

Report of the launch workshop for the Free State SME Development project

**convened from 20-21 June 2011
in the Protea Hotel in Bloemfontein/South Africa**

Background of the Free State SME Development project

Broad-based wealth creation through the promotion of decent work is a policy priority of the Government of South Africa and the Provincial Government of the Free State Province. One of the strategic means to pursue this policy goal is the creation of decent employment opportunities through Small and Medium-scale Enterprises (SME).

The project seeks to strengthen the capacity of Free State Provincial Government and its stakeholders in the private sector and civil society to make these policy priorities actionable, by implementing a range of initiatives in support of SME development. It is designed along a systemic approach that acknowledges the inter-linkages between the various stakeholder groups and correspondingly advocates a multi-level intervention mix. The project intervention strategy was drawn up in close consultation with ILO constituents and other SME stakeholders, both at national and provincial level.

The overall project objective is to create decent employment opportunities for historically disadvantaged population groups in Free State Province. The overall project outcome is sustainable community-based small businesses that have created at least 5,000 decent jobs.

The immediate project objectives are:

1. To nurture a stronger culture of entrepreneurship among the population of the Free State Province, with focus on Youth and women
2. To create a more conducive policy, legal and regulatory framework (PLRF) for the start-up and operations of SME in the Free State Province
3. To strengthen the capacity of local organizations to provide sector-specific business development services (BDS) geared towards SME at community level
4. To stimulate BDS uptake among prospective and emerging entrepreneurs and their employees living and working in these communities.

The immediate project outcomes are, firstly, a more entrepreneurial mindset among people in the Free State, secondly, a more coherent provincial-level and municipal level PLRF for SME development and, thirdly, a technically, financially and institutionally sustainable market exchange for selected sector-specific BDS within the target communities. The key performance measures to track these outcomes are the number of SME started (target: 2,000) and the number of SME grown (target: 1,000) by the ultimate project beneficiaries.

The project will deliver the following outputs:

- Policy-level bodies make better informed decisions about SME development strategies
- Better synergies and scale effects between SME development initiatives in the Free State
- People in Free State have increased appreciation of the merits of entrepreneurship
- People have nurtured their entrepreneurial talent
- Entrepreneurs at community level have access to financial and non-financial support services to start and run their own small businesses
- People in the communities have developed and put into practice innovative business ideas and -models.

The key performance parameter to track these outputs are the number of women and men reached through the mass-media project (target: at least 100,000 women and men) and change in perception among the audience about entrepreneurship, the share of students linking up with local BDS providers for support services after graduating from class-room based entrepreneurship education (target: at least 20% of students), increased knowledge among provincial level stakeholders on the local SME sector, stronger linkages between SME development projects, number of community based entrepreneurs accessing business finance (target: at least 500), number of community-based entrepreneurs having enrolled for BDS (target: at least 5,000) and number of people in these communities reached through the demand side management interventions of the project (target: at least 1,000).

The main activity clusters of the project are:

- The development of a mass-media based entrepreneurship promotion programme
- Introduction of class-room based modular entrepreneurship education
- The establishment of an SME observatory that informs policy planning and coordination
- The facilitation of a SME policy dialogue mechanism at province level
- The alignment of provincial level and municipal level SME policies
- The introduction to market of industry-specific financial and non-financial BDS for SME
- The establishment of a challenge fund targeting community based organizations
- Social business plan/green business plan competitions for entrepreneurs
- The development of a performance measurement system to benchmark the initiative against other SME projects in Free State and South Africa.

The project will have a focus on selected sectors of the Free State Economy; sectors short-listed for inclusion are (1) tourism, (2) construction and (3) community-based social services ranging from environmental conservation to health, education, sports and leisure. Tourism, construction and social services are priority sectors of the Free State Government Growth and Development Strategy and are concurrently prioritized in the country strategy of the Flemish donor agency. These three sectors have (a) high growth potential, (b) high labour absorption capacity, (c) low barriers to market entry also for semi-skilled and unskilled labour, (d) high concentration of women, (e) effective outreach to rural areas – for example, tourism and construction jobs are often the only means of formal employment outside cities, and (f) a comparatively high decent work deficit.

