findings of the evaluation Mission based on the broad evaluation criteria as per the terms of reference including: (i) *Relevance and strategic fit*; (ii) *Validity of project design*; (iii) *Project performance and effectiveness*; (iv) *Effectiveness of project management arrangements*; (v) *Adequacy and efficiency of resource use*; (vi) *Project impact-orientation and sustainability*.

3.1 PROJECT RELEVANCE AND STRATEGIC FIT

The Mission assessed relevance and strategic fit of project objectives and activities primarily in relation to: (i) the socio-economic development aspirations of immediate and ultimate beneficiaries; (ii) national, regional and global policies, strategies and plans in the beneficiary countries and SADC as a regional block; (iii) Joint UN development agenda; (iv) Decent Work Country Programmes -DCWPs; (v) ILO Decent Work Agenda for Africa; (vi) ILO strategic policy framework; (vii) Complementarity with other ILO initiatives in the project areas; (viii) Development agenda of Sida in the region; and (ix) Collaboration with other relevant UN and non-UN agency initiatives.

3.1.1 Socio-Economic Development Aspirations of Target Beneficiaries

The evaluation Mission firmly concludes that the overall objective of the project, its associated immediate objectives, planned outputs, anticipated outcomes and impact are all fundamentally relevant to socio-economic development needs and aspirations of target immediate and ultimate beneficiaries. This conclusion is based on information gathered from secondary sources, responses by a wide cross-section of project stakeholders interviewed during field work and also independent field-level observations by the Mission.

3.1.2 National, Regional and Global Policies Strategies and Plans

The Mission found the overall project objective, anticipated outcomes, planned outputs and activities to be strongly relevant and strategically in line with national and regional development aspirations. As will be noted in **Appendix Table 7**, the project objective, activities and planned outcomes are relevant and strategically in line with a significant number of national and/or regional policies, strategies and plans.

3.1.3 United Nations Development Assistance Framework and Plans

In this respect, the Mission found the overall objective of the project to be relevant and strategically in line with United Nations Development Assistance Framework and Plans (UNDAF/UNDAP) across all the six CEEP beneficiary countries as briefly described in **Table 2** below:

Table 2: UNDAF-Overview of Relevant Priority Areas





South Africa - UNDAF (2007-2010)	Whose one of the priority outcome is “ <i>capacity of Government to implement the HIV and AIDS comprehensive plan supported</i> ”
Zimbabwe - ZUNDAF (2012-2015)	Whose two priority outcomes are “ <i>universal access to HIV prevention, treatment, care and support</i> ”; and “ <i>women’s empowerment, gender equality and equity promoted</i> ”;

Malawi - UNDAF Action Plan (2012-2016)	Whose one of the priority outcome is “national response to HIV and AIDS scaled up to achieve Universal Access to HIV prevention, treatment, care and support by 2016”;
Tanzania UNDAF (2011-2015)	Whose one of the priority outcome is “Relevant Ministries, Departments and Agencies; Local Government and NSAs increasingly mainstream HIV & AIDS in the work place”;
Zambia UNDAF (2011-2015)	Whose one of the five priority outcomes is “to support for scaling up the national response to the HIV epidemic, in order to achieve by 2015 a reduction in new HIV infections of by 50%”;
Mozambique UNDAF (2012-2015)	Whose one of the outputs under priority outcome 4 is “HIV prevention institutions provide quality services, with emphasis on the most vulnerable groups to HIV infection”;

3.1.4 Decent Work Country Programme

The overall goal of the ILO is to promote opportunities for decent work for women and men in all countries through provision of technical and institutional assistance to constituents in Member States. The DWCP is essentially “a programming tool to deliver on a limited number of priorities over a defined period in order to increase the impact of the ILO’s work and to be more visible and transparent”. The objective of the project of “mainstreaming the ILO economic empowerment model into HIV and AIDS regional and national agendas” is generally relevant to, and strategically in line with recent and/or current DWCPs in each of the participating countries as briefly indicated in **Table 3** below:

Table 3: Overview of DWCP Priority Areas

South Africa	 DWCP for South Africa (2010-2014) - whose two (2) of its priority areas include: (i) “Promotion of employment creation through an enabling environment for job-rich-growth, sustainable enterprises, including formalization of the informal sector and skills development”; and (ii) “Strengthening and broadening social protection coverage through better managed and more equitable success to social security and health benefits, occupational safety and health, and improved response to the HIV and AIDS epidemic”.
Zimbabwe	 DWCP for Zimbabwe (2012-2015) - whose three (3) of its priority areas include: (i) “Social protection and HIV&AIDS at the work place; (ii) “Employment creation and poverty reduction”; and (iii) “Gender equality and women empowerment”.
Malawi	 DWCP for Malawi (2011-2016) - whose three (3) priority areas include: (i) “Creating more and better employment and income generation opportunities, particularly for the vulnerable groups including the youth, women and people living with disabilities as well as ensuring the elimination of the worst forms of child labour” and (ii) “Enhancing and extending the coverage of Social Protection”; (iii) “building the capacities of the government and Social Partners to improve service delivery”.
Tanzania	 DWCP for Tanzania (2006-2010) - whose two of the priority areas are: (i) Socio-economic impact of HIV and AIDS at the workplace mitigated; and (ii) Poverty reduction through creation of decent work opportunities with a focus on young women and men; and DWCP for Tanzania (2013-2016) - whose outcome 1.2 is “selected workplaces in key economic sectors mainstream HIV and AIDS agenda” and output 1.2.2 is “economic empowerment programmes implemented in selected areas to reduce HIV vulnerability among workers in the economy”.

Zambia	<ul style="list-style-type: none"> ✚ DWCP for Zambia (2007-2011)- whose one of the priority areas is responding to HIV and AIDS challenges in the world of work” and DWCP for Zambia (2013-2016)- whose priority 4 is “ Strengthened social protection systems including enhanced HIV and AIDS work place response” with one of the outcomes being :” Increased access to HIV services by women and men workers in key economic sectors“
Mozambique	<ul style="list-style-type: none"> ✚ DWCP for Mozambique (2011-2015)- whose priority areas include: (i) “poverty reduction through creation of decent work with special focus on women, young people, people with disabilities, and people infected and affected by HIV and AIDS”; (ii) “extension of social protection to all”; (iii)“strengthening fundamental principles and rights at work through social dialogue mechanisms at all levels, with emphasis on women, young people, and people with disabilities and people infected and affected by HIV & AIDS”.

3.1.5 Decent Work Agenda for Africa

Within the overall decent work strategy of the ILO, social protection is a critical component especially for the vulnerable and disadvantaged members of the society including people living with or affected by HIV and AIDS. The Mission found the overall project objective, planned outputs anticipated outcome and impact to be strongly relevant towards achieving aspirations of the ILO-supported Decent Work Agenda for Africa-DWAA (2007-2015) - which among other related interventions, focuses on “*tackling HIV and AIDS in the world of work*” partly through promoting effective policies at national, sectoral and enterprise levels.

3.1.6 ILO Strategic Policy Framework

As highlighted earlier, project objectives and activities were also found to be relevant and strategically in line with the ILO strategic frameworks in that while operating within country-specific national HIV/AIDs and DWCP frameworks, the project also supports the ILO Strategic Policy Framework by contributing to the following two (2) outcomes of the ILO Programme and Budget (P&B) 2014-2015.

- ✚ **Outcome 3:** “*Sustainable enterprises create productive and decent jobs*” – whereby the project contributes to the achievement of indicator 3.1, namely – “*number of member States that, with ILO support, reform their policy or regulatory frameworks to improve the enabling environment for sustainable enterprises*” and indicator 3.2, namely – “*number of member States that, with ILO support, implement entrepreneurship development policies and programmes for the creation of productive employment and decent work*. As part of this support, the project facilitates economic empowerment activities such as training on entrepreneurship and business development using the SIYB programme; Get Ahead and WEDGE tools; organising men and women into producer associations and facilitating group saving and lending start-up activities with the overall aim of reducing economic-oriented root causes of vulnerability to HIV infection among men and women living along the target transport corridors in the Southern and Eastern Africa region.

- ✚ **Outcome 8:** “*The word of work responds effectively to HIV and AIDS epidemic*” – whereby the project contributes to the achievement of indicator 8.1, namely – “*number of member States that, with ILO support, develop a national tripartite workplace policy on HIV and AIDS, as part of the national AIDS response*” and indicator 8.2, namely – “*number of member States where*

tripartite constituents, with ILO support, take significant action to implement HIV and AIDS programmes at workplaces”.

The project also contributed to **Outcome 1** of the P&B (2012/2013) – whose focus was “more women and men having access to productive employment, decent work and income opportunities”; and **Outcome 2** – whose focus was “skills development to increase employability of workers, competitiveness of enterprises, and inclusiveness in growth”

3.1.7 Complementarity with other ILO Initiatives in the Project Areas

Project activities were also found to be significantly complementary to a number of already completed and/or on-going ILO projects in the Southern Africa region as briefly indicated in **Table 4** below.

Table 4: Key Complementary ILO-Implemented Initiatives in the Project Areas

Country	Key Complementary Development Initiatives
South Africa	<ul style="list-style-type: none"> ✚ The NORAD-funded Women Enterprise and Gender Equality (WEDGE) Project - whose planned outcomes were: (a) Creating an enabling environment towards supporting growth of women-owned businesses; and (b) “building capacity of Business Development Service (BDS) providers and partners for improved delivery of services to women entrepreneurs; and growth-oriented women enterprises become more productive and create employment”; ✚ The NORAD-funded Sustaining Competitive and Responsible Enterprises (SCORE) Project-whose planned outcomes were: (a) “Industry associations can market and coordinate enterprise upgrading services to their local members”; (b) “Service providers can effectively deliver training and advisory services for workplace upgrading on a commercially sustainable basis”; (c) “Progressive workplace practices are shared and disseminated at the local, national and global level in collaboration with labour inspectorate services and mass media”
Zimbabwe	<ul style="list-style-type: none"> ✚ The Danish-funded “Skills for Youth Employment and Rural Development in Western and Southern Africa Programme-whose overall objective was “to strengthen skills development systems that improve employability, promote access to employment opportunities and increase incomes for inclusive and sustainable growth”.
Mozambique	<ul style="list-style-type: none"> ✚ The Sida-funded Programme on HIV & AIDS- Transport and Cooperatives/SMES Mobilization component (2006-2010);
Zambia	<ul style="list-style-type: none"> ✚ The Danish-funded Youth Enterprise Facility (YEF) with which project collaborated in training of young men and women in business management and HIV and AIDS;
Tanzania	<ul style="list-style-type: none"> ✚ The Finish-funded Women Entrepreneurship Development and Economic Empowerment -WEDEE (2012-2014) - which provided funding to 100 women in the project’s scale up area; while CEEP provided training in HIV & AIDS using modules adapted from the predecessor project – “HIV & AIDS prevention and impact mitigation in Sub-Saharan Africa”; ✚ The Sida-funded Programme on HIV & AIDS- Cooperatives/SMEs component (2006-2009); ✚ Promoting Employability and Employment of People with Disabilities through effective legislation (PEPDEL);
Malawi	<ul style="list-style-type: none"> ✚ The Sida-funded Programme on HIV & AIDS-Transport Component (2006-2009);

3.1.8 Sida Development Cooperation Strategy

Project objectives and activities are also relevant and strategically in line with: (i) *Sida's Cooperation Strategy for Southern Africa (2013 – 2016)* whose overall goal is *"HIV and AIDS incidence and vulnerabilities, in particular among children and youth, are reduced in the SADC region"*. Towards this goal, some of the anticipated outcomes include: (i) *"Adolescents and children have increased competence on HIV prevention, enhanced awareness on sexual and reproductive health and rights, as well as better access to services"*; (ii) *Vulnerable children and youth have increased access to care and support through the adoption of relevant policies in targeted SADC countries;* and (iii) *Parliaments, CSOs and governments in SADC member states have increased capacities and apply them for equitable and accountable allocation and use of public resources for health including HIV and AIDS.*

3.1.9 Collaboration with other relevant Agencies or Development Initiatives

The project has also been collaborating with a wide range of other partners. These includes other UN agencies, business associations, MFI's, cross border associations and other organisations working in the transport corridors dealing with matters related to HIV prevention. For example, in Mozambique, Tanzania and Zambia the project has been contributing to three (3) of the UNAIDS' Global AIDS Response Progress Reporting, under the ONE UN programme, that is: *"reduce sexual transmission by 50% by 2015"; eliminate gender inequalities and gender-based abuse and violence and increase the capacity of women and girls to protect themselves from HIV and "eliminate stigma and discrimination against people living with and affected by HIV through promotion of laws and policies that ensure the full realization of all human rights and fundamental freedoms"*. A more detailed list of other agencies that the project have, or is still collaborating with is provided **Appendix Table 5**. As will be noted, these agencies provided resources valued at approximately US\$ 5,832,364).

3.2 VALIDITY OF PROJECT DESIGN

In assessing the validity of project design (logic and coherence), the Mission used the following criteria: (i) Relevance and adequacy of foundational information base upon which the project was conceptualized and designed; (ii) Extent of consultations with constituents and other stakeholders during project design and implementation; (iii) Efficacy of the development model adopted and applied; (iv) Adequacy of intervention mix and plausibility of causal linkage between its objective, planned project outputs, anticipated outcomes and impact; (v) Definitional clarity of performance indicators; (vi) Gender sensitivity of project interventions and activities; (vii) Realism of the project time line; (viii) sustainability of project activities beyond its life span and exit strategy; and (ix) assessment and articulation of risks and mitigation measures. While the overall conclusion is that project design was fairly logical and coherent, the sections below provide more details.

3.2.1 Foundational Information Base

Overall, the foundational information base upon which the project was conceptualized and designed was found to have been both relevant and adequate. Some of the key sources of data and information upon which the project was conceptualized and designed included:

- ✦ The predecessor *ILO/Sida project on “HIV and AIDS Prevention and Impact Mitigation in the World of Work in the Transport Sector in Sub-Saharan Africa (Ref-RAF/05/M08/SID)* which was implemented across fourteen (14) countries during 2006-2009. Information gathered and lessons learned during implementation of CEEP did not only confirm the relevance of planned project’s interventions, but also informed its design and implementation. Some of the lessons considered included: (i) the need to incorporate technical capacity building of support structures at regional and national levels so as to in-turn build the capacity of their members; (ii) the need for economic empowerment through mobilization of funds; (iii) the need for adaptation of HIV & AIDS initiatives to local situations; and (iv) the need to use “insiders” including PLHIV in peer education and training activities⁸.
- ✦ The *Global AIDS Epidemic Report (UNAIDS 2008 & 2009)* as well as other reports on the dynamics of HIV & AIDS at regional and national-levels including SADC and in each of the beneficiary countries.
- ✦ The *SADC HIV and AIDS Strategic Framework 2010-2015* (October 2009)- whose mission is “SADC region controls and reverses the HIV and AIDS epidemic and its impacts as shown by the achievement of the Millennium Development Goals and Universal Access commitments by 2015”; and whose three (3) of its five (5) strategic objectives are: (i) “All Member States deliver on their universal access to prevention targets by 2015”; (ii) “All Member States deliver on their universal access targets to achieve access to quality treatment for people living with and affected by, HIV and AIDS and TB/HIV and co-infection by 2015”; (iii) “Reduced impact of HIV and AIDS and TB/HIV co-infection on the socio-economic and psychological development of the region, Member States, communities and individuals, with all orphans, vulnerable children and youth having access to external support by 2015”.
- ✦ *Baseline Studies and Training Needs Assessment (2010)* conducted in all participating countries which further informed project design and implementation arrangements in addition to providing the basis for developing the HIV and AIDS policy for business support structures.

3.2.2 Stakeholder Consultations and Processes

The Mission observed that project design processes did not only entail significant stakeholder consultations but that the Project Management Team (PMT) consistently embraced the principles of stakeholder participation, transparency and social responsibility during the implementation of the project very much in line with ILO policy. In this respect, the Mission noted that significant number consultative meetings had been undertaken with ILO constituents-relevant government ministries, employers’ and trade union organizations as well as target beneficiaries and other stakeholders. Consultation fora included regular stakeholder meetings at the PAC levels with participation from a wide range of stakeholders including representatives of tripartite organizations, NGOs, UNAIDS and UNFPA among others; policy dialogues meetings on the economic empowerment model; occasional seminars and workshops training sessions; project reviews and other ad hoc meetings.

⁸ Project Document

3.2.3 Efficacy of Development Model Adopted and Applied

The development model applied entailed facilitating changes at three levels:

- (i) **Macro-level** by mainstreaming EE strategies into HIV and AIDS regional and national agendas -through interventions such as advocacy and evidence-based knowledge sharing among stakeholders within the SADC region;
- (ii) **Meso-level** by economically empowering targeted men and women along and around selected transport corridors by increasing the availability of economic services to prevent and mitigate the impact of HIV and AIDS through interventions such as – organising and strengthening support structures and constituents, capacity building of support structures to in-turn build the capacity of ultimate beneficiaries and facilitating access to business finance through the Corridor Economic Empowerment Innovation Fund (CEEIF) using local micro-financial institutions;
- (iii) **Micro-level** by reducing HIV vulnerability through increasing access to effective HIV and AIDS prevention and impact mitigation and social services provided by targeted operators (members organizations such as cooperatives, informal associations, MSMEs) along and around selected transport corridors.

Thus, the development model adopted and applied integrated interventions comprising establishment of evidence-based knowledge sharing mechanisms on HIV vulnerability, economic empowerment and gender equality; promotion of enabling policy environment to effectively address HIV vulnerability and related gender inequality through economic empowerment; increased access to HIV and AIDS services to prevent and mitigate impact; economic empowerment of targeted key populations through technical capacity building and financial services-to be not only appropriate but also robust enough to effectively deliver towards the ultimate project objective of reducing vulnerability to HIV infection. Based on independent field-level observations as well as views by virtually all respondents met during field interviews, the Mission firmly concludes that this development model was appropriate and effective in delivering towards project objectives, anticipated outcomes and impacts of the project. Indeed, some of the respondents met during field interviews were among those that had withdrawn from transactional and unprotected sex businesses as a result of improved awareness and behavioural change towards unsafe sexual practices as well as their improved socio-economic status through economic empowerment and were now engaged in regular businesses.

3.2.4 Intervention Mix and Causal Linkage of Outputs, Outcomes and Objectives

Broadly speaking, the project's set of intervention mix or outputs - which are by and large mutually reinforcing included: (i) Dissemination of evidence-based knowledge on the root causes of HIV and AIDS epidemic and the linkage between economic empowerment and reduction of vulnerability to HIV infection through promotion of HIV and AIDS and economic related services⁹; (ii) Mainstreaming of the EE model into national and regional HIV and AIDS agendas as a result of buy-in partly brought about by sharing of relevant information; (iii) Capacity building of support structures to in-turn build the capacity of target beneficiaries among communities in and around the project area through sensitization and training; and (iv) Economic empowerment of target beneficiaries through improved access to business finance.

While stronger capacity building of beneficiaries in terms business and financial management as

⁹ Which is the latest convention when speaking about HIV and AID within the UN,

well as marketing skills would have been desirable, the Mission considers this mix of interventions to have been fairly in nature and strongly capable of delivering towards project objectives - if appropriately implemented and managed. Based on critical assessment of work plan activities and outputs, there is also plausible causal linkage between planned activities and outputs, anticipated outcomes and impact, and overall project objective.

3.2.5 Definitional Clarity of Project Performance Indicators

Project performance indicators as contained in the original logical framework in the PRODOC and Rainbow Document were found to have been clearly defined, specific, measurable, attributable and realistic. However, they were not fully compliant with the SMART¹⁰ principles of programme/project monitoring and evaluation framework in that they both lacked baseline data and timelines for achievements.

3.2.6 Realism of Programme Time Line

As indicated earlier in section 1.5, the project was initially designed as a 24 month (2 years) development initiative though this was subsequently increased to 59 months (about 5 years) through three separate extensions. The view of the Mission as well as some key stakeholders, is that the two-year period was inadequate given a number of factors – especially: (i) the long term nature of impact for some of the project’s interventions e.g. influencing policy re-orientation towards the CEEP model approach, effecting culture towards gender equality and behavioural change towards less risky sexual practices; and (ii) the low business skills, knowledge and awareness regarding HIV and AIDS on the part of most target immediate and ultimate beneficiaries; (iii) poor mindset towards gender equality; and (v) the weak capacity of BSSs in most participating countries. While representatives of implementing agencies met during field interviews were grateful to the ILO and the donor for according the project an additional period of three (3) years as that allowed the project to further consolidate the gains it had made and enhance the prospects for impact and sustainability of project activities, they strongly felt that more time and financial support was needed to allow project interventions to attain a self-propelling status.

3.2.7 Gender Equality and Equity Considerations

Promoting the rights of women at work and achieving equality between women and men has been a fundamental principle underpinning the work of the ILO since its creation in 1919. The Office promotes gender equality as intrinsic to the global goal of decent work and poverty alleviation, and also as an instrument for a more inclusive globalization. This commitment is expressed in several Conventions and Resolutions that have been passed by the ILO. In this respect, and as indicated in the Prodoc (e.g. pages 12 and 19), the Mission observed that the project not only emphasized women beneficiaries in the project appraisal document, but also sought to address gender issues at a structural level with a focus on developmental frameworks and policies as well as community, work place and family levels. This was done for example by incorporating strategies and interventions focused on women such as proactive improvements on their socio-economic status compared to their male counterparts through targeted provision business loans and training in business and financial management, community –level sensitization against gender-based violence in particular against women, sensitization against

¹⁰ SMART is an acronym standing for *Specific, Measurable, Attainable, Realistic and Time-bound* with regard to achievement indicators of a project or programme.

discrimination of women at the workplace and sensitization on the right of women and men to demand safer sex and use of condoms where HIV status is not known. Some of the results included economic empowerment of women which also effected their ability to negotiate safer sex with their partners (see further results of some of these strategies and interventions in the section on “Project Progress and Effectiveness” below).

3.2.8 Sustainability, Impact and Exit Strategies

Sustainability and impact strategies of the project are hinged on a number of key interventions: (i) mainstreaming of the EE model into national and regional HIV and AIDS agendas; (ii) Capacity building/training of support structure organizations to in turn train ultimate beneficiaries; (iii) Economic empowerment by way of commercial business financing through MFIs; (iv) involvement of local institutions in project implementation especially under the auspices of the country-level implementation PACs /PAC-Loans Committee; (v) Inculcation of savings culture through social economy organizations; and (vi) Inculcation of behavioural change through sensitization on HIV infection and risky sexual practices. The Mission found this set of intervention-mix to be a sound basis for sustainability and impact of project activities.

Having a clear and well-articulated exit strategy right from the start of a project is useful towards mitigating against negative impacts of project closure on the part of partners and/or beneficiaries¹¹. However, the Mission observed that the PRODoc did not provide guidance on the matter, nor did the project prepare an exit strategy and/or plan for the project. In this regard, the Mission noted that while the project team had in the recent past planned for the development of an exit strategy plan and also a dissemination workshop, this will now depend on the availability resources.

3.2.9 Systems for Risk Analysis and Mitigation Strategies

Risk monitoring and analysis as well as identification and application of mitigation strategies are important management tools. In this regard, the Mission noted that while project risks were inadequately addressed in the PRODOC, the PMT had consistently and rigorously undertaken risk assessments and identification of mitigation measures as evidenced by the analysis contained in the Annual Project Progress Reports (APPRs), and more so following the recommendations of the mid-term evaluation of November 2013. A good example is the APPR for the period March 2014 - February 2015, where key risks were identified and strategic measures and actions undertaken to mitigate their potential effects. These included: (i) High demand for project activities and interventions against limited project resources; (ii) Misconception of CEEIF loans as ILO grant money and therefore the feeling that there was no need for collaterals and proven savings when applying for it; (iii) Lack of capacity on the part of partners to speedily facilitate the development of quality business proposals thereby hindering uptake of CEEIF; (iv) Limited capacity of the MFIs to provide non-financial services; (v) Over-emphasis on women and young men and limited focus on the spouse as the target entry point; (vi) Inadequate technical skills to manage some of the established projects – especially poultry; and (vii) The risk of the project being hijacked for political expediency owing to its popularity- especially the economic empowerment interventions. However, the PMT failed to include risks associated with possible socio-political instabilities as well as harsh economic and climatic related risks which actually affected a significant number of countries in the project area.

¹¹ An exit strategy and/or plan is a pre-planned approach to terminating a situation (in this case a project) after a predetermined objective has been achieved or closure for other reasons in a way that maximizes benefit and/or minimize damage.

3.3 PROJECT PROGRESS AND EFFECTIVENESS

3.3.1 Summary of Overall Achievements

Overall, the project performed quite well both having achieved 85% of the planned targets and in most cases surpassing the targets with very impressive margins – ranging from 7% to as high as 588%. The quality of project deliverables especially relating to capacity building being viewed by key respondents as having been generally good. The four (4) planned targets that were not achieved and rated by the Mission as “unlikely to be achieved” during the life of the project include: (i) “Percentage of beneficiaries with comprehensive knowledge of HIV and AIDS” – which the mission rated as likely to be achieved (LTBA); (ii) “Percentage of beneficiaries reducing their number of partners”; (iii) “Percentage of beneficiaries reporting improved socio-economic status”; and “Percentage of beneficiaries living above \$2 a day” – which was perhaps too ambitious. While these targets were not met, a comparison of the trained beneficiaries against the untrained beneficiaries revealed marked improvements in all these areas. The views of most key respondents and that of the Mission is that persistent harsh economic conditions which were outside the control of the project were largely responsible for the failure to attain these three planned targets. These included the weakening of currencies against the US dollar across all participating countries between 2012 and 2015 - in some cases by as much as 100%; floods in parts of Malawi and Mozambique which adversely affected economic activities in both countries; political instability in Mozambique; and drought conditions in Zambia, Zimbabwe, Tanzania and South Africa.

In addition to the remarkable achievements in terms of planned outputs, the project also made significant achievements in terms of outcomes with beneficiaries that were trained and had adopted trained business skills, and also operate under SOEs, reporting greater socio-economic improvements compared to the untrained (control group). While the specific achievements are provided later in this section and in more detail in the Outcome Survey Report of 2014, key outcomes included for example the increase in percentage of beneficiaries reporting: (i) *Improved access to credit*; (ii) *Increase in net profits*; (iii) *Improved socio-economic status*; (iv) *Increased personal savings*; (v) *Increased average spending on education, health services and nutrition*; (vi) *Increased economic advancement*; (vii) *Increased power and agency towards economic advancement*; (viii) *Rejection of any reasons for GBV*; and (ix) *Acceptance of refusal of sex with main partner/spouse in the presence of an STI without condom use*.

The sections below provide more detailed assessment of project performance and effectiveness by each of its immediate objectives, their related planned outputs, the anticipated outcomes and highlights of “what worked well and what did not work well”.

3.3.1.1 IMMEDIATE OBJECTIVE 1: “Policy Makers and Promoters Make Evidence-Based Decisions to Mainstream the Economic Empowerment Model into HIV and AIDS Regional and National Agendas”

Under this immediate objective, the aim of the project was “to mainstream the economic empowerment (EE) and gender equality (GE) as an HIV and AIDS vulnerability reduction approach into regional and national agenda”. The plan was to achieve this through providing policy makers, trade unions, employers’ organizations, civil society representatives of NGOs, cooperatives etc. with improved knowledge, requisite skills and tools towards the use of the CEEP economic empowerment (EE) model in reducing vulnerability to HIV & AIDS for young

men and women in the project areas. Towards this end, the project focused on regional and national policy level developments to lobby for the inclusion of the EE model in HIV prevention and mitigation strategies, policies, programmes and plans. As summarised below, the project performed exceptionally well having achieved all the planned targets.

