ILO – EVALUATION

XB-Symbol:	RAF/14/06/FLA
Evaluation Title:	Evaluation of the 'Job Creation through SME Development – *A Knowledge Sharing Project'*
Type of evaluation	Mid-term evaluation
Countries:	South Africa with knowledge sharing activities in Malawi and Mozambique
Date of the evaluation	November 2016 – January 2017
Name of consultants	Capacitate (Jason Bygate and Trish Heimann)
Administrative office:	ILO Pretoria
Technical backstopping office:	EMP/ENTERPRISES
Project end date:	31 December 2017
Evaluation manager:	Jens Dyring Christensen
Evaluation budget:	R263,841.60 incl. VAT
External implementing partners:	Department for Small Business Development, Business Unity South Africa, Congress of South African Trade Unions (COSATU), The Federation of Unions of South Africa (FEDUSA), National Council of Trade Unions (NACTU) and Community
Time frame:	36 months (January 2015 – December 2017)
Donor, country and Budget:	Government of Flanders South Africa, US$680'272 (€600'000) plus US$85'000 (€75'000) from ITC, Turin towards the *African Talks on Entrepreneurship* (February 2015 exchange rate)
Key words	Mid-term evaluation; knowledge sharing; policy; capacity building; African Talks on Entrepreneurship; informal economy; enterprise formalization

FINAL EVALUATION REPORT

MIDTERM EVALUATION

JOB CREATION THROUGH SME DEVELOPMENT – A KNOWLEDGE SHARING PROJECT

PURCHASE ORDER
No. S001253-1425624

TABLE OF CONTENTS

ANNEXURES

Annexure A: Lessons learned

Annexure B: Emerging good practices

Annexure C: Terms of Reference

Annexure D: Inception report

Annexure E: List of interviews scheduled and completed

Annexure F: Data collection instruments

Annexure G: Bibliography and list of references

Annexure H: Budget review of funding received and expenses received for the KS4SME project

Annexure I: Summary of initial project objectives and outputs compared to the revised ones that were implemented and measured

Annexure J: Logical framework for the KS4SME project

LIST OF TABLES

LIST OF FIGURES

Capacitate Social Intelligence | ©

LIST OF ACRONYMS AND ABBREVIATIONS

BUSA	Business Unity South Africa
COSATU	Congress of South African Trade Unions
DAC	Development Assistance Committee
DOL	Department of Labour
DWCP	Decent Work Country Programme
DSBD	Department of Small Business Development
EESE	Enabling Environment for Sustainable Enterprises
FEDUSA	The Federation of Unions of South Africa
GIBS	Gordon Institute of Business Science
IDC	Industrial Development Cooperation
ILO	International Labour Organization
ITC	International Training Centre
KS4SME	Job Creation through SME Development – a Knowledge Sharing Project
MTE	Mid-term Evaluation
NACTU	National Council of Trade Unions
NDP	National Development Plan
OECD	Organisation for Economic Cooperation and Development
SADC	Southern Africa Development Community
SBD	Department of Small Business Development
SBP	Small Business Partners
SEA	ILO Sustainable Enterprise Academy
SIM	Systemic Intervention Mapping Methodology

Capacitate Social Intelligence | ©

SME   Small and Medium Enterprise

SMME   Small, Micro and Medium Enterprise

TMS   Technical Management Support Project

ACKNOWLEDGEMENTS

The project evaluation team would like to acknowledge:

- Members of the Project Management Unit for providing the documentation in a timely manner, for giving freely of their time for interviews and for being approachable to answering queries and providing additional information.

- The persons interviewed for providing their time and their comments with regard to the project.

CONTACT PERSONS:	Jason Bygate	Trish Heimann
CONTACT NUMBERS	+27 10 140 1332 | 082 337 1072 | 083 779 4855
EMAILS:	jason@capacitate.co.za | trish@capacitate.co.za

Evaluation Summary

Creation through SME Development A Knowledge Sharing Project' – Midterm evaluation

Quick Facts

Countries: South Africa (with some activities including Malawi and Mozambique)

Mid-Term Evaluation: November 2016 – January 2017

Evaluation Mode: Internal

Administrative Office: DWT/CO-Pretoria

Technical Office: EMP/Enterprises

Evaluation Manager: Jens Dyring Christensen

Evaluation Consultant(s): Capacitate (Jason Bygate and Trish Heimann)

Project Code: RAF1406MFLA

Donor & Budget: Government of Flanders South Africa,

US$680'272 (€600'000) plus US$85'000 (€75'000) from ITC, Turin towards the African Talks on Entrepreneurship (February 2015 exchange rate)

 Keywords:

 Mid-term evaluation; knowledge sharing; policy;

 capacity building; African Talks on Entrepreneurship;

informal economy; enterprise formalization

Background & Context

Summary of the project purpose, logic and structure

The development objective of the KS4SME project is to contribute towards an improved enabling environment for small and medium enterprises (SMEs) where support programmes facilitate formalisation and enable enterprise development in an equitable and sustainable manner. The end-of-project outcome is an improved environment for SMEs where support programs and technical assistance facilitate formalization and enable SME development as a result of increased knowledge sharing, improved coordination and collaboration between SME stakeholders, improved Government policies and/or strategies and new/improved programmes and/or plans.

The KS4SME project was designed so that partners collaborate in providing activities/events to meet its objectives. The project was based on close partnerships with Department for Small Business Development (DSBD), Business Unity South Africa (BUSA), Congress of South African Trade Unions (COSATU), The Federation of Unions of South Africa (FEDUSA), National Council of Trade Unions (NACTU) and with Community representatives. It is noted that the project was designed to support events rather than deliver them in isolation. The project was also designed so that it aligned to the National Development Plan, the Decent Work Agenda for Africa as well as the South African Decent Work Country Programme (DWCP).

The KS4SME project was designed to address three key objectives, namely:

1. Objective 1: Provide evidence based research to inform government policies and programmes;

2. Objective 2: To improve knowledge sharing, coordination and collaboration that contribute to innovative models for job creation; and

3. Objective 3: To develop the capacities of policy makers and practitioners to inform new program development.

Present Situation of the Project

The "Job Creation through SME Development – a Knowledge Sharing Project" known in short as the KS4SME project is part of the technical cooperation project funded by the Government of Flanders. It is considered to be a relatively small project within the programme of the ILO enterprise development engagements and it is entering its third and final year of implementation.

The roll out of the programme centred on key themes each year which were identified through ILO constituents. The key focus of the programme in 2015 was placed on the transition of SME's from the informal to the formal sector of the economy. While this theme overflowed into 2016, the programme seemed to reposition its focus to social innovation and job creation towards the end of the year.

Purpose, scope and clients of the evaluation

The Mid-Term Evaluation (MTE) served two main purposes, namely, (i) to assess the initiative's progress to date, assessing performance as per the foreseen targets and indicators of achievement at output level; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities; and (ii) to provide recommendations for the remainder of the project in terms of strategies, institutional arrangements, partnership arrangements and other areas identified by the evaluator.

The evaluation provided an opportunity for staff, constituents and other relevant stakeholders to take stock, reflect, learn and share knowledge regarding how the effectiveness of the project may be improved.

The primary clients of the evaluation are the project management unit within the ILO DWT Office of Pretoria and the Enterprises Department at HQ as implementers and the Government of Flanders as donor of the initiative. The tripartite constituents and other parties involved in the execution of the project or as beneficiaries of the project may also find it of value to review the evaluation findings and lessons learnt.

Methodology of evaluation

This evaluation followed a utilization focused evaluation approach where the key project stakeholders were engaged from the onset to facilitate the design of the evaluation. Data collection included the use of primary data (through interviews) and secondary data (document review of available project documentation).

The sources of information and data used included documents as made available by the ILO Office, open source documents on various stakeholder websites and primary interviews with stakeholders and beneficiaries.
For the purpose of the document review 54 documents provided by the ILO office relating to the KS4SME were reviewed along with six additional documents that were sourced. These included amongst others work plans, budgets, event documents (including flyers and attendance registers) and reports or briefs as an output from events.

The evaluation included initial interviews held with (i) the ILO officials in the South African office; (ii) officials involved with the academy based in the International Training Centre of the ILO (Turin) and (iii) the Government of Flanders to gain a better understanding of the project. Tier 2 interviews were held with (iv) NEDLAC constituents who form part of the NEDLAC DWCP steering committee and

participants from various events (SEA, EESE, NIES and the blended learning course) who attended one or more events, represented by government (both national and provincial), organised business, organised labour and the community (refer to Annexure E for a list of persons who were interviewed across each stakeholder group).

Main Findings & Conclusions

Relevance:

Finding 1: the project is relevant in terms of national development plans, complements other ILO programmes in South Africa, aligns with other regional imperatives and fits well with the Government of Flanders' country strategy for South Africa.

Finding 2: the key role players understood their roles and were involved appropriately and sufficiently. however, for some activities, those interviewed believed that some role players who are of importance may not have been sufficiently included (the informal sector, labour representatives, specifically from Department of Labour (DOL), the private sector, financial institutions, youth and officials within other units of the Department of Small Business Development [DSBD]).

Finding 3: Although stakeholders who participated in project activities felt that they did not know what the KS4SME project objectives were, they were able to accurately describe the objective of the activity they participated in as either knowledge sharing, stakeholder collaboration or capacity development.

Validity of the project design:

Finding 4: The programme design was not sufficiently defined upfront. Hence, ambiguity exists about what the project is supposed to achieve. The programme design was generally adequate but not entirely realistic, specifically in terms of assuming the establishment of a regional knowledge sharing

network, in terms of the timing of events and in terms of reaching the intended number of beneficiaries.

Finding 5: Many stakeholders did not know that the event(s) formed part of the KS4SME project. This was due to events being hosted as ILO supported initiatives, rather than as the ILO KS4SME project. Programme activities were also not sufficiently linked to each other and few stakeholders were involved across activities, which makes it difficult to track stakeholder benefits over time.

Finding 6: Neither measures nor a monitoring and data collection system is in place; hence the project did not adequately measure intended outcomes and broader development objectives.

EFFICIENCY OF RESOURCE USE
Finding 7: Resources were allocated strategically to provide necessary support and to achieve broader project objectives. The ability of the ILO project team to leverage necessary resources, expertise and relationships, increased the value of the project's activities. However, the lack of a full-time technical resource dedicated to the KS4SME project negatively affected the project's operations.

Finding 8: Although project activities are generally in line with the schedule of activities, not all activities were implemented as planned. The project has under-spent in some areas, mainly because of the lack of a full-time technical resource dedicated to driving project activities, but also because of its dependence on partners to implement activities as planned for.

EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS
Finding 9: The project is collaborating with other ILO programmes and with country priorities and is receiving political, technical and administrative support internally within the ILO Pretoria office and externally from partners.

Finding 10: The project is commended for good financial management, stakeholder management, high quality activities, being responsive to needs and

adaptation of the project to align to ILO constituency priorities and needs. However, management relating to project monitoring, various aspects of project communication, strategic planning in line with the project design and annual events, as well as gender issues, were identified as inadequate.

PROJECT EFFECTIVENESS

Finding 11: Project outputs have not reached the quantity of events and beneficiaries that were planned for as per the work plan.

Finding 12: At the outcome level, the project has contributed towards creating an enabling environment by increasing knowledge and improving understanding amongst beneficiaries, improving collaboration and coordination and by informing the creation of action plans and improvement of Government policies and/or strategies. The end-of-project outcome is on its way to being achieved but is still heavily reliant on the KS4SME project to drive this forward.

SUSTAINABILITY

Finding 13: A sustainability plan is not in place for the project to enhance sustainability of project components, hence it is unlikely that project activities will be sustained beyond the project.

Recommendations

Main recommendations and follow-up

The project is no doubt leading to some positive outcomes, with potential to lead to greater results and sustainability on the basis of the following recommended actions:

- Provision of full-time resourcing for 2017;
- Development of a monitoring and evaluation (M&E) framework (a theory of change and logical framework may be useful);

- Deploy appropriate tools for capturing data and monitoring progress, in line with the M&E framework;
- Address project communications (through development of a communication plan and identification of a DSBD forum that can serve as the KS4SME project's PAC;
- Complete strategic planning for 2017;
- Map the institutions participating in events and communicate the plan to track results as an outcome of their participation in the project;
- Draft a sustainability plan; and
- From the list of activities recommended by those beneficiaries who were interviewed during the mid-term evaluation, identify the activities that could be implemented in 2017 and present them at the stakeholder workshop.

It is recommended that the above key priorities be addressed by the project management team by developing drafts for each and then convening a stakeholder workshop where key stakeholders can obtain feedback on the results of the mid-term evaluation and can provide inputs into frameworks and plans for the KS4SME project for 2017.

1. INTRODUCTION

The "KS4SME programme" started in January 2015 and is coming to an end in 2017. This Report presents the findings of a mid-term evaluation (MTE) conducted between November 2016 and January 2017 to document learnings from the project for the period 2015 to 2016. The sections of this report include **a brief summary of the project's purpose, logic, structure and objectives** (Section 2), **the evaluation background** (section 3) **and methodology for data collection and analysis** (Section 4), followed by **a discussion on the key findings as a response to each of the evaluation questions**. Section 5 reflects on findings relating to relevance. Programme design findings are presented in Section 6. Findings relating to efficiency of resource use are described in Section 7. The effectiveness of management arrangements is presented in Section 8. Section 9 highlights findings related to project effectiveness and Section 10 reflects on sustainability of the project. The conclusions, lessons learnt, good emerging practices and recommendations are documented as part of Section 11.

Appendices include lessons learned (Annexure A), emerging good practices (Annexure B), the terms of reference (Annexure C), the inception report submitted as a first deliverable for the mid-term evaluation (Annexure D), a list of persons interviewed (Annexure E), Data collection instruments (Annexure F), a bibliography and list of references provided by the KS4SME project team (Annexure G), a budget review of funding received and expenses received for the KS4SME project (Annexure H), a summary of initial project objectives and outputs compared to the revised ones that were implemented and measured (Annexure I) and the logical framework for the KS4SME project (Annexure J).

2. PROJECT BACKGROUND

2.1.   CONTEXT OF THE KS4SME PROJECT

The idea for the "Job Creation through SME Development – a Knowledge Sharing Project" (RAF/14/06/FLA – SUB ZAF 2014 2152) known in short as KS4SME, was developed in 2014 by the ILO South African office, after positive response from the Government of Flanders[1] to a knowledge sharing workshop on SME Development in South Africa that was presented on 30 July 2014 in Freedom Park, Pretoria, South Africa[2]. The project was a response to the request from government, organised business and organised labour (tripartite constituents) to undertake research, share research and knowledge through national events and develop the capacities of constituents and other SME development partners to support the transition to formality and SME development based on effective programmes and intervention models.

The KS4SME project is part of the technical cooperation project funded by the Government of Flanders[3]. It is considered to be a relatively small project within the programme of the ILO enterprise development engagements and it is entering its third and final year of implementation.

---

[1] KSW Final Report (pdf) from 2014 Knowledge sharing workshop and video folder received from ILO South Africa Office as part of the Folders with Key Documents provided for the desk research.
[2] World Café 2 jpg image from KSW event 30 July 2014 received from ILO South Africa.
[3] Approval Minute RAF1406FLA Jan2015 PDF file provided in folder with key documents.

2.2.   PROJECT OBJECTIVES

The KS4SME project was designed to address three key objectives, namely:

1. **Objective 1:** Provide evidence based research to inform government policies and programmes;
2. **Objective 2:** To improve knowledge sharing, coordination and collaboration that contribute to innovative models for job creation; and
3. **Objective 3:** To develop the capacities of policy makers and practitioners to inform new program development.

The development objective of the KS4SME project was **to contribute towards an improved enabling environment for small and medium enterprises (SMEs) where support programmes facilitate formalisation and enable enterprise development** in an equitable and sustainable manner. The end-of-project outcome is an improved environment for SMEs where support programs and technical assistance facilitate formalization and enable SME development as a result of **increased knowledge sharing**, **improved coordination and collaboration** between SME stakeholders, **improved Government policies and/or strategies** and **new/improved programmes and/or plans**[4].

A logical framework presented in project documentation at the onset of the project specified a variety of activities with outputs and outcome indicators. The importance of a monitoring and reporting system was emphasised as part of the project concept.

2.3.   PROGRAMME DESIGN

The purpose of creating a knowledge sharing network was to bring organizations and individuals together to share existing knowledge as well as develop, distribute and apply new knowledge. Through i) a strengthened coordination and collaboration across organizational, disciplinary and geographical boundaries; ii) increased evidence on effective job creation models and iii) capacity development of government officials and practitioners, the intention is to inform policy, strategies and programs for job creation through SME development in the three countries.

The KS4SME project was designed so that partners collaborate in providing activities/events to meet its objectives. The project was based on close partnerships with Department for Small Business Development (DSBD), Business Unity South Africa (BUSA), Congress of South African Trade Unions (COSATU), The Federation of Unions of South Africa (FEDUSA), National Council of Trade Unions (NACTU) and with Community representatives. It is noted that the project was designed to support events rather than deliver them in isolation. The project was also designed so that it aligned to the National Development Plan, the Decent Work Agenda for Africa as well as the South African Decent Work Country Programme (DWCP).

The project aimed to deliver the following outputs:

- Three research studies published and debated by at least 300 representatives of government, organised business and labour over the project period;

---

[4] RAF1406FLA Jan2015 PDF file provided in folder with key documents and interviews with project staff assisted to identify an end-of-project outcomes

- Three policy briefs/practice notes on SME development disseminated to at least 3'000 stakeholders in the SME sector in the SADC region;
- An SME knowledge sharing network aimed to reach at least 1'500 members;
- Three national knowledge sharing events reaching 1'000 policy makers and practitioners;
- An annual blended learning course on sustainable enterprises to develop capacities of at least 300 representatives from government, organised business and labour over the project period; and
- Three African Talks on Entrepreneurship aimed to reach at least 300 policy makers and practitioners over the project period
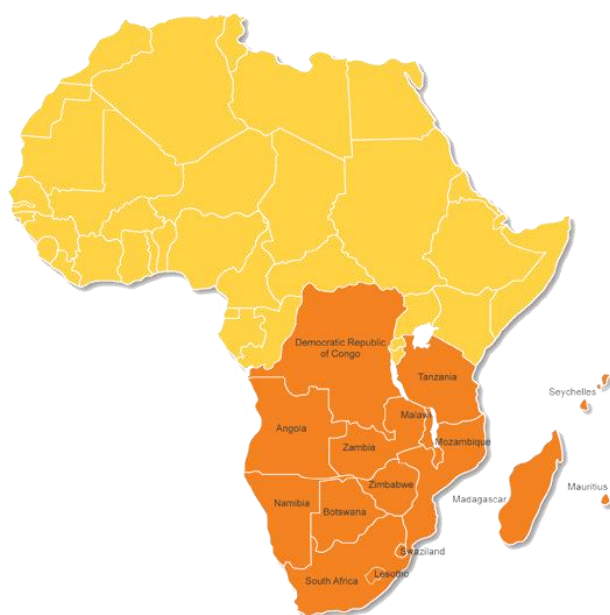
In South Africa the focus of the programme was to establish a knowledge sharing network which will, for the SADC countries (in particular Malawi and Mozambique), help foster regional integration and cooperation. Primary stakeholders in each of these countries included the Department of Small Business Development (DSBD) in South Africa as well as organised business represented by Business Unity South Africa (BUSA), organised labour, in particular, the Congress of South African Trade Unions (COSATU), The Federation of Unions of South Africa (FEDUSA) and the National Council of Trade Unions (NACTU), the three biggest trade union federations in South Africa, the Small and Medium Enterprise Development Institute (SMEDI) and other lead departments for SME development in Malawi, and the Ministry of Trade and Industry in Mozambique.

