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## EDUCATION PARTNERSHIPS IN AFRICA

### PROJECT COMPLETION REPORT

Please use this form to report on overall achievements and success at the end of your project. You should try to ensure the information given is clear, succinct and not repetitive. Please expand the boxes if necessary but please try to answer in a maximum of 500 words.

Structure of the Report:

- Section 1: Progress Summary
- Section 2: Project Outputs
- Section 3: Evaluation & Impact
- Section 4: Finances
- Section 5: Sustainability & Best Practice
- Section 6: Signatures

This form must be submitted by the UK lead partner with the endorsement of their partner in sub-Saharan Africa. Final grant payment can only be made on submission of:

1. Completed EPA Project Completion Report by e-mail in first instance with hard copy to follow. Hard copy must be signed by both partner institutions as proof that all parties are in agreement.
2. Final financial report (completed grant agreement annex 2) showing up to date expenditure as stands at full completion.
3. Submission of individual expenditure statement from **all** partner institutions in receipt of EPA funds to support the above financial annex 2. This should ideally be a financial system download or exported onto official institution letter-headed and signed by staff with appropriate financial authority at the partner institution concerned.

Please send completed forms to [epa@britishcouncil.org](mailto:epa@britishcouncil.org) no later than one month after the project end.

Please note we may wish to use some of the information you submit for public circulation at <http://www.britishcouncil.org/learning-eap.htm>. Please indicate where information is confidential.

## Section 1 – PROJECT SUMMARY

### Project Details

<b>Project title:</b>	Developing employability, improving entrepreneurship and delivering customised training solutions via employer engagement
<b>EPA reference number</b>	EPA 3.32
<b>Reporting period</b>	July 2009 – February 2011
<b>Report author(s) (including position)</b>	Dr Michael Brookes, Senior Lecturer
<b>UK Partner Institution</b>	Middlesex University
<b>Overseas Partner Institution(s)</b>	Nelson Mandela Metropolitan University
<b>Project Leader:</b>	Dr Michael Brookes
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### Summary of progress

(a) Please describe the original situation at the African partner institution(s) and associated context. What institutional capacity need(s) existed before the project and what was the strategy for addressing these?

The original situation was that the partner institution, NMMU, had the raw resource in terms of postgraduate students and junior academics but more focus was required to harness their efforts. There is a long and successful history within the Department of Development Studies at NMMU of running large survey research projects, however their large throughput of postgraduate students means that there is always scope and potential to develop further capacity by focusing some research efforts in new areas. Consequently, there was very little experience among the contributors of participating in a large research project, particularly the process of developing from initial research questions and then pursuing the research until meaningful conclusions can be made. The strategy from the outset was to make the project as hands on as possible, enabling all of the participants to be fully involved in aspects of the research, including; developing the survey questionnaires, formulating the data sample, inputting the final data and carrying out the data analysis.

(b) Did you achieve everything you set out to do in your project plan? Please summarise the overall achievements of the project against planned outputs and outcomes.

#### Outputs

- i) An effective team at NMMU delivering employer engagement exercises – The team is now in place with the relevant skills and they will be able to undertake subsequent employer engagement exercises in the future.
- ii) Improvements in the basic skill levels of the local labour force – This process is now in motion and gaining momentum, over 700 people attended and graduated from the employability training workshops during the 18 months of the British Council support.
- iii) A brokerage facility between employers and training providers – There is increased contact between employers and training providers. Most notably Siya-Sebenza is undertaking an expanding labour market intermediary role, identifying the training needs of local employers as well as fulfilling the function of a recruitment agency for the 200 employers who participated in the initial employer engagement exercise, plus another 200 who were contacted as part of the promotional activities for the end of project conference.

