

## Company Profile

# Mthente Research and Consulting Services (Pty) Ltd

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# mthente

RESEARCH AND CONSULTING SERVICES

Innovative business services and tailor-made solutions to private, public  
and non-governmental (NGO) sector clients.

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## Introducing Mthente

**Mthente Research and Consulting Services (Pty) Ltd** is a research-driven South African consulting firm with a growing footprint in Africa. Since 2005 we have been providing innovative research and business services that make a lasting impact for our public, private and non-profit clients.

Our approach to research and consulting is rooted in **the meaning of Mthente**, which is a Zulu word for *thorn tree*.

*The **thorn tree** aptly epitomises the nature and character of our company. The thorns symbolise the **resilience and robustness** of the firm. The delicate leaves, on the other hand, denote the company's **sensitivity and adaptability** to the socio-economic, political and business contexts in which it operates. Moreover, the thorn tree is **indigenous to Africa**, underscoring our organisation's African roots and identity.*

Our core ethos guarantees that we are able to provide **innovative and cost-effective research and consulting solutions** with the emphasis on quality.

Our **research team** is composed of individuals with postgraduate degrees and practical experience in a range of fields, including trade, economics, business administration, social science, finance, monitoring and evaluation and development studies.

We specialise in **qualitative and quantitative research methodologies**, including policy analysis, desktop research, in-depth interviews, focus groups and surveys.

### **Our Vision:**

At Mthente, we value integrity, growth and excellence. We are passionate about our business and are committed to providing value and quality to our clients and partners through hard work, professionalism and open communication. We believe in and embrace the spirit of ubuntu as an essential component of the way we do business.

## Our Services

Mthente provides government departments, private firms, universities, research institutes and NGOs with a convenient one-stop research and consulting location through **two main service streams**:

- 1) *Trade, Investment and Economic Development*
- 2) *Monitoring & Evaluation, Surveys and Impact Assessments*

Within each stream, we offer a **wide range of deliverables**, including the ones listed below:

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### Trade, Investment and Economic Development

- Value chain analysis
- Red tape and regulatory impact assessments
- Country fact sheets
- Policy analysis and development
- Enterprise development (SMMEs, SMEs, cooperatives)
- Competitiveness research
- Trade and investment agreements in Africa
- Feasibility studies
- Strategic facilitation of national and regional dialogues

### Monitoring & Evaluation, Surveys and Impact Assessments

- M&E frameworks and tools
- Programme evaluations
- Data analysis
- Culture and climate surveys
- Stakeholder perception surveys
- Customer satisfaction surveys
- Social marketing research
- Social and economic impact research
- Community needs assessments
- Organisational audits
- Focus groups and workshop facilitation

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For each service stream, Mthente's starting point is simple – we **listen, learn and respond** to our clients, to our team and to our research participants, in order to develop mutually beneficial, empowering partnerships.

**Sector research** has played a key role in many of our research projects. In line with government priorities and international trends, Mthente specialises in the following high-growth sectors:

- Agro-processing
- Mining and Minerals Beneficiation
- Energy Efficiency and Renewable Energy
- Tourism
- Information Communications Technology (ICT) and Telecommunications
- Corporate Social Investment (CSI)

## Our Research Methods and Tools

To deliver high quality research reports and services, Mthente's research team is trained in a wide range of research methodologies. Mthente's office is equipped with the tools necessary to deliver on small customised studies, as well as large-scale national and regional surveys and research projects.

### Research Methods

Drawing on best practice in the research field, Mthente frequently uses the following methods to answer its clients' research questions and develop innovative solutions and recommendations:

➤ **Primary data collection and analysis (qualitative and quantitative):**

- Surveys
  - Online or electronic (i.e. via email)
  - Face-to-face – using paper or CAPI devices
  - Telephonic
- Focus groups and workshops
- Community forums and meetings
- In-depth interviews
- Ethnographic on-site observations

➤ **Secondary data collation and analysis:**

- Documentation review
- Desktop research
- Policy analysis
- Benchmarking
- Case studies

➤ **Other methods:**

- Cost-benefit analysis
- Strategic facilitation
- Skills audits

## Research Tools

Mthente's office is equipped with the hardware and software required to facilitate telephonic surveys (using a call-centre type approach), in-house data capturing for small and large-scale surveys, teleconferencing facilities and a focus group/workshop/training venue.

To capture and analyse qualitative and quantitative data, our team is trained in using:

- **Microsoft Access and Excel®** – for developing databases and analysing quantitative data.
- **Statistical Package for the Social Science (SPSS)®** – for analysing quantitative data and generating graphs.
- **Epidata®** – for capturing survey data.
- **SurveyMonkey®** – for administering online surveys.
- **Atlas.ti®** – for coding and analysing qualitative data and open-ended questions.

## Risk and Quality Management

Mthente acknowledges that there is uncertainty and risk associated with every project undertaken and has instituted risk and quality management procedures at all levels of our operations. These risk and quality management procedures are aimed at achieving:

- A quality product delivered in a professional and ethical manner.
- Stakeholder support as to the exact scope and limitations of the project.
- Effective communication internally and with all stakeholders.
- A commitment to deadlines.
- Pro-active mitigation planning.

To this end, Mthente has instituted the following:

- A dedicated project management function for each project. The project manager will ensure that all project functions are performed within the brief and times of the project.
- Open and continuous communication channels with clients, service providers and stakeholders. This includes structured communication in the form of status or progress reports as well as providing a dedicated contact person who will be available for communication about the project at all times.
- Agreements with all employees and service providers that bind them to the professional and ethical standards agreed to by Mthente.

## Our Value to Clients

Our research services and products are custom-made for each client's unique project requirements. Unlike many larger consulting firms, we rarely use off-the-shelf solutions.

Mthente provides research services to a range of clients, including:

- Private sector companies and corporate firms.
- Government departments and agencies, at local, provincial and national levels.
- Special purpose vehicles (SPVs) and para-statal organisations.
- Foundations and trusts.
- Non-profit organisations.
- Universities and research/advocacy groups and institutes.

Depending on the type of client and the nature of the research deliverables, there are a range of benefits that our clients have derived from our services.

For **private companies and corporate firms**, our research has helped in:

- Managing and sustaining organisational growth.
- Understanding employees' perceptions of their employer.
- Understanding target markets and customers' perceptions.
- Facilitating difficult strategy sessions and decision-making processes.



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For **government departments, special purpose vehicles and para-statal organisations**, our research has contributed to:

- Developing sound economic and regulatory policies.
- Improving service delivery.
- Understanding the context in which they are operating in order to operate more efficiently and effectively.
- Engage with stakeholders.



For **foundations, trusts and NPOs**, our research has assisted in:

- Providing independent evaluations and impact assessments for funders, in order to secure new funding or maintain current funding.
- Understanding the context and feasibility before launching a new programme.
- Comparing their work to best practice in their field.
- Developing key performance indicators to measure the impact of their programmes on intended beneficiaries.
- Assessing perceptions of programme participants and beneficiaries.

For **universities and research/advocacy groups**, our research has contributed to:

- Carrying out trade and economic policy analysis.
- Meeting tight research timeframes.
- Completing fieldwork with Mthente's existing team of skilled fieldworkers.
- Gaining an independent perspective on their work and research.
- Assisting in strategic planning and facilitation.



## Our Approach

Mthente is a private and commercial company, but it is also developmental in its approach and focus, rather than solely profit driven. It is developmental for its staff, clients and the broader community and believes in making an impact and a difference through its business practices, professional memberships and corporate social responsibility programme.

### Developmental Mindset

Mthente's **developmental approach** involves a commitment to hiring a diverse staff, to creating a workplace that is free from discrimination and prejudice and to providing skills development opportunities for its staff members and for the broader community. These include:

- Sourcing fieldworkers from unemployment databases and training them to conduct socio-economic surveys.
- Procuring from other BBBEE service providers.
- Offering work experience placements and internships to young South Africans and international students.
- Offering in-house training to Mthente staff members and sponsoring staff members to attend courses, workshops and other skills training events.
- Supporting emerging entrepreneurs and NGOs in the local community through coaching and other complimentary business services.
- Implementing a 'green' policy to ensure that Mthente conducts its daily operations in an environmentally friendly way that helps to ensure and promote a healthy and clean environment.

### BBBEE Status

In terms of the 9 February 2007 Gazetted Codes of Good Practice and Broad-Based Black Empowerment Act 53/2003, Mthente, as an exempted micro enterprise, has been accredited with a **Level 2 BBBEE status**.

Mthente's ownership and control structure is as follows:

- 55% Black-owned
- 45% Women-owned

## Professional Memberships

Mthente is active in the following professional bodies:

- Mthente's Directors are Associate Members of the **South African Market Research Association (SAMRA)**.
- Mthente's Programme Manager and M&E Specialist is a member of the **South African Monitoring and Evaluation Association (SAMEA)**.
- Mthente is a member of the **Cape Chamber of Commerce**.

## Mthente's Corporate Social Responsibility Programme

Since its inception, Mthente has contributed in many different ways including the following:

- This year Mthente will be participating in the Adopt-A-Room initiative at **Leliebloem Children's Home**, as well as hosting several learners as part of the **Take-A-Girl-Child-To-Work** programme.
- In 2011, Mthente **sponsored an aspiring chef** from a difficult socio-economic background to attend a two-year professional catering course at INTEC College.
- For Christmas 2010, Mthente hosted a gift drive and Christmas party for **Cotlands**, a hospice in Somerset West that cares for children with HIV/AIDS and aims to transfer skills to their care givers.
- Mthente and its staff members provided financial sponsorship for the **Valhalla Park Library's Reading Competition** for Grade 7 Learners, which took place on 28 July 2010.
- Mthente sponsored **Beehyv Arts**, a community-based design craft house, at the 2009 Design Indaba and has provided the company with ongoing business mentorship.
- In 2009, Mthente organised a beach braai outing and supplied groceries for **Ons Plek Projects**, a residential safe house for girl street children in Cape Town.
- For Christmas 2008, Mthente sponsored gifts for the orphans and vulnerable children that are looked after by the **Abigail Women's Movement** and spent time with the children at the Movement's annual Christmas party.
- In August 2008, Mthente's managing director facilitated a pro bono strategy workshop for **Africa Unite**.
- In May 2008, Mthente responded to the outbreak of xenophobic violence by donating time and resources to the **refugee relief** efforts in Cape Town.

## Client List

- Allan Gray Orbis Foundation
- Basotho Enterprises Development Corporation (BEDCO)
- Business Unity South Africa
- Cape Chamber of Commerce
- Cape Craft and Design Institute (CCDI)
- Cape Town Fashion Council (CTFC)
- Cape University of Technology (CPUT)
  - Centre for Continuous Education
- Cape Information Technology Institute (CITI)
- Centre for e-Innovation at the Department of the Premier (Western Cape)
- City of Cape Town
  - Department of Social Development
  - Department of Sport, Recreation and Amenities (SRA)
  - Environmental Resource Management Department
  - Strategic Human Resources Department
- ComMark Trust
- Community Chest
- Damelin Education Group
- Department of Community Safety (Western Cape)
- Department of Cooperative Governance and Traditional Affairs (CoGTA)
- Department of Economic Development and Planning (Gauteng)
- Department of Economic Development and Tourism (Western Cape)
- Department for International Development (UK)
- Department of the Premier (Western Cape)
- Department of Science and Technology (National)
- Department of Social Development (Western Cape)
- Department of Trade and Industry (National)
- Department of Transport and Public Works (Western Cape)
- Directorate for International Cooperation, The Principality of Monaco
- Draft FCB
- Eastern Cape Development Corporation (ECDC)
- Engen Petroleum South Africa
- Eskom
- Evian Group (Lausanne, Switzerland)
- Fair Trade in Tourism South Africa (FTTSA)
- FEDICS Catering Services
- The Financial and Fiscal Commission
- Gauteng Provincial Government
- Georgetown University
- Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Imani Development
- Industrial Development Corporation
- Institute for Justice and Reconciliation (IJR)
- Institute for Security Studies (ISS)
- Integrated Small Business Development Programme, Cape Town Regional Chamber of Commerce and Industry
- Inyathelo: The South African Institute for Advancement
- LEAD Global
- Macro Economic and Financial Management Institute of Eastern and Southern Africa
- Medical Research Council (MRC)
- Mott Foundation
- Notre Europe

- Old Mutual
- Oxfam Novib (The Hague, Netherlands)
- Productivity South Africa
- Protea Hospitality Group
- Proudly South African (PSA)
- Rhodes Investec Business School
- SASOL
- Small Enterprise Development Agency (SEDA)
- Solidarity Peace Trust
- Southern African Customs Union (SACU) Secretariat
- Southern African Holocaust Foundation (SAHF)
- South African Institute for International Affairs (SAIIA)
- South African Parliament
- South African Sugar Association (SASA)
- Southern African Trust (SAT)
- The Policy Project
- Trade and Investment Kwa-Zulu Natal (TIKZN)
- Umthombo Wesizwe Children's Project
- United Nations Conference on Trade and Development (UNCTAD)
- University of Cape Town (UCT)
  - International Academic Programmes Office (IAPO)
  - Career Development Programme (CDP)
  - Department for Student Affairs
  - Development and Alumni Department
  - Sport Council
- University of the Western Cape (UWC)
  - Office of Development, Public Affairs and Alumni
- Varsity College
- Western Cape Clothing and Textile Centre (CLOTEX)
- Western Cape Investment and Trade Promotion Agency (WESGRO)
- Yardstick

## Client Testimonials

“Mthente Research and Consulting Services has always provided very professional services in various capacities. We have used them as mediators, organisational developers, facilitators, as strategic planners and as researchers. In all of these roles, they exceeded expectations.”