2.4.   FUNDING ARRANGEMENTS

The approval minutes for the project[5] confirmed the allocation of EURO 600 000 / US$ 731 707 (based on the exchange rate of the time). An additional US$85'000 (€75'000) from ITC, Turin was secured towards the African Talks on Entrepreneurship (February 2015 exchange rate)[6].

---

[5] Approval Minute RAF1406FLAJan2015 authored by Lovera, Rossells dated 14 January 2015 provided by ILO South Africa in Folder with Key Documents.

[6] Cleaned version Revised Prodoc 1406FLA 21 May 2015 provided by ILO South Africa in Folder with Key Documents.

Funding was stipulated to cover project expenditures and support costs which are calculated at the rate of 13 percent of direct project costs. **Programme funds** were spent primarily in South Africa[7], with Malawi and Mozambique benefitting from the knowledge sharing activities[8].

2.5.   ORGANISATIONAL ARRANGEMENTS AND STAKEHOLDER CONTRIBUTIONS

The Government of Flanders (Kingdom of Belgium), represented by the Department of Foreign Affairs was the donor of the programme.

The management arrangement of the project made provision for the recruitment of a part time international project coordinator (25%) and a part time administrative and financial assistant (25%) that are full time employees of ILO in the Pretoria office with cost sharing contributions being made from the project[9]. The project coordinator was technically backstopped by the enterprise development specialist in the Pretoria office, who took a more pro-active role in overall project management given the workload of the existing international staff in the ILO Pretoria office. In total, three work months were allocated annually for the overall management of the project. Support was also provided from other ILO specialists and overall supervision of the project was provided by the ILO director.

The project planned to have a Project Advisory Committee (PAC) consisting of these partners and with the Government of Flanders (as the donor) and the ILO (as the lead implementer), with the intention to meet every 6 months to guide project implementation or on ad-hoc basis when needed. However, the PAC was not formalised. The project reported to the National Economic Development and Labour Council (NEDLAC) under the labour market chamber overseeing the implementation of the Decent Work Country Programme (DWCP) in South Africa.

2.6.   PROJECT IMPLEMENTATION OVERVIEW

The roll out of the programme centred on key themes each year which were identified through ILO constituents. The key focus of the programme in 2015 was placed on the transition of SME's from the informal to the formal sector of the economy. While this theme overflowed into 2016, the programme seemed to reposition its focus to social innovation and job creation towards the end of the year.

The programme implementation can be summarised by the key activities/events identified in Figure 1.

---

[7] Annual ILO Technical Cooperation Progress Report 2015 provided by ILO South Africa in Folder with Key Documents.
[8] Cleaned version Revised Prodoc 1406FLA 21 May 2015 provided by ILO South Africa in Folder with Key Documents.
[9] Cleaned version Revised Prodoc 1406FLA 21 May 2015 provided by ILO South Africa in Folder with Key Documents.

Figure 1: 2015-2016 KS4SME Programme Implementation
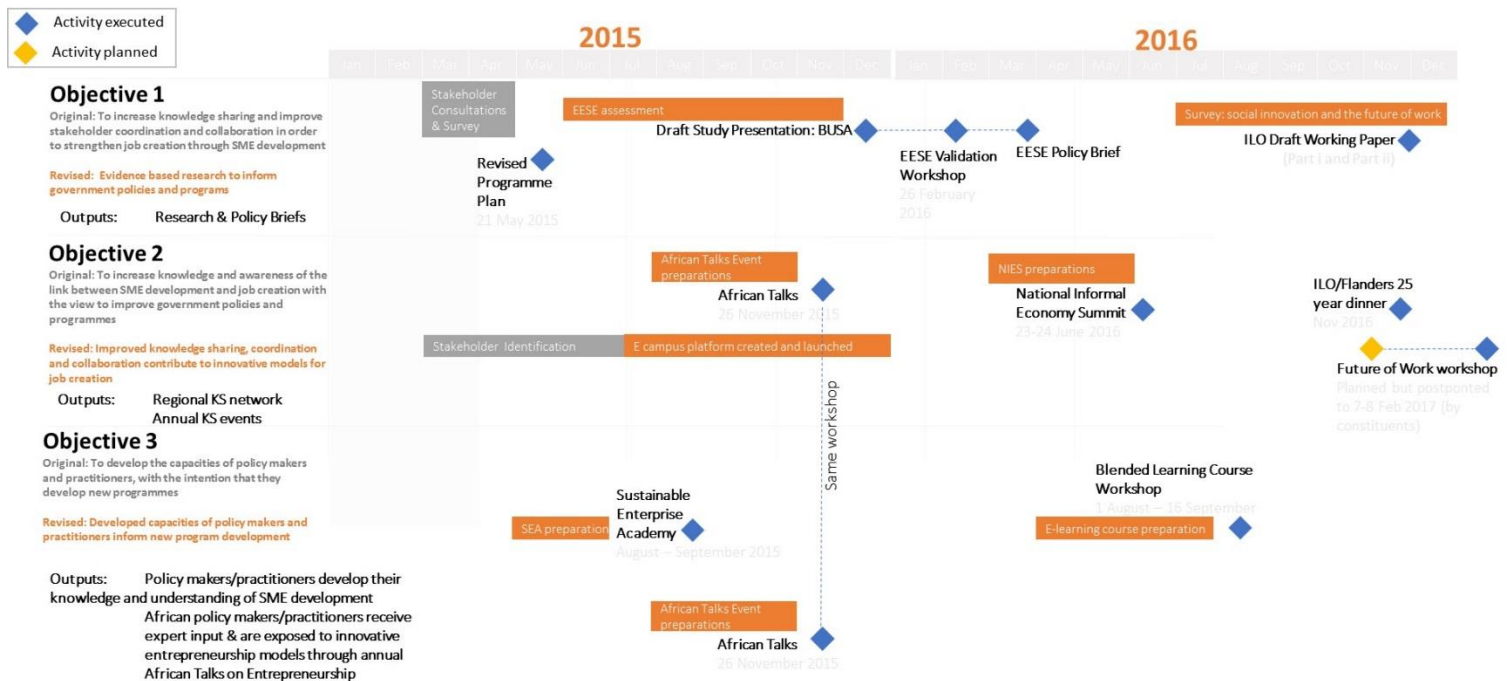
Activities directly funded were limited and mostly involved co-funded activities, which included:

- The Enabling Environment for Sustainable Enterprises assessment (referred to as the EESE assessment) was supported by the KS4SME project as a result of a request from Business Unity South Africa (BUSA) to the ILO. The EESE survey was completed from June to November 2015 and focused on assessing the current business environment in South Africa and identifying areas for improvement. Pooling of resources with BUSA, COSATU and civil society organisations enabled the reach of a larger more representative sample as part of the annual SME Growth Index run. A total sample of n=640 was reached and a secondary data review was also conducted.

  An EESE validation workshop was held in February 2016 with 19 representatives from DSBD, BUSA, and other organisations. As an outcome of the EESE assessment, BUSA and the ILO published a report on the findings, titled "Enabling Environment *for Sustainable Enterprises (EESE) in South Africa*" (ILO, 2016).

  An **'EESE Policy Brief'** was provided by the ILO as an outcome of the EESE validation workshop. The Policy Brief summarised the policy options that the study suggested so as to address the challenges experienced by small businesses and to facilitate transition of informal businesses to formality. It defined SMME's as well as the informal economy in South Africa, providing details regarding its size and characteristics and employment offered. Furthermore, the Policy Brief stated that programmes should be differentiated and targeted to encourage transitions to formality, growth and competitiveness[10].

- An online knowledge sharing platform was created on **the ITC e-learning portal** which was used to invite network members to events such as the African Talks and launch the e-learning components of both the

---

[10] EESE Policy Brief (no publication / draft date on document)

Sustainable Enterprise Academy (SEA) and the Blended Learning Course. The KS4SME project funded a total of nine (9) representatives from organized business, organized labour and government in South-Africa, Mozambique and Malawi to participate in SEA. Their sponsorship included tuition, travel costs and per diem costs. For one additional participant, the project sponsored the tuition fee as well. The ILO had just completed Recommendation 204; hence such courses played a critical role in getting stakeholders to have a common understanding.

- The **African Talks on Entrepreneurship Futures** could be likened to a Ted Talks event, it provided a platform to share knowledge and engage on strategies, as well as illustrate where future entrepreneurship is going. It was intended to be an interactive platform with innovative and inspiring speakers, where participants could share good practices. Some entrepreneurs who started in a township and are now hugely successful, were showcased. The day was structured with some panel discussions, a host and a variety of speakers throughout the day (all in one venue). There were cocktails and a dinner afterwards. BUSA co-funded the event. The African Talks was recorded and broadcast on YouTube. . The KS4SME project provided support through invitations sent via the KS network e-platform and funded the media used (a flyer, a video of the African Talks available on the ILO Pretoria website, the e-campus and YouTube).

- The second **National Informal Economy Summit (NIES)** organised by the Department of Small Business Development (DSBD), the Department of Labour (DOL), and the Free State Department of Economic, Small Businesses Development, Tourism and Environmental Affairs (DESTEA) was co funded by the KS4SME programme. The findings of the EESE assessment were presented and discussed by ILO representatives, and the KS4SME project funded the participation of entrepreneurs to the summit and also shouldered the cost of developing a video on the informal business sector. The video entitled '*Creating an Enabling Environment for Sustainable Enterprises in South Africa*' was shown and discussed at the event. A report was compiled as an outcome of the event, which outlined the agenda, speakers' key points raised, audience questions and discussions held during the event [11].

- A **blended learning course** on policies and practices for enterprise formalisation and SME development was designed and hosted in South Africa in 2016. The KS4SME project sponsored the e-learning component and paid for accommodation of delegates (part sponsor). Each delegate's respective institutions funded the remaining expenses. The blended course targeted decision makers, policy makers and practitioners who are tasked to implement measures to support initiatives geared toward the formalisation of enterprises and SMEs development in South Africa. This extended to government, organised labour and organised businesses as well as business development services providers.

The course involved two parts, firstly, a three week course completed via distance learning on the E-Campus Learning Management System (LMS) of the International Training Centre (ITC) of the ILO. Online sessions were interactive utilising a wide range of learning modalities that included self-guided e-learning modules, tutor-based e-learning programmes, and online communities of practices, webinars, promotional materials, and relevant ILO knowledge products. The second part involved a face-to-face workshop with a third one

---

[11] Back up final draft report of Informal Economy Summit.doc

week residential phase that took place in South Africa, after the workshop[12]. ITC globally have best practices and standards with a team of staff who know the informal economy across the globe.

- **A survey (social innovation and the future of work 2016)** was conducted by Social Fare: Centre for Social Innovation, in collaboration with the ILO, co-funded by the KS4SME project. The output to date was a working paper that reflects on the dynamics and changes in the world of work and provides actionable recommendations with a purpose to stimulate a discussion about the role of social innovation in the future of work (drafted in two parts:- knowledge and relevance). An international workshop took place on 6-7 December 2016 at the International Training Centre in Turin, Italy[13], which was not part of the project. The workshop was a theoretical workshop to discuss the draft paper. A national knowledge sharing workshop was planned in South Africa for late 2016, but the NEDLAC partners postponed the workshop to February 2017 due to other conflicting commitments. In the absence of an event in 2016, the KS4SME project team chose to use the Flanders event (25 year celebration) as an opportunity to share knowledge. It is noted that the knowledge sharing workshop was presented in February 2017 (called the South Africa National dialogue on the future of work).

- An **ILO/Flanders event (25 year celebration)** was hosted in November 2016 and the event provided an opportunity to share knowledge and experiences of the successful work done on SME development (through the video, dialogue and an illustration). All projects that the ILO engaged in with the Flanders Government in South Africa were showcased. The illustrator, who drew the cartoon poster that was used for knowledge-sharing, was funded by the KS4SME project. A seven minute video was prepared for the event that showcased the work that was achieved through the $18M funding provided by the Government of Flanders. It is noted that the event was not planned for as part of the initial project work plan.

---

[12] Time table transition to formality course.doc
[13] Social Innovation & Future of Work WORKSHOP AGENDA 6-7 December.pdf

3. EVALUATION BACKGROUND

3.1.   EVALUATION PURPOSE AND USE

The Mid-Term Evaluation (MTE) followed a participatory process and served two main purposes:

- Assess the initiative's progress to date, assessing performance as per the foreseen targets and indicators of achievement at output level; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities;
- Provide recommendations for the remainder of the project in terms of strategies, institutional arrangements, partnership arrangements and other areas identified by the evaluator.

The evaluation provided an opportunity for staff, constituents and other relevant stakeholders to take stock, reflect, learn and share knowledge regarding how the effectiveness of the project may be improved.

3.2.   EVALUATION AUDIENCE

The primary clients of the evaluation are the project management unit within the ILO DWT Office of Pretoria and the Enterprises Department at HQ as implementers and the Government of Flanders as donor of the initiative.

The tripartite constituents and other parties involved in the execution of the project or as beneficiaries of the project may also find it of value to review the evaluation findings and lessons learnt.

3.3.   EVALUATION: TIMING AND OPERATIONAL SEQUENCE

The evaluation reviewed the KS4SME project's activities that were funded (either directly or co-funded) in 2015 and 2016. The evaluation was completed during the period of November 2016 to early February 2017 using both primary and secondary data as means of evidence.

The evaluation took place across three phases, namely, (i) project inception, (ii) data collection and (iii) analysis and reporting. An inception meeting (face-to-face) was held at the ILO office on 17 November 2016 where key project documentation was sourced and the evaluation plan was confirmed. An inception report was submitted as part of the inception phase (refer to Annexure D). Data collection commenced, which included a desk review of all available documents provided by the ILO project team, an initial set of interviews with ILO officials and the Government of Flanders and a second round of interviews with beneficiaries who attended events hosted as deliverables of the project. A two-week delay in fieldwork, due to beneficiaries not being available over December, required a project extension of two weeks. Analysis commenced after data collection and a draft report was submitted on 30 January 2017, with time set aside by ILO to review and provide inputs. A findings and recommendations workshop was held at the ILO office on 2 February 2017 and a Final Evaluation Report submitted on 6 February 2017.

4. METHODOLOGY

4.1.   EVALUATION METHOD

This evaluation followed a utilization focused evaluation approach where the key project stakeholders were engaged from the onset to facilitate the design of the evaluation. Data collection included the use of primary data (through interviews) and secondary data (document review of available project documentation).

4.2.   DATA SOURCES AND RATIONALE FOR STAKEHOLDER PARTICIPATION

The sources of information and data used included documents as made available by the ILO Office, open source documents on various stakeholder websites and primary interviews with stakeholders and beneficiaries.

For the purpose of the document review 54 documents provided by the ILO office relating to the KS4SME were reviewed along with six additional documents that were sourced. These included amongst others work plans, budgets, event documents (including flyers and attendance registers) and reports or briefs as an output from events. The evaluation questions guided the systematic review of documents received and where information gaps were identified, further sources of information was requested and evaluated as relevant (a list of references and a bibliography is listed in Annexure G).

The evaluation included initial interviews held with (i) the ILO officials in the South African office; (ii) officials involved with the academy based in the International Training Centre of the ILO (Turin) and (iii) the Government of Flanders to gain a better understanding of the project. Tier 2 interviews were held with (iv) NEDLAC constituents who form part of the NEDLAC DWCP steering committee and participants from various events (SEA, EESE, NIES and the blended learning course) who attended one or more events, represented by government (both national and provincial), organised business, organised labour and the community (refer to Annexure E for a list of persons who were interviewed across each stakeholder group).

The sample was purposively selected to include representatives who attended one or more event from Government, organised business, organised labour and the community. In this way, the evaluation team could obtain feedback related to each of the events hosted or co-hosted by the project.

The Lead Evaluator and Project Director conducted the first interview together and all subsequent interviews were conducted by the lead Evaluator or the Project Director, to ensure consistency in data collection.

4.3.   BENEFICIARIES OF THE EVALUATION

A total of 28 interviews were conducted. Five interviews were scheduled with beneficiaries who either cancelled their interview on the day that it was scheduled or did not arrive for their scheduled interview. The data was

collected over a period from 23 November 2016 to 27 January 2017. The following table provides a breakdown of beneficiaries who were interviewed and KS4SME events that were attended:

Table 1: Assessment of quantitative targets reached

Stakeholder group represented by beneficiaries	Events attended by beneficiaries					TOTAL NUMBER INTERVIEWED
	SEA	EESE Assessment	African Talks	NIES	Blended Learning Course	28 beneficiaries
Funder	N/A					2
Project team						3
ILO Pretoria, extended project team						4
ITC of the ILO						3
RSA Organised Business		2	1			2
RSA Organised Labour				1		1
RSA Government	1				4	5
RSA NGO			1			1
RSA Enterprise	1		2			2
Community Representative	1				1	1
Malawi	1				1	2
Mozambique	1				2	2

4.4. EVALUATION CRITERIA AND QUESTIONS

The evaluation team adhered to the criteria defined for many international development project evaluations as set out by the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD). The specific areas of focus and evaluation questions are outlined in the conceptual model reflected in the figure 2.

Figure 2: Evaluation focus areas and evaluation questions.

Conceptual Framework for Evaluation of the KS4SME Programme

- Is the project relevant in terms of national development plans?
- How well does it complement other ILO programmes in South Africa?
- What is the strategic fit with the Government of Flanders country strategy for South Africa?

- How adequate is the project design?
- Is the project design logical and coherent?
- Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
- Have targets and indicators been sufficiently defined for the project?
- Considering the results that were achieved so far, was the project design realistic?

Efficiency of resource use
- Are resources (human resources, time, expertise, funds etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?
- Are the disbursements and project expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered? Are they being used efficiently?

Impact orientation and sustainability
- Is the programme strategy and programme management steering towards impact and sustainability?
- Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?
- Are project activities sustainable? Identify steps that can be taken to enhance the sustainability of project components and objectives

Lessons learned
- What good practices can be learned from the project that can be applied in possible future phases and to similar future projects?

Relevance | Validity of design | Efficiency | Sustainability Lessons learned | Effectiveness

Project effectiveness
- To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?
- Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?
- In which area (geographic, component, issue) does the project have the greatest achievements so far? Why and what have been the supporting factors?
- How effective were the backstopping support provided so far by ILO to the programme?
- Are there any unintended results of the project?
- What internal and external factors have influenced the ability of the ILO to meet projected targets?

Effectiveness of management arrangements
- Are the available technical and financial resources adequate to fulfil the project plans?
- Is the management and governance arrangement of the project adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- How effectively has the project management team monitored 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)?
- Is the project receiving adequate administrative, technical and - if needed - political support from the ILO Pretoria office and technical specialists and the responsible technical units in headquarters?
- Is the project receiving adequate political, technical and administrative support from its national partners/implementing partners?
- Is the project collaborating with other ILO programmes and with other donors in the country/region to increase its effectiveness and impact?
- Are all relevant stakeholders involved in an appropriate and sufficient manner?