The sectors have furthermore been short-listed since they offer good potential for the promotion of decent **and green** jobs, in response to the commitment made by the South African Government (and by extension the Free State Government) to steer the economy towards a more resource-efficient, low carbon and pro-employment growth path. Finally, the inclusion of social services as a priority sector for SME development will make a direct contribution to the ongoing efforts of the Free State Government to boost service delivery outreach and quality.

The project will intervene in selected municipalities of the Free State Province with high concentration of historically disadvantaged population groups. The target municipalities and priority sectors will be identified during the project phase in close consultation with local stakeholders.

The project has a duration of 3 years plus a six month inception phase. The inception phase started in January 2011 and ended on 30th June 2011. The implementation phase has started with effect of July 1st 2011.

Workshop objective

The objective of the workshop was to facilitate a platform for project stakeholders to jointly review the project LogFrame and validate the intervention strategy/ theory of change underpinning it. The expected outcome of the workshop was a stakeholder consensus on the LogFrame.

The platform for dialogue, here, had have the character of a two-day workshop bringing together 64 participants from mainly provincial level and municipal level organizations that will play a role in coordinating, facilitating and physically delivering project services. Refer to Annex 1 for a registry of workshop participants. The event was co-hosted by the Provincial Government (here represented through the Ministry of Economic Development, Environment and Tourism) and the ILO, and took place on 20-21 June 2011.

Workshop agenda

The workshop sessions were facilitated by a South African consultancy company called *Ingenious People's Knowledge* while the workshop logistics were facilitated by another South African consultancy company called *New Africa Consultancy*, in both cases with inputs and back-up support from the ILO Decent Work Support Team for Eastern and Southern Africa.

The workshop programme design was based on “Whole System Change” theory and methods. This means that the workshop consisted of a pre-defined sequence of small group conversation based activities. Participants worked in mixed and randomly re-shuffled groups of six to eight people for some tasks, and in interest (LogFrame Output) groups for other tasks. They organized themselves to complete the task at hand (as per the facilitator’s brief), recorded and fed back the most important findings of their discussions to the plenary as the Workshop unfolded. This ensured that the workshop format:

- fostered a maximum of participant ownership over the process, content and outcomes.
- treated current reality as the key driver and co-created the bigger picture (from different stakeholder perspectives).
- created a sense of community – fostered an environment where participants were invited to learn from the larger system and overcome the narrowness of their own individual perspective.
- built participant commitment towards the realization of the commonly elaborated and agreed upon Implementation Action Plan.

The workshop agenda is illustrated below.

Day 1 <i>Monday, June 20, 2011</i>	
8:30	Welcome Tea/Coffee
9:00	Welcome & Thematic Overview
10:00	Introduction to the Workshop Agenda The facilitators introduce the agenda and explain the proceedings of the workshop.
10:10	Screening the Context Participants identify most relevant elements & factors influencing entrepreneurship in the Free State.
11:00	Break
11:30	Introduction to the Project Framework Project Managers provide a brief introduction into the project plan (logical framework) as it is defined in the project document.
12:00	Understanding the Individual Components of the Project Framework In a "market place", participants gain a deeper understanding of the seven Framework outputs as they study examples of possible work streams for each of them.
12:50	Lunch
13:50	Towards Implementation of the Project Framework In a stepwise process, participants jointly envisage the "implementation journey" on the basis of problem identification affecting young and women entrepreneurs; positive experiences to build on; and concerns to be addressed. On this basis, participants envisioned the road map towards the project goal, ie. the implementation path and finally defined a formulate the Rules / Code of Conduct that they undertake to adhere to during the Project implementation process
17:20	Closing
17:30	End of Day 1
Day 2 <i>Tuesday, June 21, 2011</i>	
8:30	Welcome Tea/Coffee
9:00	Introduction by MEC M. Dukwana
9:30	Translating the Project Plan into Refined Areas of Action Participants are introduced to the task of day 2: how to convert the LogFrame Outputs into workable plans and are guided by the RoadMap that they jointly created on Day 1 in doing so.
10:00	Elaborating Work Plans for the Action Areas Participants start off by elaborating the highest possible potential define key areas for implementing the project and elaborate actionable plans. They then decide on phases and realistic activities and get organised (roles and functions).
11:50	Presentation of Results of Morning Session
12:30	Outlook & Closing
12:40	End of Workshop