**Shelagh Gastrow, Executive Director – Inyathelo: The South African Institute for Advancement**

“As their client on various projects, I believe that the Mthente team includes highly skilled individuals that are able to keep the balance between academic research work and the delivery of hands-on solutions and recommendations for our industry.”

**Pat Govender, Social Marketing MD – Draftfcb Social Marketing**

“My experience with Mthente Research and Consulting Services is that they are extremely professional and thorough in their outputs. Their research is on point and the manner in which they engage you as an organisation is progressive... Mthente was able to highlight our key challenges and guide us in what needed to be done to remedy the challenges we face in our current environment and the future.”

**Crispin Sonn, Director of Corporate Affairs Media & Marketing – Old Mutual South Africa**

“Mthente worked with us in a collaborative and problem-solving way that we really appreciated, and delivered an excellent research report.”

**Sarah Rushmere, Electricity Efficiency Campaign Manager – City of Cape Town**

“There are many businesses that purport to be consultancies but we have found Mthente to be very diligent in making the effort to find out about the client and their needs so that they can deliver the best service. IAPO has made use of Mthente for a number of years now on an annual basis. The service has involved helping us as a department with strategic planning. This has been well facilitated and the reports produced afterwards have been well put together and used as a reference and for planning in the department. Mthente is very reliable in that once an agreement has been reached to do a job, they do it efficiently and effectively.”

**Dr Loveness Kaunda, Director – International Academic Programmes Office (IAPO), University of Cape Town**

“Mthente is highly recommended.”

**Lance Williams, Deputy Director-General: Centre for e-Innovation – Department of the Premier, Western Cape Government**

## Annexure 1: Staff Qualifications and Specialisations

The table below summarises the qualifications, related experience and areas of expertise of Mthente's management and research team. For full profiles, please visit Mthente's website at [www.mthente.co.za](http://www.mthente.co.za).

Name & Position	Related Experience	Areas of Expertise	Role at Mthente
<b>Directors and Founders</b>			
<p><b>Dr Mills Soko</b> <i>Founding Director</i></p> <p>PhD Politics and International Studies, University of Warwick, 2004</p> <p>MA International Political Economy, University of Warwick, 2000</p> <p>MA International Studies, University of Stellenbosch, 1998</p>	<ul style="list-style-type: none"> <li>• Research Associate, South African Institute of International Affairs</li> <li>• Associate Professor, UCT Graduate School of Business</li> <li>• Member of the dti's Trade Reference Group</li> <li>• Member of the Board of Trustees, Fair Trade South Africa</li> </ul>	<ul style="list-style-type: none"> <li>• International trade</li> <li>• International business</li> <li>• Emerging markets</li> <li>• Globalisation</li> <li>• Foreign direct investment</li> <li>• Commercial diplomacy</li> <li>• Regional economic integration, with a specific focus on southern Africa</li> <li>• Public-private partnerships</li> <li>• Economic competitiveness and innovation</li> <li>• Business-government relations in South Africa</li> </ul>	<p>Mills provides strategic guidance on the range of projects that are currently being carried out by Mthente.</p>
<p><b>Heidi Villa-Vicencio</b> <i>Managing Director</i></p> <p>MBA (Distinction), University of Warwick, 2004</p> <p>MA, University of Cape Town, 1995</p>	<ul style="list-style-type: none"> <li>• Advisor/mentor for the Cape Town Chamber of Commerce's <i>Integrated Small Business Development Programme</i></li> <li>• Senior Management Consultant in the UK, 1999-2005</li> <li>• Guest lecturer at Varsity College, Cape University of Technology (CPUT) and Damelin</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder engagement and focus group facilitation</li> <li>• Organisational effectiveness</li> <li>• Strategic planning</li> <li>• Strategic facilitation in SADC and internationally</li> <li>• Business processes and systems</li> </ul>	<p>Heidi provides strategic and operational guidance on the range of projects that are currently being carried out by Mthente.</p>

Name & Position	Related Experience	Areas of Expertise	Role at Mthente
<b>Programme Manager, Research Team</b>			
<p><b>Eleanor Hazell</b> <i>Programme Manager; Senior Researcher and Consultant</i></p> <p>Post Graduate Diploma in M&amp;E Methods, University of Stellenbosch, 2011</p> <p>Master of Development Studies (cum laude), University of KwaZulu Natal, 2009</p>	<ul style="list-style-type: none"> <li>• Has completed numerous research projects at Mthente.</li> <li>• Senior researcher at MIET Africa</li> <li>• Monitoring and evaluation for OVC programmes in South Africa and the SADC region</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and evaluation</li> <li>• Research methods – qualitative and quantitative</li> <li>• Social development</li> <li>• Economics, politics, sociology and anthropology</li> </ul>	<p>As programme manager and senior researcher and consultant, Eleanor is responsible for seeing projects through from start to finish, including liaising with clients, developing conceptual frameworks and research tools, conducting the research and developing the final products. Eleanor also provides input from her expertise in M&amp;E.</p>
<p><b>Neil Balchin</b> <i>Senior Researcher and Consultant</i></p> <p>MCom Economics (Distinction), University of Cape Town, 2008</p>	<ul style="list-style-type: none"> <li>• Research for UCT's Graduate School of Business</li> <li>• Project supervisor for two UCT surveys before joining Mthente</li> <li>• Articles published in peer reviewed journals</li> </ul>	<ul style="list-style-type: none"> <li>• Policy design and implementation</li> <li>• Trade and economic research</li> <li>• Business climates and export performance</li> <li>• Impact assessments</li> <li>• Development of fact sheets and handbooks</li> </ul>	<p>As a senior researcher and consultant, Neil is responsible for seeing projects through from start to finish, including liaising with clients, developing conceptual frameworks and research tools, conducting the research and developing the final products. He also draws on his economics background whenever relevant for a project.</p>
<p><b>Jennie Tsekwa</b> <i>Senior Researcher and Consultant; Head of Communications</i></p> <p>MPhil in Diversity Studies (Distinction), University of Cape Town, 2008</p> <p>Bachelor of Arts in Communications (Journalism) and Sociology, Gordon College, 2002</p>	<ul style="list-style-type: none"> <li>• Senior researcher and consultant for Mthente for two years</li> <li>• Journalist and feature writer, 2003-2005</li> <li>• Quality controller for the Cape Area Panel Survey at the University of Cape Town</li> <li>• Lecturer at the University of Cape Town</li> </ul>	<ul style="list-style-type: none"> <li>• Writing and publications</li> <li>• Questionnaire design</li> <li>• Research methods</li> <li>• Conceptual frameworks</li> <li>• Workshop facilitation</li> <li>• Stakeholder engagement</li> </ul>	<p>In addition to contributing to the conceptualisation and delivery of projects, Jennie's role involves developing proposals, utilising Mthente's website to create an information portal and liaising with new and existing clients to ensure that Mthente research outputs meet their needs.</p>

Name & Position	Related Experience	Areas of Expertise	Role at Mthente
<p><b>Dr Birungi Korutaro</b> <i>Senior Researcher and Consultant</i></p> <p>PhD, University of Stellenbosch, 2010 MBA, University of Cape Town, 2004</p>	<ul style="list-style-type: none"> <li>Part time lecturer in Finance at the University of the Western Cape</li> <li>Founded a consulting company focused on development finance</li> <li>Worked at Shell for eight years</li> </ul>	<ul style="list-style-type: none"> <li>Policy research</li> <li>Development of best practice measurement metrics</li> <li>Finance and investment</li> <li>Enterprise development and mentorship</li> </ul>	<p>As a senior researcher and consultant with a finance specialisation, Birungi contributes at all stages of Mthente's research projects, with particular focus on the conceptualisation and final delivery of the research products.</p>
<p><b>Justin Du Toit</b> <i>Researcher and Consultant</i></p> <p>MA Sociology, University of Stellenbosch, 2011</p>	<ul style="list-style-type: none"> <li>Junior lecturer for the Department of Sociology and Social Anthropology at the University of Stellenbosch</li> <li>Research Coordinator for the SADC Research Centre</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative questionnaire development</li> <li>In-depth interviews</li> <li>Focus group facilitation</li> <li>Coding and thematic analysis of quantitative data</li> <li>Data analysis programmes including SPSS and Atlas.ti</li> </ul>	<p>As a researcher and consultant, Justin contributes at all stages of Mthente's research projects. His particular focus, however, is on survey logistics and quantitative analysis and reporting.</p>
<b>Research Assistants</b>			
<p><b>Thabiso Modise</b> <i>Research Assistant</i></p> <p>BA Hons Industrial Sociology, University of Cape Town, 2011</p>	<ul style="list-style-type: none"> <li>Has provided research assistance for numerous surveys at Mthente</li> <li>Honours thesis focused on global competitiveness and job retention</li> </ul>	<ul style="list-style-type: none"> <li>Labour relations and globalisation</li> <li>Customer and stakeholder engagement</li> <li>Qualitative research methods</li> <li>Data capturing and introductory SPSS</li> </ul>	<p>As a research assistant, Thabiso provides administrative assistance in setting up focus groups and interviews, as well as in administering surveys and capturing survey data.</p>
<p><b>Viwe Sigenu</b> <i>Research Assistant</i></p> <p>BSocSci Public Policy, Administration and Politics, University of Cape Town, 2010</p>	<ul style="list-style-type: none"> <li>Currently developing a competitors database for Mthente</li> <li>Carried out a comparative study on the Ugandan revolution while studying at UCT</li> </ul>	<ul style="list-style-type: none"> <li>Data capturing and introductory SPSS</li> <li>Desktop research and document review</li> <li>Comparative and competitive analysis</li> </ul>	<p>As a research assistant, Viwe assists with general project administration, desktop research, administering surveys and data capturing.</p>

Name & Position	Related Experience	Areas of Expertise	Role at Mthente
<b>Business Development and Administration</b>			
<p><b>Andre Le Grange</b> <i>Business Development Manager</i></p> <p>Post Graduate Diploma in Business Administration, University of Cape Town, 2006</p> <p>Associate in Management (AIM), University of Cape Town, 2005</p>	<ul style="list-style-type: none"> <li>• Consultant and facilitator on a range of Mthente projects</li> <li>• Business development and market research for Capestorm Outdoor Apparel</li> </ul>	<ul style="list-style-type: none"> <li>• Market analysis</li> <li>• Stakeholder engagement</li> <li>• Business development</li> <li>• Sector-based research (particularly in the area of clothing and textiles)</li> <li>• Research methods</li> </ul>	<p>Andre manages Mthente's business development initiatives, ensuring that Mthente provides high quality services and research that meets its clients' needs.</p>
<p><b>Lynn Oliver</b> <i>PA to the Directors; HR and Finance Administrator</i></p>	<ul style="list-style-type: none"> <li>• Qualified as a secretary in 1996</li> <li>• Completed an Office Administration course at Rosebank College</li> <li>• Previously worked as administrator for Africa Unite</li> </ul>	<ul style="list-style-type: none"> <li>• HR and finance administration</li> <li>• Diary management</li> <li>• Minute taking and workshop facilitation</li> </ul>	<p>As PA to the Directors and HR and Finance Administrator, Lynn assists with general administration in the office, diary management and HR and finance administration.</p>

## Mthente's Associates



Depending on the nature of each research project, Mthente regularly draws on its network of associates to contribute to the research design and deliverables. These associates represent a wide range of disciplines and countries – including associates across South Africa, as well as in Lesotho, Swaziland, Mauritius, Namibia, Botswana, Zimbabwe, Tanzania and Zambia.