4.5.   EVALUATION LIMITATIONS

Evaluation findings are based on content analysis from interviews and triangulation of findings[14] across qualitative data based on self-reported perceptions of stakeholders interviewed in response to structured interview questions. Although systematic analysis was done on both data sources, and researcher bias minimised through interrogation of findings, testing and verification of results achieved was not done beyond these sources of information.

Sampling varied opinions from stakeholders across the events hosted as part of the KS4SME project, allowed for less bias in interpretation of findings.

4.6.   EVALUATION NORMS, STANDARDS AND ETHICAL SAFEGUARDS

The Checklist 10: Documents for the evaluator, was signed during the Inception meeting, which confirmed that all necessary documentation had been received and that the terms noted in Checklist 5 (preparing the evaluation report) had been accepted. The evaluation team has, to the best of their ability, conducted this evaluation in line with the United Nations Evaluation Group Code of Conduct for Evaluation in the UN System.

---

[14] Triangulation means that the same themes (stories) were identified across stakeholders interviewed at one site or across sites

5. FINDINGS RELATING TO RELEVANCE

> Finding 1: The project is relevant in terms of national development plans, complements other ILO programmes in South Africa, aligns with other regional imperatives and fits well with the Government of Flanders' country strategy for South Africa.

The OECD/DAC Criteria for relevance require that an assessment is made of whether the objectives of a programme and its specific interventions are consistent with country needs, beneficiaries' requirements, global priorities and partner' and donor's policies[15]. The mid-term evaluation found that the KS4SME project is consistent with South Africa's national development plans, ILO constituent priority areas, global priorities and the strategy of the Government of Flanders.

ALIGNMENT TO NATIONAL FRAMEWORKS

The KS4SME project addresses South Africa's key social and economic challenges such as **Presidential Outcome No 4**: *Decent employment through inclusive economic growth*, which is one of twelve presidential outcomes.

Figure 3: NDP Strategic Thrusts

In order to achieve its overall goal of prosperity and equity for all, nine strategic thrusts are identified in the National Development Plan (NDP): **Create Jobs**; Expand Infrastructure; Use Resources Properly; Inclusive Planning; Quality Education; Quality Healthcare; **Build a Capable State**; Fight Corruption and Unite the Nation.

The KS4SME project is aligned to two of the nine strategic thrusts. The strongest alignment is to 'creating jobs' and a priority of the NDP to 'develop and grow the SMME sector'. The NDP sets out a broad economic and developmental plan for South Africa up to 2030, based on a comprehensive review of the status quo. It sets the goal that SMEs must be the largest creator of new jobs until 2030 through, among other things, a simplified regulatory framework and better small business support services. Specifically, this requires the nation to clearly establish the conditions for growth, to identify the opportunities on which growth can be built, as well as the development of

---

[15] Guidelines for Project and Progamme Evaluations (Word Document) sourced from www.oecd.org

Capacitate Social Intelligence | ©

capabilities to convert these opportunities into economic growth and employment. This, in turn, will drive poverty reduction and raise living standards.

Critical to the success of the NDP is effective government, strong leadership and active citizenry. The KS4SME's project objectives 2 and 3[16] are directly aligned to the NDP's goals to drive the **development of capabilities** to build **effective government.**

The KS4SME project is also aligned to key strategies of the NDP, namely, the **New Growth Path** and the **Industrial Policy Action Plan (IPAP).**

The KS4SME project is also aligned with the mandate of the DSBD, which is 'to create a policy enabling environment and to support the upliftment of SMMEs and cooperatives, including informal businesses.

LINK TO THE ILO STRATEGIC POLICY FRAMEWORK AND COMPLEMENTS OTHER ILO PROGRAMMES IN SOUTH AFRICA

For South Africa, the proposed project objectives are in accordance with the Strategic Policy Framework of the ILO that seeks to strengthen national technical capacities, building a knowledge base and encouraging partnership development as well as Outcome 3: Promotion of Sustainable Enterprise of the ILO Programme & Budget for 2014/15[17].

The KS4SME project aligns to the Decent Work agenda for Africa and to the Decent Work Country Programme (DWCP) for South Africa 2010 – 2014. The DWCP guides the ILO's activities within South Africa and identifies the prioritised outcomes developed by ILO Constituents which are set for a five-year period. More specifically, the project is a direct response to Outcome 4 of the DWCP for South Africa; *Sustainable and competitive enterprises (including cooperatives) create productive and decent jobs especially among women, youth and persons with disabilities* and the related outputs, which seek to i) facilitate access to markets by SMEs, ii) improve the policy environment for sustainable enterprises and iii) support the upgrading and promotion of social economy enterprises.

The DWCP also guides the NEDLAC discussions. NEDLAC was established in law through the National Economic Development and Labour Council Act, Act 35 of 1994 and is the vehicle by which government, labour, business and community organisations seek to cooperate, through problem-solving and negotiation, on economic, labour and development issues and related challenges facing the country. The KS4SME project's steering committee is NEDLAC and it reports on activities and progress to NEDLAC every six months. In this way, the project has allowed a platform that has allowed for constituents to articulate themselves and participate in a thought process around how to unfold more knowledge so that stakeholders are able to articulate themselves around key topics relating to SME development and job creation.

---

[16] Objective 2 is to increase knowledge and awareness of the link between SME development and job creation with the view to improve government policies and programmes. Objective 3 is to develop the capacities of policy makers and practitioners.

[17] Cleaned version Revised Prodoc 1406FLA 21 May 2015 provided by ILO South Africa

Finally, the project is linked to the ILO's work under its so-called 'Area of Critical Importance' on the Informal Economy. During the inception phase of the programme a priority identified by the tripartite constituents was to support the joint tri-partite efforts on **the transition of informal SME's to formality**. The project's activities in 2016 aligned to the 'Future of work' national dialogue events that were run by ILO constituents and explored the topic of 'transition to formality'. The KS4SME project was used as a platform to discuss Recommendation 204, a key international labour standard talking to transition to formality that was set by the ILO.

The following quotes illustrate how some ILO officials described how the KS4SME project complements other ILO programmes in South Africa:

> "*This project is anchored to complement other ILO programmes, based on its agenda. It complements the ILO Decent work agenda*" (ILO Official, extended project team).

> "*The project is well integrated with existing programmes and leveraging. It works closely with DSBD and BUSA action planning and recommendation 204. There are lots of linkages*" (ILO official, extended project team).

> "*The project is designed to work with other ILO programmes. It collaborated with our work on the informal economy... It seeks to work with other projects and share those lessons learnt*" (ILO official, project team).

> "*Completely integrated into other ILO programmes, builds momentum for collective objectives in driving job creation and decent work*" (ITC ILO Official, extended project team).

ALIGNS WITH OTHER REGIONAL IMPERATIVES

Regional imperatives include an emphasis on SME development and formalisation. The project is aligned to the SADC Regional Indicative Strategic Development Plan, which has been developed, in-part, to address several key challenges related to labour in Southern Africa. Some of these challenges include addressing Gender inequalities in the labour markets and inadequate mainstreaming of gender concerns in the policy formulation and programme implementation; as well as addressing the lack of comprehensive regulatory mechanisms to promote the informal sector[18].

For Malawi and Mozambique, the KS4SME project objectives support their DWCPs[19]. Those stakeholders who partook in capacity building activities as part of the KS4SME project, namely, the Sustainable Enterprise Academy and the Enterprise Formalisation Course), described the importance of developing the SME sector and that sharing experiences and learning about best practice from other countries could assist in improving the conditions for informal businesses. One participant shared that:

---

[18] http://www.sadc.int/themes/economic-development/industry/employment-labour/

[19] Pillar 2 on employment promotion with a focus on Priority 1 (Poverty Reduction through Creation of Decent Work with a special focus on Women, Youth, People with Disabilities and People infected and affected by HIV/AIDS) and corresponding Outcome 2 (improved conditions for enterprise creation and growth with a view to generating Decent Work, particularly in Micro, Small and Medium Enterprises and all related output).

> "*When involving other SADC countries, it started making sense - we had a common problem we had to resolve*" (RSA Government official, attended blended learning course).

Malawi and Mozambique have a large informal sector[20] and some of the participants who attended the courses in 2015 and 2016, shared the following in support of this sub-finding:

> "*In Africa we have a lot of informality and it is important to understand to develop the sector... it is our organisation's mandate to assist in our country to improve the conditions for the informal businesses. The SMEs are very important for the economy*" (Mozambique Employer, attended SEA and blended learning course).

> "*I am involved with a lot of entities within the informal sector. We have a big informal sector and there are many challenges*" (Mozambique representative of the informal economy, attended blended learning course).

> "*Malawi is one country which has a large number of businesses operating informally and there have been plans to look at how to move informal businesses to the formal sector*" (Malawi Government official, attended blended learning course).

FITS WELL WITH THE GOVERNMENT OF FLANDERS' COUNTRY STRATEGY FOR SOUTH AFRICA

The Government of Flanders started working with South Africa in 1994 when South Africa became a priority country of their foreign affairs policy. At end of the 1990's, the objectives became more focused and a first country strategy paper with South Africa was written in 2002 to share which sectors the Government of Flanders would focus on, namely, SME development, agriculture for security and HIV/AIDS projects. The first country strategy paper was extended until 2011. The second country strategy, Development Cooperation between Flanders and South Africa, started in 2012 and ended in December 2016. Its focus was on food agriculture for security and SME development, but as an outcome of a mid-term evaluation, the Government of Flanders' projects **focused mainly on SME development** with some emphasis on social entrepreneurship and social innovation. A third country strategy that begins in 2017 will continue to focus on SME development and food agriculture for security, with a focus on three provinces, namely, KZN, Limpopo and the Free State.

The approach used by the Government of Flanders is a systemic one whereby they look at the ecosystem of social entrepreneurship and, together with implementing partners, define the needs of the system. During 2014, implementing partners highlighted the problem with Business Development support and as an outcome of a collaborative workshop held at the National Treasury, the Government of Flanders decided to provide funding for the knowledge sharing project to the ILO. The ILO are regarded as an important player in the eco-system of entrepreneurship because they are able to facilitate processes and dialogue

---

[20] Informal traders represent 92% of the informal economy in Malawi

with the Government, the private sector, civil society and NGOs, as well as labour organisations, including the unions.

The KS4SME project is well aligned to the County Strategy paper II 2012-2016, especially to objective 1 on the sustainable development of small enterprises, social enterprises and cooperatives and objective 3 on the promotion of an enabling environment for small enterprise development. A special emphasis of the project is to contribute to the related result area 1; a policy environment created which is more conducive to sustainable SME and cooperative growth and development from national to local level and result area 4 on improved access to SME and cooperative development services.

Finding 2: The key role players understood their roles and were involved appropriately and sufficiently. However, for some activities, those interviewed believed that some role players who are of importance may not have been sufficiently included (the informal sector, labour representatives, specifically from Department of Labour (DOL), the private sector, financial institutions, youth and officials within other units of the Department of Small Business Development [DSBD]).

Roles and responsibilities within the ILO project team and extended team were clear. The ITC ILO extended project team was also more engaged than with other similar project events because:

> "*They were provided a good brief and freedom to produce, while keeping focus and providing good input*" (ITC ILO official, extended project team).

Stakeholder consultations allowed for **roles and responsibilities** of stakeholders to be **clear** across the KS4SME project events that were hosted or co-hosted. From the documents review (specifically attendance register analysis) the following stakeholders participated in events and/or provided inputs:

- Government departments with a stake in SME development;
- Provincial departments of economic development;
- Universities and research institutions;
- Informal sector operators;
- Sector level organisations;
- Other labour organisations / trade unions;
- Community organisations;
- SME support programs;
- Business development service providers;
- Civil society organisations; and
- Donor community and development partners with a stake in SME development.

When asked whether '**all relevant stakeholders were involved in an appropriate and sufficient manner**', almost half of the interviewees (6 of 13) indicated that the key role players were in place and had participated:

> "*The involvement of stakeholders in the upfront design of the project allowed for better output and the flexibility then allowed the design to be amended based on stakeholder input to deliver a programme that was more relevant*" (ILO official, project team).

An ILO official noted that the Donor was not included in the design of the programme. However, the donor was invited to events and the e-learning platform, with access to the Enterprise Formalisation course.

The following quotes illustrate the involvement of stakeholders across events:

> "*This is one of the few programmes where there was extra effort to be inclusive and ensure that the process does not leave anyone behind. This was one of the strengths of the project too*" (ILO official, extended project team).

> "*At the moment the key stakeholders are in place – frontline players are in place. Others will come on board as the system matures*" (RSA Government official; blended learning workshop).

> "*There was representation across which included Government Departments including DSBD, small business, street traders organisations that we had worked with as well… Labour federations were present and DOL*" (RSA Organised Labour representative; NIES).

> "*For Africa Talks discussions were mainly for business - relevant stakeholders were present for the discussion*" (RSA Organised Labour representative; Africa Talks and EESE).

However, four interviewees (4 of 13), who attended either the blended learning workshop or African Talks, identified the **informal sector** and the **youth** as absent. Two interviewees (2 of 13) identified the **private sector** as under-represented and three interviewees (3 of 13) stated that **financial institutions** were missing from capacity building workshops. The **Department of Labour** and **DSBD** were identified by three (3 of 13) interviewees as 'not sufficiently involved'. One of the interviewees also highlighted insufficient involvement at local level (Municipalities). The following are some quotes to illustrate stakeholders who are relevant to activities but were under-represented:

> "*There should have been more representation from the **informal sector** and the **youth***" (Mozambique representative of the informal economy; blended learning course).

> "*I think that they need to involve more from the **informal sector**… the members that are in the informal sector were only involved on the last day. They need to be part of the whole project*" (NEDLAC representative; blended learning course).

> "*At a local level the **Department of Labour** (DOL) was missing – they have a strategic role to play around elements of social security and social protection. We need them on board… if*

*DOL was involved, by default organised labour become representative of workers in the **informal sector**"* (RSA Government official; African Talks).

*"South Africa, Malawi and Mozambique missed on **Labour officials** not being present (as part of capacity-building events)"* (Malawi Government official; blended learning course).

*"It is a glaring omission that **DOL** is not involved and they hold a key to a number of potential solutions. Given that they are a participant of ILO, as a constituent, they need to get involved in implementing Recommendation 204. The **DSBD** is struggling in terms of capacity (warm bodies) and that is where we need to determine how to help to take it to another level. The presence and support of local government or Municipalities is also absent"* (RSA Government official, blended learning course).

*"Because there is a research and policy unit in **DSBD** that has just been formed and one of the project objectives focuses on research, it may be important for the KS4SME project team to talk to the head of the Research and Policy Unit – there may be a disconnect within DSBD which the project can serve to minimise so that both DSBDs objectives and the project's objectives are maximised"* (ILO official, extended project team).

*"There is willingness to develop SMEs but no financial support to drive the enterprise. Stakeholders on the finance side (**banking and development finance institutions**) were missing to come up with a strategy to help SMEs with access to funding. There was more focus on soft skills and not on finances. In Malawi, finance is expensive and drives up pricing for SMEs. This affects competitive pricing and affects the sustainability of their businesses"* (Malawi Government official; SEA).

*"I feel that the **private sector** involvement is usually underplayed… Government was there, long with worker organisations, unions, chamber of commerce. The **informal sector** also participated at the academy. Stronger private sector presence is needed"* (RSA Enterprise; African talks and SEA).

Finding 3: Although stakeholders who participated in project activities felt that they did not know what the KS4SME project objectives were, they were able to accurately describe the objective of the activity they participated in as either knowledge sharing, stakeholder collaboration or capacity development.

Almost all of those participants interviewed (12 of 13) could not recite the KS4SME project objectives. However, as they described the activity that they took part in, they were able to identify the purpose of the activity in relation to knowledge-sharing and capacity building and they could correctly identify the focus area.

> "*For me, one of the main objectives was to look at how we can move from the informal to formal sector by applying the Recommendation 204. We were mainly there to share ideas and knowledge about moving from an informal to a formal economy*" (Malawi Government official; attended blended learning course).

> "*To assist with formalisation in the sector and support the SME sector*" (Mozambique representative of the informal economy; attended blended learning course).

> "*I had to think about what the objectives were… to bring like-minded people together, to offer opportunities, showcase what is happening, get people talking*" (RSA Enterprise; attended African Talks).

> "*To organise discussion and promote sustainable enterprise and collaboration for government and private sector for strong and efficient markets to make best use of resources and enhance productivity. This Course was to understand this. Also, the discussion about employment and the recommendation 204 and importance of policy framework for transition from informal to formal enterprise and importance of SMEs and the critical role for emerging markets that they play. Also how can we support and facilitate formalisation and what the aspects of formalisation are. This project helped us to understand these things and identify opportunities and challenges and different models of interventions to improve*" (Mozambique Employer; attended SEA).

> "*I would have thought it was on supporting the SMEs and to assist to formalise the SMEs, including township economies and cooperatives*" (RSA Organised Labour representative; attended NIES).

6. FINDINGS RELATING TO PROGRAMME DESIGN

Finding 4: The programme design was not sufficiently defined upfront. Hence, ambiguity exists about what the project is supposed to achieve. The programme design was generally adequate but not entirely realistic, specifically in terms of assuming the establishment of a regional knowledge sharing network, in terms of the timing of events and in terms of reaching the intended number of beneficiaries.

ADEQUACY OF THE DESIGN

The KS4SME project design derived from a desire to facilitate an improved enabling environment for SMEs where support programmes and technical assistance facilitate formalisation and enable enterprise development in an equitable and sustainable manner. The mid-term evaluation identified the following key strengths of the design:

- The project is unique in that it did not function in isolation in terms of activities planned and implemented. The project **linked strategically with mandates of ILO, BUSA and DSBD** and it was designed to support and uplift other existing initiatives within the ILO Pretoria office and its ILO constituents, specifically the DSBD or BUSA. The benefit of this approach was the ability to maximise the opportunities to beneficiaries. An interviewee quoted the following:

  "*My learning is that many projects normally work as separate entities in an organisation, which doesn't have a lot of impact. Linking it to strategic objectives is important*" (ILO official, project team).

- The design followed **a systematic approach**, rather than implemented as a 'one size fits all' approach. Although it applied a standard approach, it adapted to local needs across the three countries.
- A **participative process** formed the basis of defining activities of the project through Policy makers and technical specialists who discussed and jointly developed strategies for implementation. The design planned for broad engagement with stakeholders.
- A **fluid design** was applied that allowed project activities to be adapted to meet priorities of ILO constituents. An interviewee cited the example of NIES, which was hosted as a response to the xenophobic attacks in Apr 2015 (Government of Flanders). The ILO project team officials expressed their gratitude for '*the flexibility to make changes*'. An interviewee shared how the programme was re-designed to include **two other SADC countries** after implementation had started. In terms of focus areas, formalisation of the informal SME in South Africa was already identified by organised labour, organised business, informal sector operators and the government

as priorities to focus on[21]. Linking the project to sector priorities, other projects, other countries and the strategic objectives of ILO constituents allowed the contribution to be greater and increased benefits to beneficiaries.

It is evident from the document review that the objectives of the programme were re-aligned to meet the needs of the stakeholders that were consulted during the inception phase of the study and to optimise value from the investments to be made. The table in Annexure J provides a summary of the initial objectives and outputs stated compared to the revised objectives and output that were implemented and measured.