Workshop proceedings

Day 1

The workshop was jointly opened by the Head of Department for Economic Development in the Department for Economic Development, Environment and Tourism, Mr Ramaema, and the Director of the ILO Country Office for Namibia, Lesotho, South Africa and Swaziland, Mr van Vuuren.

In the first workshop session, participants analyzed the broader context for SME development in Free State Province, to set the stage for a more specific discussion on SME initiatives under the Free State SME Development project later. They identified the following development challenges:

- Lack of functional business management skills
- Lack of an entrepreneurial culture
- Lack of technical and vocational skills
- Lack of coordination with government structures
- Inhibiting legal and regulatory framework
- Lack of access to capital
- Lack of access to non-financial business development services
- Lack of access to markets (particularly to emerging markets like tourism)

In the second workshop session, ILO introduced the project LogFrame, in the process using the support of a visual communications consultant. The metaphor used to visualize the linkages between project outcomes and project outputs was of an orchard. The pictures below illustrate how the component parts of the orchard/LogFrame were assembled during the session. For more details on each component part of the orchard refer to Annex II and Annex III of this report.

The process of assembling the LogFrame illustrated



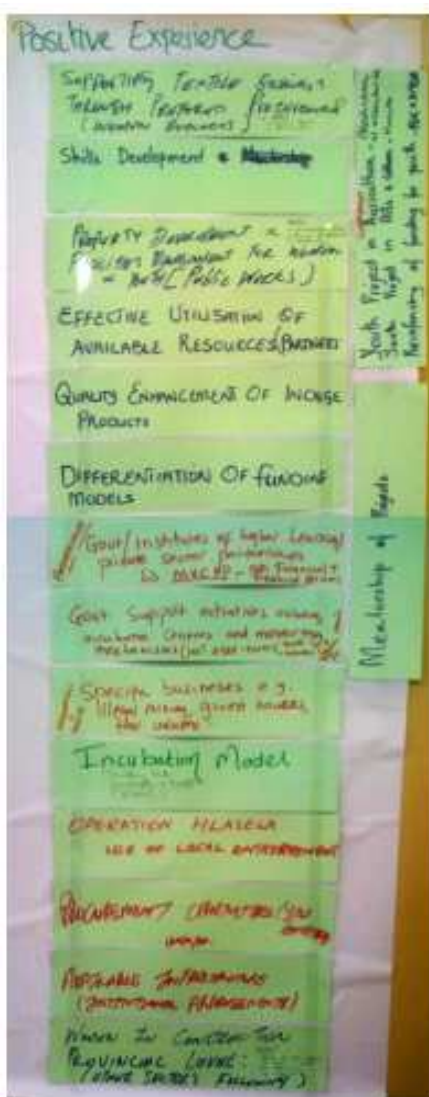
The LogFrame visualized



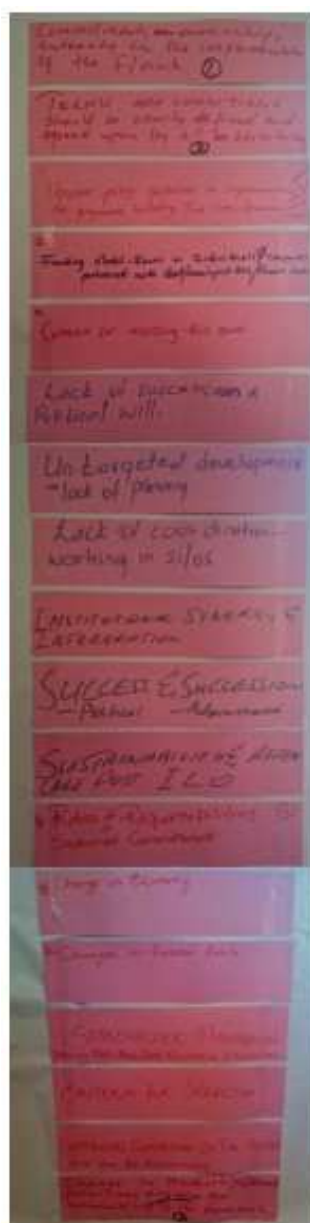
The purpose of the third workshop session was to deepen the understanding of the details of each of the outputs in the LogFrame. During the session, participants had a choice to visit any of five stations (“market stalls”), consisting of a flipchart stand dedicated to one of the outputs each. At each stand, an output champion – here a representative of a local partner organization that is to play a leading role in the implementation of related work streams – briefly explained the rationale underpinning the output, and next answered questions from participants to further clarify the work envisaged under this deliverable. The session thus set the stage for a more detailed discussion of activities under each output at the second day of the workshop (see below).