**Outcomes**

- i) Enhanced links with employers, NMMU and improved capacity – The fundamental employability issue always revolved around a lack of coordination in the local labour market. This problem has started to be addressed through the greater contact between NMMU, Siya-Sebenza and local employers. The former providing a greater understanding of the local labour market through the engagement exercise, the latter providing detailed information regarding their current employment needs and Siya-Sebenza sitting between the two in their role of the labour market intermediary, making use of information from NMMU, the employers as well as job seekers to provide employers with customised solutions to their specific employment needs. There has also been improved capacity; the increased ability of NMMU to undertake expanded future research has already been highlighted and the British Council support has enabled Siya-Sebenza to develop a roll-out programme seeking to replicate its existing operations in many new locations.
- ii) Increased employability – Over 700 unemployed people have successfully completed the employability training workshops offered by Siya-Sebenza during the 18 months of this initial project, with virtually all of them either securing employment, going on to formal education/training or starting their own business since completing the training.
- iii) More effective entrepreneurship – From the 700 plus graduates from the training workshops 65 who displayed particular entrepreneurial flair have been guided and supported in developing their own businesses. Entrepreneurial skills have also been integrated more fully into the employability workshops.
- iv) More effective local labour market – For a locale with a working population in excess of half a million people it will take some time before clear evidence of this emerges. However initial steps have been taken, with the assistance of over 700 unemployed people into employment and the developing of varying degrees of contact and support with the 200 employers from the engagement exercise being positive initial outcomes.

(c) How have project achievements so far contributed to increasing capacity at the African partner institution(s)?

There are now a number of postgraduate students and academics at NMMU who as a result of participating in this project now have a much wider set of research skills, enabling them to undertake more extensive future research projects in their own right. As a direct consequence of this project there are already three significant research funding bids, focusing on issues emanating from this project that have either been submitted or will be submitted in the next few months. These projects seek to broaden the understanding of the key factors determining employability, firstly, by pursuing means of embedding the teaching of employability skills within the schools’ curriculum, secondly, achieving a clearer understanding of employment and employability in the informal sector and finally researching the importance of the availability, and security, of basic resources such as water and food to the issue of employability. Colleagues at NMMU have played a pivotal role in the development of the funding bids and will hopefully play a similar part in undertaking the resultant projects in the near future.

## Section 2 – PROJECT OUTPUTS

### Changes to plan

Please detail any changes to planned activities or resources below, indicating why the change occurred and the effects of this change (positive/negative) on the project.

Changes made	Reason for change	Positive/negative effect
Switching support for the	Due to a change in	The impact of the change upon the outputs

dissemination of the project outcomes from a dedicated research assistant to being undertaken via a series of short academic visits from existing faculty at NMMU	circumstances at a fairly late stage the person lined up to undertake the role was no longer available. Work permit issues prevented us finding a replacement within an acceptable time frame.	was only positive. Firstly, the hold up caused by the change delayed a number of the dissemination activities, this meant that they only really commenced after the final conference. This meant that the activities were better informed as well as enabling us to take advantage of momentum and interest that was built up by the conference itself. Secondly making use of a number of individuals rather than just one meant that a greater range of skills and expertise was available. It also increased the scope for developing further projects from this initial one.
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## Activities & Outputs

Please record **each** activity undertaken throughout the project within the most relevant table below. (*Ongoing activities can be combined into one entry with detail of start and end dates*).

### Staff development

For any staff trained, please detail the training activity carried out (who, what, where and when), staff or students who have benefited and which project output(s) this has helped to achieve.

Staff development activities	Staff Beneficiaries	Output(s)
Employer Engagement Exercise	<b>Mr Sakhile Phiri plus 9 postgraduate students at NMMU;</b> <b>Grace Njeri Wangai</b> <b>Andrew Thuo</b> <b>Andile Gidema</b> <b>Babalwe Fede</b> <b>Loyiso Sipunzi</b> <b>Rui Sondeia</b> <b>Unam Bakumeni</b> <b>Amahle Dyasi</b> <b>Bernard Pashapa</b>	The team at NMMU were trained and undertook the first engagement exercise from January to June 2010. The outcomes from this exercise have been fully analysed and disseminated to stakeholders. The dissemination has included workshops as well as individual contact with employers, reflecting relationships that were initiated during the initial engagement exercise. Furthermore they are now armed with the necessary skills such as; constructing a representative sample, collecting and coding data as well as undertaking quality checks, in order to undertake subsequent engagement exercises in the future.