- The **EESE methodology** followed to do action planning as an outcome of the study findings, was a strength of the design.
- The project was designed to leverage **inputs from a technical team** and from other specialists to obtain high quality in terms of content of material and innovative interactive formats for events. An interviewee stated that:

    "*The project allowed the team to develop new content and also leverage existing content as well as innovative methodologies and testing to drive engagement*" (ILO official, extended project team)

- The project **activities** followed an **interactive and practical** design, which included short components, punchy content and active engagement.

While the majority of the ILO officials who were interviewed regarded the design as realistic and the project activities that were implemented appropriate, an assessment of the project results in terms of planned outputs versus actual outputs, showed that the project design was not entirely realistic, specifically in terms of assuming the establishment of a regional knowledge sharing network, in terms of the timing of events and in terms of the number of beneficiaries reached (refer to Finding 12 for more detail on outputs achieved over the two-year period). Feedback from interviews with the ILO officials from the project team, extended project team and from the ILO ITC, highlighted the following project design challenges:

- The design was premised on leveraging partners and relying on them to host events and 'own' the steps that should lead to the KS4SME's projects outcomes and impact indicators. This meant that the **project results** are somewhat '***out of the ILO's hands***'. A project example cited was a delay in implementing the future of work event late 2015 because FEDUSA were not available. Other relevant quotes included the following:

    "*You can track the changes but you cannot say Mozambique improved its dialogue with informal operators because you are not convening the minutes… that I think is where the challenge is*" (ILO official, project team) and "*a design challenge of a project such as this one is because it is based on the leveraging concept, project events lack operational autonomy and hence there is a **lack of Governance control***" (ILO official, extended project team).

- The ILO project team acknowledged that "***complexity theory*** comes into play, as quoted:

---

[21] A presentation to Members of the Standing Committee on Social & Transformation Policy, BUSA, 29 April 2015 confirmed that formalisation of informal businesses is the main challenge faced by SMES in South Africa

> *"Doing something in this area is a lot more complex than when you just read about it"* (ILO official, project team); and *"it is a complex landscape, which made it more difficult to track"* (ILO official, project team).

- A weakness in the design was under-**estimating staff time** required for the project. This translated into "*putting in more time than was available in the budget*" (ILO official, project team). The project management team indicated that they invested more than the three work months because they "*saw the additional time of strategic importance*". An ILO official from the extended project team stated that "*it was a tight roadmap with other commitments… it was difficult to deliver with limited time*". The project team did not anticipate that collaboration and networking for knowledge sharing would take so much time. They acknowledged that they were **too ambitious** with the staff time allocated to the project – the assumption was that coordination and collaboration would be a lot easier. The project team were also **over-ambitious** in thinking that some of the activities, outcomes and impact indicators would be reached within a two to three year timeframe. An ILO official acknowledged that "*although a lot of work has been done on the policy level, the machine moves so slowly*".

- The project was able to facilitate the building of an informal network with stakeholders in the region through facilitating participation in regional academies on sustainable enterprises but a **working online knowledge sharing network platform was not yet established** at the mid-term evaluation. In the early stages of work plan development, it was conceptualised that a knowledge sharing platform would need to be established in collaboration with the ILO ITC, however the ILO assessed that the initial idea of creating a stand-alone knowledge sharing platform would be a duplication of efforts given the existence of several platforms and networks. An ILO official stated that "*in hindsight we should have said 'contribute to or strengthen existing networks'*". The project linking to existing online platforms is taking time and building and driving utilisation will also be a long process.

- The revised project document (May 2015) highlighted some project assumptions that were met by the project, with the exception of one, namely, that "*Government continues to prioritize research and knowledge sharing to inform national SME development strategies and programmes*". An underlying assumption of the project design was that **Government structures communicate with each other**; hence, the project assumptions were premised on the Government 'as one'. In reality, National Government Departments are disjointed across functions and levels. Only the National and Provincial Departments who had a working relationship with the ILO due to other projects and who were directly invited to events, participated in them. Other Departments, that could also provide key contributions towards reaching project outcomes, are less likely to be aware of the KS4SME project.

- The design **did not sufficiently define a target group of beneficiaries** who partake in all events and whose actions are used as a measure of programme success. It was found that few participants attended more than one of the four key events provided by the project.

TARGETS AND INDICATORS HAVE NOT BEEN SUFFICIENTLY DEFINED

The desktop review found that in the revised programme document dated 21 May 2015[22] a detailed logical framework matrix was compiled for the programme in which the project structure is outlined, relative to both broader development objectives of the ILO, as well as immediate objectives / project outcomes. This logical framework further links each objective and output with indicators and related means of verification that could be used to assess both long term and short/mid-term impact. Within the framework both sustainability and implementation assumptions are outlined. Where the design falls short is clarity on the exact sources of information to be utilised to establish indicators of success since 'physical evidence' is mentioned but insufficiently clarified.

The direct causality between stated objectives and outputs that link to intended outcomes that in turn link to the broader development objective, is not sufficiently linked. There is a need to more clearly define what is meant by key terms, for example, '*what is meant by a network*'.

RECOMMENDATIONS

The following actions are recommended to improve on the project design for the remaining term of implementation:

- It is understood that the formulation process of the project design was quick, which resulted in a project design that is insufficiently detailed. It is recommended that the ILO project team refine the theory of change and logical framework for the KS4SME project using a consultative process where key ILO constituents assist in mapping out the intervention logic and providing clarity on key terms (definitions) and clarity on how indicators will be measured.
- It is recommended that the project seek a design element that follows through on the application of knowledge shared or capacity built.
- Dedicate more staff time in the final year of implementation with the aim of meeting project outputs and outcomes. It is suggested that an effort estimate be done to ascertain whether one full-time official will be able to meet the needs of the project in its final year of implementation.
- Create accountability for project results in the hands of partners. It is recommended that the ILO project team establish a mechanism to capture results and capacitate partners to manage the process going forward.
- Convergence is important in the next stage of the project. By considering a sample of participants who have participated in at least two events in 2015 and 2016 and who participate in all events in 2017, the KS4SME project may be able to develop some case studies that can be used as part of the final evaluation against which to measure the effectiveness of the project in reaching programme goals.
- It is recommended that the project team review existing platforms and networks that are effective and assess whether the KS4SME project's requirements can be met by linking up to the platform

---

[22] Cleaned version Revised Prodoc 1406FLA 21 May 2015 provided by ILO South Africa in Folder with Key Documents.

identified as most suitable. If not, it is suggested that the project team determine how to close the gaps.
- There are Governmental forums that are in place where knowledge could be shared about the KS4SME project – the inter-governmental forum is recommended as a platform to share about this project going forward (this could be led by the DSBD).

Finding 5: Many stakeholders did not know that the event(s) formed part of the KS4SME project. This was due to events being hosted as ILO supported initiatives, rather than as the ILO KS4SME project. Programme activities were also not sufficiently linked to each other and few stakeholders were involved across activities, which makes it difficult to track stakeholder benefits over time.

The mid-term evaluation found that there was **no group of key people** who were **involved in all project activities** across the three KS4SME project objectives. From the attendance registers provided to the evaluation team, only five beneficiaries could be identified who attended two events – all other beneficiaries attended only one project event. Hence, **activities were disjointed and not sufficiently linked** across a common group of beneficiaries. In addition, the evaluation found that the ILO KS4SME project was not clearly differentiated in the minds of stakeholders. When initially communicated with sampled participants as part of the mid-term evaluation, the KS4SME programme manager stated in an email that "I realize that ILO projects' contribution to events with constituents may not always be clear to you as stakeholders, since you see the ILO as "One", which is good"[23]. **Project events were branded as ILO initiatives** rather than as an initiative of the 'knowledge sharing' project. Limited marketing was done of the project to communicate to beneficiaries about its broader objectives and the types of activities offered as part of the project. Although this was not an explicit requirement in the project concept document, lack of marketing meant that most of the **beneficiaries** who attended an event **did not know that they attended a KS4SME activity** or that it was one of many activities that the project offered. There was a lack of distinct collective result across activities and a lack of linkage towards a total project goal

The following quotes illustrate the challenge described by those who were interviewed:

"*There are too many different stakeholders involved across the activities. It is difficult to get results if beneficiaries change for different events*" (Government of Flanders).

"*I did not know about the KS4SME project or that Africa Talks was part of anything bigger. I don't know what the project objectives were. There are things happening and the same*

---

[23] Email correspondence between sampled participants for mid-term evaluation interviews (with lead evaluator CC'd) and programme manager dated 21 November 2016

people are not being invited. At the moment we receive one invite and not others" (RSA Enterprise representative, attended Africa Talks).

"*We knew it as an ILO project. I don't think others knew that events were part of the knowledge sharing project. The ILO have a lot to do to explain the project, how it is related to other ILO activities so that stakeholders can differentiate…* as *a participant it would have been good to have received a pack that outlines their objectives and how they are going to measure and how the participant can assist in meeting objectives and engage further to assist*" (RSA Organised Business representative, involved in EESE and Africa Talks).

"*On the ILO website we announce the event but make it sound like it is the ILO*" (ILO official, project team).

RECOMMENDATIONS

Those ILO project team officials as well as beneficiaries who were interviewed recommended that the ILO project team **select a handful of beneficiaries across stakeholder groups** who follow the project at every level and who attend the various events of KS4SME (possibly also part of other ILO programmes) so that results can be tracked. The selected beneficiaries would need to be briefed on the project purpose, objectives, measures of success and the planned activities for 2017. As quoted,

"*If had handful of selected beneficiaries that form part of the various events or part of other programmes, that would be a benefit*" (Government of Flanders).

"*They should have an impact group – it may be 300 individuals scattered around the country – communicate to them all the time – from 'this is a project of ILO, this is what it is for, this is the plan for 2017, etc. But also to get maximum impact for the year ahead, it would be to focus on people who have been to events - that they are actually engaged*" (RSA Enterprise representative, attended Africa Talks).

"*Ideally there should be a group of key people who follow the project at every level for consistency and continuity*" (ILO official, extended project team).

An improvement in the programme design would be to **develop a flyer to market the project** to the broad base of beneficiaries and at each event. **Marketing and communications** should include sharing the project plan and focus areas, its objectives and key activities with their intended outcomes. The following quotes were shared across interviews held:

"*They have a programme plan, share at least the focus areas. That way you will get participants who are interested - who it would be relevant to*" (RSA Enterprise representative, attended Africa Talks).

"Brand the project and share with stakeholders what its objectives are – others can then sell the concept to their members" (RSA Organised Business representative, involved in EESE and Africa Talks).

"We could have done a flyer to market the project… we could have branded the project. If the project had a full time person it may have been different" (ILO official, project team).

Finding 6: Whereas the project has collected data for some activities and in particular for the capacity development workshops, no consolidated monitoring system was developed to track the contribution to the broader development objectives of the project.

The revised project concept document provided by the ILO (May 2015) specified that a monitoring system will be put in place to capture project outputs and deliverables and that data will be disaggregated by sex and disability. The evaluation team found that **the project management team did not effectively monitor project performance and results**. Other than obtaining feedback on benefits from participants, who were interviewed as part of the mid-term evaluation, it was difficult to monitor project outputs and deliverables, along with short-term impact indicators (listed in the adjacent block). The project management team acknowledged that '*there was a greater focus on the management of project processes rather than monitoring of the project*' and that '*integrating with other events meant that it was more difficult to monitor and evaluate*'. There were clearly limitations in the budget in terms of resource time to sufficiently focus on all aspects of the project.

> '*The **project outputs and deliverables will be monitored through the collection of the number of institutions and individuals**, who register for the network and participate in the events and blended learning courses. Monitoring the impact at project outcome level on short-term impact in terms of i) number of innovative models for job creation that are implemented by network members, ii) the number of improved government policies and programs and, iii) number of institutions that develop new programs will be done through baseline data collection of participating network members/institutions and through follow-up surveys.*
>
> *The project will conceptualize an appropriate monitoring system to capture this data. All data collected will be disaggregated by sex and disability*'
>
> **Revised project concept document, ILO, May 2015**

The mid-term evaluation found the following weaknesses in monitoring:

- Documentation received provided sufficient evidence to confirm that events had taken place and that a number of the project's planned objectives were reached. However, the evaluation found that **neither measures nor a monitoring system is in place** to systematically collect and collate relevant information for the KS4SME project and against which to evaluate project outputs and

outcomes. Contrary to the project concept document, there were **no baseline findings evident** against which the short term impact indicators could be measured.

- A **database** that collated summative numbers of institutions and individuals who have registered for events **was not available**. There does not seem to be a central monitoring tool with an activity log to keep track of what has or has not been done on the project.

- **Lists of participants** who attended events, were obtained for the evaluation, however, not all lists **were disaggregated by sex or disability**. Whilst the content of the activities were somewhat sensitive to particular challenges for women, the data collection did not track the participation of women. An ILO project team official stated that "*there was not a specific focus on the split of male and female participants*". There was **little consistency between the data captured per event**, which for the most part was limited to 'name, surname, organisational affiliation and contact details of participants', with little or no additional information regarding gender or disability. Out of all the events, sex disaggregated data was provided only for Africa talks (indicated as either male and female) and for the Blended Learning course (indicated as either Mr. or Ms.)

- There was **data lacking on participant evaluations** completed for some events that were hosted. For the blended learning workshop, where evaluative data was available, it was only quantitative in nature – no qualitative feedback from participants was available.

- The evaluation found that the project team intended on using the online learning platform to track all project activities but that it did not materialise, hence "*the project team were not able to use the platform as widely as they had hoped to link to other activities, workshops, etc*." (ILO Official, extended project team).

RECOMMENDATIONS

Because the KS4SME project does not have mechanisms to track indicators at an output, outcome or impact level. It is recommended that the project team develop a monitoring and reporting system with collated data on the number of institutions and individuals who participated in all events across the project. A central monitoring tool should create consistency between data captured per event, which should include information on gender and disability. It is further suggested that the project team in consultation with network member organizations clearly define output and outcome measures, along with refining the existing short-term and long-term impact level indicators once the logical framework is more clearly defined. As part of monitoring and evaluation, the project team should explore how to measure improved stakeholder coordination and collaboration around knowledge sharing and how to attribute to this project work done by other partners. Some kind of participant evaluation should also take place after each event. The outcome of defining an M&E framework and M&E system specifications should be clarity on specific indicators for outcome and impact variables, as well as a clearly defined reporting modality.

It will be important to have a clearly defined monitoring framework with supporting evidence as part of the final evaluation for the KS4SME project.

7. FINDINGS RELATING TO EFFICIENCY OF RESOURCE USE

Finding 7: Resources were allocated strategically to provide necessary support and to achieve broader project objectives. The ability of the ILO project team to leverage necessary resources, expertise and relationships, increased the value of the project's activities. However, the lack of a full-time technical resource dedicated to the KS4SME project negatively affected the project's operations.

A part time international project coordinator (25%) and a part-time administrative and financial assistant (25%) were allocated to the KS4SME project[24]. The project coordinator was technically backstopped by the enterprise development specialist in the Pretoria office with support from other specialists and will be under the overall supervision of the ILO director.

As an outcome of the mid-term evaluation it was found that resources were allocated strategically to the project in order to provide the necessary support. What is evident from the inception of the study is a positive intent not to duplicate effort or spend project resources unnecessarily as can be seen in the decision not to invest in standalone infrastructure for the establishment of a knowledge sharing platform but rather to partner with ITC in optimising what is available to ILO for the benefit of achieving the objectives of the programme.

The KS4SME project obtained **ILO inputs through significant time provided** by the enterprise development specialist and time dedicated to activities that was provided by ILO officials in the Pretoria office and at the ITC at no extra cost[25]. As quoted:

> "*The ITC ILO had to invest more than was budgeted and also subsidised for the African Talks*"
> (ITC ILO official, extended project team).

> "*We achieved more than the finances would have allowed because we leveraged work and resources of colleagues*" (ILO official, project team).

> "*The ILO was able to leverage their in-country offices to good effect*" (ILO official, project team).

The Government of Flanders acknowledged that the ILO have a strong infrastructure with a number of internal technical resources and capacity, which was an advantage and strength of the project. An ILO

---

[24] The project staff will have other responsibilities in the Pretoria office as well and will thus be full-time employees with a cost sharing contribution from the project

[25] ILO inputs are not costed – they are part of the backstopping arrangements and thus in a way covered under the 13% PSI budgeted for as part of the project

official who was interviewed recognised that "*because the project is in areas linked to it, it is able to get other support*".

The evaluation found that **the leveraging effect was highly effective** in ensuring the success of activities and events. The project was implemented in close partnership with the DSBD, with BUSA, COSATU, FEDUSA, NACTU and with Community representatives. Officials from partner constituencies provided significant support in conceptualising, preparing and co-hosting most of the project activities at no additional cost to the project. By this project being able to collaborate with partners, it was able to obtain the human resource support which it would otherwise have had to pay for itself. This meant that significantly more was done than what the budget allowed for. Thus, the benefits delivered to the funder as a result of linking this project's activities to other projects within the ILO and to other prioritised activities of ILO constituency partners, are significant because of having created economies of scale. The following quotes are illustrative of this finding:

> "*Because the project was bundling its resources with other resources, so the bang for the buck was multiplied*" (ILO official, extended project team).

> "*I think Flanders got more than what they pay for… the reason we link it to priorities of the office is because it has more leverage*" (ILO official, project team).

Although resources were allocated strategically, the evaluation found that the absence of a full-time resource meant that the project did not have the attention that it required, at times, to support the driving of activities to achieve the broader project objectives. Both the Government of Flanders and ILO project team members questioned whether the ILO should consider doing small projects if the budget does not provide for sufficient resource capacity to correctly manage it.

The evaluation found that allocated resources dedicated more time than what the budget provided for. As quoted:

> "*We used more resources than what was provided, but it benefited the office… we cross subsidised to invest more time and effort. The Funder got more value*" (ILO official, project team).

Finding 8: Although project activities are generally in line with the schedule of activities, not all activities were implemented as planned. The project has under-spent in some areas, mainly because of the lack of a full-time technical resource dedicated to driving project activities, but also because of its dependence on partners to implement activities as planned for.

As outlined in Table 2, the planned outputs for objective 1 were achieved in 2015 but only partly achieved for 2016.

Table 2: Outputs achieved for KS4SME project objective 1

Objectives	Planned Output	Achieved in 2015	Achieved in 2016
Objective 1: To increase knowledge sharing and improve stakeholder coordination and collaboration in order to strengthen job creation through SME development	**Output 1.1:** Research on link between SME development, formalization and job creation.	YES (EESE)	PARTLY ('Social innovation and the future of work' working papers i and ii were drafted but not workshopped)
	Output 1.2: Policy briefs/SME development practice notes to influence policy and programming	YES (EESE)	NO

As seen in Table 3, part of objective 2, output 2.1 was not achieved and the project has not yet aligned to a regional knowledge sharing network. Output 2.2 was achieved in 2015 and 2016. The 'future of work event' was shifted from 2016 to early 2017 due to another scheduled congress over the same dates and the project team chose to use the Flanders celebration as an opportunity to share knowledge and experiences of the successful work done on SME development (through the video, dialogue and an illustration). Because the project is designed to partner with other partners and must be sensitive to Government relations with partners, the event had to be delayed.