3.3.1.1.1: Performance by Planned Outputs

Immediate Objective 1 (IO1) - Output 1.1 - To provide policy makers, trade unions, employers' organizations, civil society representatives (NGOs, cooperatives, etc.) with improved knowledge, skills and tools to mainstream Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach into national agendas

The main interventions under immediate objective 1 were: (i) provision of strategic information, capacity building including business support training: support to effective social dialogue, concept notes and reports preparation, policy forum participation, programme planning, monitoring and evaluation; and; (ii) stakeholder sensitization and advocacy; (iii) public-private partnership (PPP) building and/or strengthening. Generally, all interventions worked and contributed to project achievements but the analyses contained herein, should only be seen in a relative sense.

Project performance with respect to the two sub-outputs under this output were as follows¹²:

Indicator	Project Results			Participating Country Results					
	Targets	Result	Progress	Mal	Moz	SA	Tan	Zam	Zim
O 1.1.1. Number of stakeholders and partners provided with strategic information or technical assistance on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach	100,000	147,225	Target Achieved	16,460	16,000	7,818	2,357	17,000	87,590
O 1.1.2. Number of media articles, programs and interviews produced on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach	No target	59	NA	5	10	12	20	8	4

As outlined in the table above, the project managed to benefit a total of 147,225 stakeholders and/or partners - thereby surpassing the planned target (100,000) by about approximately 47.2%. Zimbabwe with approximately 87,590 people or about 59% of the total number of beneficiaries across all the 6 participating countries, recorded the best performance which, is a result of the use of innovative media used to provide strategic information to a wide range of stakeholders, for example, the use of video's developed on young women's plight in these vulnerable communities. Furthermore, the project sensitized stakeholders to the innovative approach through the use of other media. The Mission attributes the relatively good performance in the case for Tanzania to the good communication strategy and approach applied by the NPC with professional guidance by the Communication Officer in the ILO CO (Dares salaam) which entailed proactive involvement of media personnel.

¹² Note that disaggregated data in terms of females and males was not available.

IO1- Output 1.2: “Tools for implementing EE & GE as an HIV & AIDS vulnerability reduction approach”. Under this output, the project performed as follows:

Indicator	Project Results			Participating Country Results					
	Targets	Result	Progress	Mal	Moz	SA	Tan	Zam	Zim
O 1.2.1. Number of training manuals developed on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach (disaggregated by type and language)	1 in English and 3 in local languages	16	Target Achieved	4	2	5	1	2	2
O 1.2.2. Number of training manuals disseminated on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach (disaggregated by type)	No target	22,354	NA	400	400	20,000	1,000	456	98
O 1.2.3. Number of Business Support Structures or partner organizations that make use of training materials	24	90	Target Achieved	10	14	16	22	8	20

Sixteen training manuals on EE and GE in both English and Local languages were produced thereby surpassing the target of 4 by a remarkable margin of 300%. South Africa - with a total of 5 training manuals was the best performer¹³; followed by Malawi¹⁴ with 4; Mozambique¹⁵, Zimbabwe¹⁶ and Zambia¹⁷ with 2 each; and Tanzania with 1. According to virtually all respondents, the manuals were of good quality and helpful in terms of knowledge acquisition and learning. While the development of high quality training manuals is admirable, it is their dissemination and effective use by the beneficiaries¹⁸ in making business decisions that makes them truly worthwhile. To this end the project was able to distribute 22,345 manuals, with South Africa leading with a total of 20,000 manuals disseminated which was linked to intensive training efforts between 2014 and 2015.

IO1-Output 1.3: “SADC and Selected Member States Capacitated to Mainstream EE & GE as an HIV and AIDS Vulnerability Reduction Approach into Regional Agendas”

In this respect, the project performed as follows under its two (2) planned sub-outputs.

¹³ Trainers Guide on EE and HIV Vulnerability Reduction; Business idea generation session plans; Peer education participant manual; Step by step guide to starting your own viable business; and a work book for assisting emerging Entrepreneurs to generate business ideas

¹⁴ English - SIYB Training Manual for Training of Trainers; local - Kuyamba ndi kukulitsa bizinesi yanu

¹⁵ ILO Start and Improve Your Business (translated into Portuguese)

¹⁶ The national HIV& AIDS Manual; and Cooperative (MATCOM;

¹⁷ Adapted "Pick-up facilitated HIV manual" and "National HIV and AIDS training manual (MoH)"

¹⁸ Which was not possible to establish during the mission.

Indicator	Project Results		
	Targets	Result	Progress
O 1.3.1. Number and type of SADC programs, plans or policies mainstreaming Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach (disaggregated by type).	2	3	Target Achieved
O 1.3.2. SADC HIV Unit received support from the programme (disaggregated by type of support)		4	

The project managed to influence the mainstreaming of EE & GE as an HIV and AIDS vulnerability reduction approach into 3 SADC programmes and/or policies (2 in South Africa and 1 in Malawi) - thereby surpassing the planned target (2) by 50%.

3.3.1.1.2: Performance by Planned Outcomes

Outcome Indicators	Project Results			Participating Country Results					
	Targets	Result	Progress	Mal	Moz	SA	Tan	Zam	Zim
Outcome 1.1. Number of Economic Empowerment as a strategy for HIV and AIDS vulnerability reduction framework policies developed through the provision of Strategic Information or Technical Assistance by CEEP (disaggregated by level: regional, national, local)	1 regional and 3 national	25	Target Achieved	3	3	6	4	6	3
Outcome 1.2. Number of Gender Equality as a strategy for HIV and AIDS vulnerability reduction framework policies developed through the provision of Strategic Information or Technical Assistance by CEEP (disaggregated by level: regional, national)	6	19	Target Achieved	5	1	6	4	1	2
Outcome 1.3. Number of Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction programmes initiated by stakeholders and partners (disaggregated by level: (national, local) and workplace activities)									
National	6	32	Target Achieved	5	4	3	3	1	16
Local (BSS)	No target	68	NA	10	4	7	20	7	20
Workplace	36	76	Target Achieved	5	7	15	32	7	10
Outcome 1.4. Number of people reached through EE, gender, HIV and AIDS programmes initiated by stakeholders and partners (disaggregated by level)		88,004		885	1,735	14,091	50,000	17,000	4,293

In this regard, the project performed exceptionally well having influenced a total of 22 policy frameworks towards making reference to the EE development model as a key strategy for HIV and AIDS vulnerability reduction – thereby surpassing the target of four (4) policies (1 at regional level and 3 at national level) anticipated over the project period by an astounding 450% (a list of these Policy Frameworks is contained in Appendix 8).

The project also performed exceptionally well having influenced a total of 16 development frameworks towards making reference to gender equality (GE) as a complementary strategy for HIV prevention – thereby surpassing the planned target (6), one per country, by an impressive 200%. National - level development frameworks that now make reference to GE as a complementary strategy for HIV prevention (See Appendix 8)

Based on field-level observations by the Mission and views of some key respondents, the main drivers for this astounding success included: (i) Relevance of project interventions to the socio-economic development aspirations of virtually all stakeholders; and (ii) intensive and rigorous sensitization and awareness campaigns, advocacy, knowledge and information sharing efforts on the part of PMT. Although having fewer policy frameworks that refer to the EE model in relation to HIV & AIDS prevention, Malawi has had particular success with stakeholder interests in mainstreaming the model having been accepted at high-level meetings with participation of the Minister for Labour and Manpower.

It was not just the development of these frameworks that has been impressive but also the implementation and adaption of the CEEP approach, that is worth mentioning. As can be seen in the table above, 176 programmes have been implemented through national, local and business partners reaching an outstanding 88,040 people. CEEP performed exceedingly well in countries such as Tanzania and Zimbabwe due to the already established formalised national support structures for the informal economy. This ensured that the roll-out and integration of this method was easier, while countries such as South Africa and Zambia needed to begin with the formalisation of these groups before workplace programmes could be implemented.

“What worked very well and why?”

- (i) Provision of Strategic Information:** This intervention, which included provision of evidence-based information regarding HIV infection reduction strategies, and whose main results included increased stakeholder “buy-in” and support of project ideals as well as mainstreaming of the CEEP economic empowerment and gender equality development model into national and regional policy development frameworks worked quite well-according to ratings by beneficiary respondents. This was primarily because of the high relevance of project objectives and activities to the socio-economic development aspirations of not just the ultimate target beneficiaries (poor men and women in the project area – namely reduction of poverty and HIV infection), but also BSSs, governments, development partners and other stakeholders in the participating countries as well regional organizations.
- (ii) Sensitization and Advocacy:** This intervention, whose main results also included increased stakeholder “buy-in” and support of project ideals; as well as improved knowledge, skills and attitudes (KSAs) also worked quite well – also as evidenced by responses by a significant number of respondent beneficiaries. This was also principally due to the high relevance of the intervention. Project achievements listed in (i) above were also

strongly associated with this intervention.

(iii) Building and Strengthening Public-Private Partnerships: This intervention, whose main results also included increased “buy-in” of project ideals by national international development partners as well as support in terms of in-kind and financial resources also worked quite well. Again, this was primarily because of the high relevance to their core socio-economic development agenda; and also their firm conviction regarding the efficacy of the CEEP economic empowerment development model in reducing vulnerability to HIV infection. Some of the specific project achievements attributed to this intervention include:

- ✦ *Establishing partnership with approximately 40 organizations* (national and international), which to say the least, included One-UN Fund, UNFPA and UNDP in Malawi; Moza Banco, ECOSida and National Aids Council in Mozambique; SEFA, SANAC, UNISA, IOM and SABCOHA in South Africa; One UN Fund in Tanzania; USDA, AU, Southern Africa AIDS Alliance, Meanwood Corporation and GRZ in Zambia; Beit Bridge Local Council, Old Mutual, Econet Wireless, Doctors without Borders, and Nyamapanda Local Board in Zimbabwe.
- ✦ *Attraction of an estimated US\$ US\$ 5,832,364 from partners* (including additional contribution of US\$ 2,936,857 from Sida for scale up sites; and US\$ 800,000 from MFIs under the dollar-to-dollar CEEIF arrangements, which in total is about 135% of the initial Sida contribution of US\$ 4,132.503 (that was approved in February 2011)¹⁹;

That having been said, partnership building and resource mobilization were somehow negatively affected by factors outside the control of the project especially economic hardships associated with for example poor climatic conditions and political instability in some countries as mentioned earlier.

3.3.1.2: IMMEDIATE OBJECTIVE 2: “To Economically Empower Targeted Men and Women along Selected Transport Corridors by Increasing the Availability of Economic Services to Prevent and Mitigate the Impact of HIV and AIDS”

In addition to sensitization and advocacy, building and strengthening public-private partnerships as discussed above, the other main interventions under immediate objective 2 were: (i) Facilitation of self-help groups (SHG) formation and/or strengthening²⁰; (ii) Capacity building of BSSs and social organization entrepreneurs (SOEs); (iii) Mentorship (business and technical skills and aftercare); and (iv) Facilitation of access to business finance.

3.3.1.1.1: Performance by Planned Outputs

IO2: Output 2.1 - “Targeted Support Structures better Equipped to Provide Business Skills, BDS - including Group Formation, Finance and Market Access to Social Economy Organizations (SOEs) including cooperatives, associations and other SMEs”.

Towards this end, the project has been providing technical assistance (TA) and capacity building not just to beneficiaries but also to BSSs - with the types of skills and processes support provided ranging from building their internal management processes, to helping them in formalizing the

¹⁹ Additional resources are also expected in terms of the remaining MFI contribution under the CEEIF dollar-to-dollar arrangements as well as growth in the fund through interest paid on loans.

²⁰ SHG include PLHIV support groups, and strengthening social protection floors;

support that they provide to the beneficiaries.

Indicator	Project Results			Participating Country Results					
	Targets	Result	Progress	Mal	Moz	SA	Tan	Zam	Zim
O 2.1. Number of Business Support Structures provide with strategic information or technical assistance on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach	42	88	Target Achieved	10	14	16	20	8	20
O 2.3. Number of BSS trainers trained on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach (disaggregated by gender)	180	249	Target Achieved	118	33	34	30	2	32
O 2.4. Number of beneficiaries trained on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach (disaggregated by gender, training type, sector and employer and employees)									
males		2,162		262	401	488	381	294	336
females		9,093		1,023	1,334	1,756	1,976	1,398	1,606
Total	7,500	11,255	Target Achieved	1,285	1,735	2,244	2,357	1,692	1,942
O 2.5. Number of beneficiaries referred to HIV and social related services (disaggregated by type: VCT, MMC, PMTCT, STI, TB, SRH, Maternal Health and treatment)	7,500	9,289	Target Achieved	401	1,200	893	1,363	5,432	798

The project performed fairly well with the indicators under this output. In all 88 support structures were supported by the project, with 249 trainers and 11,255 ultimate beneficiaries, of these 81% of these are women. Altogether the project's set targets were comfortably exceeded under this output, with high performance recorded in Tanzania, South Africa and Zimbabwe. Some of the factors that drove this good performance was linked to the high relevance of the project and the established or formalized support structures, with the exception of South Africa. Furthermore, the project exceeded in the number of referrals made to health and social services.

IO2: Output 2.2 - "Business Opportunities Identified and/or Consolidated for Targeted Vulnerable Populations through the Innovation Fund"

The sections below provides a brief assessment of project performance in relation to Innovation Fund outputs.

Indicator	Project Results			Participating Country Results					
	Targets	Result	Progress	Mal	Moz	SA	Tan	Zam	Zim
Number of proposals submitted		1,085		898	80	600	102	68	190
Number of Proposals approved		582			58	366	8	67	41
Percentage of Proposals approved	25%	57%	Target Achieved		75%	63%	8%	98%	19%
Total Funds Dispersed (\$)		1,002,452			180,000	353,000	132,577 ²¹	180,550	156,307
Growth of Fund (\$)		96,609			12	73,000		23,597	
CEEIF balance (\$)		455,140			0	4,000	122	190,578	153,017

The workings of the Innovation Fund was directly linked to the capacity of the loans committee and the MFI administering the fund. While there was no set target, a total of 1,085 proposals were submitted. Mozambique had the highest number of submissions and the highest number of proposals approved. The main factors that contributed to the high level of proposal acceptance in Mozambique included: (i) the fact that the project encouraged individual-based proposals which were preferred by target beneficiaries as opposed to group proposals; and (ii) the individual amounts applied for were relatively small (capped at US\$ 700 compared to over US\$ 2,000 in other participating countries) – giving room for acceptance of more proposals.

The project has so far disbursed a total US\$ 1,002,452 with beneficiaries in Mozambique receiving the lion share amounting to US\$ 353,000 or about 35%; followed by Tanzania and Malawi with US\$ 180,550 and US\$ 180,000 respectively or about 18% each. To date, the undisbursed CEEIF resources are estimated at US\$ 455,140.

Under the revolving fund arrangements, the fund has grown by US\$ 96,609 - with Mozambique accounting for US\$ 73,000 or about 76% of the total growth; followed by Tanzania with US\$ 23,597 or about 24%. Growth in the rest of the countries was adversely affected by the late commencement of disbursements of funds due to the failure by some of the prospective MFIs to fulfill terms and conditions of CEEIF, and/or low repayment rate as result of initial misconception that the funds were grants and not loans.

3.3.1.1.2: Performance by Planned Outcomes

The sections below provides a brief assessment of project performance in terms of changes in other areas as reported in the detailed Annual Project Progress Review which draw heavily on the detailed results of the Outcome Survey of 2014. This analysis of outcomes, compares the results against project targets as well as against an untrained control group (those entering the project for the first time) compared to those who have received the trainings and are able to adopt some of the key skills taught here.

²¹ Estimated by the Mission as the project M&E data had indicated only US\$ 18 as the dispersed amount – which is very unlikely.

Indicator	Project Results 2014					
	Untrained	Targets	Male	Female	Result	Progress
Outcome 2.1. Percentage of Beneficiaries Reporting Economic Activities	43%	70%	95%	96%	96%	Target and untrained average exceeded
Outcome 2.2. Percentage of Beneficiaries Accessing Credit	13%	14%	41%	35%	37%	Target and untrained average exceeded
Outcome 2.3. Percentage of Beneficiaries Reporting Increase in Net Profits	5%	20%	11%	25%	20%	Target and untrained average exceeded
Outcome 2.4. Average monthly income recorded	\$91	NA	\$162	\$105	\$122	untrained average exceeded
Outcome 2.5. Percentage of Beneficiaries Reporting Improved Socio-Economic Status	17%	50%	13%	14%	14%	28%
Outcome 2.6. Percentage of Beneficiaries Living on or Above 2 US\$ per Day	30%	49%	37%	35%	36%	73% and untrained average exceeded
Outcome 2.7. Percentage of Beneficiaries Reporting Personal Savings	50%	50%	72%	77%	76%	Target and untrained average exceeded
Outcome 2.8. Average Spending on Nutrition	\$16	No target	\$27	\$23	\$24	untrained average exceeded
Outcome 2.9. Average Spending on Education,	\$44	No target	\$51	\$51	\$51	untrained average exceeded
Outcome 2.10. Average Spending on Health Services	\$54	No target	\$75	\$65	\$68	untrained average exceeded
Outcome 2.11. Number of Jobs Created and Supported by the Project	NA	No Target	3,044	12,797	15,858	
Outcome 2.12. “Percentage of Female Beneficiaries Reporting Economic Advancement”	2%	No target	-	4%		untrained average exceeded
Outcome 2.13. “Percentage of Female beneficiaries Reporting Power and Agency towards Economic Advancement	6%	No target	-	10%		untrained average exceeded
Outcome 2.14. Percentage of Female beneficiaries reporting engagement in all household decisions	19%	No target	-	21%		untrained average exceeded
Outcome 2.15. “Percentage of beneficiaries reporting rejection of any reasons for GBV	67%	No Target	-	69%		untrained average exceeded
Outcome 2.16. “Percentage of beneficiaries reporting acceptance of refusal of sex with main partner/spouse in the presence of an STI without condom use”.	47%	No target	-	48%		untrained average exceeded

The data and information collected indicates that the project did very well with the outcomes recorded for the economic indicators. The target and average baseline or untrained results were exceeded in four cases (26%) and the untrained average results were exceeded in nine cases (61%), which cumulatively suggests that the project performed well on 87% of the indicators. A few highlights include:

- Based on rather simple weighting techniques and extrapolation, the 2014 Outcome Survey Report estimated that some **15,858** jobs had been created by the project across the project area - with women accounting for approximately 69%.
- High levels of economic engagement (96%) and accesses to credit (37%). The main sources of credit included CEEIF (12%); SACCOs (8%); Micro-financial Institutions-MFIs (8%); Commercial banks (6%) and others (6%).
- 20% reporting and increase in net profit and significant increase in personal income (from US\$91 - US\$122)
- The effects of these improvements are seen in spending on health, education and nutrition

A **gendered analysis** of these results shows that these above-mentioned results were evident within the women who were part of the project.

- The levels of economic engagement was 96% and 35% had accessed some form of credit. This later average is slightly below their male counterparts, at this point. Overall, about 16% of women beneficiaries accessed credit from CEEIF; 8% from SACCOs; 7% from MFIs, 5% from commercial banks and 7% from other sources.
- 25% reported an increase in net profits and an average monthly income of (US\$105)
- Another knock on effect on these improvements is seen in spending on education(US\$51), health (US\$65) and nutrition (US\$23)
- Furthermore, there were positive effects observed for economic advancement and power and agency.
- Job creation certainly favoured the women with over 12,797 women being employed through enterprises supported by the project.

While the target was to have 50% of beneficiaries reporting improvements in their socio-economic status as a result of project interventions, the 2014 Outcome Survey estimated that only 14% of beneficiaries reported improved economic status – which means an underperformance in relation to the target (50%) by about 74%. Malawi, had the highest number of beneficiaries reporting improvements in socio-economic welfare (40%); followed by Zambia with 18%; Mozambique with 16%; Tanzania with 11%; and South Africa with 7%. While the Outcome Survey attributed the differences in results to the variation in start-up dates for the CEEIF component of the project across the participating countries, it may also be attributed to differences national socio-economic dynamics outside the scope of project interventions.

In this regard, the 2014 Outcome Survey revealed two main outcomes. Firstly, that there was a significant positive relationship between the level of income spending on these livelihood needs and the level of business skills adoption after project training – which itself is also positively related with the level of income earning and culture of savings. Secondly, that for all groups (non-business skills adopters, low and high business skills adopters) more spending went to nutrition followed by health and education in that order.

These results were nicely summarized by these beneficiaries:

"I am very thankful that I was one of the beneficiaries of the CEEP loan. The loan helped me to boost my restaurant business, as I had used the money to pay my business rentals in advance, and this helped me to make some good profits, and as of now my business is growing, and I am seeing some good changes in the way the business is running". **Female Beneficiary (Mchinji-Malawi).**

"What can I say other than thank the ILO for coming to our rescue. Through the project, we learned many good things that I did not know including how to prepare business plans, business and financial management. Training in "costing" was such particularly useful to me. I used to travel to South Africa to get clothes and shoes to sell in Mozambique and never included the cost of travel and accommodation in my business costing. With the loan of 100,000 Meticais I got through Mukhero, I have been able to open a new timber yard and my live has really improved. It is complementing my income from the clothes and shoes business. I have also been able to build a nice permanent house and I am not having a problem with taking my children to a good school". **Female Beneficiary (Maputo -Mozambique)**

"As a young lady, I was invited to join the SACCO where we save our money. After saving our money, we lend each other as loan facilities business or other purposes. I started my small street business of selling airtime and snacks. I am now able to look after myself. I was trained on record keeping and I am now able to keep my records. I have realized that these business are important, not just because they keep me occupied all the time, but also because I am making money. I am looking forward to embarking on bigger business as well as employing other young who are spending time loitering in the streets". **Female Beneficiary (Juru Growth Point-Zimbabwe)**

"What worked well and why?"

- (i) **Capacity Building of BSSs and SOEs:** The main results of this intervention included but not limited to improved business management skills and financial literacy skills, business plan development, enterprise development and job creation. The intervention worked well primarily because of relevance, interest and high demand for training. In this respect, a significant number of respondents indicated that the quality training they received was good and helpful in conducting their businesses.
- (ii) **Facilitation of Access to Business Finance:** The main results of this intervention included access to business loans, BDS, enterprise development and job creation. With the exception of South Africa and Tanzania where MFI applicants for the innovation funds failed to meet the terms and conditions of CEEIF, the intervention generally worked well from the point of view of the amount of business funds dispersed amounting to US\$ 1,002,452 – albeit the exact number of beneficiaries is unknown as such data was not provided. This was primarily because of poverty and economic vulnerability of target beneficiaries; MFIs and other financial institutions e.g. Moza Banco, and SEFA seeing business opportunities among vulnerable groups or what has in the past wrongly been referred to as the "unbankable" informal sector actors; interest of BSS in supporting their members for increased membership; attractiveness of the innovation grant funds as compared to other funding sources, among other things.

That having been said, sustainability of the intervention is threatened by a number of factors:

- ✚ *Occasional harsh economic environment* occasioned by factors such as floods and drought especially in the case of agribusiness-oriented enterprises, currency depreciation e.g. in Zambia where the Kwacha has depreciated against the US\$ by as much as 100% since 2013, and also socio-political factors e.g. in Mozambique and Zimbabwe.
- ✚ *Loan recovery problems*, albeit in only a few instances resulting in the MFI withholding disbursements (e.g. in Mozambique where due to the failure of just 4 in a group of 10 resulted in the withholding of disbursements);

- ✚ *High interest rates* – albeit in a few countries such as Mozambique where the interest charged by the partner MFI (Zandamela) is as high as 42% per annum compared to an interest of 21% per annum being charged by Moza Banco.
- ✚ *Default on agreement* – on the part of SCCULT in Tanzania;
- ✚ *Default on agreement* - by the National Industrial Chamber (NIC) in South Africa

(iii) Facilitation of SHG Formation and Strengthening: The main results of this intervention included group formation and general social capital development; sensitization and awareness creation, capacity building, enterprise development and job creation. The intervention worked well with the exception of South Africa where social capital (e.g. BSSs and SHGs) is not well developed and where individualistic attitudes are rife. Notwithstanding this challenge, and as mentioned earlier, the project still managed to assess, select and build the capacity of 89 support structures – who in turn have continued to support and build the capacity of their members.

“What did not work so well and why?”

(i) Mentorship: The main results of this intervention included but not limited to improved technical skills and business management skills, financial literacy and job creation. Although not so well, the intervention worked well primarily because of relevance, interest and high demand to start and operate sustainable enterprises. While the project included some mentorship initiatives through BSS capacity building, TOTs and other successful enterprises within their respective localities, economic environment in most countries was not conducive. That having been said, it could have been more effective had experiential learning; stronger market intelligence and market access components been included.

As indicated in the following sections, the project has also made very good progress in this regard. This is particularly with respect to capacity building of support business structures resulting in increased business skills, economic activities, access to credit, improved business profits and socio-economic status, increased savings, increased spending on health, nutrition and education, and jobs created.

3.3.1.3: IMMEDIATE OBJECTIVE 3: “To Reduce HIV Vulnerability by Increasing Access to Effective HIV and AIDS Prevention and Impact Mitigation and Social Services provided by Targeted Operators (members’ organizations such as cooperatives, informal associations, MSMEs) along Selected Transport Corridors”.

The objective focuses on the economic empowerment of BSSs by way of capacitating them to provide HIV training and support to their members, and also to the ultimate beneficiaries. The main anticipated outcomes were increased access to HIV prevention services, change in knowledge, attitudes and skills. The following sections analyse project performance with respect to its two (2) main indicators of achievement under this immediate objective – namely: (i) Percentage of beneficiaries with comprehensive knowledge of HIV & AIDS; and (ii) Percentage of beneficiaries reporting use of HIV & AIDS risk reduction strategies- with five (5) other sub-indicators of achievement

In addition to interventions relating sensitization and awareness creation, facilitation and strengthening of SHG (including PLHIV support groups, strengthening social protection floors), capacity building of BSS and SOEs – which have been already been discussed above, this

immediate objective also included facilitation of access to health and social services for BSSs and SOEs; and promoting development of HIV & AIDS workplace frameworks.

3.3.1.3.1: Performance by Planned Outcomes

The results from the 2014 outcome survey indicate the following results. This analysis of outcomes, compares the results against project targets as well as against an untrained control group (those entering the project for the first time) compared to those who have received the trainings and are able to adopt some of the key skills taught here.

Indicator	Project Results 2014					
	Untrained	Targets	Male	Female	Result	Progress
Outcome 3.1. “Percentage of Beneficiaries with Comprehensive Knowledge of HIV and AIDS”	46%	70%	45%	51%	49%	Untrained average exceeded
Outcome 3.2. “Percentage of Beneficiaries Reporting Use of HIV & AIDS Risk Reduction Strategies”	37%	>9%	53%	45%	48%	Target and untrained average exceeded
Outcome 3.3. Reduction in Transactional Sex”	32%	40%	57%	60%	59%	Target and untrained average exceeded
Outcome 3.4. “Reduction in Number of Partners” (% reporting reduced number of partners)	5%	25%	7%	5%	7%	Untrained average exceeded
Outcome 3.5. “Condom use at last sex” (% reporting use of condom)	43%	35%	47%	48%	48%	Target and untrained average exceeded
Outcome 3.6. “Access to HIV & AIDS Services”	72%	70%	87%	81%	84%	Target and untrained average exceeded

The project performed very well on these HIV and AIDS related indicators with 5 of the 6 indicator targets and average untrained results having been exceeded by the trained beneficiaries (83%). In this regard, a few highlights include:

- A key indicator in this regard was the adoption of HIV and AIDS vulnerability reduction strategies within the past six months and the beneficiaries both exceeded the project target, based on national averages, and the untrained group.
- Accessing health and social services was also higher among the trained beneficiaries, with 84% accessing these services in the last six months.
- Condom use was generally positive with 48% making use of condoms at the last sex which both exceeded the target and the average untrained group, over the same period.
- While women outperformed men with regards to the levels of comprehensive knowledge, reduction of transactional sex, and condom use at last sex, it appears that more men were able to adopt vulnerability reduction strategies.