### Course development (programme, syllabus, curriculum, modules, courses, or course materials)

For any programmes or courses (online or otherwise) which have either been newly developed or revised through the project please detail what the team did (who what, where, in terms of programme/faculty and when). In terms of beneficiaries please detail the future target audience for this. Finally, please list the output(s) which have been achieved as a result.

Course development activities	Target groups	Output(s) (referring back to planned outputs)
Employability Training	Unemployed Job Seekers	Siya-Sebenza have continued to deliver their employability workshops throughout the project. The British Council support has enabled them to refine and improve the teaching and support materials as well as adding to their capacity. In the 18 months of the project 734 job seekers have completed the workshops. Of these only 75 are still definitely unemployed, 47 we were unable to contact, 65 have started their own businesses and 151 have gone on to formal training or education courses, hence the vast majority have enjoyed a positive outcome from undertaking the employability training
Computer Skills Training	Unemployed Job Seekers	Closer collaboration between NMMU and Siya-Sebenza has led the former to make a large computer suite available for training purposes during off-peak times. Siya-Sebenza have taken advantage of this and have been able to deliver basic training in Office based computer skills such as; word processing, spreadsheets and databases. Thus far 179 students have successfully completed the training.
Entrepreneurship Training	Unemployed Job Seekers	A series of workshops and support measures were developed collaboratively by Siya-Sebenza, SEDA and myself in order to enable those job seekers with the aptitude and motivation to develop their own business to do precisely that. Thus far 65 new businesses have been started, and are currently still in operation, as a result of this support. The new ventures cover a wide range of business activities and include a transport service, caterers, computer repair services, various art and design businesses, a number of sewing businesses, a crèche, garden services, a fish and chip shop as well as a number of retail businesses selling various products such as fruit and veg, bath towels, coats, perfume and even nappies.

#### Systems/process development (financial, administrative, management, faculty-level improvements)

Where developments/improvements have been made to systems or processes please give details of the activity undertaken (who, what, where and when), with whom or where the benefits will be felt and the resulting output(s) these contribute to.

Systems/process development activities	Beneficiaries	Output(s) (referring back to planned outputs)
Roll-out Programme	Civil Society Organisations	A series of promotional and training materials have been developed with a view to making the Siya-Sebenza programme available in other locations. The thinking being that by partnering with other CSOs who have their

		own facilities, such as faith organisations, community centres etc, the successful workshop programme can be relatively easily replicated for a much larger population of job seekers. The roll-out programme focuses on training the trainers who will subsequently deliver the workshops and thus far 2 new centres have already been opened up.

**Other activities** (network events, fieldwork, desk research, outreach work, books/papers published)

For any other activities which have taken place please detail the event, dates and participants and the output(s) this has helped to achieve.

Details	Participants	Outputs (referring back to planned outputs)
Employability Conference, February 16 <sup>th</sup> 2011	Local Employers	The purpose of the conference was to publicise and promote the work of the project as well as encouraging employers to engage with us to address any recruitment and retention problems that they may face. There were 60 employers present on the day and the follow up contacts since then have generally been very positive.

## Section 3 – EVALUATION & IMPACT

### Evaluation of outcomes

(a) For each **project outcome**, which you set out to achieve (as indicated by you in section 1, summary of progress), please tell us what the indicators of success have been for these throughout the project and comment on how these are signifying progress towards each outcome.

Outcome	Indicator/evidence	Progress
An effective team at NMMU delivering employer engagement exercises.	Evidence of continuing and developing engagement locally.	A team of 10 at NMMU have been trained and have undertaken the first engagement exercise. The outcomes from this exercise have been fully analysed and the key findings disseminated to employers through various means. Thus far this has included workshops and 2 conferences as well as individual contact with employers, reflecting relationships that were initiated during the initial engagement exercise. Admittedly the nature of postgraduate study means that the majority of the team will move on and take up opportunities elsewhere, with this