The purpose of the fourth and fifth workshop sessions was to review the past experience with SME development initiatives in the Free State Province (with focus on both success stories and failures) and to come up with ground rules that could serve as road planks for the implementation of the Free State SME Development project. Illustrated overleaf are the results of the working group deliberations, depicting selected success stories of past SME development interventions, some concerns related to past failures and a set of guidelines for the Free State SME Development initiative (the number of dots on each card is indicative of the relevance assigned by participants to a given guideline).. Also illustrated is the road-map for the implementation of the Free State Development project that was drawn up by the visual communication consultant as a transcript of the afternoon session proceedings.

Selected SME development success stories in the Free State Province



Some concerns related to failed SME development initiatives in the Free State Province



Guidelines for the implementation of the Free State SME Development project



The roadmap of the Free State SME Development project



Day 2

The second day of the workshop was officiated by the Member of the Executive Council (MEC) for the Department of Economic Development, Environment and Tourism, Mr Dukwana. Mr Klemmer from the International Labour Organization next summarized the proceedings of the first day of the workshop.

The sixth and seventh workshop sessions were dedicated to the planning of actual activities under each output of the Free State SME Development project. Each participant was invited to join one of the output-specific working groups and to jointly draft activities, **starting off from the draft activities listed in the project LogFrame**. In a nutshell, the project outcomes and outputs were once again re-confirmed and not amended. As regards the work streams to deliver these outputs, participants further specified activities related to output 2.2. (better coordination among SME development initiatives) and in line with the needs of the output champion DETEA. Also, activities related to the planned (social) business plan competition and originally grouped as a separate work stream under output 4.1. were moved to output 3.1. (entrepreneurs have access to business finance). In some other cases related to outputs 1.1. and 1.2, activities were further specified to ensure the territorial focus on the target municipalities. The inputs from participants are reflected in the amended project workplan attached as Annex 4 to this workshop report. Please note that the amended project workplan was yet to be approved by the time of submitting this workshop report.

The workshop was closed jointly by the Head of Department in the Department of Economic Development, Environment and Tourism, Mr Rameama, and the representative of the donor agency in South Africa, Ms OpdeBeeck.

Back-to-back with the project launch workshop, the constituting meeting of the project Steering Committee was convened under the chairmanship of Mr Rameama. Refer to the steering committee meeting notes for more information.