A few qualitative quotes help to reiterate these positive results, for example:

“The ILO Corridor Economic Empowerment Project (CEEP) has been an extremely useful project for me and my colleagues. Up

*until its commencement here in our place, we were languishing in poverty due to lack of business skills and capital to start our own business. As a result, some girls here were engaging in commercial sex work just to survive. We have seen many HIV & AIDs related initiatives here before but all they do is tell us how to prevent ourselves from contracting the disease without reasoning why some people engage in risky sexual practices. It's just poverty. We like the ILO project because of its unique linkage between HIV infection and poverty. I wonder why others never saw this. CEEP is making a big difference to our lives. Business skills training has opened our eyes and we are now better equipped to run businesses. The training has helped us about how to prepare a business proposal, run business professionally and save. Now we are able to help others. We have learned on how to hedge ourselves from HIV infection e.g. by using condoms and being faithful to our partners. We also learned how not to discriminate those who are infected or affected either at home or at the work place. We sincerely thank ILO for their support. We are just hoping that we are going to get refresher training courses especially business and financial management as well as marketing skills". **Female Beneficiary (Cullinan - South Africa)***

*"The gospel of HIV and AIDS is preached everywhere. What is causing young people to engage in risky sexual behaviour? It is idleness and poverty. We want to thank the ILO and the Ministry of Small and Medium Enterprises for rescuing us from perishing in disease and poverty. They rescued us by training us on business and financial management. As young people we are now engaged in productive and self-sustaining business activities rather than in wasting our time in prostitution and drug abuse like what most of the young people are doing. **Female Beneficiary (Juru Growth Point-Zimbabwe)***

“What worked well and why?”

(i) Facilitation of Access to Health and Social Services: The main results of this intervention included improved knowledge, skills and attitudes towards health services; and increased uptake of health and social services. According to key respondents, the intervention worked well in terms of quality of services besides having benefited an estimated 9,289 people compared to a target of 7,500. This good performance was primarily associated with its relevance to the socio-economic development aspirations of target beneficiaries; and the high rate of HIV infection and the suffering it was inflicting on some of the infected and/or affected community members; the use of BSSs as the referencing agency for health and social services on behalf of the members.

“What worked but not so well and why?”

(ii) Promoting Development of HIV and AIDS Workplace Frameworks: The main results of this intervention included improved knowledge, skills and attitudes towards supporting HIV and AIDS and workplace policies and programmes. Although the intervention led to the promotion and development of HIV & AIDS workplace frameworks among an estimated 88 business support structures, the prevailing harsh economic conditions diverted the attention of SOEs to business survival first – thereby rendering the project to perform below the anticipated level.

3.3.2 Gender Strategy and Project Results Analysis

While the project observed a number important gender-related issues it also committed itself to a number strategic actions. Key observations as reflected in the PRODOC (page 19) include: (i) That “*gender inequality and HIV and AIDS are interconnected phenomena and that the workplace is an important entry point to address both and to better respond to the underlying HIV and AIDS vulnerabilities and needs of women and men and of girl and boy labourers*”; (ii) That “*more women are infected by HIV than men not only because of biological reasons, but also significantly because of their social status, economic dependency on men as well as socio-cultural and sexual norms*”; (iii) That “*even where are well informed about HIV protection measures, they are often not in a position to assert preventive approaches in sexual relationships, such as condom usage*”; (iv) That “*socio-economic inequalities make it more difficult for women and girls to take preventive measures and make the impact of HIV and AIDS weigh harder on them*”.

In recognition of these factors, and a part of its strategy of addressing them, the project committed itself to the following strategic actions as reflected on page 19 of the PRODOC: (i) That “a gender mainstreaming approach using sex-disaggregated data would be integrated into all stages of the programme cycle, from design and implementation through to monitoring and evaluation”; (ii) That “as operating principle, gender equality would be at the heart of planning and implementation of the programme” (iii) That “a gender analysis addressing specific needs, constraints and opportunities for women and men would be undertaken to inform the implementation of the programme as well as identify the capacities of the proposed partner organizations to promote gender equality in the specific context of HIV;” (iv) That “the programme would address gender inequalities not only through awareness raising, but also through initiatives aimed at empowering women to reduce their socio-economic vulnerabilities and would also ensure that the views and perspectives of men [are considered] in this context as well”; and, (v) That “the project would also address the need for working with men as partners in understanding [and addressing] gender imbalances and promoting strategies so as to adequately address gender related inequalities” – which implies working with both women and men [couple] or as the entry point rather than individual women and girls without the involvement of their male counterparts.

While the Mission considers the above-listed actions as having been sound and strategic means towards addressing gender inequality and in turn as towards reducing vulnerability to HIV infection among women and men in the project areas, the effectiveness of the project’s gender strategy was diluted by the failure to: (i) undertake the proposed gender analysis study which would have informed the implementation of the programme; (ii) work with both women and men (couples) to address gender imbalances as well as the concomitant high vulnerability to HIV and AIDS especially for female counterparts – as committed to in the PRODOC and also as had been recommended in the Mid-Term Review of November 2013. Instead, the project focused on women and girls as individuals leaving out their male spouses – thereby reducing effectiveness of interventions.

This notwithstanding the project significantly ensured that issues of gender equality were addressed at both a structural and interpersonal level. This is evident with the number of policies and frameworks which, through support from the project, adopted gender equality as a complementary approach to HIV and AIDS risk reduction. The project’s gender strategy also took into account the different situations and needs men and women face at the household, workplace and community level. For example from an assessment of the results at an interpersonal level, it is evident that the beneficiaries were able to effect changes within their personal relationships with improvements in power and agency, economic empowerment variables among other things. The following verbal statements with respect to various project interventions help in amplifying these observations:

Economic empowerment of women and reduction GBV - where a female beneficiary of the project from Zambia stated as follows:

“I am married with 2 children. Before training by the ILO I had a lot of problems with my marriage – with my husband beating me most times when I asked for money to buy food and other house items. When I heard of ILO training I immediately joined the training sessions. They trained me in many new and very useful things. These included how to prepare a business plan, business and financial management, books and record keeping, registration of business, tax returns etc. I also learned on how to prevent HIV infection and how treat those infected or affected. After training and receiving a loan, I started a “Kitenge clothes” making

business. From the money I make, I am now able to buy food and clothes for my children. I am complementing the little income my husband is making from casual work. We recently bought a plot for 15,000 Kwacha and have in fact started building. The most interesting thing is that violence at home has decreased significantly. For all this, I thank Community for Human Development –CHD (a BSS) and the ILO”. **Female Beneficiary (Lusaka - Zambia).**

Power and agency towards economic advancement and equal involvement in household decision making - where a female beneficiary from Malawi stated as follows:

“Following project sensitization on gender equality, my husband who on several occasion accompanied me in such session, and I now engage in household making decisions on equal basis. I find this an exciting paradigm shift from previous situations where he would only make commands on what would be done in the household. This new situation has helped me negotiate for more money on health and educational needs for our children” **(Female beneficiary from Malawi)**

Power to refuse unsafe sex - where a sex-worker in Zimbabwe stated as follows:

“I am a single mother of 2 children. Before I was sensitized on my sexual rights by the project, I would naively agree to sex even where my male partner would approach me for sex without the use of condoms. I did this because he would offer more money for unprotected sex. Although I have not started a business to empower myself economically, I now insist on use of condom even though he pays less. It is safer that way for myself if I will live long enough to see my children grow to adulthood.” **(Female beneficiary from Harare - Zimbabwe)**

Access to credit – where a female beneficiary from Mozambique stated as follows:

“Our societal norms are that women have traditionally not been allowed by their husbands to take commercial loans without their explicit approval and involvement. When I got my first project loan, my husband had insisted on taking a smaller loan than I wanted. Following my consistent and timely repayment using earnings from my timber business, my husband, whom I have also involved in the business has now given me the freedom to go for a bigger loan. I am happy about this turn of events. This is not something I expected to happen without project support”. I now intend to borrow more money to bring in second hand clothes from South Africa so that I can leave him to manage the timber business. **(Female beneficiary from Maputo -Mozambique)**

3.3.3 Factors that Influenced Project Performance

IN	Table 9: Factors Influencing Project Performance	
	POSITIVE	NEGATIVE

The main factors that influenced project performance included the following:

	<ol style="list-style-type: none"> 1. Solid foundation: Having been a “build-on” initiative to the previous “ ILO/Sida HIV and AIDS Prevention and Impact Mitigation in the Transport Sector” project, CEEP was founded on a fairly solid base of knowledge and lessons learned; 2. Presence of country level PACs which provided guidance on project activities and which also promoted “ownership” and support towards sustainability; 3. The CTA and three (3) of the NPCs were involved in the aforementioned predecessor project which gave smooth and faster uptake of project implementation; 4. Adequate technical capacity of Project Management Team (PMT), high team work spirit and strong commitment to project objective and activities; 5. Availability of adequate budget and timely disbursement of project funds broadly in accordance with work plans; 6. Adoption of an “open-door policy” on the part of the PMT allowing for easy access by stakeholders, close and continuous consultations; 7. Presence of ILO offices in participating countries with the exception of Malawi (allowing for faster flow of funds); 8. The M&E System that was developed helped in tracking project performance and guided the strategic direction of the project; 9. Focus on both spouses (young men and women) as the target entry point instead of the more limited focus on women 	<ol style="list-style-type: none"> 1. Lack of ground-level administrative support capacity for NPCs –resulting in the officers having to deal with the whole range of administrative matters at the expense of technical matters; 2. The lacuna of nearly 6 months without an M&E Officer from around March 2013 when the first officer unexpectedly left the project, until August 2013 when the new M&E Officer was recruited. 3. Loss of valuable time for implementation of the CEEIF component in the early stages of the project due to non-compliance of MFIs and the inadequacy of the legal framework within which they operated. 4. Foreign exchange loss amounting to about US\$ 66,188 occasioned by the weakening of SEK against the US dollar consequently reducing the budget from the original US\$ 7,816,790 to US\$ 7,750,602 forcing PMT to cut-back on some planned activities;
EXTERNAL	<ol style="list-style-type: none"> 1. Rapid and broad-based “buy-in” and support of the project primarily due to relevance of its objectives and activities to virtually all stakeholders; as well as their consistent involvement in project activities; 2. Effective and timely administrative and technical backstopping support by relevant ILO units-namely DWT (Pretoria) and ILO AIDS (Geneva); 3. Additional funding by Sida-which enabled expansion of project sites and target beneficiaries; and by UNFPA in support of gender mainstreaming in Malawi; and contribution by other local stakeholders in PPP initiatives 4. Willingness of prospective CEEIF beneficiaries to contribute funds even before receiving project matching grants in some countries; 5. The formalization of the support structures played a key role in project delivery; 	<ol style="list-style-type: none"> 1. Initial lack of appropriate cooperatives and/or association apex organizations in some countries-e.g. in South Africa leading to the delay in initiating CEEIF under the EE component of the project. 2. Drought conditions in some of the beneficiary countries e.g. Zambia and Zimbabwe which adversely affected performance and in some cases loss of business (chicks in particular); 3. The uncertain political and economic/business environment posed a threat to the implementation of the project activities in Zimbabwe and Mozambique; 4. Weak institutional capacity for coordination of informal sector activities at the provincial level in Malawi and South Africa 5. Economic hardships faced in Malawi and Zimbabwe which led the cost of most services to increase beyond what was expected;

3.3.4 Un-intended Results of the Project

Project interventions resulted in a number of unintended or unforeseen results, some of which were somewhat positive, while others were somewhat negative:

- (i) High political pressure on the PMT to expand its activities beyond the initially designated areas-which was also essentially a reflection of perceived relevance of its objectives and activities and its unique and effective approach to towards addressing HIV and poverty-related issues;
- (ii) Misconception by some ultimate beneficiaries that CEEIF loans were grants from the ILO that neither needed collateral from borrowers and proof of own-savings, nor the need to be repaid-though this has largely been overcome through increased sensitization and awareness campaigns by the project team;
- (iii) Significant non-repayment of CEEIF loans in some participating countries (e.g. South Africa) in part due to a number of factors including the aforementioned misconception and lack of effective and complementary non-financial services support from some of the selected MFIs.
- (iv) Triggering of expectations beyond the capability of project resources especially in terms of the demand for training and business funding;
- (v) The project resulted in unintended but positive spin-offs, namely- peer education for sex workers, setting up of adult literacy classes, or even supporting nursery schools.

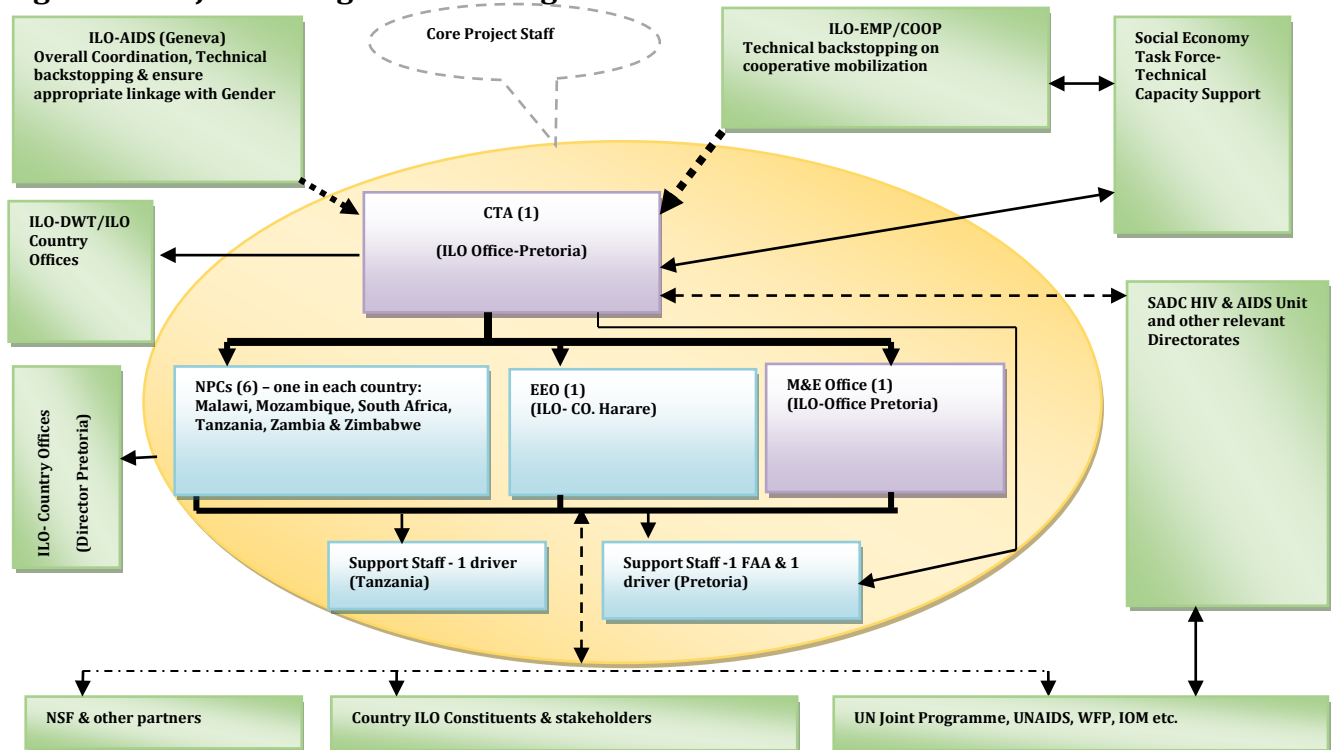
3.4 EFFECTIVENESS OF PROJECT MANAGEMENT ARRANGEMENTS

3.4.1 Overall Governance and Management Framework

The day to day management of the project is under the responsibility of a core team of twelve (12) ILO staff comprising nine (9) technical experts and three (3) members of support of staff. This core Project Management Team works and collaborated closely with other stakeholders – primarily through national level PACs - which are essentially a tripartite plus committees comprising strategic stakeholders drawn from among others relevant government agencies and ILO social partners as well as development partners and NGOs.

The CTA, who is located in the ILO Office (Pretoria), and to whom all other project staff report to, has the overall responsibility of the day to day activities of the project – with overall administrative backstopping by the Director-ILO Pretoria Office; and technical backstopping by the ILO AIDS in Geneva with respect to HIV & AIDS matters and ILO/EMP COOP with respect to cooperative mobilization matters. The six (6) NPCs - one in each participating country are responsible for the country-level implementation of the project. The EEO who is based in ILO Office (Harare) supports the NPCs across all participating countries primarily with respect to the development and implementation of the economic empowerment aspects of the project under auspices of CEEIF component – which is also briefly discussed below. The M&E is primarily responsible for supporting the other team members in monitoring and evaluation related activities of the project across all beneficiary countries. Support staff comprises one (1) full-time FAA located in the ILO Office (Pretoria) and two (2) drivers-one in Pretoria (South Africa) and one in Dar es Salaam (Tanzania). **Figure 3** below depicts the overall management arrangements of the project.

Figure 3: Project Management Arrangement



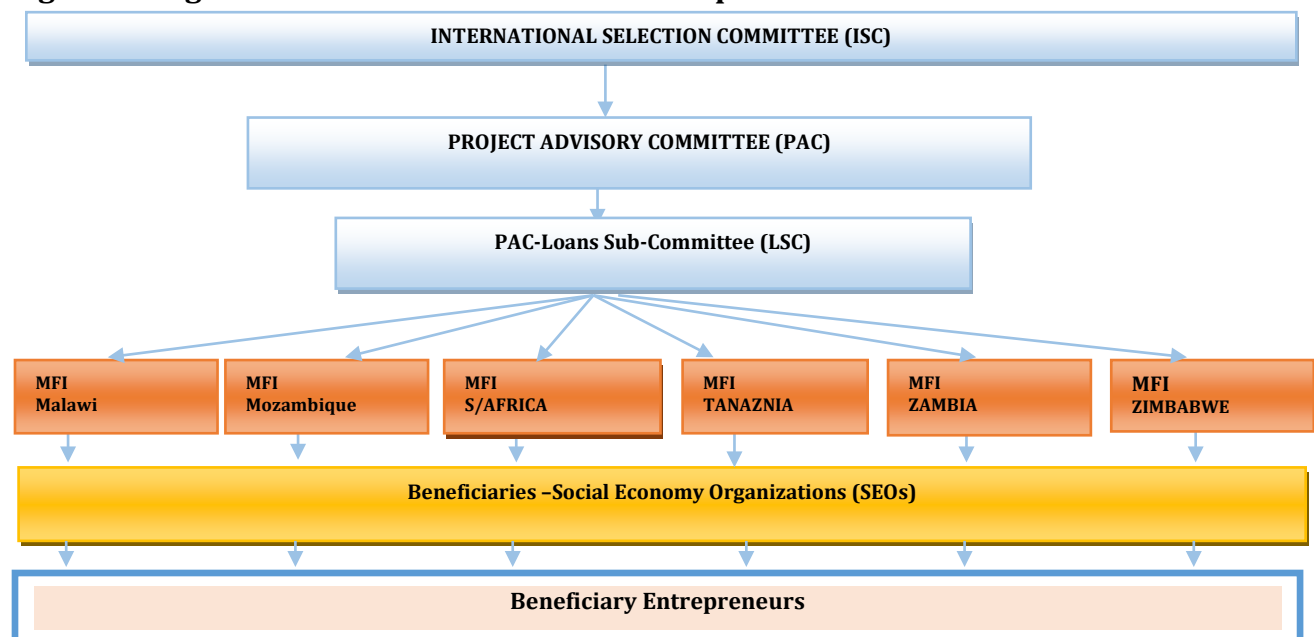
The following is a summary of findings regarding management arrangement:

- ✦ **Effectiveness:** The Mission, members of PMT and virtually all other respondents met during field interviews considered the above depicted governance management structure to have been quite good and effective in delivering towards project aspirations.
- ✦ **Technical, administrative and political support:** Technical backstopping by DWT (Pretoria), the ILO/AIDS Unit and ILO/EMP-COOP in Geneva; administrative support by ILO Country Offices and specialists in the field (Pretoria Office and Regional Office for Africa-ROAF in Addis Ababa); and political support at the both the region and national levels were also described by project staff as having been excellent. In this respect, project team members and virtually all other respondents met during field interviews considered the involvement of stakeholders – particularly through PACs and PAC-Loan Sub-Committees to have been an innovative and useful approach to project management and implementation, as well as sustainability of activities beyond the life of the project.
- ✦ **Clarity of roles and responsibilities:** In general, the mission noted that all parties involved in the project-right from the grass roots to the national level, were reasonably clear about the objectives of the project and also about their respective roles and responsibilities as evidenced from the interviews? .
- ✦ **Collaboration with other relevant ILO and non-ILO initiatives:** In the case of other ILO-managed initiatives the project maintained good collaboration with for example the NORAD-funded WEDGE and SCORE project; the Danish-funded Skills and YEF projects; the Finish-funded WEDEE project among others. As indicated earlier in this report, the project also collaborated with a wide range of agencies and/or initiatives which in addition to MFI partners under the CEEIF component and relevant Governments agencies in participating countries

3.4.2 Structure and Modus-Operandi of CEEIF

The CEEIF component of the project is an innovative feature which seeks to stimulate entrepreneurship development as a complementary strategy to the other project interventions including sensitization on HIV & AIDS; mainstreaming the economic empowerment model into national and regional policies, strategies and plans; and capacity building of target beneficiaries among other interventions. Its structure and modus-operandi is as depicted in figure 4 below:

Figure 4: Organizational Structure and Modus-Operandi of CEEIF



The roles of the various actors are as follows:

- ✚ *ISC*: This is an independent committee that includes specialists whose roles are to appraise all loan applications forwarded by prospective SOEs on behalf of their members through the PAC-loans Sub-Committee and the PAC and make final approval;
- ✚ *PAC*: This a stakeholders' committee whose functions are to oversee overall implementation of CEEIF and CEEP as whole including appraisal of proposals (using appraisal guidelines, field reports) received from prospective SOEs organizations on behalf of their members through the PAC-loans Sub-Committee and submission of approved applications to the ISC;
- ✚ *PAC-Sub-Committee*: This is a sub-committee of the PAC comprising stakeholder representatives including the MFI and whose functions are to receive applications from prospective SOEs on behalf of their members, conduct desk appraisal and also carry out field assessment in collaboration with the loan assessment team/trainers, and forward successful applications to the PAC for onward transmission to the ISC for final appraisal and approval;
- ✚ *SEOs*: These are social economy organizations (e.g. saving and credit cooperative societies, informal sector organizations, self-help groups) participating in the project, and whose functions are to receive, consolidate loan applications from their members and forward the same to the PAC-Loans Sub-Committee for appraisal and on-ward transmission to the ISC through the PAC;
- ✚ *Beneficiary Entrepreneurs*: These are business women and men participating in the project and whose functions are to start business ideas, make business proposals (after undergoing project training) and undertake business to improve their economic status-thereby hedging themselves against vulnerability to HIV infection through overcoming the temptation to take risky sexual practices as a means of livelihood).

The Mission observed the following innovative elements and/or interventions of the Fund towards, contribution to project performance:

- ✚ *Using the matching grant or the dollar-to-dollar approach* - whereby the MFIs were required to match the project's one-off grant amounting to US\$140,000 in each of the participating countries resonated well with the ILO strategy of promoting public-private sector involvement and enabled the project to double its initial CEEIF budget (US\$ 840,000) and subsequent growth of the fund by an additional US\$ 96,609 as of October 2015 through interests earned;
- ✚ *Use of interest-bearing loans approach* - which ensured commercial-orientation of SOE funding thereby enhancing prospects for sustainability;
- ✚ *Opening of joint bank accounts* - whereby joint bank accounts and joint signing agreements between the PAC-Loans Sub-Committee and the MFIs which provided an effective risk mitigation strategy;
- ✚ *Capacity building* - whereby the MFIs and Loans Committee members were trained in appraising project proposals resulting in reduced time-lag between project proposals assessment and disbursements: .
- ✚ *Mentorship* - whereby MFIs and other project-trained business people in the communities have become project mentors, thereby "hand-holding" new entrepreneurs in the process of starting and improving their businesses – although a much stronger mentorship programme was needed;
- ✚ *Adaptation of ILO training materials* - whereby the project adapted the ILO SIYB Training materials to include HIV components; and also building the capacity of beneficiaries by way

of promoting a pool of trainers who offered HIV and entrepreneurship-related training in an integrated approach;

- ✚ *Contribution and socio-economic welfare* - where business loans and earned business incomes have resulted in improving the socio-economic status of beneficiaries;
- ✚ *Non-financial services* - whereby the fund has brought in additional support to beneficiaries in the form of non-financial services which are being offered by the MFIs including business management training, registration of beneficiary businesses with relevant authorities; mentorship and linkage to other financial sources;
- ✚ *Inculcating saving culture* – through the mandatory requirement that a prospective entrepreneur must have saved with his or her SEO before benefiting from project grants. The project has deliberately been promoting this approach so that beneficiaries start their own income generating projects using their own resources (thereby reducing dependency syndrome) and also as a measure of commitment on the part of beneficiaries.

3.4.3 Monitoring and Evaluation Systems

Monitoring and evaluation (M&E) entails the process by which project or programme data and information is collected (monitoring) and analyzed (evaluation). These functions are important because they help implementers in making timely and informed decisions regarding operations and service delivery based on objective evidence; ensuring the most effective and efficient use of resources; determining the success or failure of a programme or project; assisting in meeting organizational requirements such as reporting; and demonstrating to donors regarding whether their investments have been worthwhile or not. Moreover, and very importantly, participatory M&E is one of the central tenets of ILO project implementation and management approach. In this regard, the Mission Team noted the following good attributes of the project design and practices by the project management team:

- ✚ *M&E systems and approach*: The PMT did not only consistently embrace and apply participatory M&E approaches in all aspects of project implementation, but also maintained a reasonably adequate M&E system which they consistently used to collect, collate, analyse and disseminate data and information through various channels including e.g. the APPR, fliers etc, although this lacked sex disaggregated data – making it a key limitation of this evaluation;
- ✚ *Clarity of achievement and target indicators*: Most indicators of achievement in both the logical framework as contained in the PRODOC, Monitoring, Evaluation and Reporting Plan and the Project Rainbow Document were fairly well defined.

While key respondents viewed the project’s management framework and arrangements to have been generally good, the Mission observed the following issues which should have been addressed towards enhancing effectiveness and efficiency of project management, implementation, monitoring and evaluation as well as exit:

- ✚ *The semi-manual nature of the M&E system* – which, unlike a web-based system, was relatively and inherently laborious, slow and time consuming as an instrument for rapid decision-making and overall project management²²;
- ✚ *Over-ambition in terms of trackable indicators of achievement* – with at least 44 trackable indicators of achievement, making the M&E function a very involving and laborious exercise especially in light the semi-manual nature of the project’s M&E system;

²² A system largely inherited from the predecessor ILO/Sida HIV and AIDS Prevention and Impact Mitigation in the Transport Sector

- ✚ *Lack of a formal exit strategy and/or plan* – as mentioned earlier.
- ✚ *Lack of sex disaggregated M&E data* due to the failure of national project partners to do so as agreed – but which the PMT should have ensured was done in accordance project implementation and management plan. This problem was one of the key limitations of the evaluation as discussed earlier.

3.4.4 Knowledge Management, Information Sharing & Dissemination & Communication

Knowledge management entails analysis and technical support of practices used in an organization to identify, create, represent, distribute, conduct and enable the adoption and leveraging of good practices embedded in collaborative settings and in organizational processes. Information sharing entails data exchange, communication protocols and technological infrastructures. Effective knowledge management and information sharing are particularly critical to project performance, “buy-in”, support, ownership and sustainability. While the Mission was cognizant of the unfortunate incidence where project M&E data and information for Zimbabwe was lost during the email systems migration process, the overall conclusion is that the PMT had a fairly good knowledge management system and also took every opportunity to share information with other stakeholders.