Table 3: Outputs achieved for each KS4SME project objective 2

Objectives	Planned Output	Achieved in 2015	Achieved in 2016
Objective 2: To increase knowledge and awareness of the link between SME development and job creation with the view to improve government policies and programmes	**Output 2.1:** Regional knowledge sharing network	NO (e-campus platform created but not successful)	NO
	Output 2.2: Annual national knowledge sharing events	YES (African Talks – this event was	YES (NIES)

Capacitate Social Intelligence | ©

Objectives	Planned Output	Achieved in 2015	Achieved in 2016
		seen as a knowledge sharing event as well as providing expert input as part of Output 3.2)	(The project contributed to the ILO/Flanders 25 year dinner in place of the 'future of work' workshop. However, the evaluation team do not believe that the event meets the requirements for objective 2)

As outlined in Table 4, output 3.1 was achieved in 2015 and 2016. Output 3.2 was achieved in 2015 but not in 2016.

Table 4: Outputs achieved for each KS4SME project objective 3

Objectives	Planned Output	Achieved in 2015	Achieved in 2016
Objective 3: To develop the capacities of policy makers and practitioners, with the intention that they develop new programmes.	**Output 3.1:** Policy makers and practitioners develop their knowledge and understanding of SME development through an annual blended learning course on sustainable enterprise	YES (SEA)	YES (blended learning course)
	Output 3.2: African policy makers and practitioners receive expert input and are exposed to innovative entrepreneurship models from the African continent through the annual African Talks on Entrepreneurship	YES (African Talks)	NO

A brief analysis of the project's budget document found that 43% of the allocated funding was utilised up to 17 November 2016. ILO project team officials shared that "*the budget was managed dynamically by the team*" and that "*there was sufficient budget to produce quality*" (ITC ILO official, extended project team). A brief reflection of expenditure shows that in the project under-spent in some areas in 2016, which makes logical sense given that some activities were not implemented.

Interview discussions with ILO project team members clarified that for the final year of implementation, the project management team have made a proposed budget revision to allocate a full-time expert for 2017 to step up implementation in order to meet targets. The evaluation team support this notion.

8. FINDINGS RELATING TO EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS

Finding 9: The project is collaborating with other ILO programmes and with country priorities and is receiving political, technical and administrative support internally within the ILO Pretoria office and externally from partners

The KS4SME project received **adequate political support from the ILO and technical specialists** and the responsible technical units in headquarters. In addition, the **backstopping support** provided so far by ILO to the project **has been effective** – ILO Pretoria office technical specialists backstopped in terms of engagement with BUSA, in terms of capturing the priorities of organised labour and in terms of providing technical inputs, as well as ensuring that the project remains aligned to priorities and needs of constituents in South Africa. The KS4SME project is fully integrated into other ILO programmes and is well aligned to national strategies and priorities, as described in Finding 1. The evaluation team believe that this enhanced collaboration and backstopping support from within the extended ILO project team.

Beneficiaries of project events reflected positively on the ILO in terms of the support provided by the ILO to ensure effective implementation. As quoted:

> "*The ILO is extremely competent and credible and has excellent resources*" (RSA Government, attended blended learning course).

> "*They were excellent and very expert with their knowledge and experience*" (Mozambique Employer, attended SEA).

One official from the ITC ILO office shared how they are "*leveraging learnings already, with content and format for future design*" (ITC ILO, extended project team).

Previous findings shared indicated that the KS4SME project is not receiving adequate administrative support from the ILO Pretoria office. It is believed that with the resolution to have a full-time resource in 2017, this shortcoming will be addressed.

Activities relied heavily on the collaboration with various stakeholders and partners, who were involved in co-hosting the majority of project activities. The two key partners, DSBD and BUSA, were of the opinion that **the project is receiving adequate political, technical and administrative support from its national**

partners/implementing partners, emphasising the importance of having the ILO continue to drive implementation. The project's alignment to the National Development goals made it easier to gain the political support necessary by ILO constituents.

The following quotes show evidence of support provided by national and implementing partners:

Engagement at the 2015 African Talks: Vic van Vuuren (ILO Director), Khanyisile Kweyama (CEO, BUSA); Dr Matthews Phosa & Gugu Cele (TV personality)

> "*As the DSBD we are well engaged and active as with NIBUS, but it is important that this process continues to be driven with support of all partners without undue political or institutional influence or interference*" (RSA Government, attended blended learning course).

> "*From BUSA, the CEO provided the political support, the BUSA board supported it. The political assistance and commitment was there. Administratively from NEDLAC we had the support but technically, perhaps not, but that is where ILO came in to provide the technical advice. From the leadership aspect of it, leadership of constituencies such as union federations and BUSA, support the project. I can confirm admin support from all – I experienced it and received it*" (Organised Business, involved in EESE and African Talks).

The ILO project team shared that although they are collaborating with local development partners and donors, they are not collaborating closely with other international or external development partners. This is possibly why beneficiaries who attended the blended learning course from Malawi and Mozambique experience the disparity between Government, business and labour organisations on this topic. As quoted:

> "*Most of the stakeholders at those levels are not aware of the issue and its impact. They have not looked at it in terms of a priority. There are groups that are supposed to advocate for policies, who have been left out in most cases, namely the Business Associations and the Trade unions*" (Malawi Government, attended blended learning course).

> "*For Mozambique there was little involvement with government but we are sharing our knowledge from the event here*" (Mozambique Employer, attended SEA).

The evaluation team could not find evidence in documentation received in terms of the range of stakeholders and beneficiaries with whom there is collaboration.

RECOMMENDATIONS

It is recommended that for the remainder of implementation, the KS4SME project team improve on identifying beneficiaries, donors and organisations who are not yet sufficiently involved utilising a mechanism to capture future engagement and collaboration efforts. Perhaps establishing a knowledge sharing network of practitioners engaged, is one option.

> Finding 10: The project is commended for good financial management, stakeholder management, high quality activities, being responsive to needs and adaptation of the project to align to ILO constituency priorities and needs. However, management relating to project monitoring, various aspects of project communication, strategic planning in line with the project design and annual events, as well as gender issues, were identified as inadequate.

The ILO project team, ITC ILO officials and extended project team officials who were interviewed, were asked to identify what they regard as poor versus effective relating to project governance, project management, financial management as well as project monitoring and evaluation. The identification of constructs to illustrate either 'poor versus effective', was used as a benchmark against which the management aspects of the KS4SME project were assessed. Inputs from interviews were used as the primary source of judgement.

The KS4SME project team were rated highly in the following areas of management:

GOOD GOVERNANCE

Good governance was defined as 'a project that speaks to the priorities of the country we work in, that implements the priorities of Government and constituents and that is aligned to the National Development priorities and that is responsive to the DWCP'. As described in Finding 1, all aspects above have been addressed sufficiently by the KS4SME project.

Other aspects of good governance include regularly providing reports to constituents, obtaining feedback (reporting feedback loop) and ensuring that ILO requirements and values (gender and tripartite inclusivity and international labour standards [ILS]) were considered. No ILS issues were identified as relevant to the project and its evaluation. The effectiveness of the project in responding to gender and tripartite issues, is highlighted further along this section.

STAKEHOLDER MANAGEMENT

Good stakeholder management was defined as '*ensuring in rolling out the project that the intended beneficiaries are participating, are included and consulted at every stage of the project by way of*

information sharing so that they know where they are in the project and how they are benefitting'. Finding 2 reflected on the inclusion of stakeholders in the upfront design of the project and their involvement during the project to enable the delivery of activities/events that were more relevant. Tripartite constituents were included and participative in the project.

Although stakeholders were identified that could be included more going forward, overall, the KS4SME project is commended for successfully creating a platform of engagement across stakeholders where they generally participate in and collaborate on project activities.

FINANCIAL MANAGEMENT

Good financial management was defined as 'implementing the project by adhering to the ILO's financial management procedures and using ILO's financial management system'.   The financial management system was described as "labour intensive requiring a lot of supporting documents" (ILO official, project team). The ILO internal governance and management of finances was considered "bullet proof" (ILO official, project team).

Finding 7 and finding 8 reflected on the strategic allocation of resources and described how the leveraging effect provided more time and resources than what the budget provided for. The ability of the project to bring capacity building activities to Africa, also made it more accessible for project beneficiaries and provided a cost saving.

HIGH QUALITY ACTIVITIES

In terms of quality, satisfactory was defined as events that are of high technical quality, driven by constituents and driven by demands of national partners.

The mid-term evaluation found that good management methodology was applied in the implementation of activities/events, for example, the project team completed an initial survey to design the African talks content, directly engaged constituency partners and identified a range of strong speakers for the session. Perceptions of beneficiaries who were interviewed reflected positively on the management capability, accessibility, professionalism and quality of project team members and technical staff/specialists. As quoted:

> "*We have had good support... the ILO follow you up and we appreciate that push of reminding 'you haven't sent this, done this… how far are you with implementation of your action plan' – we appreciate that kind of support… We appreciate that the ILO SA reminds the constituencies of their commitments. The Government Departments' colleagues would phone to say 'ILO is following up – we want to respond, how far are you? Once we give them our inputs and objectives and lists of important delegates, they run with it and practically guide and assist. They also follow up implementation*" (RSA Organised Labour representative, attended NIES).

"*Officials from ILO are very humble and accessible – I spoke to almost everyone. They were very willing and able to engage and discuss... they were well informed even outside the official discussions*" (Malawi Government, attended SEA).

"*I think the Pretoria office and Turin were fantastic*" (Malawi Government, attended blended learning course).

"*The quality of the facilitators and technical staff, high professionalism and willingness to assist… and ability to bring together diverse stakeholders*" (RSA Enterprise, attended SEA and Africa Talks).

RESPONSIVE TO NEW ISSUES AND NEEDS

As discussed in Finding 4, the fluidity of the design allowed the project team to incorporate new issues during implementation. The programme was re-aligned to the needs of stakeholders as new priorities arose. This optimised the value of activities and investments made.

Some areas of management were inadequate, possibly because of insufficient full-time capacity to drive project implementation, as described in Finding 7. The following areas of management were rated poorly and are in need of attention for the remainder of the project:

PROJECT MONITORING AND REFINEMENT

Another aspect of good management highlighted through interviews was 'visiting the project design document and determining whether all areas are being addressed within that framework'. Based on the findings from the mid-term evaluation, it is evident that the project design document was not visited regularly to address all areas within the framework.

STRATEGIC PLANNING

Strategic planning was identified by the donor and by project team officials as "absent". As quoted, "*other projects do annual planning. It would be good to do outside of the NEDLAC structure - it is not done currently*" (ILO official, project team).

PROJECT COMMUNICATIONS

The mid-term evaluation found communication about the overall project, its objectives, planned activities and feedback on progress, as weak in comparison to other projects. Although project reporting was completed annually in line with ILO requirements, this was 'insufficient' for the Donor. As quoted:

"there is insufficient communication about the project. Other projects send their reports to our office... (names of officials) at our financial office go through it, approve it and feedback back to Brussels. But the ILO has its own procedures and never follows our procedures. As the Government of Flanders we have a Framework agreement with the ILO… a challenge across all ILO projects with Government of Flanders that we do not get sufficient reports. There is an agreement that they report once a year. Their financial reporting is also very basic. That is really an issue that we don't get year plans and budgets" (Government of Flanders official).

The Donor and the key ILO constituent partners felt that they were insufficiently involved in the project's planning. The Donor also felt that they were somewhat not up to date with what was happening and requested more regular reporting through sharing of information on the KS4SME project (this could be done informally). There are numerous benefits to improving communications.

A year planner with project focus areas and a list of activities was recommended as a way to "*keep stakeholders in the loop*" on planned events (RSA Enterprise representative, attended Africa Talks). The Government of Flanders also stated that they need to have a better understanding of the events that form part of the KS4SME project. As quoted:

"If we have annual discussion of a plan and budget, we can check in on if the plan is talking to general objectives and to its initial design plan" (Government of Flanders official).

"Include the donor and have them involved so that they can also guide the project strategically, operationally as well as financially" (ILO official, extended project team).

Having a view of what activities are taking place and when, can assist all stakeholders in their planning process. This will also assist in resolving the challenge experienced by stakeholders regarding planning, as quoted, "more lead time is needed for events" (RSA Organised business, involved in EESE).

PROGRESS REPORTING AND FEEDBACK

Linked to good communication is the ability to 'gather information by way of reports and to disseminate reports to relevant target groups so that they know where they are and where the project is in terms of progress'. The project design document indicated that a Project Advisory Committee (PAC) would be established consisting of partners (BUSA, COSATU, FEDUSA, NACTU and Community representatives), the Government of Flanders and the ILO. The intended PAC was scheduled to meet every six months to guide project implementation or on an ad-hoc basis when needed. In addition, the project was to report to NEDLAC under the labour market chamber overseeing the implementation of the Decent Work Country Programme (DWCP) in South Africa.

The PAC was not established for the project. The KS4SME project used the NEDLAC steercom where feedback was provided on how the project was performing. However, the mid-term evaluation found that due to capacity challenges of the NEDLAC secretariat to convene meetings regularly (and to some level the stakeholders of NEDLAC are carrying too much workload), certain structures within NEDLAC were not operating as effectively as they should have been, hence affecting the quality of participation.

GENDER ISSUES INSUFFICIENTLY REPRESENTED

Finding 6 reflected on the lack of data collection in terms of sex-aggregated data regarding gender or disability. The mid-term evaluation found that stakeholders with whom the project team engage as part of the KS4SME project adequately represent both men and women but not disability. There was insufficient evidence to evaluate whether the content of event discussions was sensitive to the challenges faced by women. The ILO project management team indicated that 'the content of discussions is always sensitive to the specific challenges faced by women'. One reference to gender that could be found from project documentation was a speaker in the 2015 African Talks (you tube video) who reflected on gender, stating, "*Business success is business success. There is no male or female. Competition knows no gender*" (Florence Musundwa, Founder INWEGO, presenter at African Talks 2015).

RECOMMENDATIONS

The ILO project team should provide the Government of Flanders and other key stakeholders with clarity on the annual plan of events. A year planner could be a useful tool for initial communications to the broad range of stakeholders to enable them to schedule time.

Because this project is localised, there is a need to interface and engage with the players who are directly involved. It is recommended that a **project advisory committee** (or consultation forum) established to convene every quarter to review and advise on the project. In the context of this project, workers, unions with their affiliates, interest groups within the SME category and relevant Government line ministries looking after SMEs would be other important stakeholders to communicate with regarding the contribution of the project. It is further recommended that the ILO project team develop a communication plan that identifies the level, format and regularity of communications to stakeholders that could benefit the programme and national / implementing partners.

It is recommended that the project team design a simple database (in excel) to disaggregate gender and disability and that such data is also disaggregated in any knowledge sharing network to which the project links in future implementation.

9. FINDINGS RELATING TO PROJECT EFFECTIVENESS

> Finding 11: Project outputs have not reached the quantity of events and beneficiaries that were planned for as per the work plan.

This section illustrates the extent to which outputs have been achieved, quantitatively. It also considers the current challenges that the project faces in meeting expected outputs and what should be addressed to enable the project team to measure the effectiveness of the project in terms of the quantity of events and beneficiaries.

Table 5 provides a summary of quantitative achievements for the KS4SME project so far and the overall level of satisfaction. The following was found:

- The project met expected targets for Objective 1, Output 1.1: two of three research studies published in 2015 and 2016. However, in terms of the number of beneficiaries that the project planned to reach, it only reached 34 of the planned 300 representatives for the two research studies published (possibly because the second study is still not distributed).
- The project met expected targets for Objective 3, Output 3.1: two of three capacity building courses provided in 2015 and in 2016. However, it only reached 165 of 500 beneficiaries for the two capacity building initiatives provided. The following Table illustrates achievements:

Table 5: Assessment of quantitative targets reached

Immediate Objective #1: Evidence based research inform government policies and programmes	Indicators	Targets achieved	Level of satis-faction	Additional information on events and targets
Output 1.1: Research on link between SME development, formalisation and job creation has been undertaken and disseminated	1.1.1: At least 3 research studies published and debated by at least 300 representatives of government, organised business and labour over the project period	**2 of 3 research studies published** **Research studies debated with 34 of 300 representatives**	Very Good / Can be improved	**EESE South African Report published February 2016** Validation workshop of EESE 26 February 2016: Attendance totalled 34 (4 ILO, 3 BUSA, 6 Govt, 1 WO, 20 EO) **2016 Social Innovation and the future of work** A working paper drafted on 9 November 2016 in two parts, but no workshop was held in 2017 to debate the research study
Output 3.1: Policy makers and practitioners develop their	3.1.1: An annual blended learning course on sustainable enterprises develop	**2 of 3 events**	Very Good	**2015 Sustainable Enterprise Academy 31 August – 4 September 2015[26]** 140 participants in total

---

[26] Annex D – Flyer Sustainable Enterprise Academy.pdf

knowledge and understanding of SME development through an annual blended learning course on sustainable enterprise development	capacities of at least 500 policy makers and practitioners over the project period	**165 of 500 beneficiaries**	Can be improved	Project Sponsored 10 participants[27] (4 RSA: 2 EO, 1 Govt, 1 WO; 3 Malawi: 1 EO, 1 Govt, 1 WO, and 3 Mozambique: 1 EO, 1 Govt, 1 WO). Other participants totalled 130 funded by other sources (9 RSA, 4 Malawi) **Blended learning course on policies and practices for enterprise formalisation and SME development - RSA,** 1 Aug – 16 Sept 2016 Total: 25 Participants. Project Sponsored 23 participants[28] (15 RSA, 5 Malawi, 3 Mozambique)

- The project did not meet expected targets for Objective 1, Output 1.2: one of three policy briefs were disseminated and due to insufficient data, the evaluation team could not determine how many of the planned 3'000 stakeholders were reached.
- The project did not meet expected targets for any of the outputs pertaining to Objective 2. Output 2.1, an SME knowledge sharing network with a planned reach of at least 1'500 members, had not been put in place by the mid-term evaluation. In terms of Output 2.2, one of three national knowledge sharing events were hosted and 323 of 1000 beneficiaries were reached. Although the 25 year celebrations dinner was not initially an event of the project, because the 'Social Innovation and Future of Work' workshop could not take place in 2016, the project compensated by supporting the dinner, which was used as a knowledge sharing event reaching 61 beneficiaries.

---

[27] Annex F – Project Sponsored Participants.xl
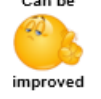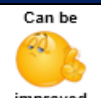[28] Participants A1710151. Xl

- The project did not meet expected targets for Objective 3, Output 3.2: one of three African Talks was hosted in 2015, reaching 73 of the planned 300 beneficiaries[29]. Table 6 summarises the achievements.