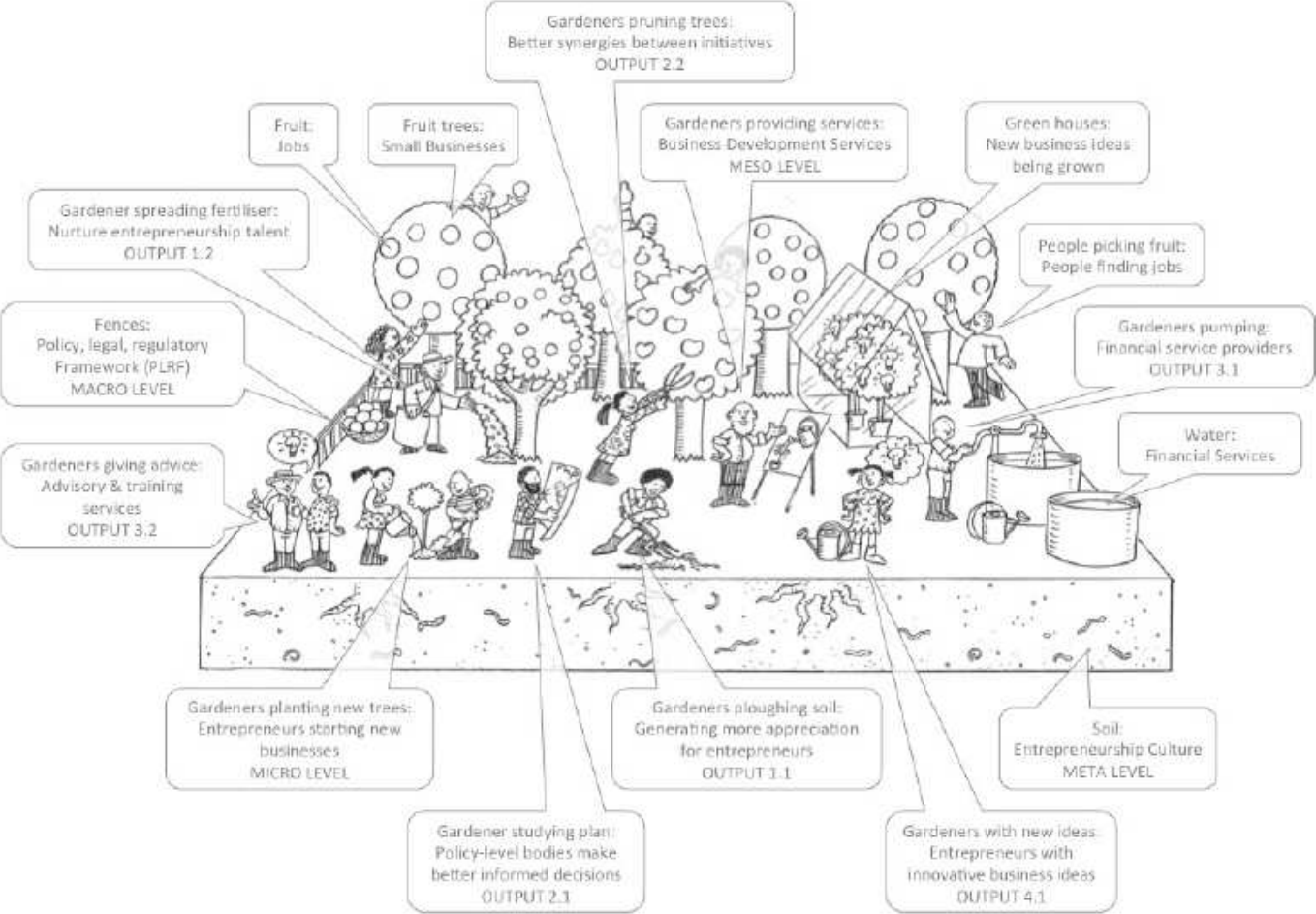
Annex

Annex 1: Registry of workshop participants

FREE STATE SME DEVELOPMENT PROJECT - 20-23 JUNE 2011								
	DELEGATE NAME	DESIGNATION	ORGANIZATION	E-mail	Cell phone	Office Tel	Fax	YES
Government delegates								
3	Mr Ben Linnuw	Cluster Representative	OTF Free State	benlinuw@premier.fs.gov.za	082 319 2045	051 404 4770	051 403 3015	1
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8	Arthur Seme	Director	Dept of Cooperative Governance, Traditional Affairs & Human Settlement	arthur@coopsa.gov.za	078 987 8888	051 407 6775		1
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12	Ms M Nthongwa	HOD	Dept of Public Works and Rural Development	nthongwa@pwrc.fs.gov.za	072 041 0322	051 405 5051		1
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17	Dikgetsi Mole	Manager:IES and Cooperatives Support	Dept of Economic Development, Tourism and Environmental Affairs	mole@detea.fs.gov.za	071 353 7686	051 400 9620	051 400 9622	1
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19	Dr J Moorosi	HOD	Dept of Agriculture	moorosi@da.gov.za	083 633 8808	051 941 8414	051 941 8452	1
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ILO Representatives								
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Facilitators								
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FREE STATE DEVELOPMENT CORPORATION								
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UNIVERSITY OF THE FREE STATE								
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44	Prof Lochner Marais	Director	Centre for Development Support	marcho@ufs.ac.za	082 678 7735	051 401 2978	051 401 3424	1
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45	Mthembu Ndlangwana	LED Office		khehlaneni@rfdc.co.za	079 694 0883	028 970 8600	028 970 8734	1
47	Ms Annalisa Venter	Deputy Manager	LED, Directorate LED and Tourism	annalisa@rfdc.co.za	082 654 2558	028 970 8702		1
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48	Bealebaba Mkhongo	Internal Finance	Mangaung Local Municipality	bealebaba.mkhongo@mangaung.co.za	072 517 7266	051 405 8108		1
49	Tshole Moosi	Manager SMME Support	Mangaung Local Municipality	tsholefelo.moosi@mangaung.co.za	084 566 5556	051 405 8917	086 594 4643	1
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	Angus Peterson	Tourism Manager	Mangaung Local Municipality	angus.peterson@mangaung.co.za	073 151 9077	051 405 8877	051 447 0933	1