That notwithstanding, the Mission and some key observers were of the view that lack of a formal project communication strategy and communication expertise support to provide professional guidance on strategic approaches (e.g. through electronic and print media) and also support communication functions of the project, somewhat reduced the effectiveness of the project in terms of information sharing and dissemination.

3.4.5 Implementation Status of Mid –Term Recommendations

The Mid-Term Review of November 2013 made a number of recommendations towards enhanced project performance, effectiveness, sustainability and impact of project activities: These included: (i) Review of the M&E framework to by transforming it into a web-based M&E and reporting framework; stepping up tracer studies/surveys; procurement of desk-top computers to support M&E functions; (ii) Soliciting/lobbying for consistency of membership and participants in PAC meetings; (iii) strengthening project risk assessment and formulation of mitigation strategies; (iv) Recruitment of administrative secretaries (one for each beneficiary country) to support NPCs in administrative matters of the project so as to give them enough time to attend to technical matters; (v) strengthening training on strategies for managing Tuberculosis (TB) in the relevant training modules; (vi) incorporation of technology transfer modules in the project’s capacity building/training programmes; (vii) inclusion of men spouses in the activities of the scale-up and any other future phase of the project for greater effectiveness of interventions; (viii) extension of the project period by an additional 1½ years and expansion of its activities to cover other neighbouring countries that are significantly interacting with target transport corridors –namely Namibia, Lesotho, Swaziland, Botswana and Kenya.

Table 10 below provides a summary of implementation status to date.

Table 10: Implementation Status of MTR Recommendations		
MTR Recommendations	Implementation Status	Comments/Reasons
1. Review of the M&E framework by transforming it into a web-based M&E and reporting system; stepping up impact tracer studies/surveys; procurement of desk-top computers	• M&E framework not yet transformed into a web-based system;	• Financial constraints
	• Tracer studies /surveys stepped up	• The 2014 Outcome Survey and Annual Project Progress Reports (APPRs) provided very useful impact data and information;
	• Procurement of desk-top computers not undertaken	• Financial constraints
2. Soliciting/lobbying for consistency of membership and participants in PAC meetings;	• Done	• More consistency of membership and participation in PAC meetings reported.
3. Strengthening project risk assessment and mitigation strategies	• Done	• PMT has consistently and rigorously undertaken risk assessments and identification of mitigation measures as evidenced by the analysis contained in the APPRs.
4. Recruitment of administrative secretaries	• Not undertaken	• Financial constraints - but NPC used BSS partners more intensively;
5. Strengthening training on strategies for managing TB in the relevant training modules	• Done	• TB management already included in training manuals;
6. Incorporation of technology transfer modules in the project's capacity building/training programmes	• Done	• Incorporated in the SYB training manuals resulting in increased business diversification.
7. Inclusion of men spouses as beneficiaries	• Done	• Men and women accorded and getting equal opportunities
8. Extension of project timeline by 1½ years and expansion to Namibia, Lesotho, Swaziland, Botswana and Kenya	• Partly done – with timeline having been increased by ½ a year.	• Financial constraints
	• Regional expansion not done	• Financial constraints

3.5 ADEQUACY AND EFFICIENCY OF RESOURCE USE

Efficient utilization of resources is a major and all-time requirement of ILO programme and/or project implementation. While it was neither possible, nor a requirement of the terms of reference to carry out a full “*value for money audit*” as such, the mission’s general field-level observations as well as views of some key observers indicated that PMT was quite prudent in the way they utilized available project resources. The sections below provide an overview of adequacy, effectiveness and efficiency of resource use in terms of time, human and financial resources.

3.5.1 Project Time Line

As indicated earlier, the initial time line of the project was two (2) years from January 2011 to December 2012 – though the actual implementation started in March 2011. The project timeline has since been increased (through three separate extensions) to five (5) years (March 2011 to

January 2016). While the initial timeline of two (2) years was grossly inadequate – which partly explains why the project timeline had to be extended several times, the five (5) year timeline is also seen by many key national partners to have also been inadequate considering number of factors: (i) The long term nature of impact of some of the project’s interventions e.g. policy changes towards mainstreaming the economic empowerment model into HIV & AIDS agendas; and behavioural change towards safer sexual practices among the ultimate beneficiaries; (ii) The apparent lack of BSSs in the target informal sector in some countries e.g. in South Africa, and their general weak technical and managerial capacity where they existed;(iii) The apparent weak business and financial skills capacity of ultimate beneficiaries across all participating countries;(iv) The late start of CEEIF’s operations (early 2013) – primarily because of three main reasons: (a) Loan funds were not provided for at the start of project implementation; (b) requisite lead-time needed by the project team to work out protocols and due diligence for disbursing the funds on the part of selected MFIs; (c) the general lack and/or weak capacity of BSSs; and (d) the failure of most MFIs applicants to meet the terms and conditions for participation in the CEEIF component of the project. In retrospect, and particularly in light of these unforeseen challenges as well as the high demand for support among BSS and their members, the general feeling by stakeholders was that the project timeline – even with the three extensions, was inadequate.

3.5.2 Human and other Physical Resources

As mentioned earlier, the project has a total of twelve (12) ILO members of staff comprising nine (9) technical members of staff, and three (3) support staff. While there is no doubt that this is a relatively small team given the wide geographical scope of the project, the wide range stakeholders and the large number of target beneficiaries, it is consistent with ILO’s policy of maintaining a small but qualified project team to manage and implement projects. This is particularly on account that ILO project teams are supposed to work closely with implementing partners - for example in this case, members of the PACs and the PAC Loan Committees as well as support structures. The Mission attributes the astounding good performance of the project to the adherence of this strategic partnership approach; the apparent adequate technical and managerial capabilities of all project team members, high teamwork spirit and commitment to project ideals; and also support by national partners – primarily on account of the relevance of the project to their socio-economic development aspirations.

3.5.3 Finance

While the total cumulative budget of the project following additional Sida funding amounted to US\$ 7,816,790, foreign exchange losses occasioned by the depreciation of SEK to the US\$ effectively reduced it by US\$ 66,188 or 0.8% to US\$ 7,750,602. With the exception of CEEIF grant funds - amounting to US\$ 840,000 which was distributed equally across the six (6) participating countries (i.e. US\$ 140,000 per country) on account of equal share of targeted number of beneficiaries, allocation of the rest of the financial resources was demand-driven – hence variations in utilization by country. The following is a summary of other findings with respect to financial resources.

- ✚ *Adequacy:* While appreciating that financial resources were inadequate to meet the whole range of socio-economic development support needs of target beneficiaries, the foreign exchange losses incurred during the life of the project made the situation even worse necessitating budget cuts on certain activities;

- ✦ *Financial disbursements:* According to PMT, financial disbursements have been fairly timely and in line with their work plans. In this respect, it was observed that the presence of ILO Offices within the beneficiary countries (except Malawi where the budget was disbursed through the UNDP office) was of great benefit to the project from the point of view of financial flows.
- ✦ *Financial utilization:* Based on available data, the project has so far utilized and/or committed approximately US\$ 7,705,512.60 or about 99.4% leaving a very small balance of US\$ 45,089.40. For CEEIF, a total of US\$ 1,002,452 has been disbursed.
- ✦ *Effectiveness of financial utilization:* Defining effectiveness as “*doing the right thing*” the Mission assessed the effectiveness of financial utilization in terms of the proportion of funds that were used for development (direct support to beneficiaries) versus overhead and administrative costs (mainly salaries and office rent). In this regard, it was observed that close to 63.5% of the total budget was used in development expenditure which is within comparable levels for similar projects.
- ✦ *Economy and efficiency of resource use:* Defining economy and efficiency as “*doing the thing right*”, the Mission observed that PMT consistently upheld the principles of economy and efficient use of project funds not only by applying stringent and competitive procurement procedures for goods and services in accordance with ILO procedures, but also by utilizing the cheapest approaches whenever possible. This is for example the use of trainers from sister ILO projects for Training of Trainers (TOT)-who together with Trainers of Entrepreneurs (TOE) were drawn from beneficiary organizations/support structures. Instead of relying on master trainers who were charging between US\$ 300 - 400 per day of training session, the project used its own trained TOTs at a standard cost of only US\$ 50 (excluding daily subsistence allowance) - thereby saving the project between US\$ 250 - 350 per day with respect to training sessions and/or assessments and follow-ups. Other cost-saving measures have included the use of ILO training materials, and in a significant number of instances, use of beneficiary venues at no cost.
- ✦ *Leveraging on external resources:* Owing to the apparent high relevance of project interventions to virtually all stakeholders; the demonstrated good implementation performance record of the project; and the perceived and/or emerging impact on poverty and behavioural change towards less risky sexual practices –in part due to economic empowerment; the project managed to attract approximately US\$ US\$ 2,895,507 from approximately 40 different organizations (public, private and civil society). The single largest source by Moza Banco in Mozambique with US\$ 1,000,000 or about 35%; and the six (6) MFIs participating in the CEEIF component with a combined total of US\$ 800,000 or about 28%.

3.6 IMPACT ORIENTATION AND SUSTAINABILITY

Sustainability and impact of programme and/or project activities are at the heart of ILO policy and strategy for development. The Office has therefore traditionally sought to reduce sustainability risks of its development initiatives to enhance prospects for sustainability of its programme and/or project activities beyond the designated project cycle. In this respect, the Mission firmly concludes that CEEP activities have very high prospects for sustainability; high potential for outreach and also long term impact through multiplier effects.

3.6.1 Prospects for Sustainability

Prospects for sustainability of CEEP activities is strongly and well founded on the following innovative elements of the project:

- (i) *Mainstreaming of the EE model* into national and regional HIV and AIDS policy agendas;
- (ii) *Capacity building of BSSs and SOEs* through sensitization on the dynamics of HIV and AIDS including infection and impact, and through business and financial management skills training of support structures organizations to in turn train ultimate beneficiaries;
- (iii) *Economic empowerment of target beneficiaries* by way of providing business loans through local MFIs who are using it as revolving fund and also providing back up support by way of business skills development financial literacy;
- (iv) *Involvement of local institutions in project management and implementation* –primarily through the through the PAC and the PAC-Loans Sub-Committee;
- (v) *Use of group-based outreach of capacity building and business financing interventions* – thereby promoting institution capacity and minimizing risks of non-repayment of CEEIF loans;
- (vi) *Inculcation of savings culture* among the ultimate target beneficiaries through social economy organizations (e.g. SACCOs and SHGs);
- (vii) *Inculcation behavioural change* towards less risky sexual practices;
- (viii) *Public-private partnership building and collaboration* with other ILO and non-ILO initiatives;

In addition to relevance of project interventions to socio-economic needs of virtually all stakeholders in the project area, these strategies have resulted in strong ownership and support across all participating countries.

3.6.2 Progress towards Impact

As partly indicated by some key respondents as well as the 2014 Outcome Survey and also by the Annual Project Progress Reports (APPRs), impact has or is already taking place in a number of areas:

- ✚ *Political arena*– which includes reference to CEEP EE & GE development as a strategy for reduction of HIV and AIDS vulnerability; enhanced recognition and support of informal sector/vulnerable groups by participating governments e.g. through SEFA in SA, Moza Banco in Mozambique.
- ✚ *Economic arena* – especially in terms of enterprise development; SOE income generation; jobs creation; capital formation (including growth of CEEIF fund); increased savings; and increased

spending on nutrition, health and education – which has the potential to reduce vulnerability of beneficiaries by way of better health and improved literacy and general knowledge.

- ✚ *Social arena* – particularly in terms of increased access to HIV & AIDS Services; increased knowledge and skills to access economic opportunities for women and men in the informal economy and rural sector; use HIV & AIDS risk reduction strategies; and increased number of female beneficiaries experiencing improved power and agency towards economic advancement as well as rejection of any reason for GBV.

4.0 OVERALL CONCLUSION

The Mission found the overall project was a great success, based on the evidence collected here in. The objectives, planned activities and outputs, as well as anticipated outcomes and impacts to be strongly relevant and strategically in line with socio-economic development of national governments and also livelihood needs of the target beneficiaries. The design of the project – which was essentially a “build-on” to the previous initiative of the ILO/Sida on “HIV and AIDS Prevention and Impact Mitigation in the Transport Sector” was also largely coherent and logical.

The project faced a number of challenges during implementation. These includes budgetary limitations; lack of appropriate cooperatives and/or association apex organizations in some countries-e.g. in South Africa leading to the delay in initiating CEEIF; harsh climatic and economic conditions in some of the beneficiary countries e.g. Zambia, Zimbabwe, Malawi and Mozambique; and weak institutional capacity for coordination of informal sector activities at the provincial level e.g. in Malawi and South Africa. Despite these challenges, the project performed quite well. This was attributed to a number of key factors including: (i) High relevance of project interventions and therefore quick stakeholder “buy-in”, strong and passionate support; (ii) Strong and consistent use of strategic partnership and collaboration approaches on the part of PMT; (iii) Adequate technical and managerial capabilities of all project team members, high teamwork spirit and commitment to project ideals; and (iv) Effective technical and administrative back-stopping by relevant ILO offices especially DWT (Pretoria Co), and ILO/AIDS and ILO/EMP-COOP Units in Geneva.

The project is no doubt leading to positive impact politically, economically and socially which are likely to increase through multiplier effects. There are real and high prospects for sustainability of project activities - mainly because of the involvement of stakeholders through the PAC and PAC-Loans Committee; use of commercial-oriented revolving fund facility through MFIs and the development of business, financial and HIV & AIDs related capacities. That having been said, most stakeholders viewed the eminent closure of the project as an anti-climax on account of the huge positive impact it was making on their lives and that it was just getting to the high momentum self-propelling status.

5.0 KEY LESSONS LEARNED

Based on field observations by the Mission and views from across a wide range of stakeholders, the following is a list of key lessons learned.

- i. That relevance of interventions and implementation approaches play a vital role in stakeholder “buy-in” and support of project activities;
- ii. That the EE & GE model is an effective and sustainable approach for addressing vulnerability to HIV infection and mitigation of impact of AIDS;
- iii. That economic empowerment only by way of provision of business finance to informal economy MSME business starters without complementary business and financial skills training is not a sustainable approach and is likely to have limited and/or short-lived impact;
- iv. That HIV and AIDS vulnerability reduction interventions without economic empowerment is unlikely to attract or elicit interest from informal economy stakeholders – primarily because poverty underpins risky sexual behavioural practices. Economic empowerment is critical to wards reduction of HIV and AIDS vulnerability especially for women as it provides alternative sources of livelihood instead of resulting to transactional sex for income.
- v. That influencing policy agenda and their operationalization, and inculcating behavioural change are by nature long term interventions and require adequate time to facilitate sustainability and generate impact;
- vi. That five (5) days one-off training of informal sector actors (who often have low literacy level and low business and financial skills) is inadequate and should (besides incorporating a strong training module in market intelligence gathering and market access support components) be complemented with follow-up refresher sessions, mentorship programmes and experiential learning for effective sustainability of entrepreneurship development;
- vii. That the so called “unbankable” informal sector entrepreneurs can be “bankable” with carefully tailored sensitization, capacity building and financial support interventions;
- viii. That individual-group based loans (given to the individual through his or her group) works better than group-loans (given to a group to invest jointly) in terms of speed of utilization, management and repayment (as the former approach avoids bureaucracies associated with the dynamics of group decision-making processes);
- ix. That working closely with local partners (e.g. through PAC) is an effective means towards ownership, support and sustainability of project activities;
- x. That proactive building of PPPs (with a wide range of local, national, regional and international organizations) is an important strategy for resource mobilizing, ownership and sustainability and should remain a core principle of all ILO projects and programmes;
- xi. That strategic thinking should always be accorded to programming of activities to avoid too many revisions of resource requirements (time, human and other physical, as well as finance).
- xii. That working with both spouses (women and men) is more effective towards reducing imbalances against women and reduction of vulnerability to HIV and AIDS – especially on the part of women, rather than focusing on women and girls individually;
- xiii. That for more effectiveness, mainstreaming of the EE model should in future be cascaded to work plans level instead of leaving it at the policy level, where, as experience has shown, may have lesser chances of being implemented.
- xiv. That both exit and communication strategies should always form part and parcel of project design and that the two should always be prepared early enough to guide project management teams on effective and efficient exit processes and communication approaches and strategies.

6.0 MAIN RECOMMENDATIONS

Based on findings of the Mission as highlighted in this report, the following are the main recommended actions which should invariably be undertaken in consultation with relevant stakeholders.

Current Phase	Recommended Actions for the Project	Key Responsible Agency	Timing/ Timeframe
	1. Prepare exit strategy and/or plan for the current phase so as to provide a clear framework and process for closure and also to ensure common understanding on the transition and handover processes among key stakeholders across all participating countries;	PMU/ILO office - Pretoria	Immediately
	2. Conduct project closure workshop for the current phase to disseminate and share key project information with stakeholders especially with respect to performance results in relation to targets, experiences, good practices, lessons learned, emerging impacts of the project and way forward for possible future phase.		Immediately
	3. Conduct more regular monitoring, reporting and consultative project meetings (at least biannual although quarterly would be better) to allow donor representatives to be fully informed of progress on project implementation, arising issues and planned actions. This should include the undertaking of tracer studies to track performance and impact and report to stakeholders including the donor (s).		At design and implementation stages
Future Phases	Recommended Actions for ILO	Key Responsible Agency	
	4. Subject to availability of donor funding (including by Sida and/or other possible donors) and in close consultation with respective national stakeholders, develop project document for an expanded CEEP model-based project for replication within the same six participating countries and also in other countries along the target transport corridors that are likely to have a contagious effect on the gains made through the project including Namibia, Lesotho, Swaziland, Botswana and Kenya targeting poor communities that are vulnerable to HIV infection due to lack of economic empowerment. The project document should at least include lessons learned during the current phase; relevant baseline data and clearly defined; time-bound and “not-so” ambitious trackable indicators of achievements; implementation plan matrix and responsible actors; stronger project components in terms of mentorship, experiential learning and market intelligence/market access interventions; more detailed and elaborate consultative framework with a wider range of potential implementation partners e.g. UN Women, local BSSs, and MFIs; an effective and executable PPP strategy towards maximizing leveraging of external support/resources e.g. through more frequent road shows and trade fairs; project communication strategy; and a clear exit plan. The focus should also be on the spouses (both young men and women) as this proved to be more effective compared to focusing on women alone.	ILO HQ and Pretoria Offices	Once donor funding is available
	5. Provide for an automated M&E system in project design to make the work on data collection, analysis and reporting more efficient, effective and less laborious for all involved parties including the PMU.		At the design stage
	6. Provide for adequate number of qualified staff for more effective implementation and management of the project		At the Design stage
	7. Invariably involve both spouses (men and women) in project activities so as to elicit support by men and enhance effectiveness of interventions, sustainability and impact.		At design, implementation, monitoring and evaluation stages
	Recommended Actions for Donors	Key Responsible Agency	
	8. Conduct a thorough review of project design to ensure that it meets donor’s requirements in relation to all aspects including present priorities, budget provisions, activity programming and costing;	Sida and/or other Development	After completion of PRODoc

	9. Provide sufficient financial support for replication of an expanded CEEP model-based type of project in the current participating countries and other relevant areas as mentioned above once satisfied with contents of the PRODoc;	Partners	Once satisfied with project design
	10. Provide for adequate implementation period (at least 5 years) to allow enough time for implementation and observation of effects on behaviour and policy implementation, and also avoid the need for unplanned extensions;		At the design stage
	11. Appoint donor representatives in project steering committee meetings;		At the design stage
	Recommended Actions for Governments and other National Stakeholders	Key Responsible Agency	
	12. Ensure consistency of membership and participants in PAC meetings;	Participating Governments & other national implementing agencies	At design and implementation stages
	13. Promote formation and support development of sustainable cooperatives and/or association apex organisations and local-level BSSs as well as SHGs;	Key Responsible Agency	At implementation stage
	14. Ensure that mainstreaming of the EE model is cascaded to the level of work plans of relevant government institutions (i.e. beyond policy level for more effectiveness)	Participating Governments & other national implementing agencies BSSs in participating countries MFIs in participating countries	At design and implementation stages
	15. Recruit BSS membership, mentor and provide requisite second-tier capacity building to members;		At implementation stage
	16. Strengthen capacity building of BSSs and their members in the areas of Financial Services and Business Management to enhance chances of loan repayments.		At implementation stage

7.0 APPENDICES

Appendix Table 1: People Met and/or Interviewed

	Name	Organization	Title/ Type of Respondent	Sex	Date	Country
1.	Joni Musabayana	ILO – Pretoria Office	Deputy Director-Pretoria Office	M	7-10-15	Pretoria-South Africa
2.	Joseph Ajakaye	ILO – Pretoria Office	CTA	M	7-10-15	South Africa
3.	Darryl Crossman	ILO – Pretoria Office	M&E Officer	M	7-10-15	South Africa
4.	Oniah Nkosi	ILO – Pretoria Office	NPC-South Africa	F	7-10-15	South Africa
5.	Evans Maphenduka	Small Enterprise Financial Agency	Head of Micro-finance Unit (Partner)	M	10-10-15	Pretoria- South Africa
6.	Sipho Senabe	Dept. of Public Service and Administration	Chief Director (PAC)	M	10-10-15	Pretoria- South Africa
7.	Msizi Dube	City of Tshwane	Manager Multi-sectoral AIDS Unit (PAC)	M	10-10-15	Pretoria- South Africa
8.	Ms. Rakhadi Mohlahlane*	University of Pretoria	Manager Faculty of Humanities & Gender (PAC)	F	10-10-15	Pretoria- South Africa
9.	Lebowa Malaka	SANAC	Senior Technical Officer Key Populations (PAC)	M	10-10-15	Pretoria- South Africa
	Alfredo Munguambe	ILO	NPC (Mozambique)	M	12-10-15	Mozambique
10.	Armino Alexandre	AIEMO- General Secretary	BSS	M	12-10-15	Mozambique
11.	Jordao Tangune	AIEMO - Advisor	BSS	M	12-10-15	Mozambique
12.	Ramos Marrengula	AIEMO - President	BSS	M	12-10-15	Mozambique
13.	Anesio de Castro	AIEMO – Advisor	BSS	M	12-10-15	Mozambique
14.	Francisco Eduardo Gove	SINTRAT – Focal Point	BSS	M	12-10-15	Mozambique
15.	Ana Francisco Chilwele	Mukhero – Member	BSS	F	12-10-15	Mozambique
16.	Sudecar Novela	Mukhero – President	BSS	M	12-10-15	Mozambique
17.	Luis Joaquim Zimba	MoLESS – Loans Committee	PAC Member	M	12-10-15	Mozambique
18.	Lucilia Matsinhe	Zandamela	MFI – Credit Manager	M	12-10-15	Mozambique
19.	Alexandrina Machava	MTC	PAC Member	F	12-10-15	Mozambique
20.	Lovemore Nkhoma	ILO	NPC (Zambia)	M	15-10-15	Zambia
21.	Ana Phiri Chawinga	Cavmont Bank –SME Manager	MFI	F	15-10-15	Zambia
22.	Charles Simutowe	Cavmont Bank –Manager (Liv. Agency)	MFI	M	15-10-15	Zambia
23.	Kim Sundstrom	Embassy of Sweden	CEEP Donor	F	16-10-15	Zambia
24.	Lydia Sakeni	PAC	Member	F	16-10-15	Zambia
25.	Majory Tembo	PAC	Member	F	16-10-15	Zambia
26.	Andrew Phiri	PAC	Member	M	16-10-15	Zambia
27.	Annie Chiseni	PAC	Member	F	16-10-15	Zambia
28.	Bright Luka	PAC – Loan Committee	Member	M	16-10-15	Zambia
29.	Ezekiel Sakala	PAC – Loan Committee	Member	M	16-10-15	Zambia
30.	Reberiah Kabandula	PAC – Loan Committee	Member	F	16-10-15	Zambia
31.	Adam Ngoma	BSS-Chisomo Programme	Member	M	16-10-15	Zambia
32.	Solomon Banda	BSS-Katete Women Development Association	Member	M	16-10-15	Zambia
33.	Colly Masuku	ILO	NPC (Zambia)	M	19-10-15	Zimbabwe
34.	Fransisca Kafudza	Ministry of Transport	-	F	19-10-15	Zimbabwe
35.	Ziwenga Naboth	Ministry of Transport	PAC Member/Signatory	M	19-10-15	Zimbabwe
36.	Eliam Mahohoma	ILO	EEO	M	19-10-15	Zimbabwe
37.	Tendai Mbegeranna Mhaka	NAC	Key Population Coordinator	F	19-10-15	Zimbabwe

38.	Shephard Moyo	SMEDCO (MFI)	Operations Manager	M	19-10-15	Zimbabwe
39.	Gladys Kanyongo	SMEDCO (MFI)	Director	F	19-10-15	Zimbabwe
40.	Mangwende Magunda	Ministry of SMEs	-	M	19-10-15	Zimbabwe
41.	George Bvute	Ministry of SMES	PAC Member	M	19-10-15	Zimbabwe
42.	Francis Mafuradize	PAC	Chairman	M	19-10-15	Zimbabwe
43.	Hopolong Phororo	ILO (Harare Office)	Director	F	19-10-15	Zimbabwe
44.	Adolphus Chinomwe	ILO (Harare Office)	Senior Programme Officer	M	19-10-15	Zimbabwe
45.	Musitaffa Mwela	ILO (Harare Office)	NPC (Skills Project)	M	19-10-15	Zimbabwe
46.	Shella Gowu,	Zvinoda Kushinga	Secretary General	F	20-10-15	Zimbabwe
47.	Adolphus Chinomwe	ILO	Programming Unit	M	20-10-15	Zimbabwe
48.	Gertrude Sima	ILO	NPC (Tanzania)	F	22-10-15	Tanzania
49.	Meshack Mkongwa	MVIWATA Group	BSS & TOT	M		Tanzania
50.	Reddy Julius Makoba	Tunduma Lulu SACCos	BSS & TOT	M	22-10-15	Tanzania
51.	Aggrey Y Mwambije	VVU Kimbalu-Kyela	BSS & TOT	M	22-10-15	Tanzania
52.	Salome Kangwezi	Mwakaumu	BSS & TOT	F	22-10-15	Tanzania
53.	Rehema Tenende	Local Government	Cooperative Officer	F	22-10-15	Tanzania
54.	Noreen Toroka	ILO	NPC - WENDEE	F	22-10-15	Tanzania
55.	Sipora Elisante	Local Government- Chalinze	LGA & TOT	F	22-10-15	Tanzania
56.	Robert Tarchave	Local Government (CDO)	LGA & TOT	M	22-10-15	Tanzania
57.	Longino Ngwada	Mazombe SACCos	BSS & TOT	M	22-10-15	Tanzania
58.	Nerusigwa Mwakigonja	Local Government (CDO)	LGA & TOT	F	22-10-15	Tanzania
59.	Dr Yeronimo Mlawa	EngenderHealth/UNAIDS	Senior Technical Advisor SBCC	M	23-10-15	Tanzania
60.	Moses Lyimo	TIENAI	PAC-Loans Committee Chairman	M	23-10-15	Tanzania
61.	Sebastian Kitiku	TACAIDS	CSO & Private Sector Focal Point	M	23-10-15	Tanzania
62.	Dr Hafidh Ameir	TACAIDS	Public Institutions Response Officer	M	23-10-15	Tanzania
63.	Hashim Kalinga	TACAIDS	Civil Society Officer	M	23-10-15	Tanzania
64.	Patricia Chao	Association of Tanzanian Employers (ATE)	Officer in Charge of Membership	M	23-10-15	Tanzania
65.	Dr Meja Kapalata	TUCTA	Director for OHS & HIV&AIDS	M	23-10-15	Tanzania
66.	Hawa Wenga	Ministry of Labour and Employment (MOLE)	Assistant Labour Commissioner	F	23-10-15	Tanzania
67.	Ayoub Musa Makoye	Ministry of Labour and Employment (MOLE)	Senior Labour Officer	M	23-10-15	Tanzania
68.	Hemed Seleman	SCCULT	Capacity Building Manager	M	23-10-15	Tanzania
69.	Ahmad Mshumbusi	SCCULT	Finance & Administration Manager	M	23-10-15	Tanzania
70.	Patrick Makondes	ILO	NPC-Malawi	M	26-10-15	Malawi
71.	Emmanuel Magomero	Employers' Consultative Assoc. of Malawi	PAC-Loans Committee Chairman	M	26-10-15	Malawi
72.	Wafwile Musukwa	Ministry of Labour, Youth & Manpower Devt	Deputy Commissioner	M	27-10-15	Malawi
73.	Andrew Longwe	-----	Trainer	M	27-10-15	Malawi
74.	Mahra Longwe	Partnership Liaison Officer	PAC-Member	M	27-10-15	Malawi
75.	Chikumutso Gandwe	National Association of Business Women-NABW	CEO	F	27-10-15	Malawi
76.	Mwenda Chiwambala	Malawi Union of Informal Sector (MUFIS)	Secretary General/PAC Member	M	28-10-15	Malawi
77.	Alice Ouédraogo*	ILO-Geneva	ILO/AIDS Director	F	10-11-15	Switzerland
78.	Margherita Licata*	ILO-Geneva	ILO/AIDS Technical Officer	F	10-11-15	Switzerland

79.	Beneficiaries					
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Note: * signifies those interview either through skype or telephone

Appendix Table 2: Evaluation Research Instrument/Guiding Questionnaire

End-Term Independent Evaluation of the Economic Empowerment and HIV Vulnerability Reduction along Transport Corridors in Southern Africa –covering Malawi, Mozambique, South Africa, Tanzania, Zambia and Zimbabwe.