Table 6: Assessment of quantitative targets not yet reached

Immediate Objective #1: Evidence based research inform government policies and programmes	Indicators	Targets achieved	Level of satis-faction	Additional information on events and targets
Output 1.1: Research on link between SME development, formalisation and job creation has been undertaken and disseminated	1.1.1: At least 3 research studies published and debated by at least 300 representatives of government, organised business and labour over the project period	**2 of 3 research studies published** **Research studies debated with 34 of 300 representatives**	Very Good Can be improved	**EESE South African Report published February 2016** Validation workshop of EESE 26 February 2016: Attendance totalled 34 (4 ILO, 3 BUSA, 6 Govt, 1 WO, 20 EO) **2016 Social Innovation and the future of work** A working paper drafted on 9 November 2016 in two parts, but no workshop was held in 2017 to debate the research study
Output 1.2: Policy briefs/SME development practice notes to influence policy and programming	1.2.1: At least 3 policy briefs / practice notes on SME development disseminated to at least 3'000 stakeholders in the SME sector in the SADC region	**1 of 3 policy briefs** **Insufficient data available to determine reach to stakeholders**	Can be improved	**EESE Policy Brief** *No indication who drafted it and when and where this was distributed.*
Immediate objective #2: improved knowledge sharing, coordination and collaboration contribute to innovative models for job creation	Indicators	Targets achieved	Level of satis-faction	Additional information on events and targets
Output 2.1: Regional knowledge sharing network	2.1.1: An SME knowledge sharing network reach at least 1'500 members	**Insufficient data to determine reach to stakeholders**	Can be improved	The initial platform leveraged from the ITC was not successful. The platform capabilities and content were in place, but there was not sufficient utilisation

---

[29] Final participant list A158409

Output 2.2: Annual national knowledge sharing events	2.2.1: 3 national knowledge sharing events reach 1'000 policy makers and practitioners	**2 of 3 events** **396 of 1000 beneficiaries**	Just okay	**African Talks on Entrepreneurship Futures** 26 November 2015: A participant list confirmed 73 participants (this event was seen as being responsive to Output 2.2 and Output 3.2). **2nd National Informal Economy Summit** 23-24 June 2016: Total Attendees[30]: 323 (76 National Govt, 24 Provincial Stakeholders, 15 Agencies, 15 Organised Business, 23 Organised Labour, 15 Informal Economy, 45 Informal Business Organisations, 6 SETA, 31 LED Officials, 10 Donor and International Organisations, 2 Researchers, 25 Other Stakeholders, 21 DOL, 15 ILO) **Future of work workshop postponed to 2017 by ILO constituents**
Immediate Objective #3: Developed capacities of policy makers and practitioners inform new program development	**Indicators**	**Targets achieved**	**Level of satis-faction**	**Additional information on events and targets**
Output 3.2: African policy makers and practitioners receive expert input and are exposed to innovative entrepreneurship models from the African continent through the annual African Talks on Entrepreneurship	3.2.1: 3 African Talks on Entrepreneurship reach at least 300 policy makers and practitioners over the project period	**1 of 3 events** **Insufficient data to determine reach to stakeholders** **You Tube video estimate: 60 of 300 beneficiaries**	Just okay Can be improved	**The African Talks on Entrepreneurship Futures** 26 November 2015: A participant list confirmed 73 participants. *Comments on back channel dominated by only a few people of which two seemed involved in the programme based on comments.* **YouTube African Talks Channel 2015:** 188 views 1 like 1 dislike *Cannot see who viewed to profile and measure against indicator.* **2016 African Talks (Planned but not executed)**

---

[30] FINAL – List summit delegates (count is based on all names reflected on the list regardless of colour coding - no coding frame was provided, it was therefore assumed that all delegates attended the summit)

INTERNAL AND EXTERNAL FACTORS THAT INFLUENCED THE ABILITY TO MEET PROJECTED TARGETS

According to those interviewed as part of the mid-term evaluation, some factors that positively influenced the project included (i) having a strong, diverse team with access to specialists; (ii) the ILO already had a good, established relationships with BUSA; the project approach ensured that the four constituents of NEDLAC (Government, specifically DSBD, organised business (BUSA), organised workers and community constituents) had a role and interest in the project; Recommendation 204 escalated the level of importance at an international level that allowed for more participation.

Some negative factors that influenced the ability of the ILO to meet projected targets included a lack of management continuity - there was staff turnover of the ILO project coordinator and of people within ILO constituency partners (DSBD and BUSA). Turnover of staff within stakeholder organisations meant that the time invested in discussion and coordination had to be started again.

> Finding 12: At the outcome level, the project has contributed towards creating an enabling environment by increasing knowledge and improving understanding amongst beneficiaries, improving collaboration and coordination and by informing the creation of action plans and improvement of Government policies and/or strategies. The end-of-project outcome is on its way to being achieved but is still heavily reliant on the KS4SME project to drive this forward.

This section describes the extent to which the project outcomes have been achieved, based on feedback provided by those interviewed as part of the mid-term evaluation. The following sections illustrate the benefits delivered to beneficiaries of the KS4SME project, aligned to the four short-term outcomes and further identifies some unintended positive outcomes.

Short-term outcomes for the KS4SME project included (i) **increased knowledge sharing**, (ii) **improved coordination and collaboration** between SME stakeholders, (iii) **improved Government policies and/or strategies** and (iv) **new or improved programmes and/or plans**. The mid-term evaluation found that there had been achievements in all four short-term outcomes for those beneficiaries who have been involved in programme events.   A number of beneficiaries indicated that 'more still needs to be done' and the evaluation team are of the opinion that if the project team collaborate to put in place a comprehensive

sustainability plan in early 2017[31], the project should reach its end-of-project outcome, which is to contribute to an improved environment for SMEs.

DEFINING AN 'ENABLING ENVIRONMENT' IN THE CONTEXT OF THE KS4SME PROJECT

During mid-term evaluation interviews, an enabling environment was defined as an environment where there is responsive participation, more collaboration and opportunities to share knowledge. In addition, an enabling environment was identified as one where research and guidance make it easier for business and where policies and action plans reach the level of implementation.

INCREASED KNOWLEDGE AND IMPROVED UNDERSTANDING

Most of the beneficiaries who were interviewed across the three countries, spoke highly of the benefits afforded to them by being part of one or more of the KS4SME project activities. Some quotes to illustrate their increased knowledge and improved understanding, include the following:

> *"We learnt about what is happening in other countries and the importance of involving government and local municipalities in the process for the informal sector. I was able to share my experiences and learn from others"* (Mozambique informal economy stakeholder, attended blended learning course).

> *"I think for me personally it was about the knowledge I had before versus after the course. Initially when we spoke about informality we did not factor in labour formalisation - I don't think the majority of us considered formal employment and we never considered the social protection aspect of employees"* (Malawi Government, attended blended learning course).

> *"The information sharing about other countries enhanced our understanding to drive local development. We also discovered that green economies and enterprises was something that could be achieved"* (Malawi Government, attended SEA).

> *"Because of the EESE we understood other sectors better and because of Africa Talks we have knowledge of what other entrepreneurs are doing"* (Organised Business representative, involved in EESE and Africa Talks).

> *"I am now much more aware when doing my work if I am not doing effectively such that it does not cover the informal economy – before I would have thought I had covered all the areas"* (RSA Government official, attended Africa Talks and blended learning workshop).

---

[31] The sustainability plan would need to direct the type of support programs and technical assistance identified by stakeholders as critical to facilitate formalization and enable SME development (refer to Finding 13)

"For me it is further enhancing some knowledge and giving me more tools to be able to fast track the transformation of informal to formal sector and Enterprise Development" (RSA Government official, attended blended learning workshop).

"We understand the challenges better for the informal sector" (RSA Organised Business, involved in EESE)

Some interviewees also highlighted the opportunity provided to them to benchmark good and bad practices across countries. As quoted:

"It helped me to see formalisation through different platforms from different perspectives. Everybody has a common goal but uses different approaches to how we achieve that common goal. It gave us the opportunity to benchmark good and bad practices of other countries" (RSA Government representative, attended blended learning course).

"It gave us exposure of other countries' activities to learn and reference policies and plans for SME support" (Malawi Government, attended SEA).

SHARING OF NEW KNOWLEDGE WITH OTHERS

Some of the beneficiaries who attended project events shared their learnings and knowledge with their circle of stakeholders. The following quotes are illustrative of this unintended outcome:

"What we learn we are spreading to the enterprise and sharing the knowledge with local business to educate and know about the recommendation what is the ILO point of view and best practice" (Mozambique Employer, attended SEA)

"We added what we learnt to our training discussions with the small businesses across all 11 provinces in Mozambique that we are working in – we have 163,000 members who are informal businesses" (Mozambique informal economy stakeholder, attended blended learning course)

"I took a lot of what I learnt there and shared a lot of the discussion with women entrepreneurship association members… I dealt with about 90 ladies during that period" (RSA Enterprise representative, attended Africa Talks)

The evaluation team are of the opinion that the new knowledge shared by some beneficiaries is something that could be further leveraged as part of the sustainability plan. Other beneficiaries stated that learnings need to be spread to more beneficiaries. Beneficiaries would have liked more people to be exposed to the project events, stating that the project has not reached all important stakeholders and beneficiaries and that there is a tremendous need for continued collaboration and discourse. An ILO official shared that the research done for the KS4SME project placed informality on the map and informed BUSA's policy and indicated that it would be of great value *"if BUSA can get this out to their members and sector associations*

and other business organisations to focus on reaching out to informal enterprises".   A South African community representative indicated that "*there needs to be a focus in other provinces, not just in Gauteng*".

A project such as this one relies on relationships with beneficiaries and must consider building in a process for onboarding new officials on the project team as well as the donor and constituency partners to ensure minimal loss of institutional memory and the building of good relationships.

IMPROVED COLLABORATION AND COORDINATION AMONGST STAKEHOLDERS

Findings demonstrate that the KS4SME project facilitated conversation and engagement, and for some beneficiaries it provided the opportunity for continued collaboration. As quoted:

> "*After the course, we were about 6 participants from Malawi, we formed a network and initially agreed to come up with an action plan on the things we need to do as a team. We were not working as a team before workshop – but are now working together*" (Malawi Government, attended blended learning course)

> "*The project provided the opportunity for different tripartite constituencies to work together outside of the NEDLAC structure*" (Organised Business representative, involved in EESE and Africa Talks)

> "*Still in contact with other country colleagues. Some even shared their SME acts for reference to assist with local policy development*" (Malawi Government, attended SEA)

> "*We are now working with the SMEs and private sector and engaging with government*" (Mozambique Employer, attended SEA)

> "*It is one of the few places where we can have conversations and they can be formally tabled and then get it to the right office. In the absence of these we would not have a slot at a meeting*" (RSA NGO representative, attended Africa Talks and 25 year celebrations dinner)

> "*For the first time BUSA was engaging on what DSBD was doing at NIES. The project helped to bridge the disconnect of stakeholders working on the same topic. It helped to ensure that the various stakeholders are on the same page in terms of challenges and issues*" (ILO official, extended project team)

> "*One of the key outputs from the academy was the participants staying connected (whatsapp group), It opened the door for inter-continental collaborations*" (RSA Enterprise, attended SEA and Africa Talks)

> "*The project created a platform for social dialogue where each partner is informed and it assisted that by the time you go to NEDLAC, you know what the other partner's views are*" (RSA Organised Business representative, attended NIES).

INFORMING THE IMPROVEMENT OF GOVERNMENT POLICIES AND/OR STRATEGIES AND THE IMPROVEMENT OR DEVELOPMENT OF EXISTING PLANS AND PROGRAMMES

Some beneficiaries highlighted how their learnings informed the development or improvement of policies, acts and strategies or the development of plans. As quoted:

> "*It has influenced perfecting the provision on tackling formality as part of the SME Law that is being developed, based on knowledge gained from the course. We currently have a final draft going through the procedures to go to Parliament to be passed*" (Malawi Government, attended blended learning course)

> "*It helped us a lot in developing the SME policy as well as the SME act. It also opened other opportunities for trade and product opportunities*" (Malawi Government, attended SEA)

> "*It is further entrenching provincial and national strategy around the informal sector and identifying it as a key component toward job creation and also the fact that it is an ILO rec has some impact although voluntary*" (RSA Government, attended blended learning course)

> "*We were able to develop an action plan with the DOL as an output of the commission (I am referring to the commission report). We are also keeping each other accountable to what we said we would do in the Action Plan. It will help if ILO can find a strategic way to push us to implement*" (RSA Organised labour, attended NIES)

> "*I am responsible to develop the SMME Development Plan for the province – I realise we nearly made a major mistake… I would have emphasised only one aspect of the SMME Development Plan*" (RSA Government official, attended blended learning course and Africa Talks)

> "*We have already started looking at implementing learning especially about the green economy*" (Malawi Government, attended SEA).

UNINTENDED POSITIVE OUTCOMES

The KS4SME project **created collective momentum** in terms of work being done in the informal sector and bringing together different areas of work into a coherent structure. As quoted,

> "*It has helped Government (DSBD) and Organised Business (BUSA) to filter the work through the process so that there is a more coherent view for action and has given BUSA a platform to engage with labour, government and informal business in a much more coherent way*" (RSA Organised Business, involved in EESE).

The following unintended positive outcomes were also highlighted by beneficiaries:

- For a South African Enterprise attending African Talks, a discussion held during the event triggered her to do more research for her business so that it is more relevant and not so industry specific.

- Through engagement on informal traders at one of the events, South Africans realised the value of volume and collective buying. This lead to South African traders talking about consolidated buying;
- An event provided a platform that allowed dialogue around xenophobia, which led to easing of social intolerance amongst participants;
- There was an element of unifying the private sector voice - it helped the private sector to look at itself as one; and
- Toolkits and content were re-used by other ILO programmes.

ALTHOUGH SOME BENEFITS WOULD HAVE OCCURRED WITHOUT THE KS4SME PROJECT, 75% OF BENEFICIARIES INTERVIEWED, INDICATED THAT THE BENEFIT WAS NOT LIKELY TO OCCUR IF THERE WAS NO KS4SME EVENT THAT THEY ATTENDED

Of the 11 beneficiaries who were asked whether benefits would have occurred in any way if there was no KS4SME event, one beneficiary indicated 'yes' because of their continuous engagement already established with the ILO and two beneficiaries shared that benefits would not have been achieved to the same extent without 'capable ILO officials to facilitate the process'. Seventy three percent of the beneficiaries said that the benefits of developing or improving their plans, would not have materialised.

THE KS4SME PROJECT HAS NOT YET REACHED THE LEVEL OF IMPLEMENTATION OF POLICIES, STRATEGIES AND ACTION PLANS TO BENEFIT SME DEVELOPMENT

Beneficiaries interviewed as part of the mid-term evaluation confirmed that there is a greater consciousness about formalising business that was not there before the KS4SME project. However, a number of interviewees (10 of 28) felt that more was needed around paving a way forward for stakeholders to begin implementing as an outcome of attending the academy. They shared that they needed more support to create an enabling environment. Many interviewees suggested online interactions to bridge the physical gap to drive the dialogue and that engagement should be at all levels. They saw the lack of a 'follow-through plan' as a weakness of the project and suggested that a plan of action be developed that is shared with a broader audience.

Beneficiaries highlighted the need for the project to lead to 'the road of implementation' where an action plan for implementation is put in place with partners and with indicators and measures that can determine the effectiveness of implementation. Follow up could be done a month or two after events to see the effectiveness of implementation. A community representative did not see the movement of policy change because there is no feedback loop to let them know progress. Those who were interviewed felt that once action plans start being implemented, only then can the project be considered effective in creating an enabling environment. The following quotes capture these findings:

> "They could have done a little more around charting a way forward – they left it hanging to
> a large extent. There is nothing like a follow-up action plan to see what we have learnt,
> what we have implemented and what the results were. The absence of this was an anti-
> climax… we got excited and then that was it. I would have liked to see coming out of this a

collective to start putting together an action plan whether from a country or constituent perspective, putting down activities and budget and then doing a follow-through. We already have a technical team within ILO who are well placed to drive it. We need the political support of ILO to take it where we want to take it" (RSA Government representative, attended blended learning course)

"*There were no ties to anything – lets take this conversation somewhere and lets have something out of this as the next step. I would have liked to go away with 'oh, now this is what I am going to do with what I was part of'… they could have said 'write-up in three months and give us input on something'. What would be good is to ask the participants to apply what has just been discussed to where they are in their business and industry. Otherwise we become fat cats with knowledge but not asking self 'what am I going to do'*" (RSA Enterprise representative, attended Africa Talks)

"*For Africa Talks I recommend that we get the synthesis of discussions to see what we could take from it for implementation… It was mostly focused on presenters sharing… It was good for info sharing and discussion but did not force us to take action. More could have been done to move from knowledge-sharing to action… when attending these things you want to come up with something different or an add-on to the normal way you do things. There was a lack on the application side*" (RSA Government representative, attended blended learning course and Africa Talks).

10. FINDINGS RELATING TO SUSTAINABILITY

Finding 13: A sustainability plan is not in place for the project to enhance sustainability of project components, hence it is unlikely that project activities will be sustained beyond the project.

Although the KS4SME project is steering towards the desired outcomes, a sustainability plan (with an exit strategy) is not in place and the project is not being managed in a way to create continued ownership by partner organisations. Project activities/events have not considered the type of support programmes and technical assistance necessary to create the momentum required to enable stakeholders to continue activities that will ultimately lead to the end-of-project outcome and sustained momentum independent of the project involvement.

RECOMMENDATIONS

A number of recommendations were made by beneficiaries that can assist in creating sustainability of project components. This section provides feedback from interviews held during the mid-term evaluation that informs the types of activities proposed for the KS4SME project in 2017.

- THE ILO MUST REMAIN CENTRAL TO DRIVING THE AGENDA AND SHOULD SUPPORT CONSTITUENTS IN ACTIVITIES THAT THEY HAVE IDENTIFIED AS KEY FOR THE FINAL YEAR OF IMPLEMENTATION

Numerous interviewees indicated that the **ILO will need to be central in driving the agenda and reminding constituents of their commitments**. For this to be possible, a full-time project team member who is dedicated to the project, would need to be put in place.

In addition to the ILO reminding constituents of their commitments, it is recommended that constituents also remind each other of their commitments. Often it is by bringing together stakeholders that progress is facilitated.

- DEVELOP A SUSTAINABILITY PLAN

A sustainability plan is required that highlights how the ILO (through the KS4SME project) and partner organisations will collaborate. Beneficiaries, especially the donor and DSBD, emphasised the importance of the sustainability plan being developed in collaboration with all key partners identified as having a role in the SME development and formalisation space. This process should include identification of key events for the project based on priorities, alongside the identification of relevant projects action plans, master

plans and implementation plans (within the ILO and ILO constituents / partner organisations) that link to the thematic issues that also address the issue of transition to formality.

It is further suggested that the sustainability plan ensure synchronisation of activities and map out, in detail, who will drive implementation aspects (and how this will be done) in a way so that actions lead to partner organisations taking ownership of project components. Roles and responsibilities of each partner organisation should also be clarified as part of the plan. The sustainability plan should include how research, annual knowledge sharing events and capacity building events will be institutionalised, it is thus important to integrate events and activities within structures that are responsible for carrying out the event annually. The stronger the links the more likely activities can be continued as part of another project when this one comes to an end. The principle of one event in each category is a good one and perhaps countries should work together and leverage off each other based on strengths of constituents.

Beneficiaries further highlighted the importance of making more effort to go back to their constituencies and communities to communicate to them about the project activities, about learnings and to obtain feedback from them that feeds back into the PAC. Part of the sustainability plan should also be for beneficiaries who attend project events to share their learnings and knowledge with their circle of stakeholders, which would enhance this positive unintended outcome of the project.

Beneficiaries also highlighted the importance of establishing a baseline against which progress can be measured. It will be important to clarify the indicators of success and how to measure these, along with including an action plan to establish a baseline measure as part of the final year of implementation.