For more information about Mthente's associates, please visit the following two links on Mthente's website: <http://www.mthente.co.za/african-associates> and <http://www.mthente.co.za/about-us/research-associates>.

## Annexure 2: Mthente’s Project Experience

The table below summarises Mthente’s current and past projects in chronological order. The projects are grouped according to Mthente’s two service streams.

Client and Project	Time Period	Methodology	Outcome/Value for Client
<b>Stream 1: Trade, Investment And Economic Development</b>			
<b>Department of Trade and Industry (dti)</b>  <i>Regulatory Impact Assessment</i>	2012	<ul style="list-style-type: none"> <li>Engagement with key stakeholders through a one-day workshop and 10-15 stakeholder interviews.</li> <li>50-60 telephonic interviews with provincial and local government authorities/entities that are responsible for enforcing the Act.</li> <li>A national survey with 1,500 small and medium-sized businesses.</li> <li>10 focus groups with small and medium-sized businesses.</li> <li>A Cost Benefit Analysis of each of the legislative proposals and options for realising their objectives.</li> </ul>	<ul style="list-style-type: none"> <li>The research aims to provide the dti with the best regulatory options going forward in order to contribute to creating an enabling environment for regulating small businesses through the Business Act and proposed amendments.</li> </ul>
<b>GIZ Mpumalanga Rural Development Programme (MRDP)</b>  <i>Value Chain and Capacity Assessment of Manufacturing Businesses in Govan Mbeki Municipality and Surrounding Areas to Supply SASOL Secunda</i>	2012	<ul style="list-style-type: none"> <li>Identification of existing manufacturing businesses in the Govan Mbeki Municipality with the ability to produce protective gloves for SASOL.</li> <li>A capacity assessment of the identified manufacturing businesses through a walk-through assessment and interviews with the owner and production manager in each business.</li> <li>Evaluation and comparison of different business models for developing supply chain linkages between local businesses and large enterprises.</li> <li>A value chain assessment to gain insight into the value chains of protective equipment and identify financially-viable opportunities for local production in and around Secunda.</li> </ul>	<ul style="list-style-type: none"> <li>In assisting the MRDP, the research aims to support SASOL to identify potential suppliers in the Govan Mbeki Municipality and surrounding areas and understand their capacity building requirements; and to support the identified businesses to understand opportunities to improve their efficiency (at both the management and technical levels) and provide value adding products and services to the market place.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>Productivity South Africa</b></p> <p><i>Analysis of Value Chains in South Africa's Mining and Agro-processing Sectors to Inform South Africa's Beneficiation Strategy</i></p>	2012	<ul style="list-style-type: none"> <li>Contextual desktop research to assess South Africa's existing policy and strategic objectives and plans with respect to developing capacity for beneficiation and downstream value addition in the mining and agro-processing sectors.</li> <li>Value chain mapping of all stages of value addition applied to selected exports.</li> <li>Competitor analysis and development of case studies.</li> <li>Assessment of South Africa's existing capacity for value addition.</li> <li>Telephonic interviews with relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Through this research, Mthente has added significant value and input to Productivity SA's knowledge base in relation to beneficiation.</li> <li>The research has provided recommendations for building capacity within South Africa to undertake value addition in the mining and agro-processing sectors.</li> </ul>
<p><b>Department of Economic Development and Tourism (DEDT), Western Cape</b></p> <p><i>Benchmarking South Africa's Immigration Regulatory Framework</i></p>	2012	<ul style="list-style-type: none"> <li>Identification of four case studies from selected sub-Saharan African countries and Organisation for Economic Co-operation and Development (OECD) countries.</li> <li>Comparative analysis of immigration regulatory frameworks in the selected countries with South Africa's immigration regulatory framework.</li> </ul>	<ul style="list-style-type: none"> <li>Following a previous study undertaken by Mthente which looked at red tape related to immigration in South Africa, this study provided the DEDT with lessons and insights from immigration regulations and practices in other countries that have facilitated economic investment.</li> <li>This study forms Phase I of a two part study. Phase II will involve a survey with investors and other stakeholders in the Western Cape that have been negatively affected by immigration red tape.</li> </ul>
<p><b>Department of Economic Development and Tourism (DEDT), Western Cape</b></p> <p><i>High Level Regulatory Audit of Red Tape Hampering the Abnormal Loads Industry in the Western Cape</i></p>	2012	<ul style="list-style-type: none"> <li>Analysis of legislation, regulations and policies at a provincial and national level.</li> <li>Desktop research exploring red tape related to the abnormal loads industry.</li> <li>Review of written complaints which have been submitted to the Western Cape Government.</li> <li>In-depth interviews with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>The transportation of abnormal loads is of critical importance to a number of industries including oil and gas, renewable energy and boatbuilding, which have been identified as strategic growth industries for the province.</li> <li>The research gave voice to concerns held by industry stakeholders and made recommendations for addressing red tape issues impacting adversely on the industry.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>Department of Economic Development and Tourism (DEDT), Western Cape</b></p> <p><i>High Level Regulatory Audit of the Export Sector in the Western Cape</i></p>	2012	<ul style="list-style-type: none"> <li>Analysis of legislation, regulations and policies at a provincial and national level.</li> <li>Desktop research exploring red tape and regulatory frameworks impacting the export sector in the province.</li> <li>In-depth interviews with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>The research highlighted the particular challenges which small, medium and micro enterprises (SMMEs) face when exporting and investigated what can be done to improve the economic conditions surrounding the export sector in the Western Cape.</li> </ul>
<p><b>Department of Economic Development and Tourism (DEDT), Western Cape</b></p> <p><i>Case Studies Highlighting the Role and Impact of Special Purpose Vehicles (SPVs) in the Western Cape</i></p>	2012	<ul style="list-style-type: none"> <li>In-depth interviews with CEOs and representatives of the 13 SPVs selected for inclusion in the report.</li> <li>Review of key documentation, including strategy documents, annual reports, success stories, marketing materials and web articles.</li> </ul>	<ul style="list-style-type: none"> <li>The project provided the DEDT with a journalistic-style report documenting the impact of selected Special Purpose Vehicles (SPVs) on the trajectory of their respective industries within the Western Cape economy.</li> </ul>
<p><b>Department of Economic Development and Tourism (DEDT), Western Cape</b></p> <p><i>Firm Level Value Chain Analysis of Tourist Accommodation Small, Medium and Micro Enterprises (SMMEs) in the Western Cape</i></p>	2012	<ul style="list-style-type: none"> <li>Contextual analysis of the tourism sector in the Cape Metropole and Cape Winelands regions.</li> <li>Four value chain case studies, involving in-depth interviews, site visits and a review of documentation at four establishments.</li> <li>Two focus group sessions with 10 participants in each group from the tourist accommodation industry.</li> <li>Development of recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Mthente's value chain analysis provided the DEDT with an understanding of the tourist accommodation industry that will help inform their support for SMMEs, particularly with regard to training interventions.</li> </ul>
<p><b>Department of Economic Development and Tourism (DEDT), Western Cape</b></p> <p><i>High Level Viability Report on Government Use of Solar Geysers</i></p>	2012	<ul style="list-style-type: none"> <li>Analysis of legislation, regulations and policies at a provincial and national level.</li> <li>Desktop research exploring the viability of government use of solar geysers.</li> <li>In-depth interviews with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>The research provided the DEDT with an investigation into the viability of adopting a policy on solar geyser usage in all Western Cape government facilities. This involved an assessment of all red tape issues affecting government use of solar geysers in the province; and recommendations to address these issues.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<b>Department of Economic Development and Tourism (DEDT), Western Cape</b>  <i>High Level Regulatory Audit of Fine Foods Processing</i>	2012	<ul style="list-style-type: none"> <li>Analysis of legislation, regulations and policies at a provincial and national level.</li> <li>Desktop research exploring the red tape issues in the fine foods processing industry.</li> <li>In-depth interviews with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>The research provided the DEDT with a high level regulatory audit of fine foods processing in the Western Cape in order to identify unnecessary red tape that is currently hampering small and medium sized businesses operating in, or looking to operate in, the industry.</li> </ul>
<b>Department of Economic Development and Tourism (DEDT), Western Cape</b>  <i>High Level Study Report on Governmental Red Tape that Hampers Property Development</i>	2012	<ul style="list-style-type: none"> <li>Analysis of legislation, regulations and policies at a provincial and national level.</li> <li>Desktop research exploring the red tape issues that hamper property development in the Western Cape.</li> <li>In-depth interviews with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>The research provided the DEDT with an assessment of governmental red tape issues that currently hamper property development in the Western Cape and provided recommendations to address these issues.</li> </ul>
<b>Department of Economic Development and Tourism (DEDT), Western Cape</b>  <i>High Level Study Report on Immigration Linked to Economic Investment</i>	2012	<ul style="list-style-type: none"> <li>Analysis of legislation, regulations and policies at a provincial and national level.</li> <li>Desktop research exploring red tape issues and administrative blockages related to immigration and its link to economic investment.</li> <li>In-depth interviews with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>The main objective of the research was to identify red tape issues and problems that currently affect the immigration of skilled and experienced foreign workers into the Western Cape, and to develop recommendations to address these issues and enhance economic investment in the region.</li> </ul>
<b>Eastern Cape Development Corporation (ECDC)</b>  <i>Analysis of Economic Indicators</i>	2012	<ul style="list-style-type: none"> <li>Identification of key economic indicators.</li> <li>Review of relevant provincial and local government policy papers and documentation, statistics and previous economic studies to collate and analyse data pertaining to the identified indicators.</li> <li>Develop projections of provincial economic performance along key indicators for 2011 and 2012.</li> </ul>	<ul style="list-style-type: none"> <li>This study focused on a review and analysis of key economic indicators that will impact the operations of the ECDC in both the medium and long term, in order to contribute towards establishing a basis and a sound platform for the establishment of a credible research and innovation centre for the ECDC.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>Small Enterprise Development Agency (SEDA)</b></p> <p><i>A Sector Analysis of Small and Medium sized Enterprises (SMEs) in the Information and Communication Technology (ICT), Tourism, Agriculture and Manufacturing Sectors in South Africa</i></p>	2011-2012	<ul style="list-style-type: none"> <li>Review of existing national policies and strategies guiding the growth of the agriculture, manufacturing, ICT and tourism sectors in South Africa.</li> <li>Analysis of recent performance trends in the selected sectors.</li> <li>Interviews with representatives of SMEs operating in the agriculture, manufacturing, ICT and tourism sectors (in Gauteng, the Free State and the Eastern Cape).</li> <li>Interviews with SEDA's Business Advisors currently working in the organisation's provincial branches and satellite offices.</li> <li>Interviews with representatives of institutions and organisations that are involved in supporting SMEs.</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of the study was to advise SEDA on how it could best align its enterprise development mandate to growing the SME segment of entrepreneurship as part of its attempt to meet the New Growth Path target of 5 million jobs by 2020.</li> </ul>
<p><b>SASOL- ChemCity</b></p> <p><i>Operational Review and Business Support for HEA Clothing (Pty) Ltd, a beneficiary of Sasol's SMME Incubator</i></p>	2011-2012	<ul style="list-style-type: none"> <li>A comprehensive business overview and diagnostic.</li> <li>Review of documentation including business plans and financial records.</li> <li>One-on-one interviews with key stakeholders in the supply chain.</li> <li>On-site evaluations of production processes.</li> <li>Identification of business needs and development of a mentoring programme.</li> </ul>	<ul style="list-style-type: none"> <li>Mthente's extensive experience within the dynamic clothing and textile sector, together with its expertise and experience in the provision of business support services across a range of settings and sectors, ideally positions it to partner with SASOL- ChemCity in providing the required assistance to HEA Clothing.</li> </ul>
<p><b>Fair Trade in Tourism South Africa (FTTSA)</b></p> <p><i>Developing a Framework and Road Map for the Organisational Development of FTTSA</i></p>	2011	<ul style="list-style-type: none"> <li>Desktop research to analyse the market for Fair Trade Travel, conduct an institutional analysis of FTTSA, and review FTTSA's current labels and systems for certifying tourism enterprises and the tourism value chain.</li> <li>One-on-one stakeholder interviews.</li> </ul>	<ul style="list-style-type: none"> <li>The research formed the basis for the development of a framework and roadmap for the organisational development of FTTSA towards a sustainable organisation.</li> <li>The project aimed to devise a certification system which would integrate FTTSA's two current fair trade labels and systems and could be implemented in South Africa.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>Small Enterprise Development Agency (SEDA)</b></p> <p><i>Situational Analysis of the SMME Sector in South Africa</i></p>	2011	<ul style="list-style-type: none"> <li>• Desktop review of existing documentation outlining the policy and strategy framework for SMME development.</li> <li>• An analysis of the extent and performance of the SMME sector in South Africa.</li> <li>• An analysis of the state of entrepreneurship and the quality and effectiveness of existing support systems available to entrepreneurs and small businesses in the country.</li> <li>• A stakeholder workshop with attendees representing a wide range of institutions and organisations with prominent interests and expertise in the SMME sector.</li> </ul>	<ul style="list-style-type: none"> <li>• The analysis was inspired by the Diagnostic Overview of the country released by the National Planning Commission in June 2011, which identified a number of notable challenges facing South Africa. SEDA believes that SMMEs can play an important role in mitigating some of these challenges.</li> <li>• The output from this research process provided important strategic input to support SEDA to foster an entrepreneurial culture that brings previously disadvantaged individuals into mainstream economic activities.</li> </ul>
<p><b>United Nations Conference on Trade and Development (UNCTAD)</b></p> <p><i>Lesotho Services Policy Review</i></p>	2011	<ul style="list-style-type: none"> <li>• Desktop research to review selected service sectors, along with an analysis of trade liberalisation impacts and the impact of the legal framework and institutions on selected service sectors.</li> <li>• National stakeholder workshops.</li> <li>• One-on-one stakeholder interviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Drawing on the information gathered through secondary sources and stakeholder engagement, Mthente provided UNCTAD with a comprehensive contextual analysis that meets the requirements of UNCTAD's Services Policy Reviews (SPRs).</li> </ul>
<p><b>Draffcb Social Marketing</b></p> <p><i>Revisions and Reformulation of the Electricity Act</i></p>	2011	<ul style="list-style-type: none"> <li>• Desktop research to review existing legislation devised to prevent electricity theft in South Africa.</li> <li>• Desktop research to compare select first and third world countries with well-developed electricity theft laws.</li> <li>• One-on-one interviews with key municipal stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• The research formed a basis from which to identify the nature of electricity-related offences that are currently being committed in South Africa; identify strategies to prevent electricity theft; determine the basis for legal prosecution of electricity theft; and establish proper law enforcement and compliance measures.</li> </ul>
<p><b>Cape Chamber of Commerce</b></p> <p><i>Cost of Doing Business Study</i></p>	2011	<ul style="list-style-type: none"> <li>• Desktop research to review previous studies and assessments of the cost of doing business and the impact of regulatory practices in Cape Town and elsewhere.</li> <li>• Quantitative survey of 200 businesses in the Cape Town city-region.</li> </ul>	<ul style="list-style-type: none"> <li>• The research identified regulatory procedures and processes that have the greatest negative effect on business competitiveness and resiliency in Cape Town.</li> <li>• The findings from the research form the basis for recommendations of reforms that should be prioritised to</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
		<ul style="list-style-type: none"> <li>One-on-one interviews with key stakeholders and facilitated workshops with business representatives (both large and small businesses) and government officials.</li> </ul>	<p>lower the cost of doing business in Cape Town and make it easier to grow a business in the city-region.</p>
<p><b>Industrial Development Corporation (IDC)</b></p> <p><i>Study to Collate all Research Work Done on Administered Prices in South Africa</i></p>	2011	<ul style="list-style-type: none"> <li>Identification of existing studies on the drives of administered prices in South Africa.</li> <li>Desktop research to review all existing research studies on administered prices in South Africa, with a focus on the energy, telecommunications, transport and water sectors.</li> </ul>	<ul style="list-style-type: none"> <li>The research provided the IDC with a comprehensive evaluation of the regulatory frameworks, guiding principles and drivers of administered prices in South Africa, as well as a deeper understanding of the economic implications of administered prices in South Africa.</li> <li>The key findings of the study will form the basis of the work to be undertaken by a task team convened by the Trade and Industry Chamber of Nedlac.</li> </ul>
<p><b>Productivity South Africa</b></p> <p><i>Establishing a Set of South Africa Specific Competitiveness Indicators</i></p>	2011	<ul style="list-style-type: none"> <li>Desktop review of South Africa's competitive standing in international rankings, and an identification of the country's competitive strengths and weaknesses.</li> <li>Case study analysis of economic models of competitiveness in eight countries.</li> <li>Stakeholder interviews to gain insight into South Africa's unique competitive strengths, existing challenges to improving the country's competitiveness and indicators that policy makers should focus on to improve South Africa's competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Mthente's research study provided Productivity South Africa with a set of competitiveness indicators that are appropriate for the South African context.</li> <li>In turn, these indicators will provide a basis from which to identify the key drivers of competitiveness that should form the focus of future efforts to improve South Africa's competitive standing in the global economy.</li> </ul>
<p><b>Gauteng Provincial Government</b></p> <p><i>Background Research for the Development of the Gauteng Trade and Investment Policy</i></p>	2011	<ul style="list-style-type: none"> <li>Desktop research to review existing national and provincial policy frameworks, strategies and agreements.</li> <li>Review of international best practice in trade and investment policies and strategies.</li> </ul>	<ul style="list-style-type: none"> <li>The Gauteng Trade and Investment Policy Framework will provide policy direction towards achieving the province's developmental objectives through boosting trade and investment. The Policy Framework is also expected to give expression to the province's new growth path focused</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<i>Framework, Strategy and Implementation Plan</i>			on the beneficiation and exporting of sophisticated value added goods.
<b>Productivity South Africa</b>  <i>Researching Best Practice in Public Employment Policy</i>	2011	<ul style="list-style-type: none"> <li>• A contextual analysis of the key characteristics of the South African labour market and public employment policy.</li> <li>• Desktop research to assess of international best practice in public employment policy.</li> <li>• Development of four country case studies – Brazil, Denmark, Germany and South Korea.</li> <li>• Focused stakeholder interviews.</li> </ul>	<ul style="list-style-type: none"> <li>• The research aims to contribute to the creation of a more efficient labour market in South Africa and, thereby, facilitate changes that address existing challenges related to unemployment, skills shortages and misalignments between the country's existing training and education systems.</li> </ul>
<b>Western Cape Investment and Trade Promotion Agency (WESGRO)</b>  <i>Agribusiness Sector Brief</i>	2010	<ul style="list-style-type: none"> <li>• Desktop research assessing international and national perspectives on the agribusiness sector.</li> <li>• In-depth analysis of the Western Cape's agribusiness sector, including the investment opportunities and trade profile of the sector.</li> </ul>	<ul style="list-style-type: none"> <li>• The brief will be used by WESGRO as a tool to attract potential investors into the identified priority sub-sectors.</li> </ul>
<b>Eastern Cape Development Corporation (ECDC)</b>  <i>Economic Research and Facilitation of the ECDC Board Strategy Workshop</i>	2010	<ul style="list-style-type: none"> <li>• Desktop research to profile the economic environment of the Eastern Cape.</li> <li>• Analysis of the impact of provincial growth and development policies and strategies.</li> <li>• Consultations with state owned enterprises (SEOs) that fund social developmental initiatives.</li> <li>• Internal stakeholder interviews.</li> <li>• Institutional analysis of the ECDC.</li> <li>• Facilitation of strategy workshops for the Board and write-up of the Board's five-year strategic plan.</li> </ul>	<ul style="list-style-type: none"> <li>• The research report facilitated the development of the programme agenda for the ECDC Board Strategy Workshop.</li> <li>• Mthente's facilitation of the Strategy Workshop contributed to the development of the ECDC's five year strategic plan, outlining a new direction for the agency.</li> </ul>