INTRODUCTION	My name is STANLEY KARUGA	Main Target Respondent (also see list of respondents)
	<p>I have been contracted by the ILO to undertake an independent external End-Term Evaluation for the Economic Empowerment and HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP)</p> <p>The overall development objective of the project is to contribute to the South African Development Community's goal of "controlling and reversing the HIV & AIDS epidemic as showed by the Millennium Development goals and Universal Access commitments by 2015" through the World of Work</p>	
PURPOSE OF THE EVALUATION	<p>The evaluation aims at serving the following main purposes:</p> <ol style="list-style-type: none"> To give an independent assessment of the level of achievement of objectives as set out in the Project document, assess performance as per the foreseen targets and indicators of achievement at the output level and indicative achievements at the outcomes, strategies and implementation modalities chosen, partnership arrangements, constraints and opportunities. In this respect, the evaluation criteria focuses on: (i) Relevance and strategic fit of project interventions; (ii) Validity of project design; (iii) Project Progress and effectiveness; (iv) Adequacy and efficiency of resource use; (v) Effectiveness of management arrangements; (vi) Impact orientation and sustainability; Determine to what extent the strategic approach of the Project reflects the ILO comparative advantage and how the project is integrated in the ILO Programmatic framework; Provide recommendations to improve performance and strategies, institutional arrangements and partnership arrangements, and any other areas within which the evaluation team wish to make recommendations. 	All including PMU staff and relevant other ILO staff, direct and ultimate beneficiaries, ILO constituents including Governments, Ministries of labour and employment, employer and workers organizations and Sida,
	<p>I would now like to ask you a number of questions to enable me undertake this exercise and ultimately help the project implementation team to enhance performance in future.</p> <ul style="list-style-type: none"> Is it okay and do you have any questions before we start? Thank you in advance for finding time to answer my questions. 	
A: GENERAL QUESTIONS		
	<ol style="list-style-type: none"> In what way have you been you involved in the project? In your view, what has worked well and what has not worked well during the implementation of the project and why? Has the project made a difference to your life and/or other beneficiaries? If Yes - how? If not -why? What good practices can be learned from the project that we can apply in the next phase and/or in similar future projects? What should have been done differently? What should be avoided in the next phase and/or in similar projects in future? What is your overall view of the project (verbal statement....quote)? What key recommendations would you like to make for the next phase? 	<p>All All</p> <p>Direct and ultimate beneficiaries All</p> <p>All All All All</p>
B: SPECIFIC QUESTIONS²³		

²³ Questions to be tailored in accordance with the type of respondent being interviewed (i.e. the evaluator will try to navigate around the evaluation questions depending on relevance to, and the nature of involvement of the respondent).

RELEVANCE & STRATEGIC FIT	<p>9. How relevant were the interventions to your socio-economic aspirations/livelihood and those of other beneficiaries?</p> <p>10. Is the project directly supporting the regional and national development priorities and the Decent Work Country Programme?</p> <p>11. How well does it complement other relevant ILO projects in Southern Africa?</p> <p>12. How relevant/appropriate are project's interventions to policies/strategies of your country Government/recipient governments/Agency and which ones in particular?</p> <p>13. How well are the project objectives and activities integrated into the broader national AIDS response and relevant priorities set out at the national level?</p> <p>14. How well are the project objectives and activities aligned with ILO's strategy on mainstreaming gender equality?</p> <p>15. Are the project interventions relevant/complementary/well linked to the objectives/priority outcomes under:</p> <ol style="list-style-type: none"> Your country's DWCP and UNDAF-if applicable? Decent Work Agenda for Africa? Sida development socio-economic initiatives? Other ongoing ILO programmes/projects in your country/southern Africa as a whole (which ones in particular?) Other UN & non-UN regional & global commitments (which ones?) 	<p>Direct and ultimate beneficiaries</p> <p>All</p> <p>ILO staff and constituents</p> <p>ILO staff, and Constituents donors etc ILO staff</p> <p>ILO and ILO constituents; Sida and other development partners</p>
VALIDITY OF PROJECT DESIGN	<p>16. Was the overall process of project conceptualization, design and implementation logical and coherent?</p> <p>17. Do you think the foundational information base upon which the project was conceptualized & designed was adequate (which information in particular)?</p> <p>18. Do you think stakeholder consultations were adequately and appropriately carried (degree/stakeholder scope)?</p> <p>19. How plausible is the linkage between project activities/outputs and anticipated outcomes/impact and the broader development objective?</p> <p>20. Did the project address gender mainstreaming & equality adequately?</p> <p>21. Do you think the project timeline was adequate? If not why and what should it have been?</p> <p>22. How appropriate and effective was development model (s)/strategies which were applied?</p> <p>23. Has there been/is there potential for synergy of the project with the other initiatives of the ILO, national government (s) and other development partners in the recipient countries or the region as whole:</p> <p>24. Was sufficient baseline data available?</p> <p>25. Do you think performance indicators and targets were sufficiently defined and did they comply with the SMART²⁴ principles?</p> <p>26. Do you think project targets were realistic given the project timeline, resources (human, finance and other), geographical coverage, number and mix of stakeholders involved, quantity and mix interventions</p> <p>27. What risks did the project face and do you think the project has had adequate systems for risk analysis and assessment/has the project adequately taken into account the risks of blockage?</p> <p>28. What sustainability interventions have been applied & do you think project activities are sustainable beyond its life?</p> <p>29. Does the project have a clear exit strategy? If not, what are the risks?</p> <p>30. How adequate was project's knowledge management?</p> <p>31. Did the project have a communication strategy and how effective was it? If not what has been the implications?</p>	<p>All</p> <p>All</p> <p>All (especially national stakeholders)</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>PMU staff All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p>
PROJECT PERFORMANCE & EFFECTIVENESS	<p>32. What achievements have been made far (i.e. at output, outcome, impact and PDO levels);</p> <p>33. Are any corrective actions needed to enhance project performance? If so, which particular ones?</p> <p>34. Have the achievements been in line with work plans? If not why?</p> <p>35. Has the quantity and quality of outputs/outcomes been satisfactory? If not what were the shortcomings and why? (explain)</p> <p>36. Have project benefits been equally shared between women and men (explain)? If not why and what should have been/should be done in future?</p> <p>37. Which aspect of the project was most successful (geographic, component, issue etc....), in what way and what do you attribute that to?</p> <p>38. What factors (internal/ external & positive/negative) influenced the performance of the project?</p> <p>39. Were there any unintended results of project interventions (positive/negative)?</p>	<p>PMU, direct and ultimate beneficiaries</p> <p>All</p> <p>All</p> <p>Direct and ultimate beneficiaries/others</p> <p>All</p> <p>All</p> <p>All</p>

²⁴ Acronym standing for: *Specific, Measurable, Attributable Realistic and Time-bound.*

	<p>40. To what extent were the Mid-term Evaluation recommendations implemented?</p> <p>41. Was performance of Project Management Unit or such other organizational structures effective? (explain)</p>	<p>All</p> <p>PMU/PACs/others</p> <p>PMU/PAC/Others</p>
PROJECT MANAGEMENT ARRANGEMENT	<p>42. How the project management/governance arrangement organized and was it adequate?</p> <p>43. Did all relevant project stakeholders get involved in project activities in an appropriate and sufficient manner?</p> <p>44. Did the various parties understand their respective role & responsibilities</p> <p>45. How were the working relationships within and between stakeholder groups (explain);</p> <p>46. Was there adequate political, administrative and technical support by national stakeholders (e.g. government and other implementation partners)?</p> <p>47. How effective and adequate were political, administrative and technical backstopping support by the ILO Office (e.g. DWT Pretoria, Addis Ababa (ROAF), Geneva and other relevant regional offices)?</p> <p>48. Has the project been collaborating appropriately and adequately with other ILO programmes/other donors' initiatives in the respective country/countries/region to increase its effectiveness and impact?</p> <p>49. Did the project have adequate and effective M&E systems?</p> <p>50. Was relevant information systematically collected and collated?</p> <p>51. How regularly/effectively was project performance monitoring done?</p> <p>52. How effectively did the management team utilize M&E-based information to inform and improve project performance?</p> <p>53. Was data disaggregated by sex (and by other relevant characteristics if relevant)?</p>	<p>PMU/PAC/Others</p> <p>All</p> <p>All</p> <p>All</p> <p>PMU/ILO staff</p> <p>PMU staff</p> <p>All including donors and other partners</p> <p>PMU/ILO staff/Constituents/PAC</p> <p>PMU/ILO staff/Constituents/PAC</p>
ADEQUACY AND EFFICIENCY OF RESOURCE USE	<p>54. Were available resources (e.g. human resources & expertise, physical assets, finance/budget, timeline) adequate to fulfill the project plans and objectives?</p> <p>55. Were project resources strategically allocated and efficiently utilized?</p> <p>56. Were financial disbursements and project expenditures in line with work and budgetary plans? If not, what bottlenecks were encountered?</p> <p>57. Did the project leverage on any external sources? If yes, from where and amounting to what?</p>	<p>PMU/ILO, Sida, ILO constituents, ultimate and direct beneficiaries. Other stakeholders</p> <p>Same as above</p> <p>Same as above</p>
IMPACT ORIENTATION AND SUSTAINABILITY	<p>58. To what extent are project interventions owned and sustain by business support structures</p> <p>59. Is the project strategy and programme management steering towards impact and sustainability?</p> <p>60. Did the project succeed in integrating its approach into local institutions?</p> <p>61. Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?</p> <p>62. Are project activities, outcome and impact sustainable beyond project life? If not, what measures are needed to enhance prospects for sustainability of project components and objectives?</p>	<p>Direct and ultimate beneficiaries</p> <p>All</p> <p>All</p> <p>All-especially PMU and ILO constituents</p> <p>All-especially PMU and ILO constituents</p>
LESSONS LEARNED	63. Any other lesson learned? (follow up to initial questions)	All
RECOMMENDATIONS	64. Any other recommendations you would like to make? (follow up to the initial questions)	All

Appendix Table 3: Recruitment of Interpreters and their roles

The ILO and the consultant were well aware that interpreters and/or moderators play an essential role in the interview process and in the quality of data and information. Moreover, the parties were also cognisant of the fact that such interpreters and/or moderators should also not only have the necessary prior coaching/training and other general qualifications, in-depth familiarity with the social context and culture of the interviewees, but also have no special interest with respect to the findings of the evaluation exercise and also be of unquestionable integrity.

While the Mission contract and the terms of reference for the assignment did not explicitly provide for recruitment of paid interpreters and/or interview session moderators, the consultant, jointly with local people, always recruited local staff on the spot where such staff were deemed necessary - mainly where the target respondent (s) was/were not conversant with the English Language or where the respondent (s) was a woman or were women. In cases where the respondent was a woman or group of respondents were women, a woman interpreter was recruited and used. The main roles of the interpreters were two-fold: Firstly, to translate into the local language, anything the consultant or any other person in attendance said in English and vice versa. Secondly to moderate the interview sessions.

Luckily, the need for interpreters during this particular mission was only in a few cases as most people met were conversant with the English language. Instances where interpreters were deemed necessary and recruited accordingly using the above-mentioned approach included group interview sessions for three groups in Zeerust area of South Africa, Bukata Women Group in Zambia, Kudyakwemhuri group in Zimbabwe and Tithandizane in Malawi.

Notwithstanding the above narrative, the consultant is of the view that prior recruitment and training of suitable interpreters/moderators is the most appropriate approach and should be built in in future ILO evaluation assignments – albeit that is expected to increase the timeframe as well as the cost of such exercises.

Appendix Table 4: Work Plan

Date	Activity	Relevant Activities with Stakeholders
1 - 2 Oct 2015	Literature Review/Discussion with Eval Manager	Literature review notes
06-Oct 2015	Travel (Nairobi-JHB)	Departs Nairobi: 12:00 Arrive JHB: 15:15 Kenya Airways (KQ 0762)
07-Oct 2015	Interviews (ILO Staff-Pretoria)	Meeting with the ILO director, CTA, M&E Officer
08 - 10 Oct 2015	Interviews in Zeerust, Hamanskraal and Cullinan (NPC & Others)	Meetings with: <ul style="list-style-type: none"> • PAC and PAC loans committee • Partners and ILO constituents • BSS and Beneficiaries • MFI • SEFA • Perhaps the National AIDS Council and UNAIDS
11-Oct 2015	Travel (JHB-Maputo)	Departs JHB: 09:45 Arrive Maputo: 10:50 SAA (SA0142)
12 - 14 Oct 2015	Interviews in Maputo	Meetings with: <ul style="list-style-type: none"> • ILO (director and NPC) • PAC and PAC loans committee • Partners and ILO constituents • BSS and Beneficiaries • MFI Perhaps the National AIDS Council and UNAIDS
14-Oct 2015	Travel (Maputo-JHB-Lusaka)	Departs Maputo: 15:40 Arrive JHB: 16:50 SAA (SA0145) Departs JHB: 19:05 Arrive Lusaka: 21:10 SAA (SA0066)
15 - 17 Oct 2015	Interviews in Lusaka (business support reps etc.)	Meetings with: <ul style="list-style-type: none"> • ILO (director and NPC) • PAC and PAC loans committee • Partners and ILO constituents • BSS and Beneficiaries • MFI • Sida Perhaps the National AIDS Council and UNAIDS
18-Oct 2015	Travel (Lusaka JHB-Harare)	Departs Lusaka: 07:15 Arrive JHB: 15:15 SAA (SA0067) Departs JHB: 14:50 Arrive Harare: 16:30 SAA (SA0028)
19 - 21 Oct 2015	Interviews in Harare (business structure reps/MFIs)	Meetings with: <ul style="list-style-type: none"> • ILO (director, NPC and EE Officer) • PAC and PAC loans committee • Partners and ILO constituents • BSS and Beneficiaries • MFI • UNFPA

Date	Activity	Relevant Activities with Stakeholders
		Perhaps the National AIDS Council and UNAIDS
21 Oct 2015	Travel (Harare-JHB)	Departs Harare: 07:20 Arrive JHB: 09:05 SAA (SA0025)
21 Oct 2015	Meeting with project staff at OR Tambo	
21-Oct 2015	Travel (JHB-Dar es Salaam)	Departs JHB: 14:25 Arrive Dar Es Salaam: 18:50 SAA (SA0188)
22 - 24 Oct 2015	Interviews in Dar es Salaam (business support reps etc.)	Meetings with: <ul style="list-style-type: none"> • ILO (director, NPC and EE Officer) • PAC and PAC loans committee • Partners and ILO constituents • BSS and Beneficiaries • MFI • UNFPA Perhaps the National AIDS Council and UNAIDS
25-Oct 2015	Travel (Dar es Salaam - JHB)	Departs Dar es Salam: 06:50 Arrive JHB: 9:25 SAA (SA0189)
26-Oct 2015	Morning flight Lilongwe	Departs JHB: 10:00 Arrive Lilongwe: 12:20 SAA (SA0170)
26 - 28 Oct 2015	Interviews Lilongwe (business structure reps/MFIs)	Meetings with: <ul style="list-style-type: none"> • ILO (director and NPC) • PAC and PAC loans committee • Partners and ILO constituents • BSS and Beneficiaries • MFI Perhaps the National AIDS Council and UNAIDS
29-Oct 2015	Travel (Lilongwe-JHB)	Departs Lilongwe: 13:05 Arrive JHB: 15:30 SAA (SA0171)
30-Oct 2015	Prepare power point	
31-Oct 2015	Conduct debriefing meeting	
31-Oct 2015	Afternoon flight to Nairobi	Departs JHB: 16:20 Arrive Nairobi: 21:25 Kenya Airways (KQ0763)
2 - 6 Nov 2015	Prepare Draft Report	
06-Nov 2015	Send draft report	
11-Nov 2015	CEEP review and send comments	
13-Nov 2015	Incorporate comments, prepare and send final report	

Appendix Table 5: Extra Resources Attracted by the Project

Who?	Nature of collaboration	Where?	How Much?	
			Estimated Funds Committed (US\$)	Estimated Funds Contributed so far (US\$)
1. One-UN Fund	Participation in the UN Joint team programs cluster 3 of UNDAF under which an opportunity arose for the submission of proposal to support ongoing CEEP activities under two initiative - <i>HIV Prevention and Impact Mitigation in the Agriculture and Transport Sector corridor</i> and <i>"HIV Workplace Development for the Informal Sector"</i>	Malawi	105,574	105,574
2. UNFPA/UNDP	Collaboration in the transport sector implementation of gender equality-oriented interventions – which after a gender study, a proposal was developed to mainstream gender in the transport sector, and further after which its implementation was supported by UNDP to complete the review of the Transport sector Policy and strategy strengthening the gender aspect of the existing CEEP project (Gender Mainstreaming in the Transport Sector Project)	Malawi	91,249	91,249
3. Ministry of Labour	Hosted and supported meetings with partners since the beginning of project	Mozambique	5,000	5,000
4. Ministry of Transport	Hosted and supported PAC meetings with partners since the beginning of project	Mozambique	1,000	1,000
5. Mukero	Provided meeting room for beneficiaries training on SIYB;	Mozambique	500	500
6. National Aids Council (NAC)	Supplied the project with condoms for beneficiaries in the "hot spots" areas;	Mozambique	4,000	4,000
7. ECOSida	Supported the implementation of the HIV and AIDS component of the project;	Mozambique	15,000	15,000
8. Moza Banco	Supported partner beneficiaries in getting more funds for their businesses;	Mozambique	1,000,000	1,000,000
9. City Council of Tshwane	Supported the project through transporting beneficiaries to training venues.	South Africa	250	250
10. Productivity- South Africa	Provided non-financial services to CEEP beneficiaries through Business Improvement Systems	South Africa	1,000	-
11. Small Enterprise Financial Agency (SEFA)	The collaboration between CEEP and SEFA seeks to provide financial support to project beneficiaries through SEFA funds.	South Africa	103,000	103,000
12. SEFA	Co-funding the MFI/BSS training in July 2015	South Africa	10,000	10,000
13. South African AIDS Council (SANAC)	Supporting the integration of the CEEP model into the next National Strategic Plan (NSP) for HIV, STI and TB, and the Sex Worker National Plan 2015-2020; and funding of the 3rd CEEP Policy Dialogue in May 2016;	South Africa	1,800	1,800
14. SEFA	Commits to cover costs of 2 MFIs which will assist to fast-track development and submissions of funding proposals to access SFA funding by CEEP beneficiaries from 8 locations	South Africa	20,000	20,000
15. University of South Africa (UNISA)	Commitment to finance and provide technical support for training of CEEP entrepreneurs from 8 locations on "Improve Your Business: community engagements and advocacy (includes staff time from Business Management School, Faculty of Sociology and Tirisano Center towards facilitating training (cash & in-kind contributions)	South Africa	12,000	12,000
16. International Organization on Migration (IOM)	Requested the project to train the identified women and young girls on the economy organizations in Nkomazi Municipality in Mpumalanga, where CEEP is currently implementing the EE model to enable beneficiaries to start and improve their businesses, and also access funding through the CEEP/SEFA Partnership.	South Africa	20,000	20,000
17. South African Business Coalition on AIDS (SABCOHA)	Partnering with CEEP in training 100 women and young girls who are members of informal economy organizations, organizations of PLHIV and Sex Workers living and/or working along the transport corridors in Zeerust (North West Province).	South Africa	30,000	30,000

18. University of Pretoria	Partnering with ILO-CEEP to train 100 women and young girls who are members of informal economy organizations, and organizing people living with HIV and Sex Workers working along the transport corridors in Nkomazi Municipality-Mpumalanga	South Africa	10,000	10,000
19. SEFA	Ring - fenced R10, 000,000 for the beneficiaries to access as loans to enable the beneficiaries expand their businesses towards sustainable enterprises	South Africa	100,000	100,000
20. Business Support South Africa (BSSA)	Training stationery shop in Hamanskraal on record keeping	South Africa	100	100
21. One UN Fund (UNDAP)	Provided US\$ 10,000 for training of 75 peer educators for cooperatives and groups along transport corridors in June 2012.	Tanzania	10,000	3,534
22. United States Development for Agriculture (USDA)	Support to Bukata Women's Foundation	Zambia	250,000	-
23. NAC	Provided U\$5,000.00 to Lufuno SACCO in Beitbridge towards the HIV programme	Zimbabwe	5,000	5,000
24. Beitbridge Business Community	The Business sector gave material support estimated at U\$1,500 to 5 SACCOs in Beitbridge during an HTC campaign in 2012	Zimbabwe	1,500	1,500
25. Local Beitbridge Council	Gave a stand (land) which is 20mx75m worth U\$50,000.00	Zimbabwe	50,000	50,000
26. Chirundu local Board	Land for the construction of a fish pond for one of the SACCOs worth (20mx75m) worth U\$15,000.00	Zimbabwe	15,000	15,000
27. Nyamapanda Local Board	Gave 5 stands (land) of 15mx25m worth \$15,000	Zimbabwe	15,000	15,000
28. Nyamapanda Local Board	Gave 5 stands (land) which are 10mx15m worth \$5,000.00 to SACCO Members	Zimbabwe	5,000	5,000
29. Old Mutual	50 members have so far subscribed for funeral policies worth U\$500 each at a subsidized rate	Zimbabwe	25,000	25,000
30. Econet Wireless	I intends to get into partnership with Lufuno SACCO to build a shop were both Econet products will be sold by Lufuno SACCO on commission basis. The shop is estimated to be worth US\$ 115,000	Zimbabwe	115,000	115,000
31. MFS (Doctors without Borders)	Agreed to donate their current Centre to Lufuno SACCO upon their withdrawal in 2014	Zimbabwe	55,000	55,000
32. Chitungwiza Local Board	Allocated some working place- Factory for four women groups (cost not known yet)	Zimbabwe	-	-
33. Juru Growth Point Council	located 350 M ² stand/land (cost not known yet)	Zimbabwe	-	-
Sub-Total			5,018, 580	4,763,364
34. National Association of Business Women	Dollar to dollar contributions to the Innovation Fund	Malawi	100,000	100,000
35. Zandamela Microcredito	Zandamela is going to match for dollar in order to reach more project beneficiaries and show commitment for this innovative component	Mozambique	140,000	140,000
36. National Industrial Chamber	Dollar to dollar contributions to the Innovation Fund	South Africa	140,000	140,000
37. Savings and Credit Cooperative Union League of Tanzania (SCCULT)	Matching grant from the MFI for the Corridor economic innovation fund. The fund will be managed by the MFI and not transferred to ILO but ILO will manage the flow and expenditure of this fund in the Joint CEEIF account	Tanzania	140,000	140,000
38. Cavmont Bank	Dollar to dollar contributions to the Innovation Fund	Zambia	140,000	140,000
39. Small Enterprise Development Company (SEDCO) ²⁵	Dollar to dollar contributions to the Innovation Fund	Zimbabwe	140,000	140,000
40. ILO/AIDS				270,000
Sub-Total			800,000	800,000
Grand Total			5,858,580	2,936,857

²⁵ Now Small and Medium Enterprise Development Company (SMEDCO)

Appendix Table 6: Project Log Frame (Rainbow Document)

IMMEDIATE OBJECTIVE 1: “Policy Makers and Promoters Make Evidence-Based Decisions to Mainstream the EE Model into HIV & AIDS Regional and National Agendas

Indicator of Achievement (IOA)	Target	Achievement	(+) = % Surpassed (-) = % under achievement	A - Achieved LTBA- Likely to be Achieved LTBD-Likely to be delayed
IOA 1.1: “Number of EE as a strategy for HIV and AIDS vulnerability reduction framework policies developed through the provision of Strategic Information or Technical Assistance by CEEP	4	24	+ 500.0%	A
IOA 1.2: “Number of GE as a strategy for HIV and AIDS vulnerability reduction framework policies developed through the provision of Strategic Information (SI) or Technical Assistance (TA) by CEEP (disaggregated by level- regional and, national)”	6	18	+ 200%	A
IOA 1.3: “Number of EE and Gender Equality as an HIV and AIDS vulnerability reduction programmes initiated by stakeholders and partners (disaggregated by level - national, local and workplace activities)”	42	176	+ 319%	A
IOA 1.4: “Number of people reached through EE, gender, HIV and AIDS programmes initiated by stakeholders and partners (disaggregated by level)”	None	88,004	N/A	A

Output 1.1: “To provide policy makers, trade unions, employers’ organizations, civil society representatives (NGOs, cooperatives, etc.) acquire improved knowledge and skills to mainstream HIV and AIDS into regional and national agendas”

Sub -output 1.1. 1: Number of stakeholders and partners provided with SI and/or TA on EE& GE as an HIV and AIDS vulnerability reduction approach;	100,000	147,225	+ 47.2%	A
Sub-output 1.1.2. Number of media articles, programs and interviews produced on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach	No target	59	N/A	A
Output 1.2: “Tools for implementing the Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach”				
Sub-output 1.2.1. Number of training manuals developed on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach	4	16	+ 300%	A
Sub-output: 1.2.2: “Number of training manuals disseminated on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach	No target	23,354	N/A	A

IMMEDIATE OBJECTIVE 1: “Policy Makers and Promoters Make Evidence-Based Decisions to Mainstream the EE Model into HIV & AIDS Regional and National Agendas

Indicator of Achievement (IOA)	Target	Achievement	(+) = % Surpassed (-) = % under achievement	A - Achieved LTBA- Likely to be Achieved LTBD-Likely to be delayed
Sub-output 1.2.3: Number of BSS or partner organizations that make use of training materials.	24	90	+ 275%	A
Output 1.3: “SADC and selected member states capacitated to mainstream Economic EE & GE as an HIV and AIDS vulnerability reduction approach into regional agendas”				
Sub-output 1.3.1: “Number and type of SADC programs, plans or policies mainstreaming EE and GE as an HIV and AIDS vulnerability reduction approach	2	3	+ 50%	A
Sub-output 1.3.2: SADC HIV Unit received support from the programme	No Target	4	N/A	A
Immediate Objective 2: To economically empower targeted men and women along selected transport corridors by increasing the availability of economic services to prevent and mitigate the impact of HIV and AIDS in selected transport corridors				
Output 2.1.1: Number of support structures (national or local) assessed and selected to provide economic services (e.g. accounting IT, group formation and market)	42	89	+ 112%	A
Output 2.1.2: Trained beneficiaries by Level of Business Skills (mode)	NA	7		A