50	Moko Mototo	Internal Financial Manager	Mangaung Local Municipality	moko.mototo@mangaung.co.za	073 718 6227	051 405 8949	051 405 8873	1
Municipalities - Matjhabeng Local Municipality								
51	Mr Peter Sefetho	Acting Municipal Manager	Matjhabeng Local Municipality		082 570 6001			1
52	Ms M. Lande	Municipal Mayoral Committee	Matjhabeng Local Municipality		072 572 6851	057 381 3231		1
53	Ms Tshali Moleka	Acting Senior Manager LED	Matjhabeng Local Municipality	molekatshali@matjhabeng.co.za	076 088 1094	057 936 4076		1
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58	Zofie Lingani		Matjhabeng Local Municipality					1
59	Mr Bothumelo Joy Ake	Project Manager	Matjhabeng Local Municipality	joy@matjhabeng.co.za	081 637 9759	057 936 4074		1
60	Isitha Manganzi	Acting Manager Admin	Matjhabeng Local Municipality	isitha.manganzi@matjhabeng.co.za	082 569 7785	057 381 3359	057 357 4393	1
Matjhabeng Latitude SMME Advisors								
61	Mr Mahendra Naidoo	CEO	Tourism Expert	mahendra@himalade.net	082 571 5184	086 174 6252	011 782 2068	1
62	Mr Thabiso Likole	Director	Economic Hub Expert	thabiso@asagroup.co.za	083 901 8578	011 253 7500	011 234 6799	1
63	Majide Matika	SMME Advisor		majide@smprof.co.za	082 690 6278		086 546 3816	1
Municipalities - Lejweleputswa								
64	Ms Nosokolele Aaron	Municipal Manager	Lejweleputswa District Municipality	nosokolele@lejwe.co.za		057 391 8908		1
65	Mr Tumele Makofane	Acting Manager LED & Tourism	Lejweleputswa District Municipality	tumele@lejwe.co.za	081 634 4307	057 391 8980	057 391 8970	1
66	Mr Thami Skale	Sr. LED & Treasury Officer	Lejweleputswa District Municipality	thamiskale@lejwe.co.za	081 632 1600	057 353 3094	057 353 3094	1
Municipalities - Thabo Mofutsanyane District Municipality (Qwa-Qwa)								
67		Executive Mayor's office (1)						
68	Ms Matro Rebecca Mqopedi	Municipal Manager's office						
69		LED Office (2)						
Municipalities - Makoti-A-Phofung Municipality								
72	Edipo Mhlambi	Director LED & Tourism	Makoti-a-Phofung Municipality	edipo@mva-h.gov.za	071 399 5176	058 738 3700		1
Other Organisations								
	Louis Mookodi	Chairman	USAASA	louis@mookodi@usaasa.com	082 549 9921	057 352 5644	086 521 5299	1
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TOTAL								54