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<p><b>Basotho Enterprises Development Corporation (BEDCO)</b></p> <p><i>Training Workshop</i></p>	2010	<ul style="list-style-type: none"> <li>• Review of best practice training methods and development of a training pack for participants.</li> <li>• Skills development in:               <ul style="list-style-type: none"> <li>○ Case writing.</li> <li>○ Writing a work-plan.</li> <li>○ Developing and writing a business plan.</li> <li>○ Providing business counseling session(s) to entrepreneurs.</li> <li>○ Assessing the current position of an enterprise over a short interview session and providing business support services.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The training was conducted with 14 participants over four days. It equipped BEDCO officers who are involved in the development of Small, Medium and Micro enterprises in Lesotho.</li> </ul>
<p><b>Cape Town Fashion Council (CTFC)</b></p> <p><i>Design and Implementation of Pilot Competitiveness Programme for Fashion Designers in the Western Cape</i></p>	2009-2010	<ul style="list-style-type: none"> <li>• Development of programme plan and selection criteria.</li> <li>• Oversight of selection process for participants and mentors.</li> <li>• Development of programme design and evaluation tools.</li> <li>• Programme management during pilot implementation phase.</li> <li>• Hand-over to in-house project manager.</li> </ul>	<ul style="list-style-type: none"> <li>• Mthente assisted with the design, selection process and implementation of a competitiveness programme aimed at developing sustainable businesses amongst emerging and established designers in the Western Cape.</li> </ul>
<p><b>Department of Trade &amp; Industry (DTI)</b></p> <p><i>South Africa in Africa: Trade Investment and Infrastructure Development Handbook</i></p>	2009-2010	<ul style="list-style-type: none"> <li>• Review of previous handbook published in 2007.</li> <li>• Desktop research – geographical, demographic and economic data.</li> <li>• Case studies of South African companies that are successfully doing business in Africa.</li> <li>• Interviews and consultations with South African Embassies and Diplomatic Missions in several African countries, African Embassies and Diplomatic Missions in South Africa, as well as representatives of South African businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• The Handbook provides substantial and up-to-date information that South African policy makers and exporters can use to inform their trade strategies and initiatives.</li> <li>• The Handbook raises awareness of the wealth of opportunities available on the African continent to South African businesses.</li> <li>• Over 1,300 delegates attended the launch of the Handbook in 2011.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
		<ul style="list-style-type: none"> <li>Development of comprehensive country profiles of all 53 African states.</li> </ul>	
<b>Southern Africa Trust (SAT)</b>  <i>Sector Research: Developing Business Linkages for SMEs in the SADC region</i>	2009-2010	<ul style="list-style-type: none"> <li>Development of 6 sector-specific country case studies: 1) Democratic Republic of Congo – logistics in the mining sector supply chain; 2) Malawi – agricultural sector supply chain; 3) Mozambique – tourism sector supply chain; 4) Namibia – fisheries sector supply chain; 5) South Africa – clothing and textiles sector supply chain; 6) Zambia – retail sector supply chain.</li> <li>Facilitation of round table discussions with key stakeholders in each country.</li> <li>Development of a handbook.</li> </ul>	<ul style="list-style-type: none"> <li>Mthente's research report and handbook will assist SAT and its business partners in the SADC region in establishing effective business linkages that facilitate the integration of SMEs into industry supply chains and national and regional economies.</li> </ul>
<b>Business Unity South Africa (BUSA)</b>  <i>International Labour Organisation (ILO)/SADC Employers Group (SEG) study on the impact of the global economic crisis on selected SADC countries</i>	2009-2010	<ul style="list-style-type: none"> <li>Desktop research to develop 10 country studies (Namibia, Lesotho, Swaziland, Zambia, Mozambique, South Africa, Botswana, Malawi, Mauritius and Zimbabwe).</li> <li>A baseline survey with employers.</li> <li>Consultations with workers' organisations and government representatives.</li> <li>Interviews with representatives of key sectors.</li> <li>Facilitation of national and regional level dialogues.</li> <li>Assistance with the development of regional and national responses.</li> </ul>	<ul style="list-style-type: none"> <li>The research provided BUSA and the ILO with a detailed overview of the impact of the global economic crisis on economic and business performance and working conditions in 10 SADC countries.</li> <li>The research also identified economic risks and opportunities for businesses in the selected SADC countries and made policy recommendations aimed at fast tracking economic and business recovery.</li> <li>The research contributed to a peer-reviewed journal article for <i>Africa Insight</i>.</li> </ul>
<b>Department of Economic Development and Tourism (Western Cape)</b>  <i>Sector-Specific Conceptual Business Case</i>	2008-2009	<ul style="list-style-type: none"> <li>A high-level cost/benefit analysis investigating the feasibility of creating and promoting a design precinct in Cape Town.</li> <li>In-depth interviews with industry stakeholders.</li> <li>Identification of critical risk and success factors.</li> </ul>	<ul style="list-style-type: none"> <li>Mthente provided the client with a conceptual business case for the creation and promotion of a design precinct in Cape Town as the first step towards a more detailed feasibility process.</li> </ul>