<p>Improvement in the basic skill levels of the local labour force.</p>	<p>Reduction in the recruitment problems faced by local firms.</p>	<p>being the case this year and likely to be the case in future years. However the central core of the team remains with Sakhile Phiri, Grace Njeri Wangai and Andrew Thuo still being within the Department of Development Studies and in a position to pass on their acquired skills and knowledge to new team members in the future.</p> <p>As a result of the engagement exercise critical problems have been identified commonly revolving around the effectiveness of the HR function in addressing issues of recruitment, selection and retention. It has also been apparent that job seekers typically lack the necessary 'soft' communication skills as well as understanding the requirement to align themselves with the needs of the employer, both of these need to be addressed in order to enable job seekers to gain and then maintain formal employment. The training provided by one of the partners, Siya-Sebenza, has been widened both in terms of numbers and the skills addressed in order to meet this need. There has also been much closer collaboration between specific employers and Siya-Sebenza. Most notably contact between Siya-Sebenza and Checkers/Shoprite, a large retail outlet, has led to employment of 60 graduates from the employability workshops in the last 2 months alone.</p>
<p>A brokerage facility between employers and training providers.</p>	<p>Employers continuing to make inputs into training provision.</p>	<p>The dialogue between local employers and the partnership has been increasing. The employer engagement exercise put us in contact with 200 local employers and a high profile workshop organised by ourselves and given extensive coverage by the local press has raised our profile. This was followed up by making direct contact with a further 200 employers prior to the end of project conference, with 60 of these attending. The increasing dialogue has been evidenced by the significantly larger number of employers contacting us for help and advice. Siya-Sebenza have taken on extra staff purely to foster the employer links that have been made thus far as well as developing new ones.</p>
<p>Enhanced links with employers, NMMU and improved capacity.</p>	<p>Competence to deliver employer engagement workshops.</p>	<p>The initial engagement exercise has been successfully undertaken. The team</p>

<p>Increased employability.</p>	<p>Marked improvement in labour market outcomes.</p>	<p>at NMMU are now in a position to repeat this and/or similar exercises in subsequent years. They are also in a position to use the findings from this project to develop research outputs from the project.</p> <p>Throughout the duration of the project in excess of 85% of those undertaking the training workshops for job seekers were able to find employment, go on to formal training or start their own commercial venture, with this totalling over 600 people. A similar proportion of employers contacting the project with recruitment problems have been able to fill their vacancies from people trained within our project. However the numbers involved remain relatively low and the big challenge facing us is to significantly increase the scope of the project.</p>
<p>More effective entrepreneurship.</p>	<p>Marked improvements in income generation and job creation.</p>	<p>All learners who register with the project undertake the initial employability skills workshops. On completing these graduates are counselled as to what their next step should be. Typically this involves either looking for employment, undertaking further formal training towards a recognised qualification or else looking to develop a commercial venture. Those undertaking the latter are given access to further training relating to entrepreneurship skills. This tends to be a much slower process than simply finding employment hence most of the graduates thus far still in the process of getting their venture off the ground. However we have had some successes with one of our graduates renting shop space at the airport as an outlet for sculptures, ornaments, jewellery etc all made by the owner and her small team from recycled materials. In total during the 18 months of British Council support 65 new business ventures have been set up.</p>
<p>More effective local labour market.</p>	<p>Greater contact between stakeholders in local labour market.</p>	<p>From the activities outlined above the level of contact between job seekers, employers and training providers has increased. For a significant minority of stakeholders in the local area this project is the first point of contact. However, as highlighted above, the challenge is now to increase the scope of the project so that it becomes the first point of contact</p>

		for the vast majority. The continued dissemination of the findings from the employer engagement exercise, as well as the two employability conferences, in conjunction with the expanding roll-out programme will all assist in the drive to develop greater contact.
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(b) For longer term outcomes, which may not be apparent for some time, how will these be evaluated beyond EPA funding?

All of the above are open-ended outcomes where there is always likely to be the scope for further improvement, hence they will continue to be monitored in the same fashion as they were during the funded project.
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(c) Has your project resulted in any additional unintended outcomes?

At the outset the outcomes only really focused upon improving the functioning of the local labour market in the Nelson Mandela Bay area, the prospect of moving into areas beyond this location was never really considered. Hence the creation of the roll-out programme and the possibility of replicating this successful project in other parts of the country, and potentially other parts of Africa, is a very exciting and promising development.
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## Stakeholder Impact

(a) Using the target group key numbers below please detail which of these groups you planned to target/engage, whether from UK or African partner country, how the project has impacted upon them and the wider impact this has had on project outcomes *(Please add additional target groups as you feel appropriate)*.