Annex 2: The project LogFrame visualized



Annex 3: Explanatory remarks about the components of the LogFrame

The real context	The metaphor
The economy in the Free State	An orchard
The individual small businesses in the Free State	Individual fruit trees
The jobs that they create (overall outcome)	The fruit that they bear
Workers of the Free State, in particular women and youth seeking/finding jobs (overall objective)	People (in particular women and young people) coming to harvest/pick the fruit from the trees
Meta level of the project (culture)	The fertile soil in which the trees grow
Macro level of the project	A tidy orchard well in shape a) the fence of the orchard b) trees cut nicely into shape
Meso level: organizations providing services to small businesses: a) Financial services (credits) b) Advice & training	a) 2-3 water tanks, where gardeners fetch water with their watering cans b) a farmer field school, where young gardeners sitting in a circle around an old gardener who shares his wisdom & shows/ explains them something
Micro level:	Flourishing fruit trees full of fruit; a greenhouse; a tree nursery
Output 1.1	A gardener loosening the soil with a hoe
Output 1.2	A gardener spreading manure/ fertiliser
Output 2.1	A gardener studying a landscape map (the layout/ zoning of the orchard)
Output 2.2	A gardener cutting back the branches of a tree
Output 3.1	A gardener operating a water pump to fill the water tanks
Output 3.2	A wise old gardener sitting with a group of young gardeners and explaining/ teaching
Output 4.1	Some gardeners planting new young trees Some gardeners working in a tree nursery Some gardeners breeding crazy-looking seedlings in a greenhouse Some gardeners watering their trees