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<b>University of Mauritius</b>  <i>Sector Feasibility Study</i>	2009	<ul style="list-style-type: none"> <li>• Desktop research on knowledge and innovation hubs globally.</li> <li>• Assessment of whether the Western Cape Province possesses the critical success factors to facilitate its emergence as an internationally competitive knowledge hub.</li> <li>• Semi-structured interviews with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• The research contributes to the policy debate about the requirements of developing the Western Cape as a globally competitive knowledge hub which contributes to growth and poverty amelioration in the province.</li> </ul>
<b>Western Cape Investment and Trade Promotion Agency (WESGRO)</b>  <i>Trade Factsheets</i>	2009	<ul style="list-style-type: none"> <li>• Development of trade factsheets on Angola and Brazil, based on desktop research that assessed: <ul style="list-style-type: none"> <li>○ Market Size</li> <li>○ Competitor Analysis</li> <li>○ Consumption/Demand</li> <li>○ Distribution Channels</li> <li>○ Trade Regulations, Requirements and Standards</li> <li>○ Doing Business</li> <li>○ Useful Contacts</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The trade factsheets aimed to improve and sharpen WESGRO's international economic intelligence.</li> <li>• The factsheets also provide exporters and investors in the Western Cape with information and tools for expanding into these export markets or improving their existing presence.</li> </ul>
<b>Department of Economic Development &amp; Planning (Gauteng Province)</b>  <i>Phase 2: Finalising a Co-operative Development Strategy and Implementation Plan</i>	2009	<ul style="list-style-type: none"> <li>• Review of draft strategy and contextual analysis developed in 2008.</li> <li>• Engagement with internal and external stakeholders through focus groups and one-on-one interviews.</li> <li>• Facilitation of a strategic planning workshop.</li> <li>• Finalisation of a strategy and implementation plan.</li> </ul>	<ul style="list-style-type: none"> <li>• The Co-operative Development Strategy focused on: <ul style="list-style-type: none"> <li>○ Current needs of co-operatives in Gauteng.</li> <li>○ Current co-operative policy and legislation.</li> <li>○ Developing sectoral co-operatives and strategies.</li> <li>○ Enhancing competitiveness and capacity.</li> </ul> </li> <li>• The strategy was adopted as policy by the Gauteng Province.</li> </ul>
<b>Basotho Enterprises Development Corporation (BEDCO)</b>  <i>Strategic Workshop Facilitation and</i>	2009	<ul style="list-style-type: none"> <li>• Facilitation of a 3-day strategic workshop.</li> <li>• Development of a business plan to guide a 3-year growth strategy for the SMME sector in Lesotho.</li> </ul>	<ul style="list-style-type: none"> <li>• The developed strategy is in-line with national objectives that aim to drive growth and encourage sustainability within Lesotho's SMME sector.</li> <li>• Besides BEDCO's senior management team, the workshop included representatives from central</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<i>Development of an SMME Development Plan for Lesotho</i>			government, development financiers and Lesotho's Chamber of Commerce and Industry.
<b>Western Cape Investment and Trade Promotion Agency (WESGRO)</b>  <i>Factsheets</i>	2008	<ul style="list-style-type: none"> <li>• Development of a market intelligence and export strategy factsheet.</li> <li>• Development of a clustering for competitive advantage factsheet.</li> </ul>	<ul style="list-style-type: none"> <li>• The factsheets helped WESGRO fulfil its mandate to provide international and local economic intelligence.</li> </ul>
<b>OxfamNovib</b>  <i>Trade Research and Organisational Mapping in Angola</i>	2008	<ul style="list-style-type: none"> <li>• Development of trade materials based on fieldwork and desktop research, including:               <ul style="list-style-type: none"> <li>○ SADC EPA Handbook for Angolan organisations and institutions.</li> <li>○ Information guide for civil society on the current state and possible consequences of the SADC EPA.</li> <li>○ Power mapping trade-based organisations in Angola.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The research aimed to establish the parameters of EPA and trade negotiations in Angola, identify key role players and ascertain how best Oxfam Novib can support them.</li> </ul>
<b>Department of Economic Development &amp; Planning (Gauteng Province)</b>  <i>Phase 1: Developing a Draft Co-operative Development Strategy</i>	2008	<ul style="list-style-type: none"> <li>• Extensive desktop research defining co-operatives, reviewing national and provincial legislation, identifying best practice, short and long term challenges and mechanisms for implementation.</li> <li>• Discussions with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• The research report provided the Department with the contextual information necessary to proceed with the development of a Co-operative Development Strategy for the province.</li> </ul>
<b>Cape Information Technology Initiative (CITI)</b>  <i>Sector-Specific Export Promotion Strategy</i>	2008	<ul style="list-style-type: none"> <li>• Development of an export promotion strategy for ICT companies in the Western Cape.</li> </ul>	<ul style="list-style-type: none"> <li>• Mthente's research formed part of CITI's 2008/2009 Growth Strategy.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<b>Western Cape Clothing and Textile Centre (CLOTEX)</b>  <i>Enterprise Development Strategy</i>	2007-2008	<ul style="list-style-type: none"> <li>Review of CLOTEX's objectives and the context for an Enterprise Development Programme.</li> <li>Resource identification and development of high level project plan.</li> <li>Discussion of potential programme impacts.</li> </ul>	<ul style="list-style-type: none"> <li>The enterprise development strategy focused on creating effective networks and support structures, facilitating improved access to mainstream business support organisations and establishing platforms to encourage industry-wide compliance and growth.</li> </ul>
<b>City of Cape Town / Strategies for Change Consultancy</b>  <i>Benchmarking Research</i>	2007	<ul style="list-style-type: none"> <li>Assessment of Cape Town's global positioning and competitiveness, by comparing Cape Town with 11 other city regions characterised as: (1) port cities; (2) visitor economies; (3) centres of higher education, (4) centres of innovation as well as research and development (R&amp;D); (5) creative and cultural hubs; and (6) agricultural cities.</li> </ul>	<ul style="list-style-type: none"> <li>The research aimed to contribute to a regional development strategy for Cape Town city region for the City of Cape Town and the Western Cape Provincial Government, on behalf of the Strategies for Change Consultancy</li> </ul>
<b>Solidarity Peace Trust</b>  <i>Investigating the Impact of South African Foreign Policy</i>	2007	<ul style="list-style-type: none"> <li>Fieldwork in Zimbabwe.</li> <li>Stakeholder interviews with government officials and business representatives in both South Africa and Zimbabwe.</li> </ul>	<ul style="list-style-type: none"> <li>The research provided the client with a feasibility study on the role of South African businesses in Zimbabwe, including both the positive and negative effects of the relationship.</li> </ul>
<b>Basotho Enterprises Development Corporation (BEDCO)</b>  <i>Research Project and Sector Analysis of the Clothing and Textile Industry in Lesotho; Pilot Linkage Programme</i>	2007	<ul style="list-style-type: none"> <li>Benchmark research.</li> <li>Focus group workshops with SMMEs.</li> <li>A training needs analysis amongst small garment producers.</li> </ul>	<ul style="list-style-type: none"> <li>The research provided BEDCO with strategies for integrating SMME's into Lesotho's Clothing and Textile supply chain.</li> <li>Based on research recommendations, Mthente assisted in the development of pilot linkage programmes.</li> </ul>
<b>Cape Town Regional Chamber of Commerce</b>  <i>Integrated Small Business Development Programme</i>	2006	<ul style="list-style-type: none"> <li>Business mentorship and training.</li> </ul>	<ul style="list-style-type: none"> <li>The business mentorship and training offered development opportunities for business owners who have an annual turnover of R5 million or less and are at least 50% black owned.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<b>The South African Institute of International Affairs (SAIIA)</b>  <i>Survey of External Perceptions of the Southern African Customs Union (SACU)</i>	2006	<ul style="list-style-type: none"> <li>• A perception survey.</li> <li>• Policy research.</li> <li>• Stakeholder analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• The research provided SAIIA with an independent assessment of the Southern African Customs Union (SACU).</li> </ul>
<b>Southern Africa Trust (SAT)</b>  <i>Economic Partnership Agreements (EPAs) Project</i>	2006	<ul style="list-style-type: none"> <li>• Fieldwork in Zimbabwe, Lesotho, Tanzania, Botswana and Namibia.</li> <li>• Development of several research papers and an EPA handbook.</li> <li>• Facilitation of EPA training.</li> <li>• Assistance with the development of an information portal.</li> </ul>	<ul style="list-style-type: none"> <li>• The aim of the research, training and information portal was to inform and involve stakeholders and NGOs in the Southern African region in the EPA negotiations.</li> </ul>
<b>South African Institute of International Affairs (SAIIA)</b>  <i>India-Brazil-South Africa (IBSA) Trade and Investment Cooperation Project</i>	2005	<ul style="list-style-type: none"> <li>• Identification of barriers to trade and investment collaboration among IBSA countries.</li> <li>• Development of recommendations for ways these barriers could be reduced or eliminated.</li> <li>• Exploration of strategies for strengthening strategic cooperation among IBSA countries in the aerospace sector.</li> </ul>	<ul style="list-style-type: none"> <li>• The findings and recommendations of the research were presented at a national meeting hosted by Business Unity South Africa.</li> </ul>
<b>Department of Trade &amp; Industry (DTI)</b>  <i>Policy Analysis</i>	2005	<ul style="list-style-type: none"> <li>• Assessment of theoretical and policy trends that impact on South Africa's position in the world trading system.</li> </ul>	<ul style="list-style-type: none"> <li>• Based on the research, a number of recommendations were made to the DTI's Trade Reference Group.</li> </ul>
<b>Office of the Premier (Western Cape)</b>  <i>Business Plan for the Policy Unit</i>	2005	<ul style="list-style-type: none"> <li>• Consultations with the client.</li> <li>• Desktop research and document review.</li> <li>• Stakeholder interviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Mthente's research contributed to the development of a business plan for the creation of a Policy Unit in the Office of the Premier (Western Cape).</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<b>Western Cape Clothing and Textile Centre (CLOTEX)</b>  <i>Sector-Specific Competitiveness Strategy</i>	2005	<ul style="list-style-type: none"> <li>Review of international models for surviving globalisation.</li> <li>Provided strategic options for the Western Cape clothing and textile sector.</li> </ul>	<ul style="list-style-type: none"> <li>Mthente's research appeared in the Institute for Justice and Reconciliation's (IJR's) annual Economic Audit for 2005.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<b>Stream 2: Monitoring &amp; Evaluation, Surveys and Impact Assessments</b>			
<b>Engen</b>  <i>National Survey and Benchmarking Research for Engen's Annual Sales Performance Index</i>	2012	<ul style="list-style-type: none"> <li>Review previous survey questionnaires, results and key performance trends.</li> <li>Undertake external benchmarking.</li> <li>Design and finalise the survey questionnaires for the Annual Sales Performance Index.</li> <li>Monitor the completed survey questionnaires as the data is collected by Engen's in-house survey department.</li> <li>Collate, clean, code and analyse the raw survey data (2,033 responses) collected by Engen's in-house survey department.</li> <li>Develop and present a report on the survey results to Engen.</li> </ul>	<ul style="list-style-type: none"> <li>Through a thorough analysis of the survey data, the research will provide Engen with key insights into areas in which the efficiency and effectiveness of the company's sales staff can be further improved into the future.</li> </ul>
<b>City of Cape Town, Department of Social Development</b>  <i>Development of a Monitoring and Evaluation (M&amp;E) System for the Department</i>	2012	<ul style="list-style-type: none"> <li>Preparatory research to inform the development of the M&amp;E system.</li> <li>Stakeholder interviews to solicit advice and concerns regarding M&amp;E for the Department.</li> <li>Site visits to further identify M&amp;E strengths and gaps in the Department.</li> <li>Development of interim M&amp;E indicators</li> </ul>	<ul style="list-style-type: none"> <li>Mthente will provide the Department with an M&amp;E system that will be user-friendly, relevant, objective and transparent and that can be used as a source of information on programmatic performance, as well as a management tool for effective implementation.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
		and instruments. <ul style="list-style-type: none"> <li>Development of a comprehensive M&amp;E system, manual and implementation plan.</li> <li>Training for personnel on the use of the new M&amp;E system.</li> <li>Field test of the M&amp;E system.</li> <li>Implementation support for a 12-month period.</li> </ul>	
<b>Centre for e-Innovation, Department of the Premier (Western Cape)</b>  <i>Total Cost of Ownership Assessment to Identify IT Solutions for Schools in the Western Cape</i>	2012	<ul style="list-style-type: none"> <li>Desktop research to identify existing platforms and alternatives, to identify gaps and key issues and to identify risks associated with migration.</li> <li>Case studies in both similar and dissimilar contextual environments.</li> <li>A detailed Market Cost Analysis.</li> <li>A situational analysis at 10 schools in the Western Cape, including stakeholder interviews and site visits.</li> <li>Analysis of findings and development of recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>The findings from the comparative analysis, total cost of ownership analysis and situational analysis will be used to assess the relative merits and costs of continuing to use licensed Microsoft software in schools against those of the alternative solution (introducing open-source software) with a view to recommending which route should be taken in the Western Cape.</li> </ul>
<b>FEDICS Catering Services</b>  <i>Concept Testing Focus Groups at the University of Cape Town (UCT)</i>	2012	<ul style="list-style-type: none"> <li>Develop focus group discussion guide.</li> <li>Conduct <b>four</b> focus groups with UCT students to test concepts and gather their input.</li> <li>Collate and code qualitative data and analyse data utilising Atlas ti®.</li> </ul>	<ul style="list-style-type: none"> <li>The focus groups will provide FEDICS with customer input on four concepts: 1) a meal booking system; 2) openness to Halaal foods; 3) meat-free Mondays; and 4) message boards in cafeterias.</li> </ul>
<b>City of Cape Town, Strategic Human Resources (HR) Department</b>  <i>Customer Satisfaction Survey</i>	2012	<ul style="list-style-type: none"> <li>Desktop research.</li> <li>Focus group workshop and stakeholder interviews.</li> <li>Online survey with a representative sample of approximately 320 line managers.</li> </ul>	<ul style="list-style-type: none"> <li>As the City's Strategic HR Department's first customer satisfaction survey, the project is aimed at evaluating line management's perception of HR's functional skills, knowledge and service delivery, in order to ascertain how well HR is delivering services to its customers.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<b>FEDICS Catering Services</b>  <i>Concept Testing Focus Groups at Old Mutual</i>	2012	<ul style="list-style-type: none"> <li>Develop focus group discussion guide.</li> <li>Conduct <b>four</b> focus groups with Old Mutual staff to test the concept and gather their input.</li> <li>Collate and code qualitative data and analyse data utilising Atlas ti®.</li> </ul>	<ul style="list-style-type: none"> <li>The concept testing focus groups provided important inputs from FEDICS customers – Old Mutual staff – regarding the <i>FEDICS Deli</i> which was due to open during March/April 2012.</li> </ul>
<b>Department of Community Safety, Western Cape</b>  <i>Data Analysis and Report Writing for the Community Safety Barometer 2011/2012</i>	2012	<ul style="list-style-type: none"> <li>Clean and vet a dataset with feedback from 13,208 respondents.</li> <li>Conduct data analysis and interpretation on three levels: (1) provincial; (2) police cluster and (3) police precinct level.</li> <li>Assess the perceived levels of safety and fear of crime in the designated communities (i.e. per cluster and per police precinct).</li> <li>Compile reports which present a detailed and comprehensive professional overview of the province; a report per cluster (25 clusters) and per police precinct (149 police precincts).</li> </ul>	<ul style="list-style-type: none"> <li>Through analysing and reporting on the Community Safety Barometer data set, Mthente assisted the Department of Community Safety in determining the perception of safety and fear of crime in the 149 police precincts and 25 police clusters in the Western Cape.</li> </ul>