- DEVELOP IMPLEMENTATION TOOLKITS FOR PROJECT COMPONENTS

Beneficiaries spoke about the importance of having the tools to enable implementation. It is recommended that the KS4SME project consider developing toolkits that provide guidance on:

   o   how to do research (so that beneficiaries are able to collect data and input into a central platform against which success can be measured),
   o   how to host a knowledge sharing event (based on a methodology that is engaging and that considers all key aspects of ensuring a successful event), and
   o   how to provide training (based on a train-the-trainer manual).

- CREATE A VIRTUAL PLATFORM TO DRIVE ENGAGEMENT, KNOWLEDGE-SHARING AND COLLABORATION AND CAPTURE PROGRESS AGAINST TARGETS TO ENABLE A FEEDBACK SYSTEM FOR STAKEHOLDERS

A number of interviewees (8 of 28) highlighted the importance of an online platform that is needed where stakeholders can (i) have regular engagement and debate, (ii) share information and knowledge on SME development, (iii) have access to toolkits that drive development, (iv) track progress in terms of targets and (v) report back to ensure a feedback loop on successes, challenges, lessons learnt and good practice. This could be a key activity as part of meeting the second objective (improved knowledge sharing, coordination and collaboration) and output 2.1 (a regional knowledge sharing network).

Beneficiaries made suggestions around creating a national and sub-regional (SADC) platform for further engagement. Two participants indicated that having local platforms (within geographic regions) would also be useful. A virtual platform where stakeholders can connect via smartphone or internet was identified as best because of the logistics of where everyone is based. The existing learning platform could meet some of these requirements, but a detailed spoking process would be required.

- ## SADC INFORMAL SECTOR STRATEGY

The two key requests made by numerous stakeholders across the three countries, include development of a **SADC informal sector strategy** (requested by 5 interviewees). This could form a key activity as part of Objective 1 (evidence based research inform government policies and programmes).

- ## TRAIN-THE-TRAINER

Another key request made was for the KS4SME project to provide a '**train-the-trainer**' capacity building course (requested by 4 interviewees) to capacitate and create a cadreship of development experts who will become the subject matter experts capable of providing training within their own countries, of monitoring progress of participants and feeding data into a central system to track progress, as well as reporting on gains and challenges.   Interviewees recommended the following in terms of the KS4SME project providing a train-the-trainer focus in 2017:

- o Capacitate participants and local representatives to the extent that they can become the subject matter experts as part of their organisations, so that they can lead training in their own country.
- o A Government official suggested developing a cadreship of development experts at all levels from community to cabinet with the aim of them influencing policy and driving engagement.
- o Capacitate participants on monitoring skills so that they can monitor the progress of participants and to feed data into a central system that tracks progress against targets.
- o Capacitate participants (possibly academia) on research skills to enable them to conduct research on informality so that they can conduct the necessary research on informality.
- o Provide access to tools and services to ensure a targeted approach by subject matter experts.

- OTHER AD-HOC REQUEST FOR ACTIVITIES AS PART OF THE KS4SME PROJECT

Other ad-hoc requests (by those who were interviewed) that could be considered in the final year of implementation, include the following:

- Coordinate the creation of local academies (Malawi Government official, attended SEA);
  - Provide **assistance in the preparation of the jobs summit** postponed to early 2017 and that the event lead to further engagement and implementation (Organised labour representative, attended NIES);
  - Focus on the topic of '**access to affordable finance'** and invite banking institutions who could provide inputs into 'how to help with financing and micro finance opportunities (Malawi Government official, attended SEA);
  - Conduct research around the **future entrepreneur** (RSA organised business, involved in EESE and African Talks);
  - Develop more examples and **case studies** across the different areas within the informal sector (RSA community representative, attended SEA and blended learning course). Case studies could include neighbouring countries to share knowledge, for example, Botswana, to see how they are organised because they don't have an informal sector (Mozambique informal sector representative, attended blended learning course);
  - It would be good to **showcase best practice** in terms of how it has worked in a country where informality has decreased… 'what will the future of informality look like once we have done all our interventions .. what is the end goal and what does it look like as the perfect state around informality' at an international level (RSA Government representative, attended blended learning course);
  - Develop a **concept for entrepreneurship mentorship support** and an **action plan** that includes business registration, the definition of small business, support for advocacy responsiveness, etc. (RSA Organised Business, involved in EESE);
  - Do **diagnostics** on the sector itself - how much they contribute to job creation… a diagnostic assessment of the sector **as a baseline**. It must be an ongoing event with identified indicators… We need to develop a basket of incentives or social protection schemes that becomes a carrot (RSA Government representative, attended blended learning course); and
  - Host an international conference for Africa to meet the core stakeholders who attended the courses and discuss and share knowledge and opportunities for Africa enterprises (Mozambique Employer, attended SEA).
  - On the regulatory aspect, there is a need for a national framework of bi-laws that are responsive to the current development agenda... some Muni's are still using 1972 bi-laws that are outdated (RSA Government representative, attended NIES and the blended learning course).
  - Those who were interviewed identified the African Talks as the potential to be an annual dialogue event and the NIES as a good platform for add-ons.

11. CONCLUSION

This mid-term evaluation documented learnings from the KS4SME project by responding to the following evaluation questions:
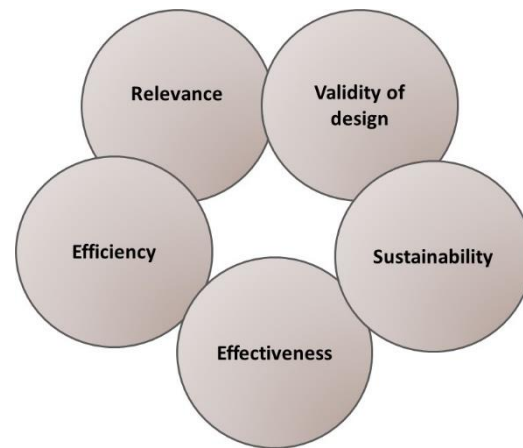
- **Relevance**: Is the project relevant in terms of national development plans, complementary to other ILO programmes in South Africa and strategically aligned to the Government of Flander's country strategy for South Africa?
- **Validity of the project design**: Is the project design valid in terms of being logical and coherent; adequate; targets and indicators being sufficiently defined; and outputs causally linking to intended outcomes and to the broader development objective of the project? Is the design realistic given the results achieved so far?
- **Efficiency of resource use**: Are resources allocated strategically to provide the necessary support to achieve the broader project objectives? Are project activities in line with the work plans and are project expenditures in line with budgetary plans?
- **Effectiveness of management arrangements**: Is the management and governance arrangement of the project adequate and how effectively has the project been monitored? Is the project receiving adequate administrative, technical and political support from the ILO (in terms of the project team and backstopping support provided) and national/implementing partners? Are all relevant stakeholders appropriately and sufficiently involved?
- **Project effectiveness**: To what extent have expected outputs and outcomes been achieved and are these achievements in line with the work plan? What may have influenced the ability of the ILO to meet projected targets and are there any unintended results of the project?
- **Sustainability**: Are project activities sustainable?

The mid-term evaluation also considered an assessment of gender issues, tripartite issues and International Labour Standards. This section synthesises the main findings to provide concluding statements of the merit and worth of the KS4SME project.

PROJECT RELEVANCE

The KS4SME project is relevant for a number of reasons:

- **Alignment to national development plans**: The project **addresses South Africa's key social and economic challenges such as Presidential Outcome No.4** of 12 (decent employment through inclusive economic growth). The project is **aligned to two of the nine strategic thrusts of the NDP** (creating jobs and developing and growing the SMME sector). The second and third objectives of the KS4SME project (to improve knowledge sharing, coordination and collaboration; and to

develop the capacities of policy makers and practitioners) are directly aligned to the NDP's goals to drive the development of capabilities to build effective government. In addition, the project is also **aligned to the mandate and strategic objectives of the Department for Small Business Development (DSBD).**

- **Complements other ILO programmes in South Africa**: The KS4SME project **links to the ILO strategic policy framework** that seeks to strengthen national technical capacities, building a knowledge base and encouraging partnership development as well as Outcome 3 (promotion of Sustainable Enterprise of the ILO Programme). It aligns to the Decent Work agenda for Africa and is **linked to the ILO's work under its so-called 'Area of Critical Importance' on the Informal Economy**. It also **aligns to the Decent Work Country Programme (DWCP)** for South Africa 2010 – 2014 and is a direct response to Outcome 4 of the DWCP (sustainable and competitive enterprises (including cooperatives) create productive and decent jobs especially among women, youth and persons with disabilities and the related outputs, which seek to i) facilitate access to markets by SMEs, ii) improve the policy environment for sustainable enterprises and iii) support the upgrading and promotion of social economy enterprises).

- **Alignment to regional imperatives**: The KS4SME project **aligns with** the SADC Regional Indicative Strategic Development Plan and with **other regional imperatives that emphasise SME development and formalisation**. Malawi and Mozambique have a large informal sector and the KS4SME project objectives support their DWCPs.

- **Fits strategically with the Government of Flanders country strategy for South Africa**: The project **links to the policy priorities of the Government of Flanders**, which are focused on SME development.

- **Key role-players included were relevant**: The mid-term evaluation found that the **key role players included in implementation of the KS4SME project were relevant (NEDLAC, Provincial and National Government, Organised Labour, Organised Business and the community represented by Enterprises and NGOs)**.

VALIDITY OF THE DESIGN

The project design was generally adequate and five design strengths were identified. An assessment of the project results in terms of planned outputs versus actual outputs, shows that **the project design was not entirely realistic**, specifically in terms of assuming the establishment of a regional knowledge sharing network, in terms of the timing of events and in terms of the number of beneficiaries reached. Where the design falls short is **clarity on the exact sources of information** to be utilised to establish indicators of success since 'physical evidence' is mentioned but insufficiently clarified. The direct **causality between stated objectives and outputs that link to intended outcomes that in turn link to the broader development objective, is not sufficiently realised**. In addition, key terms such as 'network' are not clearly defined.

Strengths of the design included the following:

- **Strategic alignment**: The project **linked strategically with mandates of ILO, BUSA and DSBD** and it was designed to support and uplift other existing initiatives within the ILO Pretoria office and its

ILO constituents, specifically the DSBD or BUSA. The benefit of this approach was the ability to maximise the opportunities to beneficiaries.

- **Systematic approach**: The design followed **a systematic approach**, rather than implemented as a 'one size fits all' approach.
- **A participative process**: The project was designed to leverage **inputs from a technical team** and from other specialists to obtain high quality in terms of content of material and innovative interactive formats for events. A **participative process** formed the basis of defining activities of the project through Policy makers and technical specialists who discussed and jointly developed strategies for implementation. The design planned for broad engagement with stakeholders.
- **A fluid design**: A **fluid design** was applied that allowed project activities to be adapted to meet priorities of ILO constituents.
- **Good methodologies**: The **EESE methodology** followed to do action planning as an outcome of the study findings, was a strength of the design. The project **activities/events** generally followed an **interactive and practical** design.

A number of project **design challenges** were identified, some of which must be addressed by the project team:

- **Project results are dependent on efforts of partners**: The design was premised on leveraging partners and relying on them to host events and 'own' the steps that should lead to the KS4SME's projects outcomes and impact indicators. This meant that the **project results** are somewhat '**out of the ILO's hands**'.
- **Under-estimating staff time and over-ambitious in project targets**: A weakness in the design was **under**-**estimating staff time** required for the project. The project team were **too ambitious** with the staff time allocated to the project – the assumption was that coordination and collaboration would be a lot easier. The project team were also **over-ambitious** in thinking that some of the activities, outcomes and impact indicators would be reached within a two to three year timeframe.
- **The design incorrectly assumed that a network platform would need to be developed**: The project was able to facilitate the building of an informal network with stakeholders in the region through facilitating participation in regional academies on sustainable enterprises but a **working online knowledge sharing network platform was not yet established** at the mid-term evaluation, possibly because the initial plan of partnering with the ITC to use their e-platform was not successful and time was not dedicated to adequately research other established platforms that may be suitable for the KS4SME project to link to.
- **The design incorrectly assumed that Government has 'one voice'**: An underlying assumption of the project design was that **Government structures communicate with each other**; hence, the project assumptions were premised on the Government 'as one'. In reality, National Government Departments are disjointed across functions and levels.
- **Activities were disjointed and insufficiently linked across a defined target group of beneficiaries**: There was a lack of distinct collective result across activities and a lack of linkage towards a total project goal. **Activities were disjointed** and not sufficiently linked across a common group of beneficiaries. The design **did not sufficiently define a target group of beneficiaries** who partake in all events and whose actions are used as a measure of programme success. It was found that few participants attended more than one of the four key events provided by the project.

- **The project was designed to be branded as ILO rather than as the 'knowledge sharing' project**: The evaluation found that the ILO KS4SME project was **not clearly differentiated** in the minds of stakeholders. There also seemed to be a challenge in separating out the project from other ILO initiatives. The project was designed so that **project events were branded as ILO initiatives rather than as an initiative of the 'knowledge sharing' project**. The project team took a strategic decision not to brand activities as project-specific ones.   Hence, **limited marketing** was done to communicate to beneficiaries about the project's broader objectives and the types of activities offered as part of the project. Although this was not an explicit requirement in the project concept document, lack of marketing meant that most of the **beneficiaries who attended an event did not know that they attended a KS4SME activity** or that it was one of many activities that the project or the ILO offered. Initial communications with sampled participants as part of the mid-term evaluation indicated that beneficiaries may not realise that the events attended by them are part of the KS4SME project as the '*see the ILO as one'.*

EFFICIENCY OF RESOURCE USE

As an outcome of the mid-term evaluation it was found that **resources were allocated strategically** to the project in order to provide the necessary support. The following aspects of the project demonstrate the strategic use of resources for the KS4SME project:

- **No duplication of effort**: What is evident from the inception of the study is a positive intent not to duplicate effort or spend project resources unnecessarily as can be seen in the decision not to invest in standalone infrastructure for the establishment of a knowledge sharing platform but rather to partner with ITC in optimising what is available to ILO for the benefit of achieving the objectives of the programme.
- **Strong infrastructure with expertise within ILO**: The Government of Flanders acknowledged that the ILO have a strong infrastructure with a number of internal technical resources and capacity, which was an advantage and strength of the project.
- **The leveraging effect implied significant support provided at no extra cost**: The evaluation found that **the leveraging effect was highly effective** in ensuring the success of activities and events. Because the project is in areas linked to it, it is able to obtain a high-level of support. The KS4SME project **obtained ILO inputs through significant time provided** by the enterprise development specialist and time dedicated to activities that was provided by ILO officials in the Pretoria office and at the ITC at no extra cost. **Officials from partner constituencies provided significant support** in conceptualising, preparing and co-hosting most of the project activities at no additional cost to the project. By this project being able to collaborate with partners, it was able to obtain the human resource support which it would otherwise have had to pay for itself. This meant that allocated resources dedicated more time than what the budget provided, hence **significantly more was achieved than what the budget allowed for**. Thus, the benefits delivered to the funder as a result of linking this project's activities to other projects within the ILO and to other prioritised activities of ILO constituency partners, are significant because of having created economies of scale.

Although project activities were generally in line with the schedule of activities defined upfront for the project, **not all activities were implemented as planned**. It is understood that this is due to the following reasons:

- **The leveraging effect implied reliance on partners to host events as planned**: The project was designed to partner with other partners and some events were postponed due to dates scheduled for the KS4SME project events 'clashing' with other ILO constituency commitments.
- **The absence of a full-time resource**: Although resources were allocated strategically, the evaluation found that the **absence of a full-time resource** meant that the project did not have the attention that it required, at times, to support the driving of activities to achieve the broader project objectives. The project management team have made a proposed budget revision to allocate a full-time expert for 2017 to step up implementation in order to meet targets.

The mid-term evaluation found that there was **no expected budgetary plan** for the KS4SME project against which project expenditures were made. A brief reflection of expenditure shows that in the project under-spent in some areas in 2016, which makes logical sense given that some activities were not implemented. A brief analysis of the project's budget document found that 43% of the allocated funding was utilised up to 17 November 2016.

EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS

The mid-term evaluation found that the following areas of management were effective:

- **Key role players were involved appropriately:** The mid-term evaluation found that **key role players** understood their roles and **were involved appropriately**.
- **Adequate support from the ILO technical specialists**: The KS4SME project received **adequate political support from the technical specialists** and the responsible technical units in headquarters. In addition, the **backstopping support** provided so far by ILO to the project **has been effective** – ILO Pretoria office technical specialists backstopped in terms of engagement with BUSA, in terms of capturing the priorities of organised labour and in terms of providing technical inputs, as well as ensuring that the project remains aligned to priorities and needs of constituents in South Africa. The evaluation team believe that this enhanced collaboration and backstopping support from within the extended ILO project team.
- **Adequate support from national partners/implementing partners**: Activities relied heavily on the collaboration with various stakeholders and partners, who were involved in co-hosting the majority of project activities. The two key partners, DSBD and BUSA, were of the opinion that **the project is receiving adequate political, technical and administrative support from its national partners/implementing partners**, emphasising the importance of having the ILO continue to drive implementation. The project's alignment to the National Development goals made it easier to gain the political support necessary by ILO constituents.
- **Responsive to new issues and needs**: The fluidity of the design allowed the project team to incorporate new issues during implementation. The programme was re-aligned to the needs of stakeholders as new priorities arose, which optimised the value of activities and investments made.

- **Good governance**: The project team ensured that the project remained aligned to the national development priorities as well as to the priorities of Government and of ILO constituents.
- **Good stakeholder management**: Tripartite constituents were included and participative in the project. Although stakeholders were identified that could be included more going forward, overall, the KS4SME project is commended for successfully creating a platform of engagement across stakeholders where they generally participate in and collaborate on project activities.
- **Good financial management**: The KS4SME project team adhered the ILO's financial management procedures and used the ILO's financial management system, which is regarded as sound.
- **High quality implementation of activities**: The mid-term evaluation found that good management methodology was applied in the implementation of activities/events, for example, the project team completed an initial survey to design the African talks content, directly engaged constituency partners and identified a range of strong speakers for the session. Perceptions of beneficiaries who were interviewed reflected positively on the management capability, accessibility, professionalism and quality of project team members and technical staff/specialists.

The mid-term evaluation found that some areas of management were less effective for the KS4SME project:

- **Insufficient coordination support from the ILO project office due to the absence of a full-time resource**: Previous findings shared indicated that the KS4SME project is not receiving adequate administrative support from the ILO Pretoria office.
- **No consolidated monitoring system to track the contribution to the broader development objectives of the project**: The project management team focused more on the management of project processes rather than monitoring of the project. It is acknowledged that integrating with other events meant that it was more difficult to monitor and evaluate. **The project management team did not effectively monitor project performance and results**. Based on the findings from the mid-term evaluation, it is evident that the project design document was not visited regularly to address all areas within the framework. There does not seem to be a central monitoring tool with an activity log to keep track of what has or has not been done on the project. A **database**, that collated summative numbers of institutions and individuals who have registered for events, **was not available**. There was **little consistency between the data captured per event** (lists of participants who attended events were not always disaggregated by sex or disability). There was also **data lacking on participant evaluations** completed for some events that were hosted.
- **Absence of strategic planning**: Strategic planning was absent, possibly due to the project team not administering annual planning workshops with ILO constituents and the Donor.
- **Poor overall project communication**: Although project reporting was completed annually in line with ILO requirements, the Donor felt that they were somewhat not up to date with what was happening and both the Donor and the key ILO constituent partners felt that they were insufficiently involved in the project's planning.
- **Some role players have been insufficiently involved in the KS4SME project**: Although the key role players were appropriately involved, findings suggest that there are **some** additional **role players** who are regarded as important to moving the project objectives forward but who **have not been sufficiently involved** in the KS4SME project. This includes more representation from the informal

sector; labour representatives, including the Department of Labour; the private sector; financial institutions; youth and officials across units of the DSBD).