Outcome	Output	Main activity clusters	IP	Year 1				Year 2				Year 3			
First immediate outcome <i>continued</i>	Output 1.2 <i>continued</i>	A.1.2.12. Establish a master-) trainer, trainer and trainee certification system													
		A.1.2.13. Coach trainer teachers on the job													
		A.1.2.14. Offer Refresher training for trainers													
		A.1.2.15. Certify standards- compliant trainers													
		A.1.2.16. Set up an onward referral system between pilot organizations and other BDS organizations to link student-graduates to follow-up support													
		A.1.2.17. Evaluate the outcomes of the pilot, and validate/review findings in a stakeholder workshop													
		A.1.2.18. Select high performing trainer teachers for the master trainer development programme													
		A.1.2.19. Train master trainer-teachers													
		A.1.2.20. Coach master trainer-teachers on the job on how to replicate and roll out entrepreneurship education trainer-teachers													
		A.1.2.21. Organize master teacher-trainer refresher training seminars													
		A.1.2.22. Certify standards-compliant master teacher-trainers													
Second immediate outcome: A more coherent provincial-level and municipal level PLRF for SME development	Output 2.1. Provincial policy-level bodies make better informed decisions about SME development	A.2.1.1. A stock-taking exercise of publications on private sector development (and more in particular SME development) in Free State Province since 1994													
		A.2.1.2. Establishment of an online library of these publications (to be linked to the CDS website)													
		A.2.1.3. Consultations with public and private sector stakeholders in Free State Province on their information needs about the SME sector													
		A.2.1.4. Analysis of local and international best practice in the establishment and operations of SME observatories													
		A.2.1.5. Development of an outline for an information management system to periodically collect, process and publish information on the SME sector in Free State province													
		A.2.1.6. Validation of the outline as part of a stakeholder workshop, and review of the framework based on stakeholder feedback													
		A.2.1.7. Establishment of the information management system (likely under the CDS)													
		A.2.1.8. Operation of the management information system (likely through CDS, including collection and processing of data streams, data analysis and dissemination of findings among provincial-level and municipal level policy level stakeholders, organizations with a mandate for SME development and the public at large)													

Outcome	Output	Main activity clusters	IP	Year 1				Year 2				Year 3			
Second immediate outcome <i>Continued</i>	Output 2.2. Synergies and scale effects between SME development initiatives	A. 2.2.1. Review of the efficiency and effectiveness of past and ongoing SME development initiatives in the Free State province													
		A. 2.2.2. Validation of research findings, conclusions and recommendations in a stakeholder workshop													
		A.2.2.3. Establishment of an (LED) policy dialogue platform to facilitate an agreement on a plan of collective action in support of SME development in the Free State													
		A.2.2.4. Technical support for stakeholders to implement the plan of action, with emphasis on unlocking synergies and scale effects													
		A.2.2.5. Monitoring of the overall efficiency gains and increased effectiveness in the SME development initiatives of stakeholders, and dissemination of findings													
		A.2.2.6. Stock-taking of South African (and Free State specific) policies, laws and regulations with a direct bearing on SME development													
		A.2.2.7. Establishment of a baseline regards the current level of awareness and appreciation of these policies, laws and regulations among stakeholders (including SME)													
		A.2.2.8. Validation of the research findings, conclusions and recommendations in a stakeholder workshop													
		A.2.2.9. Based on research findings, facilitation of technical support to fine-tune SME specific laws and regulations													
		A.2.2.10. Facilitation of technical support to popularize the (revised) SME specific policies, laws and regulations													
		A.2.2.11. Monitoring of changes in the level of awareness of, and compliance with the SME policies, laws and regulations among SME stakeholders (including SME)													
Third immediate outcome: A t market exchange for industry specific BDS geared towards SME	Output 3.1. Entrepreneurs at community level have access to business finance	A.3.1.1. Commission analysis of value chain upgrading opportunities in the priority sectors, including the supply with (non-) financial BDS for SME to tap into this potential													
		A.3.1.2. Validate the research findings in a stakeholder workshop and jointly with local partners prioritize supply gaps for (non-)financial DS in these value chains													
		A.3.1.3. In line with the findings, adapt the ILO business plan competition approach and tools to the priority sectors													
		A.3.1.4. Establish an implementation partnership agreement with a local stakeholder													
		A3.1.5. Raise awareness about the upcoming competition among prospective and established SME in the target municipality districts													
		A.3.1.6.Leverage seed funding from the project for the business plan competition by way of securing sponsorships													
		A.3.1.7. Issue a call for proposals in one district municipality													
		A.3.1.8. Vet proposals and select high potential candidates													
		A.3.1.9. Award winners during a widely advertised official ceremony													
		A.3.1.10. Render technical support to award winners to implement their business plans													
		A.3.1.11. Monitor implementation progress and evaluate/document outcomes													
		A.3.1.12. Replicate the process in at least one more district municipality													