Key	Related target group
1	Policy makers, key decision makers (ministry representatives, local authority representatives)
2	Professionals, academics (institutional staff)
3	University management/administration staff
4	Graduates
5	Undergraduates
6	Employers
7	Community groups

Group (key number)	Africa/UK	Achieved how	Wider impact on project outcomes
2 & 4	Africa - NMMU	Enhanced capacity in research as well as delivering skills training.	The academic team at NMMU have undertaken the initial engagement exercise and are now in a position to repeat the exercise in the future as well as refining it to improve effectiveness. Faculty members are also participating in research visits to the UK to contribute to the

			dissemination of the project outcomes as well as supporting the roll-out programme. They are also participating in the development of further funding applications seeking to extend the scope of the project. In all 4 faculty members; Professor Stephen Hosking, Dr Matthew Ocran, Michael Sale and Sakhile Phiri, as well as 9 postgraduate students have benefitted from these opportunities.
6 & 7	Africa – Training Providers	Increased capacity and access to employers.	The project has enabled Siya-Sebenza to broaden the scope of its activities. It is now able to offer ICT training, as a result of resources made available by NMMU, in addition to offering driver training. Both of these were identified as severe skill shortages by the employer engagement exercise. The development of the roll-out programme has sought to replicate the Siya-Sebenza model in new locations and thus far new training centres are opening in the central business district of Port Elizabeth as well as one in Johannesburg, with another due to commence in a northern suburb of Port Elizabeth. The project has been able to support the roll-out programme by providing specialist inputs into the development of training materials, as well as providing funds to help finance a series of training DVDs aimed at the training of the trainers running the new centres.
7	Africa – Local Labour Force	Improved skill levels increasing employability.	A constant stream of learners are going through the project's employability training workshops and the success rate of graduates in finding and retaining employment suggests that it does indeed increase employability. The content of the workshops is being constantly upgraded as a result of factors highlighted by the increased level of

			contact with local employers. During the period of the EPA project 734 learners successfully completed the various training workshops.
6 & 7	Africa - Entrepreneurs	Increased access to employer expertise.	Those most likely to benefit from further training in entrepreneurship skill are identified during the initial employability workshops. This training is then made available if required by the individual concerned. During the period of the EPA project 65 learners have benefitted from this training and gone on to start their own enterprise.
6	Africa - Employers	Access to a more highly skilled labour force.	The employer engagement exercise created access to around 200 local employers and as the project has become more well known a steady stream of employer initiated contacts has commenced. Regular publicity for the project in various local media outlets is being encouraged as a means to increase its profile. By the time of the end of project conference varying levels of contact had been established with over 400 local employers, with 60 of these attending the conference.
7	Africa – Civil Society Organisations	More effective collective efforts.	As a means to widen the influence of the project further partnerships are being sought to facilitate training programmes in more diverse locations. Discussions are taken place with local faith institutions as well as other non-profit organisations with a view to rolling-out the Siya-Sebenza training template through these organisations. A planned programme of training these new trainers is already in place and to date 3 organisations have commenced this process.
1, 6 & 7	Africa – Local Economy	Greater economic growth plus increased FDI.	The scope of the project up to now is too small to have any measurable impact upon these economic objectives. However it is hoped that by continuing to improve the work of the

			<p>project as well as increasing its size and scope these will eventually be achievable.</p>
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## Employability & Entrepreneurship

With reference to employers, social enterprises or other non-HE/FE organisations *directly* engaged with the project or *indirectly* engaged through association.

(a) Which organisations were actually involved and what was the nature of their involvement?

NMMU – providing the academic input into the project as well as managing and coordinating the employer engagement exercise.  
 Siya-Sebenza – providing employability skills training predominantly to unemployed job seekers as well as providing training and support for potential entrepreneurs.  
 Small Enterprise Development Agency – a government funded body providing more encompassing training and support for potential entrepreneurs including linking these potential entrepreneurs with successful business people to act as mentors.  
 EastCape Training – a privately owned training company providing skill specific training for occupations identified as skill shortages by the employer engagement exercise.