Output 2.1.3: Percentage of Beneficiaries Reporting Economic Activities	70%	78%	+ 11%	A
Output 2.1.4: Percentage of Beneficiaries Accessing Credit	14%	44%	+ 214%	A
Output 2.1.5: Percentage Increase in Net Profits Reported by Beneficiaries	20%	44%	+ 120%	A
Output 2.1.6: Percentage of Beneficiaries Reporting Increase in Net Profits	20%	27%	+ 35%	A
Output 2.1.7: Percentage of Beneficiaries Reporting Improved Socio-Economic Status	50%	23%	(-) 54%	LTBD - (Due to Economic hardships in the participating countries)
Output 2.1.8: Percentage of Beneficiaries Living on or Above 2 US\$ per Day	49%	61%	+ 24%	Achieved
Output 2.1.9: Percentage of Beneficiaries Reporting Personal Savings	50%	68%	+ 36%	Achieved
Output 2.1.10: Average Spending on Education, Health Services and Nutrition	No target	\$123	N/A	Achieved

Indicator of Achievement (IOA)	Target	Achievement	(+) = % Surpassed (-) = % under achievement	A - Achieved LTBA- Likely to be Achieved LTBD-Likely to be delayed
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IO 2 - Output 2.1.1: “Targeted support structures better equipped to provide business skills, business development services (BDS) incl. Group formation, finance and market access to social economy organizations (cooperatives, associations) and other SMEs

Sub-output 2.1.1.1: “Number of BSSs provided with strategic information or technical assistance on EE & GE as an HIV and AIDS vulnerability reduction approach	54	88	+ 63%	A
Sub-output 2.1.1.2: “Number of BSS trainers trained on EE & GE as an HIV and AIDS vulnerability reduction approach	180	249	+ 38%	A
IO 2- Output 2.1.2: “Increased Knowledge and Skills to Access Economic Opportunities for Women and Men in the Informal Economy and Rural Sector (in particular for women and youth)”.				
Sub-output 2.1.2.1: “Number of beneficiaries trained on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach	10,500	11,255	+ 7%	A
IO2 -Output 2.1.3: “Business Opportunities Identified and/or Consolidated for Targeted Vulnerable Populations through the Innovation Fund”.				
Sub-output 2.1.3.1: “Number of proposals” submitted”	No Target	1,085	N/A	A
Sub-output 2.1.3.2: “Percentage of proposals” accepted”.	25%	61%	+ 146%	A
Sub-output 2.1.3.3: “Amount disbursed”.	No target	\$1,002,452.	N/A	A
Sub-output 2.1.3.4: “Growth of fund”	No Target	\$96,609	N/A	A
IO 2.3 - Output 2.3.1: “Target support structures along transport corridors better equipped to provide HIV/TB training and access to social services to workers and employers in the transport sector”.				
Sub-output 2.3.1.1: “Number of business support structures provided with strategic information or	42	88	+ 110%	A

technical assistance on the CEEP HIV and AIDS vulnerability approach”.				
Sub-output 2.3.1.2: “Number of beneficiaries referred to HIV and other health related services”	7,500	9,289	+ 24%	A
IO 2.3 - Output 2.3.2: “Informal economy associations, cooperatives and business groups are able to develop and manage comprehensive HIV and AIDS work place programmes”				
Sub-output 2.3.2.1: “Number of BSSs provided with strategic information or technical assistance on Economic Empowerment and Gender Equality as an HIV and AIDS vulnerability reduction approach”.	As above	As above	As above	As above
Sub-output 2.3.2.2: “Number of BSS trainers trained on EE & GE as an HIV and AIDS vulnerability reduction approach”.	180	249	+ 38%	A

Indicator of Achievement (IOA)	Target	Achievement	(+) = % Surpassed (-) = % under achievement	A - Achieved LTBA- Likely to be Achieved LTBD-Likely to be delayed
<u>IO 2.2 - Output 2.2.1:</u> “Percentage of Female Beneficiaries Reporting Economic Advancement”	No Target	33%	N/A	A
<u>OI 2.2 -Output 2.2.2:</u> “Percentage of Beneficiaries Reporting Power and Agency towards Economic Advancement	No Target	53%	N/A	A
<u>IO 2.2- Output 2.2.3:</u> “Percentage of beneficiaries reporting rejection of any reasons for GBV	No Target	56%	N/A	A

IO 2.2 - Output 2.2.4 “Percentage of beneficiaries reporting acceptance of refusal of sex with main partner/spouse in the presence of an STI without condom use”.	No Target	73%	N/A	A
IMMEDIATE OBJECTIVE 3: “To Reduce HIV Vulnerability by Increasing Access to Effective HIV and AIDS Prevention and Impact Mitigation and Social Services”				
Output 3.1: “Percentage of Beneficiaries with Comprehensive Knowledge of HIV and AIDS”	70%	48%	(-) 31%	LTBD
Output 3.2: “Percentage of Beneficiaries Reporting Use of HIV & AIDS Risk Reduction Strategies”	>9%	62%	+ 588%	A
Sub-Output 3.2.1: Percentage of beneficiaries engaging in Transactional Sex” (% of people reporting transactional sex)	<9%	20%	(-) 122%	LTBD
Sub-Output 3.2.2: “Reduction in Number of Partners” (% reporting reduced number of partners)	25%	19%	+ 24%	A
Sub-Output 3.2.3: “Reduction in Alcohol use at last Sex” (% reporting reduced use of alcohol at last sex).	25%	31%	+ 24%	A
Sub-Output 3.2.4: “Condom use at last sex” (% reporting use of condom)	35%	49%	+ 40%	A
Sub-Output 3.2.5: “Access to HIV & AIDS Services”	70%	81%	+16%	A

Appendix Table 7: Key Relevant National, Regional and Global Development Frameworks

A: Country Level	
South Africa	<ol style="list-style-type: none"> 1. South Africa National Development Plan 2030 - whose health-related objectives include ensuring that the generation is largely free of HIV and the burden of the disease is significantly reduced; 2. National HIV Strategic Plan (2012-2016) on HIV, STIs and TB - whose strategic objectives include: (i) "Addressing social and structural barriers that increase vulnerability to HIV, STI and TB infection"; (ii) "Preventing new HIV, TB and STI infections"; (iii) "Sustaining health and wellness"; and (iv) "increasing protection of human rights and improving access to justice". 3. New Strategic Plan for HIV and AIDS in South Africa (2010) - which mainstreamed the UNAIDS vision of "zero new HIV infections"; "zero discrimination" and "zero AIDS-related deaths" and also added the "zero new infections" due to mother-to-child transmission. 4. Gender Equality Policy-which aims at reducing inequality between men and women through empowerment and as a result contribute to the reduction of the disproportionate impact of HIV and AIDS vulnerability among women.
Zimbabwe	<ol style="list-style-type: none"> 1. Zimbabwe HIV, AIDS and TB Policy for the World of Work (ZNHAT 2013) - whose policy objectives are: (i) "To prevent new HIV and TB infections in the world of work"; (ii) "To mitigate the impact of AIDS and TB through comprehensive prevention, treatment, care and support programmes"; and (iii) "To reduce all forms of stigma and discrimination on the basis of real or perceived HIV or TB status". 2. National HIV and AIDS Strategic Plan-ZNASP II (2011- 2015)- whose key priorities are: (i) "prevention of new adult and children HIV infections by 50% by 2015"; and (ii) "reduction of mortality amongst PLHIV": 3. The National Skills Development Policy-NSDP (2010)- whose mission is "to provide relevant skills to individuals for sustainable economic development and self-fulfilment through a system which is accessible, equitable, inclusive, financially sustainable, responsive to technological developments, includes entrepreneurship and involves all stakeholders" and whose overall goal is "to empower individuals through the provision of employable skills for sustainable development of the economy without discrimination". 4. Zimbabwe National Gender Policy (undated)-whose development objectives include "mainstreaming gender issues into all sectors of the economy in order to eliminate all negative economic, social and cultural practices that impede equality and equity of the sexes". 5. Zimbabwe National Employment Policy Framework-ZiNEPF (April 2009) - whose overall objectives include "strengthening and coordinating workplace initiatives on HIV and AIDS by identifying and promoting best practices"; 6. Micro, Small and Medium Enterprise Policy and Strategy Framework (2008-2012) - whose goal is "to have sustainable, strong, vibrant and dynamic Micro, Small and Medium Enterprises (MSMEs) that are well integrated into the main stream economy through creation of an enabling environment for growth and to enhance their contribution to national development";
Mozambique	<ol style="list-style-type: none"> 1. National HIV & AIDS Strategic Framework III (PEN III); 2010-2014 and the National Strategic HIV and AIDS Response Plan (2010 – 2014) - whose main objectives are to contribute to the reduction of the number of new HIV infections in Mozambique, promote the improvement of the quality of life of persons living with HIV and AIDS, and reduce the impact of AIDS on national development efforts. 2. PARP 2011-2014 - whose central objective is to combat poverty and promote a culture of work, with a view to achieving inclusive economic growth and reducing poverty and vulnerability in the country.
Zambia	<ol style="list-style-type: none"> 1. National AIDS Strategic Framework-NASF; 2011-2015 (November 2010) whose priority areas towards multi-sectoral HIV and AIDS response include: (i) "accelerating and intensifying prevention in order to reduce the annual rate of new HIV infections"; (ii) "Accelerating the provision of Universal Access to comprehensive and quality treatment, care and support for people living with HIV and AIDS (PLHIV), their caregivers and their families, including services for Tuberculosis (TB), sexually transmitted infections (STIs) and other opportunistic infections"; (iii) "Mitigating the socio-economic impacts of HIV and AIDS especially among the most vulnerable groups, orphans and vulnerable children, PLHV and their caregivers/families"; and (iv) "strengthening the capacity for a well-coordinated and sustainably managed HIV and AIDS multi-sectoral response". 2. National Strategy for Prevention of HIV and STIs (April 2009)- whose focal areas include among other things: (i) "Prevention of sexual transmission of HIV and STIs"; and (ii) "Counseling and testing"; 3. HIV And AIDS Policy for the Transport Sector in Zambia (2010)-whose objectives include among other things: (i) "To ensure recognition of HIV and AIDS as a workplace issue; (ii) "To prevent HIV and sexually transmitted infections by promoting sustained social and behaviour change through implementing comprehensive workplace programmes"; (ii) "To eliminate discrimination, stigmatization, rejection and denial

	<p>of HIV-positive employees; and protect employees from being retrenched or having employment terminated on the basis of HIV and AIDS status” (iii) “To ensure no screening for HIV status for purposes of discrimination against employees in decisions on termination, retrenchments, promotion and training”; (iv) “To ensure confidentiality and compliance with policy and legislation”; (v) “ To ensure continued employment relations and that infected employees continue to work as long as they are certified fit for appropriate employment”; (vi) “To provide a healthy and safe working environment to protect employees against occupational hazards; (vii) “To mainstream gender into workplace policies and programmes”; and (viii) “To promote openness and dialogue among social partners in order to create an enabling environment for combating HIV and aids in the workplace”;</p> <p>4. The Revised National HIV & AIDS Strategic Framework (2014-2016) – which identifies major causes for the spread of HIV as being multiple and concurrent sexual partnerships (MCP), mobility and labour migration, low and inconsistent condom use, low uptake of male circumcision, mother to child transmission and sex work;</p> <p>5. The Citizens’ Economic Empowerment (CEE) Policy and the CEE Act (2006)-whose main objective is “to unlock the growth potential of citizens through business development support and empowerment initiatives in Zambia”.</p> <p>6. The National MSME Development Policy which focuses on BDS support, entrepreneurial training, and market facilitation including linkage programmes as well as MSME financing.</p>
Tanzania	<p>1. National HIV Policy (March 2011)-whose objectives are: (i) “To provide direction that ensures that programmes and systems developed accord rights and responsibilities to men, women, boys and girls living with HIV (PLHIV)for them to enjoy equal rights in the community”; (ii) “ To ensure that locally appropriate non-medical and biomedical interventions are provided to all sections of the population so that new HIV infections can be significantly minimized”; (iii) “To provide high quality care and treatment services that are universally and equitably accessible to all”; (iv) “To provide guidance in the development of community-based interventions on home care, prevention, palliative care, stigma reduction and positive health so that PLHIV can live with dignity”; (v) “To provide guidance on institutional roles, monitoring, evaluation and research to enhance performance and enforce accountability”; (vi) “To provide guidance and a framework on cross-cutting issues including poverty, gender, disability, ageing, children and the youth and their relationship with HIV; (vii) “To provide linkages between other policies and laws that may have a bearing on the prevention, care and mitigating the impact of HIV”.</p> <p>2. National Multi-sectoral Strategic Framework on HIV & AIDS (2009-2012) - “whose priority strategic objective is “to increased adoption of safer sexual behaviours and reduction in risk-taking behaviours”. Other strategic objectives include: (i) A strengthened and sustainable enabling environment that mitigates underlying factors that drive the HIV epidemic; (ii) increased coverage, quality and utilization of HIV prevention services; (iii) Increased understanding of and reduction on risk behaviours among populations that have potential for increased HIV transmission; (iv) strengthened information systems for HIV infection and (v) strengthened coordination for HIV programme;</p> <p>3. Tanzania Third National Multi-Sectoral Strategic Framework for HIV and AIDS; 2013 – 2017 (Final Draft July 2013)-whose overall goal is “To ensure that the transmission of new infections is significantly minimized, those who are infected have access to high quality services, and the impact of HIV and AIDS is mitigated”.</p> <p>4. Gender Operational Plan for HIV Response in Mainland Tanzania-2010-2012-TACAIDS-whose vision is “to reduce the spread of HIV and provide the best available care for women, men, girls and boys infected with or affected by the virus”;</p>
Malawi	<p>1. National HIV and AIDS Policy (2011)-whose overall goal is “to prevent further spread of HIV infection, promote access to treatment for People Living HIV (PLHIV) and mitigate the health, socio-economic and psychological impact of HIV&AIDS on individuals, families, communities and the nation at large”.</p> <p>2. Malawi National Strategic Plan for HIV and AIDS (2011 – 2016)- whose overall goal is to Prevent HIV infection and mitigate the impact of HIV and AIDS through: (i) “Preventing primary and secondary transmission of HIV”; (ii) “Improving the quality of treatment, care and support services for PLHIV”; (iii) “Reducing vulnerability to HIV infection among various population groups”; (iv) “Strengthen multi-sectoral and multi-disciplinary coordination and implementation of HIV and AIDS program”; and (v) “strengthening monitoring and evaluation of the national HIV and AIDS response”;</p> <p>3. National HIV and AIDS Policy and Strategic Framework of Action for Transport Sector in Malawi (2003)- whose main aim is “to guide and direct the processes of dealing with HIV and AIDS in the workplace within the transport sector”;</p> <p>4. National HIV and AIDS Workplace Policy & Implementation Strategy-whose one of the key aims is to prevent HIV infection;</p> <p>5. National Nutrition Policy and Strategic Plan (March 2009)- whose goal is to is “to facilitate the improvement of the nutritional status of all Malawians, with emphasis on pregnant and lactating women, children below the age of 15 years, people living with HIV, people in emergency situations and other vulnerable groups”;</p> <p>6. National HIV and AIDS Policy-Sustaining National Response (July 2013) – whose main objectives are: (i)</p>

	<p>“Prevent primary and secondary transmission of HIV”; (ii) “Improve the quality of treatment, care and support services for PLHIV”; (iii) “Reduce vulnerability to HIV infection among the various population groups; (iv) Strengthen the multi-sectoral and multi-disciplinary coordination and implementation of HIV and AIDS programmes”; (v) “Enhance the support to vulnerable groups with a particular focus on children affected by HIV and AIDS and Persons with Disabilities”; (vi) “Reduce stigma and discrimination towards the PLHIV, key populations and vulnerable groups”; and (vii) “Strengthen research, and monitoring and evaluation of the National HIV and AIDS Response”;</p> <p>7. National Gender Policy (2011)-whose main goal is “to promote women’s economic and social empowerment through increasing their access and control over productive resources and economic opportunities”;</p> <p>8. Malawi Growth and Development Strategy-MGDS II (2011-2016)-which, among other things focuses on (i) “promoting women entrepreneurship and involvement in Cooperatives”; (ii) “Promoting equal access to appropriate technologies and micro-finance schemes”., and (iii) enhancing awareness on gender-based violence and mainstreaming of gender at all levels.</p>
B: Regional Level	
Southern Africa Development Community (SADC)	<p>1. SADC HIV and AIDS Strategic Framework 2010-2015 (2009)-whose Mission is “to control and reverse the HIV and AIDS epidemic and its impacts as shown by the achievement of the Millennium Development Goals (MDGs) and universal access commitment by 2015” and whose specific objectives are: (i) “All member states deliver on their universal access to HIV & AIDS prevention by 2015”; (ii) “All members deliver on their universal access targets to achieve access to quality treatment for people living with and affected by HIV, AIDS and TB by 2015”; (iii) “Reduced impact of HIV and AIDS on the socio-economic and psychological development of the region; member states; communities and individuals with all Orphans, Vulnerable Children (OVC) and Youth having access to external support by 2015”; (iv) “Sufficient resources mobilized for a sustainable scaled-up multi-sectoral response to HIV and AIDS in the SADC region that channels resources to operational and community levels”.</p> <p>2. SADC Harmonized Policy for the Roads Sector: Whose article 51. Aims at facilitating unimpeded flow of goods and passengers between and across their respective territories by promoting the development of a strong and competitive commercial road transport industry which provides effective transport services to consumers.</p>
C: Global Level	
United Nations	<p>1. UN MDGs (2000-2015) - particularly goal 6 on “Combating HIV and AIDS, Malaria and other Diseases”; and goal 3 on “Promoting Gender Equality and Empowering Women”;</p> <p>2. UN SDGs (2015-2030) – broadly in relation to SDG 1 on “ending poverty in all forms everywhere”; SDG 3 on “ensure healthy lives and promote well-being for all at all ages” and SDG 5 on “achieving gender equality and empower all women and girls”;</p> <p>UNAIDS – whose priority actions are to: (i) Reduce sexual transmission of HIV by 50% by 2015; (ii) Halve the transmission of HIV among people who inject drugs by 2015; (iii) Eliminate HIV infections among children and reduce maternal deaths; (iv) Reach 15 million people living with HIV with lifesaving antiretroviral treatment by 2015; (v) Halve tuberculosis deaths among people living with HIV by 2015; (vi) Close the global AIDS resource gap; (vii) Eliminate gender inequalities and gender-based abuse and violence and increase the capacity of women and girls to protect themselves from HIV; (viii) Eliminate HIV-related stigma, discrimination, punitive laws and practices; (ix) Eliminate HIV-related restrictions on entry, stay and residence; and (x) Strengthen HIV integration</p>

Appendix Table 8: Policy and Frameworks influenced by the project

Policy Frameworks Referring to HIV & AIDS Prevention and EE Approaches	
Country	Name of Policy Framework(s)
Malawi	<ol style="list-style-type: none"> 1. National HIV and AIDS Policy (July 2011-June 2016); 2. Decent Work Country Programme for Malawi (2011); 3. National HIV/AIDS Workplace Policy;
Mozambique	<ol style="list-style-type: none"> 1. United Nations Development Assistance Framework (2011-2015), 2. Decent Work Country Programme for Mozambique (2011-2015); 3. National HIV & AIDS Strategic Framework III (PEN III/Portuguese 2010-2014);
South Africa	<ol style="list-style-type: none"> 1. South African National Strategic Plan HIV, STI & TB (2012-2016) 2. Transport Sector Operational Plans (2012-2013); 3. Transport Sector Operational Plans (2013-2014); 4. Decent Work Country Program for South Africa (2010-2014); 5. Technical Assistance Guidelines on HIV & AIDS and the World of Work;
Tanzania	<ol style="list-style-type: none"> 1. National HIV/AIDS Policy (2011); 2. UN Development Assistance Plan (2011-2015); 3. National Multi-sectoral Strategic Framework on AIDS (2013-2018) 4. Decent Work Country Programme for Tanzania (2013-2017);
Zambia	<ol style="list-style-type: none"> 1. The National AIDS Strategic Framework –NSAF 2011 – 2016 (2014); 2. Revised National AIDS Strategic Framework (2014-2016); 3. The Revised Sixth National Development Plan (2014-2016); 4. The National Gender Policy (2014);
Zimbabwe	<ol style="list-style-type: none"> 1. National HIV & AIDS Policy framework; 2. Zimbabwe National AIDS Strategic Plan (2011-2015); 3. Decent Work Country programme for Zimbabwe (2012-2015);

Source: APPR March 2014-February 2015

National Policy Frameworks Referring to GE as a Complementary Strategy for HIV Prevention	
Country	Name of Policy Framework
Malawi	<ol style="list-style-type: none"> 1. National HIV and AIDS Policy(July 2011-June 2016); 2. National HIV/AIDS strategic plan (2011 – 2016); 3. National Transport Sector HIV/AIDS Policy and Strategy; 4. Strategy for the National HIV and AIDS Policy Implementation;
Mozambique	<ol style="list-style-type: none"> 1. United Nations Development Assistance Framework (UNDAF);
South Africa	<ol style="list-style-type: none"> 1. South African National Strategic Plan HIV, STI& TB 2012-2016; 2. Transport Sector OPS Plans (2012-2013): 3. Transport Sector OPS Plans (2013-2014): 4. Decent Work Country Programs for South Africa (2010-2014); 5. Technical Assistance Guidelines on HIV and AIDS and the World of Work;
Tanzania	<ol style="list-style-type: none"> 1. Tanzania National HIV/AIDS Policy (2011); 2. National Multi-sectoral Strategic Framework on AIDS (2013/18); 3. UN Development Assistance Plan (2011-2015); 4. Decent Work Country Programme for Tanzania (2013 – 2017);
Zimbabwe	<ol style="list-style-type: none"> 1. National HIV & AIDS Policy framework, Zimbabwe National HIV and 2. AIDS Strategic Plan (2011 - 2015);

Source: APPR March 2014-February 2015

Appendix Table 9: Emerging Lessons Learned

ILO Lesson Learned Template	
<p>Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP) Project</p> <p>Project TC/SYMBOL: RAF/10/04M/SID</p> <p>Name of Evaluator: Stanley Karuga</p> <p>Date: 1st October – 13th November 2015</p> <p>The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.</p>	
LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>Relevance of interventions and implementation approaches play a vital role in stakeholder “buy-in” and support of project activities.</i> This was underpinned by linkage of project activities to the socio-economic development aspirations of target beneficiaries as confirmed by a majority of respondents and as reflected in the respective national development plans, DWCPs, UNDAF; as well as stakeholder consultations during project design and throughout implementation.
Context and any related preconditions	Vulnerability to HIV infection is strongly underpinned by poverty, gender inequality and lack of knowledge. Therefore, the premise upon which the project was designed, intervention mix selected and implemented through participatory approaches was not only sound, but was a major determinant to the apparent good success of the project.
Targeted users / Beneficiaries	Young women and men workers in the target countries infected and affected by the impact of the HIV and AIDS epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas; formal and informal business support structure (BSS) stakeholder organizations.
Challenges /negative lessons - Causal factors	General weak organizational, management and financial skills capacity of BSSs; and misconception as ILO funding under CEEIF as grants due to inadequate sensitization – resulting in low repayment in some countries.
Success / Positive Issues - Causal factors	Success and causal factors included: (i) relevance of project interventions to the socio-economic development aspirations intermediate and ultimate beneficiaries; (ii) solid foundation – with the project having been a “build-on” initiative to the previous “ILO/SIDA HIV/AIDS Prevention and Impact Mitigation in the Transport Sector” project which provided the project with fairly solid base of knowledge and lessons learned; (iii) Having country-level PACs which provided guidance on project activities and which also promoted “ownership” and support towards sustainability; (iv) Having the same CTA and three (3) of the NPCs who were also involved in the aforementioned predecessor project which gave smooth and faster uptake of project implementation;(v) Having Adequate technical capacity of Project Management Team, high team work spirit and strong commitment to project objective and activities; (vi) smooth and timely financial disbursement –partly due to the presence of ILO offices in the participating countries with the exception of Malawi; (vii) use of an “open-door policy” on the part of the project management team; (viii) effective and timely administrative and technical backstopping support by relevant ILO units; (ix) Additional funding by Sida - which enabled expansion of project sites and target beneficiaries’ outreach plan; (x) willingness of prospective CEEIF beneficiaries to contribute funds even before receiving project matching grants in some countries.

ILO Administrative Issues (staff, resources, design, implementation)	Key administrative issues included the failure on the part of the project to: (i) prepare project communication strategy for effective communication of project strategy as well as an exit plan at the earliest time possible to guide the process of project handover to local stakeholders; (ii) include baseline data (whenever possible) and timeline for target achievements; (iii) have in place more effective and efficient monitoring and evaluation systems (web-based systems) for ease of data collection, collation, analysis and dissemination.
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ILO Lesson Learned Template

Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP) Project

Project TC/SYMBOL: RAF/10/04M/SID

Name of Evaluator: Stanley Karuga

Date: 1st October – 13th November 2015

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>Economic empowerment (EE) and gender equality (GE) model is an effective and sustainable approach for addressing vulnerability to HIV infection and mitigation of impact of AIDS, but its application by way of only providing business finance to informal economy MSME business starters without complementary business and financial skills training is not a sustainable approach and is likely to have limited and/or short-lived impact.</i>
Context and any related preconditions	Key context and precondition for successful application of the model entails the co-existence of high vulnerability to HIV infection, poverty, gender inequality and lack of relevant knowledge in the target project area; complemented with requisite sensitization and capacity building.
Targeted users / Beneficiaries	Young women and men workers in the target countries infected and affected by the impact of the HIV and AIDS epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas.
Challenges /negative lessons - Causal factors	Key challenges included: (i) Initial lack of appropriate cooperatives and/or association apex organizations in some countries-e.g. in South Africa leading to the delay in initiating CEEIF component of the project; (ii) Drought conditions in some of the beneficiary countries e.g. Zambia and Zimbabwe which adversely affected performance and in some cases loss of business (e.g. poultry farming); (ii) initial misconceptions that ILO funding under the CEEIF component was a grant- resulting in low repayment in some countries, but which the project responded to by stepping up requisite sensitization during the last half of the project period.
Success / Positive Issues - Causal factors	Successful implementation of the development model was strongly linked to: (i) relevance of interventions to the socio-economic development aspirations intermediate and ultimate beneficiaries; and (ii) requisite sensitization and capacity building of target beneficiaries by the project.

ILO Administrative Issues (staff, resources, design, implementation)	Key administrative issues included: (i) Lack of adequate ground-level administrative support capacity for NPCs –resulting in the officers having to deal with the whole range of administrative matters at the expense of technical matters; and (ii) Unexpected foreign exchange loss amounting to about US\$ 66,188 occasioned by the weakening of SEK against the US dollar consequently reducing the budget from the original US\$ 7,816,790 to US\$ 7,750,602 forcing PMT to cut-back on some planned activities.
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ILO Lesson Learned Template

Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP) Project
Project TC/SYMBOL: RAF/10/04M/SID
Name of Evaluator: Stanley Karuga
Date: 1st October – 13th November 2015
The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>HIV/AIDS vulnerability reduction interventions without EE is unlikely to attract or elicit interest from informal economy stakeholders.</i>
Context and any related preconditions	Review of project design foundational information and interview responses during field-level evaluation clearly indicated that lack of economic empowerment (poverty) strongly underpins risky sexual behaviour and that provision of alternative means of livelihood through project’s EE interventions was a major attraction for buy-in and participation of target beneficiaries.
Targeted users / Beneficiaries	Ultimate target beneficiaries comprising young women and men workers in the target countries infected and affected by the impact of the HIV and AIDS epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas; intermediate beneficiaries (BSSs); donor as the financing agency from the point of view of effective impact on reduction of HIV vulnerability; and ILO as the implementing agency from the point of view of effectiveness of socio-economic impact.
Challenges /negative lessons - Causal factors	Key challenges encountered included: (i) lack of adequate EE resources in relation to the large number of needy target beneficiaries; (ii) some degree of misconceptions that CEEIF funding was a grant – thereby constraining growth of revolving fund.
Success / Positive Issues - Causal factors	Sensitization, capacity building and training of BSSs, young men and women played a major role in the success of the project.