<b>City of Cape Town, Department of Social Development</b>  <i>Community Needs Assessment and Socio-economic Survey for the Hangberg Community of Hout Bay</i>	2012	<ul style="list-style-type: none"> <li>Desktop research to investigate the current needs, challenges and opportunities which exist in the Hangberg area.</li> <li>Development of a database of community initiatives in the area.</li> <li>Facilitating “issues” workshops with identified City officials as well as members of the Hangberg community.</li> <li>In-depth interviews with key stakeholders.</li> <li>Quantitative survey amongst 384 residents of Hangberg.</li> </ul>	<ul style="list-style-type: none"> <li>The research aims to provide information on the socio-economic needs and challenges faced by the residents of Hangberg in order to develop a practical implementation plan for the area – taking into consideration the impact of other broader socio-economic issues of Hout Bay and surrounds.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>South African Holocaust and Genocide Foundation (SAHGF)</b></p> <p><i>Telephonic Survey and Impact Assessment of the SAHGF's Teacher Training Programme</i></p>	2012	<ul style="list-style-type: none"> <li>• In-depth review of programme documents and resource materials.</li> <li>• Focus groups in Cape Town, Durban and Johannesburg.</li> <li>• Quantitative telephonic survey with a sample of 400 teachers who have participated in the training programme.</li> <li>• Analysis of data using SPSS.</li> <li>• Development of recommendations for the client.</li> </ul>	<ul style="list-style-type: none"> <li>• The impact assessment provided the SAHGF with an independent evaluation of the relevance and impact of the SAHGF's Teacher Training Programme, focusing on teachers' perceptions of impact and providing feedback to funder and potential funders on this impact.</li> </ul>
<p><b>Protea Hospitality Group</b></p> <p><i>Staff Perception Poll and Follow up Focus Groups</i></p>	2011-2012	<ul style="list-style-type: none"> <li>• Development of a survey questionnaire in collaboration with Protea management.</li> <li>• Survey with Protea staff.</li> <li>• Analysis of key themes.</li> <li>• Follow up focus groups to explore the themes that emerged from the survey.</li> </ul>	<ul style="list-style-type: none"> <li>• The poll aimed to discover how Protea staff feels about a number of key human resource aspects such as diversity, remuneration, rewards, management style, leadership, career development, office cleanliness and company benefits.</li> </ul>
<p><b>Department of Cooperative Governance and Traditional Affairs (CoGTA)</b></p> <p><i>Compilation of the Consolidated Annual Report on Municipal Performance of Municipalities for the 2008/2009 Financial Year</i></p>	2011	<ul style="list-style-type: none"> <li>• Collection of key documentation and data.</li> <li>• Development of a reporting framework to guide the compilation of the report.</li> <li>• Categorisation of data according to five Key Performance Areas - KPAs (and the specific KPIs within each KPA).</li> <li>• Detailed assessment and evaluation of municipal performance.</li> <li>• Integration and consolidation of this information into a preliminary draft to be reviewed by departmental committees.</li> <li>• Finalisation of report.</li> </ul>	<ul style="list-style-type: none"> <li>• The report assessed the progress made by municipalities against five Key Performance Areas (KPAs) and cross-cutting interventions adopted in the 5-Year Local Government Strategic Agenda.</li> <li>• The findings will allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the municipalities that have under-performed and propose remedial action to be taken to improve performance of municipalities.</li> <li>• The final report will be published in the Provincial Gazette.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<b>Allan Gray Orbis Foundation</b>  <i>Feasibility Study of a Pilot Primary School Programme</i>	2011	<ul style="list-style-type: none"> <li>Review of key documentation and meetings with the programme manager.</li> <li>Desktop research to identify and analyse similar programmes internationally.</li> <li>Desktop research to review the landscape of primary education in South Africa, focusing on entrepreneurship education programmes currently implemented in the Western Cape and nationally.</li> <li>Interviews with key informants to test findings from the desktop research.</li> <li>Focus groups with various stakeholder groups.</li> </ul>	<ul style="list-style-type: none"> <li>Already offering high school scholarships, undergraduate bursaries and a fellowship alumni programme, the Foundation is looking to expand its sphere of influence starting from the very beginning of a learner's education.</li> <li>The aim of the feasibility study is to equip the Foundation to expand its focus areas in a way that will have the most impact on the quality of basic education in South Africa.</li> </ul>
<b>FEDICS Catering Services</b>  <i>Student Perception Survey at the University of Cape Town</i>	2011	<ul style="list-style-type: none"> <li>Review of past research conducted by FEDICS and development of an appropriate questionnaire.</li> <li>Survey with approximately 350 students in UCT residence halls.</li> <li>Qualitative workshops and interviews to test key themes that emerged from the quantitative data analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Mthente's final report will aim to allow students to voice their opinions about FEDICS catering in order to allow FEDICS to continuously improve their provided services at UCT dining halls.</li> </ul>
<b>Engen</b>  <i>Division Climate and Culture Survey</i>	2011	<ul style="list-style-type: none"> <li>A workshop with management and, using feedback from the workshop, development of a thematic questionnaire.</li> <li>One-on-one, face-to-face interviews with all staff and three former staff members.</li> <li>Facilitation of a staff workshop to gain insight into feelings and perceptions raised in the survey.</li> </ul>	<ul style="list-style-type: none"> <li>Among many themes, the study aimed to determine: the internal and external factors impacting on the division's team; the strengths of the team and what is working well; perceptions of management and management style.</li> <li>Mthente's report and recommendations aim to help management to address the key issues that have impacted the climate and culture within the division, with a view to initiate sustainable change and continued staff buy-in.</li> </ul>
<b>Medical Research Council (MRC)</b>  <i>Qualitative and Quantitative Fieldwork for a Telemedicine Study</i>	2011	<ul style="list-style-type: none"> <li>Concordance study: Qualitative face-to-face interviews with radiologists.</li> <li>Telemedicine user satisfaction survey: Electronic survey with 100 health professionals.</li> </ul>	<ul style="list-style-type: none"> <li>Mthente provided the MRC with high quality quantitative and qualitative data obtained through specialist fieldworkers in the health field.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
		<ul style="list-style-type: none"> <li>• Telemedics effectiveness study: Qualitative face-to-face interviews with hospital professionals.</li> <li>• Telemedicine cost effectiveness study: Qualitative face-to-face interviews with hospital professionals and government officials.</li> <li>• Development of SPSS® and Atlas.ti® datasets for analysis by the MRC.</li> </ul>	
<p><b>Trade &amp; Investment KwaZulu-Natal (TIKZN)</b></p> <p><i>Brand Awareness and Perception Survey</i></p>	2011	<ul style="list-style-type: none"> <li>• Desktop review of existing policies, strategies and interventions developed by TIKZN to develop key performance indicators (KPIs) and identify investment and trade trends.</li> <li>• Quantitative survey with 600-800 respondents in the market and regions identified by TIKZN as areas of possible future investment.</li> <li>• Qualitative face-to-face interviews with key stakeholders identified by TIKZN.</li> </ul>	<ul style="list-style-type: none"> <li>• TIKZN is a provincial trade and investment promotion agency which works to promote the province of KwaZulu-Natal (KZN) as an investment destination for local and foreign investment, as well as to help KZN based companies grow through identifying opportunities in export markets.</li> <li>• By conducting this survey, Mthente will help TIKZN assess stakeholder perceptions in the key local, national and international markets where it seeks to promote increased investment.</li> </ul>
<p><b>Medical Research Council (MRC)</b></p> <p><i>Collection, Collation and Development of a Research Data Set for Analysis</i></p>	2011	<ul style="list-style-type: none"> <li>• Survey of approximately 1 500 HIV positive patients (both substance abusers and non-substance abusers) at eight community clinics in and around the Cape Town metropole.</li> <li>• Collation, verification and quality control of completed survey questionnaires.</li> <li>• Development of a SPSS® dataset for analysis by the MRC.</li> </ul>	<ul style="list-style-type: none"> <li>• The collected data will provide important input into a larger research project undertaken by the MRC that is centred on the levels of substance abuse in HIV patients located in the Western Cape.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>Leadership, Education and Development (LEAD) Foundation</b></p> <p><i>Background Research for an Evaluation of the Impact of LEAD's Global Programme</i></p>	2011	<ul style="list-style-type: none"> <li>• Desktop research to develop an overview of the LEAD Global Programme in South Africa and the United States.</li> <li>• Development of evaluation indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• The exploratory research and indicators carried out by Mthente will provide LEAD with the starting point for an evaluation of their programme.</li> </ul>
<p><b>City of Cape Town and the Directorate for International Cooperation in the Principality of Monaco</b></p> <p><i>Community Needs Assessment and Baseline Survey</i></p>	2011	<ul style="list-style-type: none"> <li>• Identification of community development initiatives.</li> <li>• Qualitative consultations with community stakeholders.</li> <li>• A quantitative baseline survey with residents to assess needs.</li> <li>• Recommendations for the City.</li> <li>• Development of KPIs.</li> </ul>	<ul style="list-style-type: none"> <li>• The research will assist the City and the funding organisation in assessing the feasibility of establishing a sport and recreation programme in Atlantis.</li> <li>• The process will also build buy-in within the community and help the City ensure that the project concept has an impact in the community.</li> </ul>
<p><b>Old Mutual Foundation (OMF)</b></p> <p><i>Defining Flagship Projects</i></p>	2011	<ul style="list-style-type: none"> <li>• Review of best practice in terms of flagship projects and what makes the most business sense for Old Mutual.</li> <li>• Review of six local foundation's approach to flagships.</li> </ul>	<ul style="list-style-type: none"> <li>• As a follow-up study to the previous research carried out for the Foundation, the research provided the Board with a working definition of flagship projects to inform its strategy going forward.</li> </ul>
<p><b>Cape Craft and Design Institute (CCDI)</b></p> <p><i>Evaluation of the CCDI's Craft Sector and Innovation Development Programme in the SADC Region</i></p>	2011	<ul style="list-style-type: none"> <li>• Desktop research involving a contextual analysis of the programme and the craft industry in SADC.</li> <li>• In-depth interviews with key stakeholders.</li> <li>• Quantitative survey with programme participants and analysis of data using SPSS.</li> </ul>	<ul style="list-style-type: none"> <li>• The evaluation will provide the CCDI and the Kellogg Foundation (the programme's funder) with an independent assessment of the impact of the CCDI's Craft Sector and Innovation Development Programme, as well as a deeper understanding of the context in which the programme was implemented.</li> </ul>
<p><b>Career Development Programme (CDP), University of Cape Town</b></p> <p><i>Development of Resources for the Career Information Centre</i></p>	2011	<ul style="list-style-type: none"> <li>• Facilitation of brainstorming sessions.</li> <li>• Review of classification index.</li> <li>• Development of new design and content for Career Files.</li> <li>• Desktop research and interviews with individuals in selected sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Following an internal evaluation, the CDP has been tasked with developing more South African and African specific resources for use in its Career Information Centre. Mthente has helped fast-track the process through assessing and re-developing a core set of resources in the Centre.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>University of Cape Town</b></p> <ul style="list-style-type: none"> <li>• <b>International Academic Programmes Office</b></li> <li>• <b>Department of Student Affairs</b></li> <li>• <b>Development and Alumni Department</b></li> <li>• <b>School of Health and Rehabilitation Sciences</b></li> <li>• <b>Sport Council</b></li> </ul> <p><i>Strategy Planning Workshops</i></p>	2006-2011	<ul style="list-style-type: none"> <li>• Facilitated brainstorming sessions and debates.</li> <li>• Small group activities.</li> <li>• Discussions on strategic focus and action plans.</li> <li>• Write-up of workshop results.</li> </ul>	<ul style="list-style-type: none"> <li>• Mthente's facilitation has assisted several UCT departments to refine and development their strategic objectives and plans.</li> <li>• Participants are guided through the process of defining their department's mission – its overall purpose, its vision, strategic objectives and the core values underpinning its culture.</li> </ul>
<p><b>City of Cape Town (Department of Sport, Recreation and Amenities)</b></p> <p><i>Baseline Survey Assessing the State of Sport and Recreation in Cape Town</i></p>	2010-2011	<ul style="list-style-type: none"> <li>• Desktop research reviewing national, provincial and municipal legislation.</li> <li>• Development of key performance indicators.</li> <li>• Six community focus groups.</li> <li>• Three stakeholder workshops and 13 stakeholder interviews.</li> <li>• A household survey with a representative sample (1,500) of Cape Town residents.</li> </ul>	<ul style="list-style-type: none"> <li>• The research has provided the City with information on the current state of sport, recreation and leisure activities, as well as levels of access to, and usage of, available facilities.</li> <li>• The research is being used to develop district plans and strategies for the SRA.</li> </ul>
<p><b>South African Sugar Association (SASA) and Draffcb Social Marketing</b></p> <p><i>National Baseline Survey Investigating Consumer Perceptions of the Role of Sugar in a Healthy and Balanced Diet</i></p>	2010-2011	<ul style="list-style-type: none"> <li>• Desktop research including a review of SASA's existing nutrition programmes, similar programmes in South Africa and three international best practice cases.</li> <li>• Six regional focus groups.</li> <li>• A national baseline survey with 2 500 households in urban and rural South Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• The research will inform the development and implementation of a public awareness and educational campaign for SASA.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>Department of the Premier, Western Cape</b></p> <p><i>Follow-up Perception Survey for the Centre for e-Innovation</i></p>	2010-2011	<ul style="list-style-type: none"> <li>• Development of key performance indicators and consultative workshop with key stakeholders.</li> <li>• 49 in-depth qualitative interviews with internal and external stakeholders.</li> <li>• Online survey sent to 19,000 PGWC employees.</li> <li>• Analysis of 554 survey responses.</li> </ul>	<ul style="list-style-type: none"> <li>• The research highlights areas of strength and weakness and contributes to the Ce-I's goal of continuous improvement.</li> <li>• The research provides comparisons to the 2009 baseline, as well as comparisons between internal and external perceptions of the Ce-I.</li> </ul>
<p><b>Engen Petroleum South Africa</b></p> <p><i>Climate and Culture Survey within the Refinery Division of Engen</i></p>	2010-2011	<ul style="list-style-type: none"> <li>• Analysis of existing quantitative data (from a previous survey carried out by Engen).</li> <li>• Development of a conceptual culture/climate model for Engen.</li> <li>• Qualitative interviews and focus groups with 141 employees and managers.</li> <li>• Analysis of a short questionnaire completed by interviewees and focus group participants.</li> <li>• A walk-through assessment of environmental factors.</li> <li>• Qualitative interviews with ex-employees.</li> </ul>	<ul style="list-style-type: none"> <li>• The research provided Engen's management with an independent assessment of employee engagement levels at the refinery and an assessment of the general organisational culture and climate.</li> <li>• The report made recommendations for improving levels of motivation and productivity at the refinery.</li> </ul>
<p><b>Financial and Fiscal Commission (FFC)</b></p> <p><i>Perception Survey and Impact Assessment of the FFC</i></p>	2010-2011	<ul style="list-style-type: none"> <li>• Desktop research and review of internal documentation.</li> <li>• An internal workshop with senior staff members of the FFC.</li> <li>• Five in-depth case studies on the impact of recommendations made by the Commission.</li> <li>• 25 in-depth qualitative interviews with high level stakeholders.</li> <li>• An electronic perception survey administered to a database of the FFC's stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• The research provided the FFC with an overview of current levels of awareness, understanding, perceptions and attitudes of the existence, mandate and role of the FFC among its varied stakeholders.</li> <li>• This project forms the basis for the development of a strategy and plan to drive the Commission's efforts to attain its vision and deliver on its mandate into the future.</li> </ul>