(b) What was the impact of such relationships on institutional capacity (staff, systems, programmes, strategies) at the **African** partner institution(s)?

As already indicated there was a significant impact upon the first two partners. At NMMU opportunities were created for postgraduate students and existing faculty members that are likely to have a significant impact upon the institution’s research capacity. For Siya-Sibenza the support from the project enabled them to expand the extent and scope of their existing operations as well as giving them access to a much wider pool of job seekers and employers. Additionally the support in developing the roll-out programme has potentially changed the scope of the project exponentially. The target for the next phase of the project is to open 50 new training centres in the next 2 years and achieving this would mean that there is the capability to train and develop tens of thousands of learners each year.

The impact upon the other two partners was less positive. The weakening of the £ against the Rand in the period between submitting the application and the project commencing, as well as the further weakening throughout the project, meant that effectively 20-25% of the expected budget had disappeared. Consequently it was clear from the outset that some of the planned activities would not be able to go ahead and since most of the inputs from these two partners tended to be more expensive and benefitted fewer people these were the obvious areas to cut back on. However both partners remained actively engaged in the project and the inputs that they planned to provide still remain important objectives. Hopefully as the project moves forward and more extensive and permanent funding is in place these two partners can start to play the more active roles that were initially intended.

(c) Did the partnership experience any difficulty engaging with external organisations and how has this affected the project?

Many attempts were made to involve the Metropolitan Authority as well as the Sectoral Education and Training Authorities, since they both have access to training budgets many times larger than the resources that we could collectively harness. Unfortunately none of these attempts were successful nor did they give much encouragement in terms of possible success in the future. Although this did not really impinge upon the outcomes for the project, since these proposed activities were above and beyond what we originally envisaged, it is of critical importance for the long term success that these bodies become involved. As a consequence approaches will continue to be made and hopefully, over time as the successes of the project become more widely known, they will eventually come on board.

## Section 4 – FINANCES

(a) Please provide a *summary* of financial information for your project.

Project payments received from British Council	UK partner disbursement of funds	African partner disbursement of funds	Unspent funds to be returned
£57,810	£16403.90	£39699.21	£1606.89

(b) Is there anything you would like to add about the finances of your project or EPA?

## Section 5 – SUSTAINABILITY & BEST PRACTICE

### Dissemination & Knowledge Transfer

(a) For any networks newly formed, or existing ones developed, throughout the project please detail what these are, how these were facilitated and developed and how the knowledge or information transferred through these will help to sustain project outcomes.

Network	Started/developed how?	Sustainability through transfer
NMMU/Siya-Sebenza/Local Employers	From the outset of the project as a means to undertake and implement the employer engagement exercise.	Analysis prior to the project commencement indicated that in order to improve the performance of the local labour market in Nelson Mandela Bay more effective communication was required between employers and employees, with this network and the employer engagement exercise being part of the response to that problem. In terms of sustainability it is not expected to be an issue since all three groups within the network are largely continuing with their activities in the same fashion as they did before the partnership. The only key difference being that the network enables them to keep each other better informed as to their activities as well as their changing requirements.

(b) Where particular efforts have been made to increase awareness of/disseminate specific outputs and outcomes please detail the strategy for this and comment on how this will effectively help to achieve project outcomes now and in the future.

Output	Dissemination strategy	Impact on outcomes
More effective local labour market.	It is fundamental to the prolonged success of this partnership that greater links between local employers and the partnership itself are created and enhanced. From the initial employer engagement exercise contacts were made with a large	Starting from a base of virtually zero there are now a significant number of employers using our services to address their recruitment and retention needs. This ranges from recruiting graduates from our training workshops to fill vacant positions to seeking specific advice on particular

	number of employers. As far as possible follow up contacts were made with these organisations encouraging them to engage in dialogue with the partnership. Finally an advertising campaign in the lead up to the end of project conference was run in the local press in conjunction with a news article reporting on the activities of the EPA project. This created further interest and enabled us to make contacts with other employers so that we had in excess of 400 by the time of the conference.	problems that their organisation experiences. Most notably we are now working in close contact with Checkers, a large national retail outlet, as well as Investec, a major investment bank with operations not just throughout South Africa but internationally as well.