ILO Administrative Issues (staff, resources, design, implementation)	Limited EE resources and inadequate sensitization regarding project with respect to the CEEIF component (as a revolving fund) at the initial stages of the project.
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ILO Lesson Learned Template

Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP) Project

Project TC/SYMBOL: RAF/10/04M/SID

Name of Evaluator: Stanley Karuga

Date: 1st October – 13th November 2015

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>Influencing policy agenda and their operationalization, and inculcating behavioural change are by nature long term interventions and require adequate time to facilitate sustainability and generate impact.</i>
Context and any related preconditions	Policy and social behavioural changes take time and adequate sensitization and effective early buy-in are key preconditions success of interventions for similar projects.
Targeted users / Beneficiaries	ILO and project implementation teams as well as donors.
Challenges /negative lessons - Causal factors	Slow political response by governments and behavioural change away from risky sexual behaviour by target young men and women in the project area.
Success / Positive Issues - Causal factors	Stepping up sensitization and promotion of “buy-in” by the project team played an important role towards project achievements.
ILO Administrative Issues (staff, resources, design, implementation)	Limited financial resources was a major constraining factor.

ILO Lesson Learned Template

Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP) Project

Project TC/SYMBOL: RAF/10/04M/SID

Name of Evaluator: Stanley Karuga

Date: 1st October – 13th November 2015

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task).	<i>The so called “unbankable” informal sector entrepreneurs are actually “bankable” and basing financial provision on group loans works much better than on individual loans.</i>
Context and any related preconditions	While the bulk of beneficiaries were informal entrepreneurs, this did not deter the project from successfully implementing its planned interventions in relation to the CEEIF component; and it was therefore clear that informality of enterprises is not a precondition for “bankability”. Existence of strong and cohesive business groups with which to work with is an important precondition for successful group-based loans as demonstrated by the higher repayment rate among group borrowers compared to individual borrowers.
Targeted users / Beneficiaries	Ultimate target beneficiaries comprising young women and men workers in the target countries infected and affected by the impact of the HIV and AIDS epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas; intermediate beneficiaries (BSSs); donor as the financing agency from the point of view of effective impact on reduction of HIV vulnerability; and ILO as the implementing agency from the point of view of effectiveness of socio-economic impact.
Challenges /negative lessons - Causal factors	Key challenges which were also acted upon by the project included: (i) General lack and weak capacity of Business Support Structures (BSSs) in some countries; (ii) Weak business and financial skills capacity of ultimate beneficiaries – necessitating more time and financial for capacity building than was originally anticipated; (iii) General lack and weak capacity of MFIs and failure by a significant number of them to meet the requirements under the CEEIF component - thereby causing delay in the startup of its planned activities; and (iv) Misconception as ILO funding under CEEIF as grants due to inadequate sensitization – resulting in low repayment in some countries.
Success / Positive Issues - Causal factors	Capacity activities of the project including sensitization; training in business management and financial skills; as well as proposal writing resulted in 582 or about 57% of the target business proposals being approved and funded.
ILO Administrative Issues (staff, resources, design, implementation)	Limited financial resources towards capacity activities was a major constraining factor on the part of the ILO project implementation team.

ILO Lesson Learned Template

Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP) Project

Project TC/SYMBOL: RAF/10/04M/SID

Name of Evaluator: Stanley Karuga

Date: 1st October - 13th November 2015

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>Working closely with local partners and proactive building of PPPs are effective means towards enhanced ownership, support and sustainability of project activities as well mobilization of resources.</i>
Context and any related preconditions	Paragraph 83 of the ILO Strategic Policy Framework (2010-2015) calls effective partnership. By working closely with local partners and proactively seeking and building PPPs – the project was able to raise as much as US\$ US\$ 2,895,507 from approximately 40 different public, private and civil society organizations.
Targeted users / Beneficiaries	Key beneficiaries included the ILO as the implementing agency; formal and informal BSSs stakeholder organizations; target young women and men workers in the target project areas.
Challenges /negative lessons - Causal factors	Key challenges encountered included the general weak technical and managerial capacities of local partners; and harsh economic situations in some of the participating countries making it difficult for potential PPP donors to raise financial resources.
Success / Positive Issues - Causal factors	Relevance of interventions; sensitization and capacity of local partners, as well as proactive promotion of PPP played a major role towards the success of the project.
ILO Administrative Issues (staff, resources, design, implementation)	Limited financial resources towards promotion of PPP and capacity of local partners was a major constraining factor on the part of the ILO project implementation team.

ILO Lesson Learned Template

Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP) Project

Project TC/SYMBOL: RAF/10/04M/SID

Name of Evaluator: Stanley Karuga

Date: 1st October – 13th November 2015

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<i>Having communication and exit strategies prepared early enough is essential for guiding project management teams on exit processes and communication approaches and strategies.</i>
Context and any related preconditions	Paragraph 85 of the ILO Strategic Policy Framework (2010-2015) states that communication and public information are the primary vehicles for conveying to the public how the organization is analyzing and tackling the main workplace challenges. By not having in place communication strategy there was no adequate and common communication approach – which was partly responsible for the misconception that CEEIF component funds were grants. The project did not also have an exit strategy to guide project termination processes.
Targeted users / Beneficiaries	ILO as the project implementing agency; immediate beneficiaries – comprising formal and informal business support structure stakeholder organizations (e.g. cooperatives, associations, ILO constituents, Non-Governmental organizations-NGOs, social enterprises including self-help groups and farmer groups; and ultimate beneficiaries – Young women and men workers in the target countries infected and affected by the impact of the HIV and AIDS epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas.
Challenges /negative lessons - Causal factors	Inadequate communication partly resulting in the misconception as ILO funding under CEEIF as grants due to inadequate sensitization – resulting in low repayment in some countries.
Success / Positive Issues - Causal factors	No action was taken by the project team
ILO Administrative Issues (staff, resources, design, implementation)	Failure to build-in and/or implement coherent communication and exit strategies at the design stage.

Appendix Table 10: Emerging Good Practices

ILO Good Practice Template	
Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP Project) Project TC/SYMBOL: RAF/10/04M/SID Name of Evaluator: Stanley Karuga Date: 1st October – 13th November 2015 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>Significant stakeholder consultations and use of adequate and sound foundational information base in designing the project</i> which enhanced stakeholder “buy-in” of project goal, purpose and activities as well as political support.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The model can be replicated in any place that is faced with HIV and AIDS pandemic. However, high rates of HIV infection, high level of concern among targeted countries and other stakeholders regarding the problem, and high poverty levels are likely to underpin quick “buy-in” of the model, effective support and participation.

<p>Establish a clear cause-effect relationship</p>	<p>On the one hand, and from available wealth of data and information, there is clear and overwhelming evidence that vulnerability to HIV infection is primarily caused by poverty, high mobility, cultural practices, lack of awareness on HIV-related dynamics, gender inequality and lack of supportive policies. On the other hand, there a clear relationship between the undisputable and impressive achievements of the project, and the interventions it implemented – including sensitization and advocacy; provision of strategic information; building and strengthening public-private partnerships; facilitation of formation of self-help groups and strengthening: capacity building of BSSs and social organization entrepreneurs; facilitation of access to business finance; mentorship; Facilitation of access to health and social service and promotion of HIV and AIDS workplace frameworks.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>This good practice underpinned project achievements in the political, social and economic arena. This includes for example, a total of 22 national policies now refer to the EE model as a strategy for addressing vulnerability to HIV infection; 16 development frameworks now also referring to GE as a complementary strategy for HIV prevention; a total of 176 EE & GE and HIV & AIDS vulnerability reduction programmes initiated; an estimated 88,040 people reached through EE, GE, HIV and AIDS programmes initiated by stakeholders and partners; an estimated 147,255 stakeholders provided with strategic information and technical assistance on EE and GE as an HIV & AIDS vulnerability reduction approaches; an estimated of 14,987 beneficiaries trained on EE and GE as an HIV & AIDS vulnerability reduction approach; an estimated 15,858 jobs created – with women accounting for about 56% of total beneficiaries; improved savings culture; increased net profits, and increased expenditure on nutrition, health and education. Key beneficiaries included young men and women workers in the target countries infected and affected by the impact of the HIV and AIDS epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas; formal and informal business support structure (BSS) stakeholder organizations.</p>
<p>Potential for replication and by whom</p>	<p>The project development has a very high potential replicability and scale up by any organization including national governments, regional organizations and development partners. This is owing to its relevance to the socio-economic development aspirations of stakeholders in the region and therefore high prospects for acceptability and willingness to support relevant activities; and availability of local business support structures (albeit their apparent general weakness in terms of technical, managerial and financial capacities), among other things.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</p>	<p>The project supported ILO Strategic Policy Framework by contributing to two outcomes of its Programme and Budget, 2014-2015 - namely Outcome 3 on “Sustainable enterprises create productive and decent jobs” and Outcome 8 on “The world of work responds effectively to HIV and AIDS epidemic”. It also contributed to the DWCPs in each of the countries, as well as the Decent Work Agenda for Africa 2007-2015) - which among other related interventions, focuses on “tackling HIV/AIDS in the world of work”</p>

Other documents or relevant comments	Economic empowerment initiatives for the poor that are not complemented with capacity building towards strategies for reducing vulnerability to HIV infection is ineffective as much as it is for HIV-related initiatives that are not complemented with economic empowerment for the poor. The two must therefore go hand in hand.
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ILO Emerging Good Practice Template	
Project Title:	Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP Project)
Project TC/SYMBOL:	RAF/10/04M/SID
Name of Evaluator:	Stanley Karuga
Date:	1st October – 13th November 2015
The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>Use of some of ILO staff previously working in the predecessor ILO/SIDA HIV/AIDS Prevention and Impact Mitigation in the Transport Sector” project.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Where possible, retention of project staff can be replicated in any project in any place under conditions whereby: (i) the project had a previous phase with similar goals and interventions; (ii) Project staff are qualified, committed and willing to participate in their respective jobs.
Establish a clear cause-effect relationship	The success of the project was partly linked to the use of some of the key staff previously working in the predecessor ILO/SIDA HIV/AIDS Prevention and Impact Mitigation in the Transport Sector” project – which gave start-up and implementation head start.

Indicate measurable impact and targeted beneficiaries	This was partly associated with the good project performance especially in relation to reaching out to an estimated 88,040 people through EE, GE, HIV and AIDS programmes initiated by stakeholders and partners; an estimated 147,255 stakeholders provided with strategic information and technical assistance on EE and GE as an HIV & AIDS vulnerability reduction approaches; an estimated of 14,987 beneficiaries trained on EE and GE as an HIV & AIDS vulnerability reduction approach; an estimated 15,858 jobs created – with women accounting for about 56% of total beneficiaries; improved savings culture; increased net profits, and increased expenditure on nutrition, health and education.
Potential for replication and by whom	The project development has a very high potential replicability and scale up by any organization including national governments, regional organizations and development partners for projects with previous phases that had similar objectives and thematic interventions
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Not applicable
Other documents or relevant comments	This practice may be limited only to situations where a previous phase of a project with similar goals, objectives and interventions are available, and where staff are qualified and willing to be engaged.

ILO Emerging Good Practice Template	
Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP Project) Project TC/SYMBOL: RAF/10/04M/SID Name of Evaluator: Stanley Karuga Date: 1st October – 13th November 2015 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>Maintaining an “open door” policy on the part of the project management team – which elicited trust, good will and support of project activities by local stakeholders;</i>

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Key conditions for application and replicability of this good practice include: (i) staff-specific attitudinal pre-disposition towards maintaining an open door policy for effective stakeholders' consultations; (ii) keenness of stakeholders to consult with project staff; (iii) physical and other forms of accessibility of project staff on the part of other stakeholders.
Establish a clear cause-effect relationship	The good practice of "open door" policy allowed for continuous interaction and consultations between project staff and other stakeholders; enhanced inter-party trust –thereby effectively eliciting "buy-in" and support by local stakeholders and therefore achievement of planned deliverables, without which much less is likely to have been achieved.
Indicate measurable impact and targeted beneficiaries	Some of the achievements associated with this good practice include influencing of a total of 24 national policies towards adopting the EE model as a strategy for addressing vulnerability to HIV infection; influencing of 18 development frameworks towards referring to GE as a complementary strategy for HIV prevention; initiation of 176 EE & GE and HIV & AIDS vulnerability reduction programmes; outreach to 88,040 people through EE, GE, HIV and AIDS programmes initiated by stakeholders and partners; outreach to 147,255 stakeholders with strategic information and technical assistance on EE and GE as an HIV & AIDS vulnerability reduction approaches; and creation of close to 15,858 jobs created.
Potential for replication and by whom	The practice is replicable anywhere and by any organization as long as it is built in project implementation approaches and procedures, where project staff are accessible and explicitly required to do so as part of their terms of reference and where local stakeholders are sensitized and willing to regularly consult with project staff.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This good practice is well-aligned with ILO Office-wide procedure of maintaining an "open door" policy with member states and individual stakeholders as implied many of its high-level policies including the section on Knowledge base and Knowledge sharing in part III of its Strategic Policy Framework (2010-2015).
Other documents or relevant comments	The practice is only useful where engagement is beneficial to implementation of a particular project, otherwise it can lead to reduced performance.

ILO Emerging Good Practice Template

Project Title: Economic Empowerment & HIV Vulnerability Reduction
along Transport Corridors in Southern Africa
(CEEP Project)

Project TC/SYMBOL: RAF/10/04M/SID

Name of Evaluator: Stanley Karuga

Date: 1st October – 13th November 2015

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>Use of national stakeholder – based project advisory committees.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This practice is applicable and replicable where local relevant structures have been established and supportive of project activities.
Establish a clear cause-effect relationship	Use of local stakeholder support structures not only enhanced “buy-in” and support, but also enhanced the prospects for sustainability of project activities.
Indicate measurable impact and targeted beneficiaries	Measurable impact include an estimated 147,255 stakeholders who benefitted from strategic information and technical assistance on EE and GE as an HIV & AIDS vulnerability reduction approaches; an estimated of 14,987 beneficiaries who were trained on EE and GE as an HIV & AIDS vulnerability reduction approach; and an estimated 15,858 jobs created. Key beneficiaries included BSSs, young men and women workers in the target countries infected and affected by the impact of the HIV and AIDS epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas; formal and informal business support structure (BSS) stakeholder organizations.
Potential for replication and by whom	The practice has very high potential replicability by any organization including national governments, regional organizations and development partners.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	The good practice is in line with ILO office-wide of working closely with local stakeholders as in various higher level ILO goals as broadly reflected DWCPs, Country Programme Outcomes and Strategic Policy Framework 2010-2015;
Other documents or relevant comments	Effectiveness of use of local organizations in project management is strongly dependent on their technical and managerial capacities, commitment and willingness to engage positively.

ILO Emerging Good Practice Template

Project Title: Economic Empowerment & HIV Vulnerability Reduction
along Transport Corridors in Southern Africa
(CEEP Project)

Project TC/SYMBOL: RAF/10/04M/SID

Name of Evaluator: Stanley Karuga

Date: 1st October – 13th November 2015

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>Proactive promotion of public-private partnerships with strategic local, national, regional and international organizations;</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The model can be replicated in any place and by any organization where relevant and strong national, regional and international organizations exist and willing to participate.
Establish a clear cause-effect relationship	By working closely with local partners and proactively seeking and building PPPs – the project was able to raise as much as US\$ US\$ 2,895,507 from approximately 40 different public, private and civil society organizations.
Indicate measurable impact and targeted beneficiaries	The resources raised through this good practice supported the project towards attaining a number of results including outreach of close to 88,040 people with EE, GE, HIV and AIDS programmes, 147,255 stakeholders who were provided with strategic information and technical assistance on EE and GE as an HIV & AIDS vulnerability reduction approaches; training of an of 14,987 beneficiaries trained on EE and GE as an HIV & AIDS vulnerability reduction approach; and employment of an estimated 15,858 jobs.
Potential for replication and by whom	As long as there are strong and willing partners for the relevant intervention, the practice is replicable in any place and by any organization including national governments, regional organizations and development partners.

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The practice is in line with ILO Strategic Policy Framework 2010-2015 (section on partnerships and communication).
Other documents or relevant comments	No comment

ILO Emerging Good Practice Template Project Title: Economic Empowerment & HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP Project) Project TC/SYMBOL: RAF/10/04M/SID Name of Evaluator: Stanley Karuga Date: 1st October - 13th November 2015 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	<i>Working through apex business support structures in reaching out to ultimate beneficiaries.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Applicability and replication of the practice is highly dependent on the existence strong apex business support structures that are also willing to cooperate in interventions in question.
Establish a clear cause-effect relationship	The use of apex organizations as the channel to reach ultimate beneficiaries (young men and women entrepreneurs) allowed the fast tracking of project achievements.
Indicate measurable impact and targeted beneficiaries	This good practice directly or indirectly contributed to a number of specific achievements outreach to 88,040 people reached through EE, GE, HIV and AIDS programmes initiated by stakeholders and partners; an estimated 147,255 stakeholders provided with strategic information and technical assistance on EE and GE as an HIV & AIDS vulnerability reduction approaches; an estimated of 14,987 beneficiaries trained on EE and GE as an HIV & AIDS vulnerability reduction approach; and creation of some 15,858 jobs. Direct target beneficiaries were the BSSs while indirect beneficiaries were young men and women workers in the target countries infected and affected by the impact of the HIV and AIDS epidemic including mobile workers, women and men workers in the formal and informal economic activities in corridor areas; formal and informal business support structure (BSS) stakeholder organizations.

Potential for replication and by whom	The practice is replicable in any place and by any development organisation as long as there are strong and willing apex organizations.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	The practice is in line with outcomes 9 and 10 of the ILO Strategic Policy Framework 2010-2015
Other documents or relevant comments	Where organizational and management capacities of apex structures is weak, sensitization and capacity building interventions are important pre-conditions for successful application of the practice.

Appendix Table 11: Terms of Reference



International Labour Organization

TERMS OF REFERENCE:

FINAL INDEPENDENT EXTENAL EVALUATION OF THE PROJECT ON ECONOMIC EMPOWERMENT AND HIV VULNERABILITY REDUCTION ALONG TRANSPORT CORRIDORS IN SOUTHERN AFRICA.

Project Code	RAF/10/04M/SID
Budget	US\$ 7,750,602
Donor	Government of Sweden
Period covered	March 2011-Jan 2016
Geographical Coverage	Malawi, Mozambique, South Africa, Tanzania, Zambia, Zimbabwe
Evaluation Period	17 September 2015 – 30 October 2015
Administrative Unit	ILO DWT Pretoria
Technical Unit	ILOAIDS

Background

This term of reference (TOR) is designed to conduct an independent end-of-project evaluation of the Project on Economic Empowerment and HIV Vulnerability Reduction along Transport Corridors in Southern Africa (CEEP). This evaluation forms part of the International Labour Organisation's (ILO) strategic practice of ensuring that projects and programmes are adequately evaluated. At times these evaluations assist in the strategic management of the project, as did the 2013 mid-term evaluation or they can be used to assess best practices and success that can inform other projects and programmes of good implementation strategies, as this end-of-project evaluation would.

The project builds on the ILO's previous programme funded by the Swedish International Development Agency (Sida) RAF/05/M08/SID (2006-2009) on HIV Prevention and Impact Mitigation in the World of Work in Sub-Saharan Africa which was implemented in fourteen countries across Africa. After this initial programme was completed, the project was re-designed and is currently being implemented in six Southern and East African countries, namely, Malawi, Mozambique, South Africa, Tanzania, Zambia and Zimbabwe.

The focus of the new project's strategic implementation is on: 1) building the competency of enterprises, employers' and workers' organizations, informal economy associations, cooperatives and their apexes in HIV prevention and impact mitigation; 2) providing support to social economy organisations, and informal economy workers - especially women - to increase their economic power by improving their business and social skills.

The project, which is funded by the Government of Sweden, has a budget of US\$ 7,750,602 and implementation started in March 2011 with a planned termination date of January 2016. In each country, the project began implementation in five hotspots per country along transport corridors. However, as of August 2013 the project has expanded in scale to areas outside of transport corridors in vulnerable communities where vulnerable women and young girls have a high risk of exposure to the epidemic.

Project rationale

Although HIV prevalence is seen to be stabilizing and declining in some countries, Southern Africa is still the epicentre of the HIV and AIDS epidemic. Globally, the United Nations 2013 Global Report indicates that there are approximately 35.3 (32.2–38.8) million people were living with HIV. This is still an increase in the global picture however countries and regions have made good efforts to curb the impact of the epidemic with the role out of life-saving antiretroviral therapy. The impact of these therapies is that there has been a decline in new infections (by 33% since 2001) and low HIV and AIDS related deaths. However Sub-Saharan Africa still carries the greatest burden of the epidemic with 70% of new infections occurring within the region. The nature of the epidemic in each country varies, in most there has been a decline or stabilisation of the epidemic (Malawi, Mozambique and Tanzania), while in others there has been an increase in new infection reported in the last year (South Africa and Zimbabwe).

There have been some noticeable successes within these countries:

- Each country has national policies, based on evidence, that guide country wide interventions.
- Access to ARVs has been the focus of a lot of the health sector's response which has meant that cumulatively there are over 4 million people on ARTs. Some ascribe the decline in their countries infections rates being related to this.
- Other successful bio-medical strategies that have been implemented include HCT, MMC and PMTCT. South Africa has achieved good success with the decreasing in PMTCT in labour and birth. In fact transmission through breastfeeding has become the highest mode of transmission in this area.

The epidemics within each of the participating countries are driven through heterosexual sex. Common behavioural drivers include multiple partners, unprotected sex, transactional sex, use of drugs and alcohol, low up-takes of screening and bio-medical prevention methods, including treatment. Poverty and gender inequality and harmful cultural practices are widely recognised as structural drivers that play a part in the spread of the epidemic.

Transport corridors and cross-border settings often have the highest HIV prevalence. Here, mobile workers, such as truck drivers, migrant workers and sex workers intermingle with the local populations living and operating in the proximity of corridors, and in particular, at border crossings. Economic conditions along the corridors are often precarious. Many workers are in formal employment and work in subsistence jobs, with few safety nets, and limited coping mechanisms. Because delays are lengthy, and customs procedures are slow, the risk of HIV transmission due to casual, unprotected sex is high. In this context, the higher vulnerability of these populations is linked to poor livelihoods and inadequate income which increases the likelihood of engaging in risky behaviours.

That is why the project addresses the underlying economic conditions that fuel HIV transmission in these areas and around communities where transport workers operate.

Project internal logic and strategy approach

The project has a three pronged approach, focusing on three levels, macro, meso and micro levels:

At a **macro level**, the project aims to influence the direction of HIV and AIDS policies to incorporate economic empowerment as a complementary strategy to existing HIV prevention and mitigation strategies. The project aims to influence both national and regional policy frameworks.

At **meso level**, the project aims to capacitate business support structures and socio-economic organisations (cooperatives, informal associations, women groups and young girls) to enable them to provide education and skills to their constituents in areas of HIV prevention and business development, including access to micro-credit.

At a **micro level**, the project aims to capacitate the members of business support structures, the men and women working in the informal economy and those vulnerable to HIV infection, such as sex workers, to enable them to start and improve their businesses thereby enhancing their socio-economic status, as well as increase their access to effective HIV prevention and mitigation services.

The overall development objective of the project is to reduce HIV and AIDS vulnerability through economic empowerment and gender equality. This objective would contribute to the Southern Africa Development Community's goal of 'controlling and reversing the HIV and AIDS epidemic as showed by the Millennium Development goals and Universal Access commitments by 2015' through the world of work.

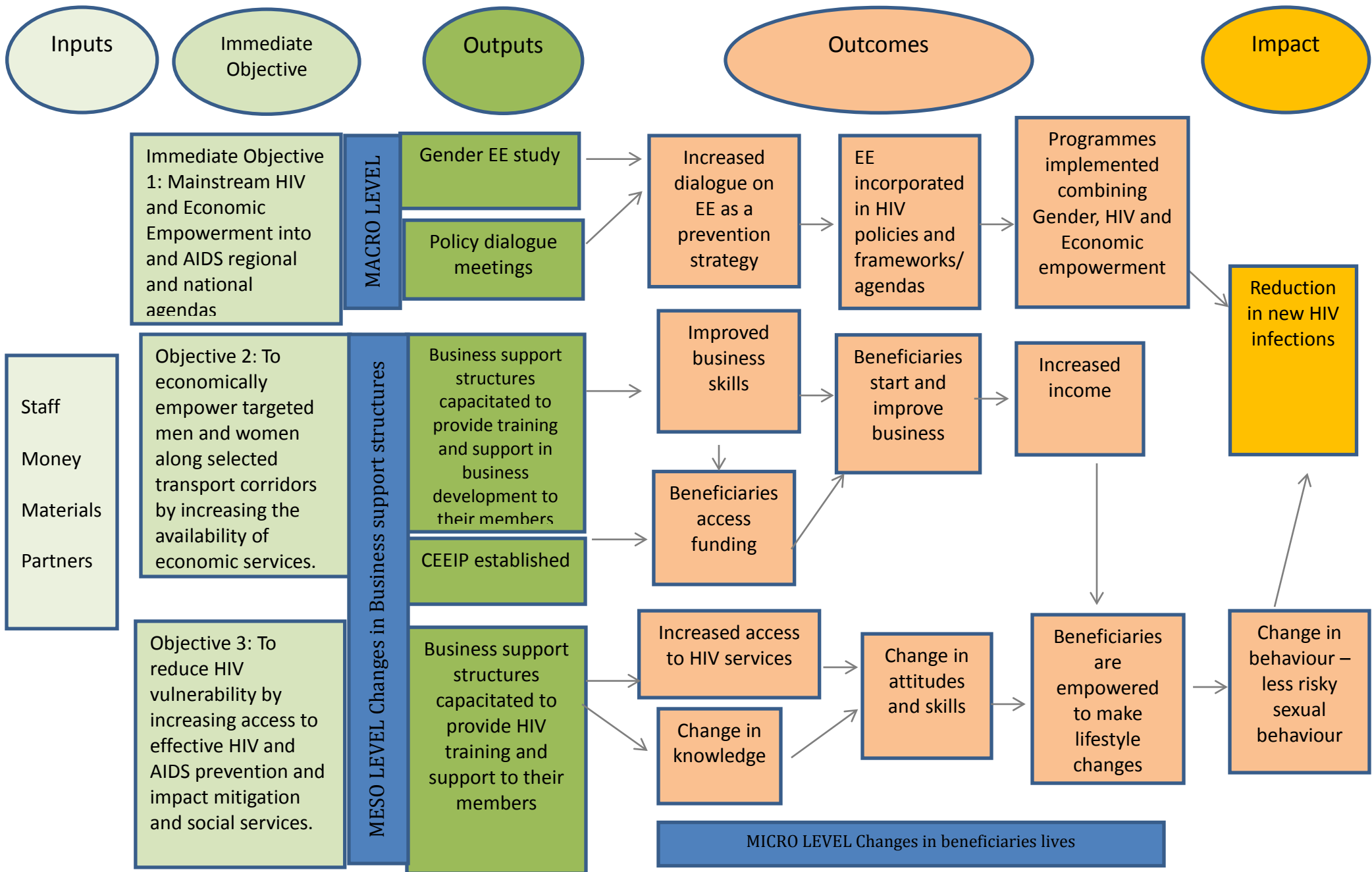
The immediate objectives of the project with focus on the macro, meso and micro levels are detailed below:

1). Immediate Objective 1: Policy makers and promoters make evidence-based decisions to mainstream the economic empowerment model into HIV and AIDS regional and national agendas.