- **A Project Advisory Committee was not established**: Linked to good communication is the ability to 'gather information by way of reports and to disseminate reports to relevant target groups so that they know where they are and where the project is in terms of progress'. The PAC was not established for the project. The KS4SME project used the NEDLAC steercom where feedback was provided on how the project was performing. However, the mid-term evaluation found that due to capacity challenges of the NEDLAC secretariat to convene meetings regularly (and to some level the stakeholders of NEDLAC are carrying too much workload), certain structures within NEDLAC were not operating as effectively as they should have been, hence affecting the quality of participation.

- **Insufficient collaboration with other international or external development partners**: The ILO project team shared that although they are collaborating with local development partners and donors, they are not collaborating closely with other international or external development partners. The evaluation team could not find evidence in documentation received in terms of the range of stakeholders and beneficiaries with whom there is collaboration.

PROJECT EFFECTIVENESS

Project outputs have achieved the quality but have not reached the quantity of events and beneficiaries that were planned for as per the work plan. The project partly met expected targets for two of the seven outputs:

- The **project met expected targets for Objective 1, Output 1.1**: **two of three research studies published** in 2015 and 2016. However, in terms of the number of beneficiaries that the project planned to reach, **it only reached 34 of the planned 300 representatives** for the two research studies published (possibly because the second study is still not distributed).

- The **project met expected targets for Objective 3, Output 3.1**: **two of three capacity building courses** provided in 2015 and in 2016. However, it **only reached 165 of 500 beneficiaries** for the two capacity building initiatives provided.

- The **project did not meet expected targets for Objective 1, Output 1.2**: **one of three policy briefs were disseminated** and due to **insufficient data**, the evaluation team could not determine how many of the planned 3'000 stakeholders were reached.

- The **project did not meet expected targets for any of the outputs pertaining to Objective 2. Output 2.1**: an SME knowledge sharing network with a planned reach of at least 1'500 members, had not been put in place by the mid-term evaluation. In terms of **Output 2.2**, **two of three national knowledge sharing events were hosted** and **396 of 1000 beneficiaries** were reached. Although the 25 year celebrations dinner was not initially an event of the project, because the 'Social Innovation and Future of Work' workshop could not take place in 2016, the project compensated by supporting the dinner, which was used as a knowledge sharing event reaching 61 beneficiaries. However, the evaluation team did not count the dinner or participants as part of the achievements as they are of the opinion that the event does not meet the second objective of

the project (to increase knowledge and awareness of the link between SME development and job creation with the view to improve government policies and programmes).

- The **project did not meet expected targets for Objective 3, Output 3.2**: **one of three African Talks was hosted** in 2015, reaching **73 of the planned 300 beneficiaries**[32].

The mid-term evaluation findings indicate that **factors identified that positively influenced the project** included (i) having a strong, diverse team with access to specialists; (ii) the ILO already had a good, established relationships with BUSA; the project approach ensured that the four constituents of NEDLAC (Government, specifically DSBD, organised business (BUSA), organised workers and community constituents) had a role and interest in the project; Recommendation 204 escalated the level of importance at an international level that allowed for more participation.

Some **negative factors that influenced the ability of the ILO to meet projected targets** included a lack of management continuity - there was staff turnover of the ILO project coordinator and of people within ILO constituency partners (DSBD and BUSA). Turnover of staff within stakeholder organisations meant that the time invested in discussion and coordination had to be started again.

Short-term outcomes for the KS4SME project included (i) **increased knowledge sharing**, (ii) **improved coordination and collaboration** between SME stakeholders, (iii) **improved Government policies and/or strategies** and (iv) **new or improved programmes and/or plans**. The mid-term evaluation found that there had been achievements in all four short-term outcomes for those beneficiaries who have been involved in programme events. **At the outcome level, the project has started to strengthen an enabling environment by increasing knowledge and improving understanding amongst beneficiaries, by starting to improve collaboration and coordination and by informing the creation of action plans and improvement of Government policies and/or strategies**:

- **Increased knowledge and improved understanding**: Most of the beneficiaries who were interviewed across the three countries, spoke highly of the benefits afforded to them by being part of one or more of the KS4SME project activities. Some interviewees also highlighted the opportunity provided to them to benchmark good and bad practices across countries.
- **Sharing of new knowledge with others**: Some of the beneficiaries who attended project events shared their learnings and knowledge with their circle of stakeholders. Other beneficiaries stated that learnings need to be spread to more beneficiaries. Beneficiaries would have liked more people to be exposed to the project events, stating that the project has not reached all important stakeholders and beneficiaries and that there is a tremendous need for continued collaboration and discourse.
- **Improved collaboration and coordination amongst stakeholders**: Findings demonstrate that the KS4SME project facilitated conversation and engagement, and for some beneficiaries it provided the opportunity for continued collaboration.
- **Informing the improvement of government policies and/or strategies and the improvement or development of existing plans and programmes**: Some beneficiaries highlighted how their

---

[32] Final participant list A158409

learnings informed the development or improvement of policies, acts and strategies or the development of plans.

Three quarters (75%) of beneficiaries who were interviewed indicated that the benefits reaped from the KS4SME project were unlikely to occur in the absence of the event(s) that they attended.

The KS4SME project has been an important mobiliser to create collective momentum to drive engagement and understanding about the informal sector, establishing a credible knowledge base for informed decision making and policy direction. Some unintended positive outcomes were identified as follows:

- For a South African Enterprise attending African Talks, a discussion held during the event triggered her to do more research for her business so that it is more relevant and not so industry specific;
- Through engagement on informal traders at one of the events, South Africans realised the value of volume and collective buying. This lead to South African traders talking about consolidated buying;
- An event provided a platform that allowed dialogue around xenophobia, which led to easing of social intolerance amongst participants;
- There was an element of unifying the private sector voice - it helped the private sector to look at itself as one; and
- Toolkits and content were re-used by other ILO programmes.

The mid-term evaluation found that there are some factors that are present for the 'creation of an enabling environment (based on how interviewees defined an 'enabling environment'), such as level of responsive participation, a greater level of collaboration and more opportunities to share knowledge as a result of the project. However, **the KS4SME project has not yet reached the level of implementation** of policies, strategies and action plans to benefit SME development and the outcomes of the project have not yet made it easier for business. More is needed around paving a way forward for stakeholders to begin implementing as an outcome of attending the academy. **The end-of-project outcome is on its way to being achieved but is still heavily reliant on the KS4SME project**. Those who were interviewed felt that once action plans start being implemented, only then can the project be considered effective in creating an enabling environment.

FINDINGS RELATING TO SUSTAINABILITY

Although the KS4SME project is steering towards impact, a sustainability plan (with an exit strategy) is not in place and the project is not being managed in a way to create continued ownership by partner organisations. Project activities/events have not considered the type of support programmes and technical assistance necessary to create the momentum required to enable stakeholders to continue activities that will ultimately lead to the end-of-project outcome.

It is unlikely that project activities will be sustained beyond the project because the following project components are not yet in place:

- **A knowledge sharing network**: According to the project concept document, the knowledge sharing network was the key platform to ensure sustainability. The intention was for it to be maintained by the DSBD beyond the project period and that the platform would inform policies and programmes and continue as the central place to communicate with stakeholders around high profile knowledge sharing events and courses on sustainable enterprises development.
- **The absence of guideline documentation and a sustainability plan**: Key staff from the DSBD and from Organised Business and Labour have not participated sufficiently in all aspects of project implementation from the development of the infrastructure of the knowledge sharing network, to the design and timing of events. Although some officials may have assisted in the development of the blended learning course on sustainable enterprise development, there has been a turnover in staff and thus a loss in institutional knowledge. In the absence of any 'training content development' manuals and in the absence of a sustainability plan that emphasises the project components and which beneficiaries will ultimately take ownership of the various project components, it is unlikely that responsibilities for maintaining and organising events will be handed over to constituents for them to implement after the completion of the KS4SME project.

GENDER ISSUES ASSESSMENT

This project did not focus on women or people with disabilities during implementation. An ILO project team official stated that "*there was not a specific focus on the split of male and female participants*".

There was no emphasis on gender identified for any of the project activities, based on the document review analysis. However, one speaker in the 2015 African Talks you tube video reflected on gender, stating, "*Business success is business success. There is no male or female. Competition knows no gender*" (Florence Musundwa, Founder INWEGO, presenter at African Talks 2015).

In terms of attendance registers, there was **little consistency between the data captured per event**, which for the most part was limited to 'name, surname, organisational affiliation and contact details of participants', with little or no additional information regarding gender or disability. Out of all the events, sex disaggregated data was provided only for Africa talks (indicated as either male or female) and for the Blended Learning course (indicated as either Mr. or Ms.)

TRIPARTITE ISSUES ASSESSMENT

The mid-term evaluation reflected on inclusion of tripartite constituents as part of the KS4SME project. In general, implementing partners were part of identifying and providing inputs into project events, however, they could have been included more in the project design and ongoing project planning. Relationships with ILO implementing partners was identified as generally good, however, additional institutions were identified as key to future implementation of the KS4SME project.

This evaluation ensured the inclusion of the range of stakeholders who were consulted and included as beneficiaries in the KS4SME project. A stakeholder workshop proposed as a next step to improving project frameworks and plans, will include a presentation of the evaluation findings to relevant stakeholders as a way to encourage in-depth dialogue about evaluation results, and to ensure follow-up of agreed

recommendations through formal processes to be established by the ILO project management team in collaboration with implementing partners.

INTERNATIONAL LABOUR STANDARDS ASSESSMENT

No international labour standard (ILS) issues were identified as relevant to the project and its evaluation.

LESSONS LEARNED

The lessons learned in the KS4SME project include the following:

1. The absence of a full-time resource meant that the project did not have the attention that it required, at times, to support the driving of activities to achieve the broader project objectives. It would have been more strategic to have a full-time project coordinator on the project from its inception to meet the project's human resource capacity requirements. The key learning for the ILO is to carefully consider committing to the delivery of a small project such as the KS4SME project if insufficient project resources are available to adequately manage all aspects of the project.

2. Although the ILO met the annual reporting requirements for the project, communication to both the Donor and to stakeholders considered as key partners to the KS4SME project, was not optimal. The learning is that it is not sufficient to meet basic reporting requirements for projects such as these – it is about key informal communications, reporting and dialogue so that stakeholders have enough information to know about the project objectives, about planned activities and about achievements and difficulties of the project. A communication plan that includes a semi-annual meeting requirement, would benefit small projects like the KS4SME project.

EMERGING GOOD PRACTICES

1. The fluidity of the project to adapt the project theme to meet the needs of targeted stakeholders and to incorporate new aspects during implementation, was an emerging good practice that optimised the value of activities and investments made.

2. Bringing stakeholders together to participate and collaborate on project activities that are aligned to the country's priorities, responsive to the needs of the region (in the case of the KS4SME project, meeting the needs of all three SADC countries), linked to ILO's and the project Donor's strategies and aligned to the mandates of ILO constituency partners, is considered a good practice.

3. KS4SME project activities where good management methodology was applied, produced greater benefits to beneficiaries. Specific methodologies for implementing activities that were highlighted as highly effective, were the following:

3.1. The EESE methodology that followed three key phases including (i) research; (ii) validation of findings; and (iii) development of a policy brief, was a strength of the KS4SME project that is considered an emerging good practice; and

3.2. The ILO KS4SME project team should document the methodology applied for some learning events that created a participative approach where learning was maximised and where

activities were hosted that led to participants applying learnings (such as developing action plans for implementation). The toolkits used can be replicated.

4. The project was designed to leverage inputs from a technical team and from other specialists to obtain high quality in terms of content of material and innovative interactive formats for events.

RECOMMENDATIONS

The project is no doubt leading to some positive outcomes, with potential to lead to greater results and sustainability on the basis of the following recommended actions:

- Provision of full-time resourcing for 2017;
- Development of a monitoring and evaluation (M&E) framework (a theory of change and logical framework may be useful);
- Deploy appropriate tools for capturing data and monitoring progress, in line with the M&E framework
- Address project communications (through development of a communication plan and identification of a DSBD forum that can serve as the KS4SME project's PAC;
- Complete strategic planning for 2017;
- Map the institutions participating in events and communicate the plan to track results as an outcome of their participation in the project;
- Draft a sustainability plan;
- From the list of activities recommended by those beneficiaries who were interviewed during the mid-term evaluation, identify the activities that could be implemented in 2017 and present them at the stakeholder workshop.

It is recommended that the above key priorities be addressed by the project management team by developing drafts for each and then convening a stakeholder workshop where key stakeholders can obtain feedback on the results of the mid-term evaluation and can provide inputs into frameworks and plans for the KS4SME project for 2017. The table below illustrates the recommended actions in more detail:

Table 7: Recommended actions for the KS4SME project as an outcome of the mid-term evaluation

Recommended Actions for the Project	Key responsible agency	Timeframe and resource implications
Recommendations to ILO project management team:		
More resource capacity for 2017 • Confirm 100% full-time resource to 2017 • Effort estimate to ascertain whether one full-time official will be able to meet the needs of the project in its final year of implementation	**ILO Pretoria office, project management team**	Immediately There are resource implications
Refine the Theory of Change and logical framework • Review the project design document – determine gaps • Use a consultative process (include a newly established PAC) to map out the intervention logic, provide clarity on key terms (definitions) and on how indicators will be measured. • Include a design element to follow through on the application of knowledge shared or capacity built. • ILO project team to do a first development before the stakeholder workshop.	**ILO Pretoria office, project management team**	Before 28 February 2017 No resource implications
Recommendations to ILO project management team:		
Develop a communication plan • Develop a communication plan that identifies the level, format and regularity of communications to stakeholders (identify for inclusion donors and organisations not yet sufficiently involved but whose mandates align to the project's objectives).	**ILO Pretoria office, project management team**	Before 28 February 2017 No resource implications
Develop sustainability plan • Highlight how the ILO (through KS4SME) and partners will collaborate. • Clarify the type of support programmes and technical assistance to be provided to enhance sustainability. • Identify key events for 2017 and relevant linkages (policies, strategies, action/master/ implementation plans) – the stronger the links, the more likely activities are to be continued. • Map out in detail how research, annual KS events and capacity building will be institutionalised (clarify ownership of events, define roles & responsibilities). • Clarify how partners will capture results - create accountability for project results. • Finalise the plan in collaboration with key partners (as part of the stakeholder workshop).	**ILO Pretoria office, project management team**	Before 28 February 2017 No resource implications

Recommended Actions for the Project	Key responsible agency	Timeframe and resource implications
Recommendations to ILO project management team (continued):		
Develop M&E system • A simple database (excel) to track indicators at an output, outcome or impact level. • Collate data on number of institutions, beneficiaries as participants who attend all project events (disaggregate gender and disability) • Clearly define output, outcome and impact level indicators • Clarify how to measure 'improved stakeholder collaboration and coordination around knowledge sharing' and how to 'attribute to this project work events that are co-hosted'. • Ensure participant evaluations after each event (follow-up could be 1-2mths after the event to determine implementation effectiveness)	ILO Pretoria office, project management team	Before 28 February 2017 No resource implications
Recommendations to ILO project management team and implementing partners:		
Prioritise the project activities/events prioritised for 2017 by beneficiaries interviewed based on importance The following four priorities were identified by beneficiaries interviewed, that must be considered for 2017 by the project management team in collaboration with implementing partners (as part of the stakeholder workshop): i. **SADC informal sector strategy was regarded as important** (Obj. 1) – already happening… ii. Link to a **virtual platform** to drive engagement, KS & collaboration, capture progress against targets to enable a feedback system for stakeholders (Obj.2) iii. Provide a **train-the-trainer capacity building** course (Obj.3) – recommend for the Government of Flanders to fund this component. iv. Develop **implementation toolkits** to enable replication of events **Other ad-hoc requests for project activities that could be considered for 2017** (based on inputs by beneficiaries interviewed during the evaluation): • Assist with development of a national framework of bi-laws that are responsive to the current development agenda... some Municipalities still use1972 bi-laws; • Provide assistance in the preparation of the jobs summit postponed to early 2017; • Develop more examples and case studies across the different areas within the informal sector - include neighbouring countries; • Showcase best practice in terms of how it has worked in a country where informality has decreased; • Focus on the topic of 'access to affordable finance' - invite financing institutions who could help with financing/micro finance opportunities;	ILO Pretoria office, project management team, the Donor and implementing partners	Before mid-March 2017 Minimal resource implications

Capacitate Social Intelligence | ©

Recommended Actions for the Project	Key responsible agency	Timeframe and resource implications
- Conduct research around the future entrepreneur; - Develop a concept for entrepreneurship mentorship support; - Do diagnostics on the informal sector – use as a baseline. Develop a basket of incentives or social protection schemes; and - Host an international conference for Africa.		
Convene a stakeholder workshop with the Donor, BUSA, DSBD, COSATU and other key implementing partners with the following outcomes: - Presents draft Theory of Change and logical framework, draft communication plan, draft strategic plan for 2017, draft M&E system and draft sustainability plan. - Workshop frameworks, systems and plans to obtain inputs towards their finalisation. - Identify a DSBD forum that can serve as the KS4SME project's PAC for 2017. - Identify an experimental group of beneficiaries who will follow the project and events so that results can be tracked. - Map the institutions participating in events and communicate the plan to track results as an outcome of their participation in the project. - Prioritise activities/events for 2017 based on stakeholder inputs. - Agree on where the project would have most impact in supporting stakeholders and prioritised needs. Finalise key frameworks, systems and the strategic plan for 2017 and implement them accordingly.	**ILO Pretoria office, project management team, the Donor and implementing partners**	Before mid-March 2017 Minimal resource implications
Ongoing project communications - Provide regular feedback to stakeholders on progress (keep them informed) – also link up through DSBD to the inter-governmental forum. - Identify an existing platform (preferably of the DSBD) that could serve as a KS4SME consultation forum (with the functions of a PAC) where quarterly meetings will be held to report on, review and advise on the project. - Consider a year planner with project focus areas, a list of activities and dates to diarise – this will assist stakeholders in their own planning - Clarify project branding – consider a flyer to market the project	**ILO Pretoria office, project management team and implementing partners**	Ongoing Minimal resource implications

Recommended Actions for the Project	Key responsible agency	Timeframe and resource implications
Recommendations to ILO implementing partners, institutions and beneficiaries who benefit from KS4SME events:		
Institutions and beneficiaries to communicate learnings: • Make more effort to communicate with constituencies and communities about project activities, about learnings – obtain feedback from them to feed back into the PAC (include this into the sustainability plan)	**All institutions and beneficiaries benefitting from the project**	

Capacitate Social Intelligence | ©