## Sustainability

(a) Please detail which outputs the African partner(s) will successfully sustain alone after the end of the project and what the strategy is for ensuring these are successfully embedded at the African partner institution(s).

Output	Sustainability strategy
It is envisaged that all of the project outputs will be successfully sustained and developed beyond the end of the project.	It was the clear strategy from the outset that if the project sought to change or replace what the partners were already doing well it was unlikely that the project would be a success. The key was to support the core activities of each partner to enable them to improve them where possible as well as expanding the scope of their activities. In short all the project sought to do was to help the partners do what they were doing already just do it a little bit better to a much wider audience, and whilst they were doing that keep the other partners more closely informed. The expectation being that by keeping it as simple as possible, and close to the partners existing activities, the chances of the partnership blossoming beyond the initial EPA support would be greatly enhanced.

(b) Have original plans for sustainability been realised? Please indicate any outputs which the African partner will **not** be able to sustain without further funding, the reasons for this and the potential impact on project outcomes if funding is not available in future to sustain these.

Unsustainable output	Reasons	Impact on outcomes if no funding

## Best Practice & Lessons Learned

(a) Please list up to **five** main lessons learned throughout your EPA project and comment on how you adapted your approach or plans to get around such difficulties?

Difficulties experienced	Action to overcome
1 The most important thing that I learned very early in this project is that if you seek to replicate	The best action is simply to avoid doing it. Generally you will find in any location that there is already good work going on

or replace activities that are already going on you are unlikely to be successful.	in terms of training and skills development. The best approach is to harness those efforts more effectively rather than seeking to fundamentally change them.
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3	
4	
5	

(b) What have been the defining aspects of your strategy/approach which have enabled effective management and implementation of project activities?

I have tried not to manage the project too much at all. I saw myself more as an enabler, seeking to simply create opportunities for the partners to improve and develop the work they were already doing.

(c) Is there anything you would change about the way your project was planned?

No.

(d) Is there anything you would change about the way the project was implemented?

No.

## UK Visits

(a) Please detail visitors each way, both into the UK and out to partner country, under this project against each stakeholder group.

Stakeholder group	Number of visitors into UK	Number of visitors out to African partner country
Policy makers, key decision makers (ministry representatives, local authority representatives)		
Professionals, academics (institutional staff)	<b>4</b>	<b>2</b>
University management/administration staff		
Graduates		
Undergraduates		
Employers		
Community groups	<b>2</b>	

No they don't but that was dealt with in the changes section.

(b) Please detail any specific problems experienced with visits and how these were overcome

There was an issue that I have highlighted earlier relating to work permit problems for a research assistant. This was overcome by making use of existing faculty at NMMU to provide the same inputs through short research visits to the UK. This actually worked well and with the benefit of hindsight this would have been my preferred option.

## Your Views and Feedback

(a) Are there any resources or specific guidance (in terms of activity or finance) which were not provided which you feel may have helped you to manage your project more efficiently and effectively?

There is nothing that I would highlight. I generally understood what I needed to know from the guidance that is issued. On the occasions where I was unsure the support staff at the British Council were very helpful and professional, generally explaining and clarifying the situation for me very quickly.

(b) What recommendations would you make for a continuation of the EPA programme?

Since the programme has already closed there is not a great deal I can say here. However I would just make the point that this programme has the capacity to transform the lives of a large number of people. If you just look at the numbers impacted upon by this project. This is one small project over a relatively short period of time, yet we have managed to fundamentally transform the possibilities facing over 700 people who were previously unemployed with no real prospects, and this is not mentioning the impact upon their immediate families as well. Consequently I can't see any reason why this wouldn't warrant continued support.

## Section 6 – SIGNATURES OF INSTITUTIONS

An electronic copy is acceptable in the first but we will require either signed scanned copy or signed hard copy of this completed form to follow. Signatory must be obtained from both partners and should be by the VC/Dean/Head, or equivalent, of the participating partner institutions who are able to authorise the release of institutional support and staff resources for the purposes of the partnership.

N.B. please replicate (copy and paste) boxes below where more than two principal partners

Partner – England: Signatory

Name	
Position	
Signature	

Partner – Africa: Signatory

Name	
Position	
Signature	