2). Immediate Objective 2: To economically empower targeted men and women along selected transport corridors by increasing the availability of economic services to prevent and mitigate the impact of HIV and AIDS in selected transport corridors.

3). Immediate Objective 3: To reduce HIV vulnerability by increasing access to effective HIV and AIDS prevention and impact mitigation and social services provided by targeted operators (members organizations such as cooperatives, informal associations, MSMEs) along selected transport corridors.

The project logic is depicted in diagrammatic form in the figure below:



Strategic frameworks within which the project works.

The project works within the country specific national HIV/AIDS frameworks as well as the ILO strategic framework. In terms of ILO strategic framework, the project contributes to two outcomes of the ILO Programme and budget (P&B), 2012/13. Outcome number 8: “The world of work responds effectively to HIV and AIDS epidemic” and Outcome 3: sustainable enterprises create productive and decent jobs.

Under outcome 8, the project contributes to the achievement of the second indicator: to support social partners to implement HIV and AIDS workplace programmes. The project provides HIV and business skills for members of informal economy organizations along selected transport corridors and communities including transport users and service providers so that they are able to provide and/or facilitate access to HIV services for their members through workplace policies and programs.

Under the Outcome 3: the project facilitates economic empowerment activities that would reduce economic-HIV vulnerabilities among men and women living along transport corridors in Southern and Eastern Africa. These activities include training on entrepreneurship and business development using the SIYB programme, Get Ahead and WEDGE tools, organising men and women into producer associations and facilitating the starting of the group saving and lending activities.

At country level, the project contributes to the achievement of HIV-specific outcomes in the implementing countries’ DWCPs.

Further, the project links with various other partners such as other UN agencies, business associations, MFI’s, cross border associations and relevant organisations working in the transport corridors dealing with HIV prevention. For example, in Mozambique, Tanzania and Zambia the project contributes to 3 of the UNAIDS’ Global AIDS Response Progress Reporting, under the ONE UN programme, that is:

- Reduce sexual transmission by 50% by 2015;
- Eliminate gender inequalities and gender-based abuse and violence and increase the capacity of women and girls to protect themselves from HIV
- Eliminate stigma and discrimination against people living with and affected by HIV through promotion of laws and policies that ensure the full realization of all human rights and fundamental freedoms

Project Management arrangements

The project management comprises of six National Project Coordinators (NPCs -one in each country) under the overall supervision of an ILO Chief Technical Advisor (CTA). The project has an Economic Empowerment Officer, based in Harare, Zimbabwe, who supports NPCs in the development and implementation of the economic empowerment aspects of the project such as the Corridor Economic Empowerment Innovation Fund. A Monitoring and Evaluation Officer is responsible for supporting the NPCs in monitoring the project. The project is further supported by a full-time Finance and Administration Assistant. The project is under the overall supervision of the Pretoria Office Director. The CTA is technically backstopped by ILO AIDS in Geneva. The CTA; Finance and Administration Assistant and M&E Officer are based at the ILO offices in Pretoria. In each of the countries of implementation, the project is guided by the Project Advisory Committees (PAC) – a tripartite plus committee of strategic stakeholders drawn from the all sectors, development partners and NGOs.

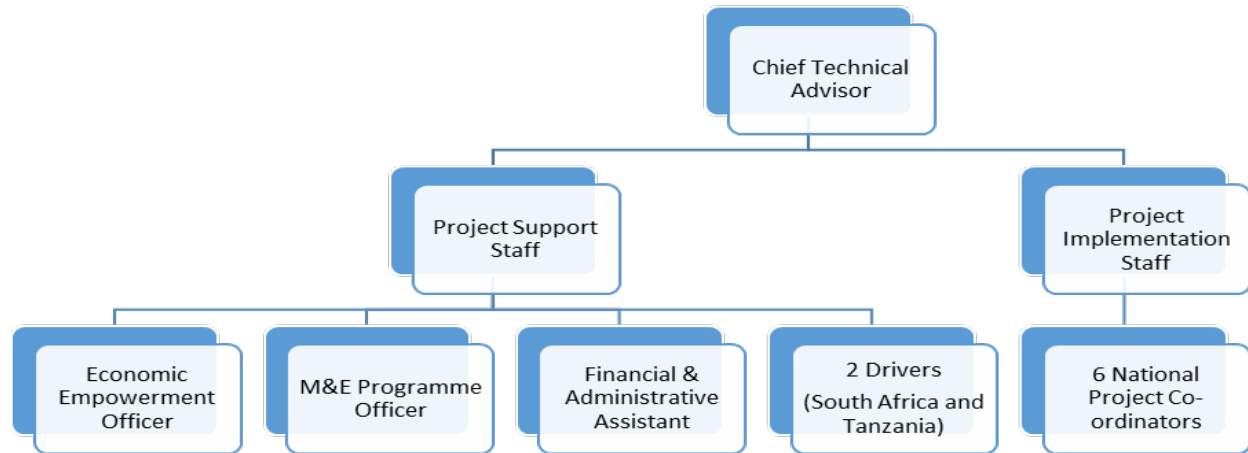


Figure 2: Diagrammatic representation of the lines of reporting within the CEEP Project

Milestones achieved to date

At a macro level there are a wide range of national policies that have been developed with support from CEEP, including HIV and AIDS national and sectoral policies (e.g. the Ministry of Transport and Labour), the ILO Decent Work Agendas the UN Development Assistance Frameworks and Gender Policies have all been guided to include Economic empowerment and Gender Equality as two complementary methods for HIV and AIDS prevention. A total of 24 national policies were supported through technical assistance provided by CEEP (this exceeds the project's targets).

At a meso level, the project works with 74 SACCOs, Social Economy Organisation and Co-operatives. Further, resources to start and improve businesses were provided through a revolving micro-credit facility called the Corridor Economic Empowerment Innovation Fund (CEEIF). This fund was rolled out and managed within all participating countries through co-operation agreements established with national entities and guided by the respective national loan committee – which are housed within the PAC. This fund has already been accessed by 13% of beneficiaries resulted in \$1,002,452 being disbursed based on 582 individual and group proposals. Through the use of simple statistical modelling, drawing on the latest 2104 outcome survey, the project activities have led to the support or creation of 11,554 jobs.

At a micro level, Economic Empowerment has been made possible by the parts of the trainings that focused on business management skills. Through the adoption of these business skills there have been some notable effects and results reported by the beneficiaries. The results that have been observed by the beneficiaries include significant improvements in:

- Average Profits (\$607 in the last six months for the untrained group and \$856 for the trained group),
- Average Personal income (\$93 per month for the untrained group and \$138 for those trained),
- Savings (16% compared to 49% for those untrained and trained respectively),
- Spending on health (\$40 to \$111 per month),
- Spending on education (\$15 to \$45 per month),
- Spending on nutrition (\$54 to \$149 per month),
- Overall, these improvements were felt by the trained beneficiaries and this was reflected within the significant improvements in their self-reported socio-economic status.

The second aspect of the project seeks to address **gender equality**, not only by economically empowering

women within families but also through addressing gender issues. These steps have led to improvements in women finding space and agency in making household decisions (49% to 63% from untrained to trained, respectively); in the general attitude that a wife has the right to refuse unsafe sex (64% to 71% from untrained to trained) and in a lower acceptance of any justification for GBV (57% to 47% from untrained to trained).

The third area of success relates to **HIV and AIDS related behaviours**, the project has noted the following achievements:

- There is a significant and positive relationship between the level of business skills adopted and the percentage of beneficiaries reporting the adoption of risk reduction strategies. This ranges from 8% for those who have not adopted business skills (untrained) to 69% for those who have displayed high levels of business skills.
- Reduction in transactional sex (from 10% in the untrained group to 2% in the trained)
- Improvement in condom use at last sex (from 29% in the untrained group to 50% in the trained)
- Reduction in alcohol and drug use before sex (from 13% in the untrained group to 7% in the trained)
- Improvement in up-take of HIV and AIDS related services (from 72% in the untrained group to 82% in the trained)

In addition, there were improvements with 88% of the trained beneficiaries accessing HIV and AIDS related services (as compared to 72% of the untrained group) including accessing condoms, VCT, treatment, PMTCT and reproductive health services.

Purpose, Scope and clients of the Evaluation

Purpose

The proposed final independent evaluation examines the project's overall achievements and the sustainability of the interventions. In particular, the evaluation will:

1. Assess the **effects** of the project and level of achievement of the objectives, as well as the extent to which the outcomes and outputs of the project were met.
2. Assess the **project management** of the implementation
 - a. Assess appropriateness of the strategy chosen, as well as the validity of the approach used (economic empowerment). This will also provide the basis for highlighting the best practices and strategies that could be adopted in a new phase of the project.
 - b. Determine to what extent the strategic approach of the programme reflects the ILO comparative advantage and how the project is integrated in the ILO programmatic framework 2014-2015 and 2016-2017, as well as the contribution of the model adopted by the project to the UNAIDS Strategy 2016-21, including gender equality
 - c. This exploration will also consider the cost-effectiveness of the project
3. Assess the **sustainability** of the project through an examination of levels of ownership, quality of the interventions and strategies to address gaps and evolving needs of the beneficiaries' overtime. Make recommendations on possible exit strategies in the different countries and explore partnership opportunities with other UN Agencies and national partners to enhance sustainability.
4. Assess the project's **achievement of its overall goal and contributions to regional impacts**

Scope of the evaluation

The scope of the evaluation covers the project period from 1 March 2011 – 31 January 2016. All geographical areas of the project will be covered, i.e. all countries of implementation. The evaluation will assess all outputs and outcome results produced since the beginning of the project and assess the progress towards the achievement of the three immediate objectives and other project targets. Further, the evaluation will provide recommendations for the exit strategies to be implemented across each participating country to maximise sustainability. The evaluation will also assess the successful strategic implementation methodologies used and document best practices to inform the development further actions of the project including other ILO projects. The evaluation will integrate gender equality as a cross cutting concern throughout the methodology and deliverables of the evaluation and assess the extent to which gender equality is a cross cutting issue and has been an integrated aspect within the project design and implementation.

Client of the evaluation

The primary clients of the evaluation include the Swedish International Development Agency, the constituents of the ILO (represented by the Project Advisory Committees, the MFIs, Business Support Structures), project partners and stakeholders (including government departments, employers and employee representatives), and the project management office. These representatives require an assessment of the relevance, the efficacy of the mode, sustainability and the cost-effectiveness of the intervention. The secondary clients include the ILO Office in Pretoria, technical back-stoppers at ILOAIDS and field specialists. From the point of view of these secondary clients an additional assessments of the project implementation and management is required. The findings and recommendations of the evaluation will be used to highlight the successes and challenges that the project faced in implementation and suggest improvements to the model for further action by the ILO.

Evaluation Criteria

The evaluation will address ILO evaluation areas:

- **Effectiveness:** Extent to which outcomes were achieved (or not), and their contribution (or not) toward economic empowerment of the beneficiaries;
 - Relevance of design: How the intervention’s design and implementation contributed (or not) toward the ILO P&B Outcomes, towards the National AIDS Framework set at country level and the needs of duty bearers and right holders;
- **Project management:**
 - Validity of design
 - Adequacy and efficiency of resource use
 - Management arrangements
- **Sustainability:** Extent to which intervention has put in place mechanisms for replicability and long term duration of the intervention beyond the project’s life (including national ownership); and
 - **Impact:** long-term effects on HIV vulnerability reduction and improvement of gender equality through economic empowerment

These areas are defined in ILO policy guidelines for results-based evaluation²⁶. Gender concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms²⁷ and the *Glossary of key terms in evaluation and results-based management* developed by the OECD’s Development Assistance Committee (DAC). In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the

²⁶ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 2012

²⁷ ST/SGB/2000 Regulation and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

achievement of the outputs and outcomes/immediate objectives of the project using the logical framework indicators. The evaluation will be carried out from 1 August – 30 September 2015.

Key Evaluation Questions

A number of questions have been developed for each set of criteria mentioned above and expanded in the table below. The following key evaluation questions (second column; these are not extensive) are expected to be answered through this end-of-project evaluation:

Table 1: Key evaluation questions

Evaluation criteria	Related key evaluation questions
a. Project progress and effectiveness	<ul style="list-style-type: none"> ▪ Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? Do the benefits accrue equally to men and women? ▪ To what extent were the immediate objectives/outcomes achieved? Has the quantity and quality of these outcomes been satisfactory? Do the benefits accrue equally to men and women? ▪ What is the stage of achievement of outcome level targets? ▪ What are the unintended results of the project?
b. Project management	
c. Relevance	<ul style="list-style-type: none"> ▪ Is the project directly supporting the regional and national development priorities and the Decent Work Country Programme? ▪ How appropriate is the intervention strategy and did it prove effective in meeting the project's objectives? ▪ How well does it complement other relevant ILO projects in Southern Africa? ▪ How the project is integrated in the broader national AIDS response and relevant priorities set at national level? ▪ Do the beneficiaries consider the projects objectives and approach relevant? ▪ Does the project align with ILO's mainstreamed strategy on gender equality?
d. Validity of design	<ul style="list-style-type: none"> ▪ Was the design process adequate? ▪ Is the project logical and coherent? Do outputs causally link to the intended immediate outcomes/objectives? ▪ How do the immediate objectives link to the broader regional and national development objectives? ▪ Did the project adequately consider the gender dimension of the planned interventions?
e. Adequacy and efficiency of resource use,	<ul style="list-style-type: none"> ▪ How efficient was the project in utilizing project resources to deliver the planned results? How efficient was the project in delivering on its outputs and objectives? ▪ How successful has the project been able to solicit private public partnerships in supporting the project implementation and support to the beneficiaries ▪ The overall cost-effectiveness of the project
f. Effectiveness of management arrangements	<ul style="list-style-type: none"> ▪ Is the management and governance arrangement of the project adequate? Is there a clear understanding of roles and responsibilities by all parties involved? ▪ Was the project receiving adequate administrative, technical and - if needed - political support from the ILO office and specialists in the field (Pretoria and Addis Ababa (ROAF)) and the responsible technical units in ILO AIDS? ▪ How effective were the technical backstopping support provided so far by ILO (regional office, DWT Pretoria and Geneva) to the programme? ▪ How effectively the project management is monitoring project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?

	<ul style="list-style-type: none"> ▪ Have targets and indicators been sufficiently defined for the project? ▪ Have the recommendations from the Mid-term evaluation been sufficiently incorporated into the project?
g. Sustainability and Impact orientation	<ul style="list-style-type: none"> ▪ To what level are project interventions owned and sustained by business support structures, the immediate beneficiaries? ▪ Did the project succeed in integrating its approach into the local institutions? ▪ Were the project strategy and project management steering towards impact and sustainability, disaggregated by country? ▪ What was the overall quality of the interventions at a micro level and did this help to sustain individual businesses over the long term ▪ How are the evolving needs of the direct beneficiaries met over time?
h. Achievement of project goal	<ul style="list-style-type: none"> ▪ Did the project make significant contributions towards the achievement of its goal/s?

Methodology to be followed

The evaluation will employ two methodologies: document reviews and key informant interviews with various stakeholders. The consultant will be expected to visit project sites in the following countries: Malawi, Mozambique, South Africa, Tanzania, Zambia and Zimbabwe. In addition, the evaluator will visit South Africa for consultation with the ILO Office and the Project Team.

i) Document review

The evaluator shall familiarize him/herself with the project through a review of relevant documents. These documents include inter alia: Project Document, progress reports, work plans, mid-term evaluation, monitoring and evaluation tools, monitoring data and monitoring reports for all 6 countries.

ii) Key Informant Interviews

- a. The evaluator shall carry out key informant interviews with the following ILO staff:
 - i. ILO staff (ILOAIDS Programme Director, CTA, HIV and AIDS Specialist/Focal point, NPCs for each country, M&E Officer, Economic Empowerment Officer, DWT Director ILO Pretoria)
- b. During visits to project sites, the evaluator will carry out key informant interviews with the following stakeholders
 - i. Interviews with relevant representatives of the business support structures and MFIs where relevant
 - ii. Group interviews with male and female ultimate beneficiaries
 - iii. Other UN Agencies including UNAIDS to assess the linkages and cross sharing of information and strategies
- c. Interviews/FGDs or group interviews will use a simple questionnaire designed to solicit feedback on opportunities and constraints to the delivery of project outputs and outcomes, as well as achievements thus far.
- d. The questionnaire will be developed by the evaluator in consultation with the evaluation manager,
- e. Interviews/consultations will be conducted face-to-face or by telephone. The evaluation manager with the support of the project staff will arrange the interviews and where necessary provide a venue and communication facilities.
- f. A list of interview categories will be provided to the evaluator for selection.

Main deliverables

The evaluator will provide the following main outputs:

- An inception report outlining the approach and work plan to be used in the evaluation
- A draft report for comment
- A final report
- Evaluation summary using the ILO Evaluation Summary template
- A feedback workshop with the CEEP team, ILO back-stoppers and donors

The evaluator will produce a concise final report according to the ILO evaluation guidelines and reflecting the key evaluation questions. The quality of the report will be determined by conformance with Checklist 4 'Formatting Requirements for Evaluation Reports', and Checklist 5 'Rating for Quality of Evaluation Reports'. The maximum length of the final report should be about 30 pages long.

The expected structure of the final report as per the proposed structure in the ILO evaluation guidelines is outlined below:

- Cover page with key intervention and evaluation data
- Executive Summary
- Acronyms
- Description of the Project
- Purpose, scope and clients of evaluation
- Methodology
- Findings (organized by evaluation criteria)
- Conclusions
- Country Specific Recommendations
- Lessons learned and good practices

The evaluator is required to append the following items:

- Terms of Reference
- Data collection instruments
- List of meetings / consultations attended
- List of persons or organisations interviewed
- List of documents / publications reviewed and cited
- Any further information the evaluator deems appropriate can also be added.

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with Word for Windows.

The evaluator shall submit a draft report to the Evaluation Manager no later than one week following completion of the evaluation mission. The Evaluation Manager will solicit and revert promptly with collective feedback from project staff and partners, including the Senior Evaluation Officer in ROAF in order for the evaluator to finalize the report. The quality of the report (Executive summary and body of the report) will be assessed against the ILO evaluation checklists 4 and 5 (see appendix A & B), which must be strictly adhered to and all questions in the ToR should be sufficiently dealt with in the report. Adherence to these checklists will be considered a contractual requirement when submitting evaluations to ensure full remuneration of the contract. Once the final report is submitted to the Evaluation Manager incorporating comments received, it will be sent for final approval to the Senior Evaluation Officer in ROAF and EVAL before remuneration of the contract. All evaluation report submissions must include a MS Word and a PDF version and a suggested outline is contained in Appendix C.

1. Management Arrangement and Work Plan

a. Composition evaluation team

The evaluator/s will be highly qualified senior evaluation specialists with extensive experience in evaluations

and ideally also the subject matter in question.

b. Evaluation Manager

The evaluation team will report to the evaluation manager at ILO (**Mr Gugsu Farice**) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support and services of the project, with the administrative support of the ILO Office in Pretoria and other countries to be visited.

c. Work plan & Time Frame

The evaluation process is expected to be concluded within six weeks (effectively translating into 35 work days as per the work plan below). The Evaluation Manager will be the direct focal points for support during this time.

The draft report should be submitted for comment latest by 4 November 2015 to the Evaluation Manager, (TBD). Five days will be allocated to concerned parties to provide inputs, where after the Evaluation Manager will return the draft report to the evaluator by latest 10 November 2015. The final report will be submitted to the Evaluation Manager by latest 12 November 2015. The table below gives an indication of the planned activities in the final evaluation process with the corresponding timelines.

Date	Activity	Professional Days	DSA
29 Sep	Travel (Nairobi-Pretoria)		1
30Sep-1 Oct	Literature Review/Discussion with Eval Manager	2	2
02 Oct	Interviews (ILO Staff-Pretoria)	1	1
03 - 06 Oct	Interviews in Zeerust (NPC & Others)	3	3
06 Oct	Afternoon Travel (Pretoria-Harare)	-	1
07 - 09 Oct	Interviews in Harare (business structure reps/MFIs)	3	3
10 Oct	Travel (Pretoria-Maputo)	-	2
12 - 14 Oct	Interviews in Maputo	3	2
14 Oct	Afternoon Travel (Pretoria-Lusaka)	-	1
15 - 17 Oct	Interviews in Lusaka (business support reps etc.)	3	3
18 Oct	Travel (Pretoria-Da es Salam)	-	1
19 - 21 Oct	Interviews in Da es salaam (business support reps etc.)	3	2
21 Oct	Travel (Pretoria)	-	1
22 Oct	Morning flight Lilongwe	-	-
22 - 24 Oct	Interviews Lilongwe (business structure reps/MFIs)	3	3
25 Oct	Travel Pretoria	-	1
26 Oct	Prepare PP	1	1
27 Oct	conduct debriefing	1	-
27 Oct	Afternoon flight to Nairobi	-	-
28 Oct - 4 Nov	Prepare Draft Report	5	-
4 Nov	Send draft report	-	-
5-9 Nov	CEEP review and send comments	-	-
10 - 12 Nov	Incorporate comments, prepare and send final report	2	-
Total Days		30	28

For this independent evaluation, the final report and submission procedure will be followed:

- The consultant will submit a draft evaluation report to the evaluation manager.
- The evaluation manager will forward a copy to key stakeholders for comment and factual correction, including the Senior M&E Officer in ROAF.
- The evaluation manager will consolidate the comments and send these to the evaluator.

- The evaluator will finalize the report incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the evaluation manager
- The Evaluation manager will forward the draft final report to the Regional Evaluation Focal person for review who will then forward it to EVAL for approval.
- The evaluation manager officially forwards the evaluation report to stakeholders and PARDEV.
- PARDEV will submit the report officially to the donor.

The evaluation will comply with UN Norms and Standards and UNEG ethical guidelines will be followed. This TOR is accompanied by the code of conduct for carrying out the evaluation.

Profile of consultant/Professional qualifications and requirements

Requirements:

- Master's degree in business, development management or related graduate qualifications
- A minimum of ten (10) years professional experience in midterm, final or post-project evaluations and/or impact assessment of externally funded projects.
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Excellent communication and interview skills.
- Excellent report writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.

Added Advantage:

- Experience in HIV and AIDS and economic empowerment programmes is highly desirable.
- Experience of conducting evaluations for ILO.

1. Documents to be provided to consultant

- Project Document
- ILO evaluation guidelines
- ILO PROGEVAL guidelines: checklist 4
- ILO PROGEVAL guidelines: checklist 5
- Decent Work Country Programme for each of the relevant countries
- Annual Progress reports
- Monitoring progress reports
- Output progress reports
- Progress, training, meeting and mission reports
- M&E framework and other applicable M&E documentation

Annex 1: Checklist on Formatting Requirements of Evaluation Reports (Checklist 5)



PREPARING THE EVALUATION REPORT

19 March 2014

This checklist is meant to primarily instruct **evaluation consultants** in the requirements of formatting and finalizing an evaluation report for the ILO. ILO evaluation managers should be very well informed of this checklist and hand it over to the consultant. The checklist provides specific requirements for each formal element of the report, in addition to providing specific details on how to present the conclusions, recommendations, lessons learned and emerging good practice in the report. An annex presents ILO definitions of lessons learned and emerging good practices, along with the required templates for the evaluation consultant to complete.¹

1. TITLE PAGE

The following elements must be included in the title page (see also [Checklist 7 Filling in the Title Page](#))

- The same title as cited in the TOR;
- ILO project (TC/SYMBOL) reference code;
- The type of evaluation (e.g. Independent, Internal Review, Decent Work Country Programme Internal Review, etc.);
- Indication of the timing of the evaluation (mid-term or final);
- List all countries covered by the evaluation;
- Date of the evaluation when it was approved by EVAL;
- Date when the project officially ends;
- Name of the evaluation consultant(s);
- Name of evaluation manager;
- ILO office administrating the project;
- All UN agencies that participated in the evaluation;
- Donor and project budget in US\$;
- Cost of the evaluation in US\$; and
- Key words.

2. TABLE OF CONTENTS

The Table of Contents must contain the following elements:

- Accurate reflection of the contents in the report;
- List of tables, figures and charts;
- List of acronyms or abbreviations, as appropriate;

¹ This checklist is meant as a summary check to be used to ensure all critical elements are present in the evaluation report. For more detailed information on each section and a quality control of the content, see Section 1 of Checklist 6 [Rating the quality of the evaluation report](#).

Annex 2: Checklist Rating for Quality of Evaluation Reports (Checklist 6)



RATING THE QUALITY OF EVALUATION REPORTS

19 MARCH 2014

This checklist is meant to assist evaluation managers in their effort to appraise the quality of independent project evaluation reports. It can also serve as quality guidance to the evaluator.¹ The checklist is meant to be used as a rating matrix for project evaluations.

RATING THE ELEMENTS OF THE EVALUATION REPORT

Rating dimensions: Insert the appropriate rating on the right side of each statement.

- 0 = No (or not addressed)² 2 = Sufficient level of quality
 1 = Clear need for improvement 3 = Yes (or high quality)
 N/A = Not applicable³

A	Title Page	Score
1.1	The title page and opening pages provide key basic information.	
	Total	
Comments:		

B	Executive Summary	Score
2.1	Explanation of the project's purpose, logic, structure and objectives (project background)	
2.2	Overview of the purpose, scope, clients of the evaluation, time period, geographical coverage and groups or beneficiaries of the evaluation (evaluation background)	
2.3	Concise description of the evaluation's methodology	
2.4	Summarizes the evaluation findings	
2.5	Concise list of conclusions	
2.6	List of all lessons learned and emerging good practices	
2.7	List all recommendations (must be aligned with the conclusions)	
	Total	
Comments:		

¹ The results of this quality control are not made public.

² Some criteria have only a binary dimension of yes/no or there/ not there. These criteria are marked [0/3 only] and can only be rated either 0 or 3, but not 1 or 2.

³ Only criteria marked [N/A possible] can be rated N/A, all others require a rating.

Annex 3: Proposed structure of the final report

- Title page
- Table of contents
- List of acronyms and abbreviations
- Executive summary
- Findings:
 1. Introduction and brief background on the project and its logic
 2. Purpose, scope and clients of the evaluation
 3. Methodology
 4. Review of project implementation
 5. Main findings
 - 5.1 Project progress and effectiveness
 - 5.2 Project Management
 - 5.3 Relevance and strategic fit
 - 5.4 Validity of design
 - 5.5 Efficiency of resource use
 - 5.6 Sustainability
 - 5.7 Ownership
 - 5.8 Quality of interventions
 - 5.9 Evolving needs
 - 5.10 Achievement of project goal
- 6. Conclusions
 - 6.1. Conclusions
 - 6.2. Lessons learned
 - 6.3. Good practices
 - 6.4. Recommendations
- 7. Appendices
 - 7.1. Terms of Reference
 - 7.2. Data collection instruments
 - 7.3. List of meetings attended
 - 7.4. List of persons and organizations interviewed
 - 7.5. Attendance registers of stakeholders workshops
 - 7.6. List of documents and publications cited

N.B: Any further information that the evaluator deems appropriate can also be added.

Appendix Table 12: Bibliography

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6.	GoM	National Gender Policy (2011)
7.	GoM	Malawi Growth and Development Strategy-MGDS II (2011-2016)
8.	GoMAZ	Mozambique Decent Work Country Programme (2011-2015)
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