<b>Client and Project</b>	<b>Time Period</b>	<b>Methodology</b>	<b>Outcome/Value for Client</b>
<b>Yardstick</b> <b>(Commissioned by Eskom)</b>  <i>Qualitative Research to Inform Eskom's Occupational Health and Safety Strategy</i>	2010-2011	<ul style="list-style-type: none"> <li>9 focus groups with Eskom staff across South Africa's nine provinces.</li> </ul>	<ul style="list-style-type: none"> <li>The research will be used by Eskom to ascertain the current levels of awareness, understanding, perceptions and attitudes about Occupational Health and Safety, policies, procedures and guidelines among Eskom employees at an organisational and divisional level.</li> </ul>
<b>Cape Town Fashion Council (CTFC)</b>  <i>Evaluation of the Pilot Fashion for Business Programme</i>	2010	<ul style="list-style-type: none"> <li>Review of programme materials and objectives.</li> <li>In-depth qualitative interviews with programme participants and mentors.</li> <li>Review of monthly assessments and final evaluation of key indicators.</li> </ul>	<ul style="list-style-type: none"> <li>The evaluation provided the CTFC with an overview of the impact of the pilot programme on the participants, as well as the strengths and weaknesses of the programme.</li> <li>The learning and recommendations from the evaluation were used to reformulate the programme.</li> </ul>
<b>Cape Town Fashion Council (CTFC)</b>  <i>Facilitation of Industry Conference and Strategic Planning Sessions</i>	2010	<ul style="list-style-type: none"> <li>Identification of key themes to discuss at the industry conference.</li> <li>Facilitation of a panel discussion at the industry conference.</li> <li>Write-up of the key findings from the conference.</li> <li>Facilitation of CTFC Board's strategic planning session.</li> <li>Write-up of findings from the strategic workshop.</li> </ul>	<ul style="list-style-type: none"> <li>The industry conference facilitation provided the CTFC with a write-up of the main themes from the panel discussion.</li> <li>Similarly, the facilitation of the Board's strategic planning session resulted in a documenting their discussion and action plan going forward.</li> </ul>
<b>Yardstick</b> <b>(Commissioned by Eskom)</b>  <i>Qualitative Research to Inform Eskom's Quality Management Communication Strategy</i>	2010	<ul style="list-style-type: none"> <li>In-depth interviews with divisional executives and senior managers.</li> <li>10 focus groups with Eskom staff in Cape Town, Durban, East London, Johannesburg, Witbank and Germiston (total of 60 participants).</li> <li>Analysis of a quantitative questionnaire completed by participants.</li> </ul>	<ul style="list-style-type: none"> <li>The research was used to underpin the development and implementation of an internal communication strategy informed by the key quality issues and needs of Eskom.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>International Academic Programmes Office (IAPO), University of Cape Town (UCT)</b></p> <p><i>Evaluation of the Impact and Value of International Full Degree (IFD) Students at UCT</i></p>	2010	<ul style="list-style-type: none"> <li>• Desktop research.</li> <li>• 5 international case studies.</li> <li>• An online survey with current IFD students – 611 respondents.</li> <li>• An online survey with IFD alumni – 341 respondents.</li> <li>• A face-to-face survey with South African UCT students – 400 respondents.</li> <li>• 9 focus groups with current IFD students.</li> <li>• 38 in-depth qualitative interviews with key stakeholders at UCT.</li> <li>• Analysis of graduate throughput data from 2006 to 2009.</li> </ul>	<ul style="list-style-type: none"> <li>• The research provided IAPO and UCT with an in-depth assessment of the value of IFD students from a strategic, academic and socio-economic perspective.</li> <li>• The report made both strategic, as well as operational, recommendations for IAPO and UCT's executive.</li> </ul>
<p><b>South African Holocaust and Genocide Foundation (SAHGF)</b></p> <p><i>Development of Impact Measurement Toolkit and Business Case</i></p>	2010	<ul style="list-style-type: none"> <li>• Desktop research, including previous research undertaken by the Foundation, annual reports, teaching material and other documents.</li> <li>• In-depth interviews with current and retired staff, a member from the Board and an expert on Holocaust history.</li> <li>• Facilitation of a workshop with staff, stakeholders and education experts.</li> <li>• Development of key performance indicators and a measurement toolkit, including a quantitative questionnaire.</li> </ul>	<ul style="list-style-type: none"> <li>• The facilitated workshop provided the client with forum to discuss and agree on the objectives and intended outcomes of the Foundation's teaching training programmes.</li> <li>• The final report provided the SAHF with the research design and tools for conducting an impact assessment of these teacher training programmes, which are rolled out in the form of workshops across South Africa.</li> </ul>
<p><b>Proudly South African (PSA) and Draffcb Social Marketing</b></p> <p><i>Qualitative Research to Inform a Social Marketing Campaign for the Proudly South African (PSA) brand</i></p>	2010	<ul style="list-style-type: none"> <li>• Desktop research to review other buy local campaigns regionally and internationally.</li> <li>• Four consumer focus groups in Cape Town and Johannesburg.</li> <li>• Telephonic interviews with companies and stakeholders.</li> <li>• Three Proudly SA Member workshops.</li> <li>• Recommendations for PSA and Draffcb.</li> </ul>	<ul style="list-style-type: none"> <li>• Mthente's research helped inform the social marketing campaign that Draffcb developed for the Proudly South African (PSA) brand.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>Department of Economic Development and Tourism (Western Cape)</b></p> <p><i>Baseline Study Exploring the Scope of Broad Based Black Economic Empowerment (BBBEE) in the Formal Business Sector in the Western Cape</i></p>	2010	<ul style="list-style-type: none"> <li>• Desktop research and contextual analysis, including three case studies of BBBEE in industries in the Western Cape – advertising, wine and industrial fisheries.</li> <li>• A quantitative baseline survey with 180 businesses in the Western Cape.</li> <li>• In-depth qualitative interviews with company owners/managers and BEE specialists.</li> <li>• Recommendations for the Department.</li> </ul>	<ul style="list-style-type: none"> <li>• Few studies have been undertaken that focus on BBBEE in the Western Cape specifically. This research seeks to address this gap and serve as a benchmark for the analysis of the state of BBBEE in the Western Cape.</li> <li>• Mthente's recommendations have assisted the Department of Economic Development and Tourism (DEDT) in formulating effective and targeted policies aimed at stimulating truly broad-based economic transformation in the Western Cape.</li> </ul>
<p><b>Department of Science and Technology (DST)</b></p> <p><i>Examining the Effectiveness of Funding Instruments for Science, Engineering and Technology (SET) Human Capital</i></p>	2010	<ul style="list-style-type: none"> <li>• Desktop research to determine the scope of the South African funding landscape.</li> <li>• A country comparative analysis – China, India and New Zealand.</li> <li>• 44 in-depth qualitative interviews.</li> <li>• A cost-benefit analysis of the selected funding instruments.</li> </ul>	<ul style="list-style-type: none"> <li>• The research assessed the effectiveness of selected science, engineering and technology (SET) funding instruments.</li> <li>• The research aimed to assist the DST in providing advice to relevant government departments on the development of human capital to promote innovation.</li> </ul>
<p><b>International Academic Programmes Office (IAPO), University of Cape Town (UCT)</b></p> <p><i>Evaluation and Impact Assessment of UCT's Semester Study Abroad Programme</i></p>	2009-2010	<ul style="list-style-type: none"> <li>• Desktop research.</li> <li>• 5 international case studies.</li> <li>• An online survey with incoming SSA students</li> <li>• An online survey with outgoing SSA students</li> <li>• A face-to-face survey with South African UCT students</li> <li>• 22 in-depth qualitative interviews with key stakeholders at UCT.</li> <li>• Focus group discussions with landlords, SSA students, and South African and international full-degree students.</li> </ul>	<ul style="list-style-type: none"> <li>• The research provided IAPO and UCT with an in-depth evaluation of the impact and value of the SSA programme from a strategic, academic and socio-economic perspective.</li> <li>• The report has been used by IAPO to implement operational and strategic changes to the programme to increase its effectiveness and service delivery.</li> </ul>
<p><b>Old Mutual Foundation (OMF)</b></p>	2009-2010	<ul style="list-style-type: none"> <li>• Review of internal documentation and exploratory interviews with past and present staff and Board members.</li> </ul>	<ul style="list-style-type: none"> <li>• The evaluation has assisted the Foundation's Board in reformulating the Foundation's structure,</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<i>Benchmarking Research and In-Depth Evaluation</i>		<ul style="list-style-type: none"> <li>Review of 8 local foundations and 11 international foundations to identify best practice.</li> <li>Skills audit with current staff members.</li> <li>In-depth interviews with beneficiaries.</li> <li>Development of a proposed structure for the Foundation and new job descriptions.</li> </ul>	<p>vision/mission and focus areas.</p> <ul style="list-style-type: none"> <li>The research has also provided the Foundation with a useful tool for benchmarking its approach against other CSI initiatives locally and internationally.</li> </ul>
<p><b>Yardstick (Commissioned by Eskom)</b></p> <p><i>National Survey to Assess Perceptions and Behaviours Related to the Illegal Use of Electricity</i></p>	2009-2010	<ul style="list-style-type: none"> <li>Quantitative survey in six pilot sites – 870 respondents</li> <li>Six community focus groups in pilot sites – 60 participants.</li> <li>National household survey with 2,387 respondents.</li> <li>Qualitative interviews with stakeholders and businesses – 204 interviews.</li> <li>Eight focus groups with Eskom employees – 89 participants.</li> <li>National survey with Eskom employees – 300 respondents.</li> </ul>	<ul style="list-style-type: none"> <li>The research was used to inform the development and implementation of a three year public awareness campaign in support of Eskom's ELP Campaign.</li> </ul>
<p><b>Umthombo Wesizwe Children's Project</b></p> <p><i>Monitoring and Evaluation of Umthombo's 2009 Pilot Programme</i></p>	2009-2010	<ul style="list-style-type: none"> <li>Development of key performance indicators.</li> <li>Administration of a baseline survey with the programme participants (11-year-old children) and three follow-up surveys after each weekend camp.</li> </ul>	<ul style="list-style-type: none"> <li>The evaluation provided Umthombo with an independent assessment of the overall impact of its 2009 pilot programme, with key insights from each intervention and recommendations for the future roll-out of the programme.</li> </ul>
<p><b>The ComMark Trust</b></p> <p><i>Impact Assessment of the ComMark Textile and Apparel Sector Programme in Lesotho.</i></p>	2009	<ul style="list-style-type: none"> <li>Contextual research, documentation review and poverty impact analysis.</li> <li>Factory visits and on-site assessments of training interventions.</li> <li>In-depth review of the ALAFA (Apparel Lesotho Alliance to Fight AIDS) programme by an HIV expert.</li> <li>In-depth interviews with programme staff, beneficiaries, government officials</li> </ul>	<ul style="list-style-type: none"> <li>As the Trust neared the end of its funding cycle, the impact assessment provided the first evaluation of the contribution of the programme in its entirety.</li> <li>The report provided the client with an independent assessment of the programme, as well as recommendations for its future and a deeper understanding of the</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
		<p>and union representatives.</p> <ul style="list-style-type: none"> <li>• A focus group with community leaders, NGOs, job-seekers and representatives of local Basotho SMMEs.</li> <li>• Quantitative survey with international buyers.</li> </ul>	<p>contextual factors impacting on its successes and failures.</p>
<p><b>Cape Town Fashion Council (CTFC)</b></p> <p><i>Business Plan for a Competitiveness Programme</i></p>	2009	<ul style="list-style-type: none"> <li>• Review of the needs assessment previously conducted for the CTFC.</li> <li>• Consultations with key stakeholders.</li> <li>• Development of project scope, provisional budget, high level action plan and key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>• The business plan provided a detailed scope of a competitiveness programme aimed at developing sustainable businesses amongst emerging and established designers in the Western Cape.</li> <li>• The CTFC succeeded in securing funding for the proposed programme.</li> </ul>
<p><b>Department of the Premier, Western Cape</b></p> <p><i>Baseline Perception Survey of the Services provided by the Centre for e-Innovation</i></p>	2009	<ul style="list-style-type: none"> <li>• Development of key performance indicators.</li> <li>• 50 in-depth qualitative interviews.</li> <li>• A SWOT analysis with key internal stakeholders.</li> <li>• Online survey sent to 14,000 PGWC employees.</li> <li>• Analysis of 420 survey responses using SPSS.</li> </ul>	<ul style="list-style-type: none"> <li>• The survey provided the Ce-I with a baseline of user perceptions of its branding, services and units.</li> <li>• It provided areas for immediate changes, as well as recommendations for long-term improvements, particularly in terms of branding and services.</li> </ul>
<p><b>Drafftcb Social Marketing (Commissioned by Eskom)</b></p> <p><i>Desktop Research for the Eskom Energy Loss Prevention (ELP) Campaign</i></p>	2009	<ul style="list-style-type: none"> <li>• Desktop research to benchmark the ELP campaign and inform the design of the campaign.</li> <li>• Development of 13 case studies based on social marketing campaigns in the following locations – UK, EU, Germany, Brazil, India, Venezuela South Africa, UK, USA, Tanzania.</li> <li>• Recommendations for Eskom and Drafftcb.</li> </ul>	<ul style="list-style-type: none"> <li>• The case studies helped Drafftcb develop a behaviour change campaign for Eskom targeted at reducing electricity losses.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>Cape Craft and Design Institute (CCDI)</b></p> <p><i>Perception Survey of the State of Basic Visual Arts Education in the Western Cape</i></p>	2009	<ul style="list-style-type: none"> <li>• A review of the national curriculum.</li> <li>• Desktop research and review of comparable case studies.</li> <li>• A quantitative survey with 80 art educators at 15 schools.</li> <li>• In-depth stakeholder interviews with the creative sector.</li> <li>• Focus groups within teachers, learners, crafters and community art centres in the Western Cape.</li> </ul>	<ul style="list-style-type: none"> <li>• The research provided the CCDI with an overview of the state of basic visual art education in schools and communities in the Western Cape.</li> <li>• The research focused on the general education band and how this impacts upon the numbers and quality of graduates that emerge for the creative industries as an economic sector.</li> </ul>
<p><b>Draffcb Social Marketing (Commissioned by the National Department of Communications)</b></p> <p><i>Baseline Survey for the Broadcasting Digital Migration Process in South Africa</i></p>	2009	<ul style="list-style-type: none"> <li>• Development of key performance indicators.</li> <li>• Development of a stakeholder database to support social mobilisation and stakeholder management for the campaign.</li> <li>• Community focus groups.</li> <li>• Development of a quantitative survey questionnaire.</li> </ul>	<ul style="list-style-type: none"> <li>• The research qualitatively assessed current levels of awareness, understanding, attitudes and behaviours/intended behaviours regarding the migration to digital television.</li> <li>• The project laid the groundwork for a national baseline survey, which will take place prior to the roll-out of the migration.</li> </ul>
<p><b>Draffcb and the Public Administration Leadership and Management Academy (Palama)</b></p> <p><i>Market Research</i></p>	2009	<ul style="list-style-type: none"> <li>• One focus group with Palama employees.</li> <li>• Three focus groups with public servants in Pretoria, Polokwane and Cape Town.</li> <li>• 32 one-on-one questionnaires testing branding messages.</li> </ul>	<ul style="list-style-type: none"> <li>• Palama was launched as a new government initiative in 2008. The research assisted Draffcb and Palama in designing a communications strategy that will be used to convey Palama's communication and business objectives.</li> </ul>
<p><b>Cape Town Fashion Council (CTFC)</b></p> <p><i>Needs Assessment Survey with Fashion Designers in the Western Cape</i></p>	2009	<ul style="list-style-type: none"> <li>• Desktop research and case studies of competitiveness programmes in other countries.</li> <li>• An online needs assessment survey – 41 respondents.</li> <li>• In-depth qualitative interviews with 25 designers, 3 retailers, 4 manufacturers and 2 raw material suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>• The findings from the survey were used to inform the development of a competitiveness programme for local designers.</li> </ul>

<b>Client and Project</b>	<b>Time Period</b>	<b>Methodology</b>	<b>Outcome/Value for Client</b>
<p><b>City of Cape Town and Draffcb Social Marketing</b></p> <p><i>Energy Efficiency Survey to inform a Social Marketing Campaign</i></p>	2009	<ul style="list-style-type: none"> <li>• Analysis of findings from the City's Homemakers Expo survey.</li> <li>• Six community focus groups.</li> <li>• Analysis a short quantitative questionnaire completed by focus group participants.</li> </ul>	<ul style="list-style-type: none"> <li>• The research findings were used by Draffcb to develop an energy efficiency campaign for the Environmental Resource Management Department of the City of Cape Town.</li> </ul>
<p><b>City of Cape Town</b></p> <p><i>Evaluation and Impact Assessment of the Cape Town Fashion Festival (CTFF)</i></p>	2008	<ul style="list-style-type: none"> <li>• Desktop research, including a review of the Festival's key objectives and similar national, Pan African and international events.</li> <li>• In-depth interviews with festival participants and stakeholders.</li> <li>• Development of impact criteria.</li> <li>• A quantitative survey with the Festival's customers (designers, retailers, guests at the Gala Dinner and manufacturers) to determine the impact of the festival on their businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• The impact assessment provided the City of Cape Town with an independent evaluation of whether the CTFF was successful in achieving its economic milestones, as outlined in the objectives for the festival.</li> </ul>
<p><b>Inyathelo: The South African Institute for Advancement</b></p> <p><b>(Commissioned by Atlantic Philanthropies)</b></p> <p><i>Feasibility Study looking into the Establishment of a Human Rights Trust in South Africa</i></p>	2008	<ul style="list-style-type: none"> <li>• Baseline desktop research and documentation review.</li> <li>• A quantitative survey sent via email to 360 philanthropists in South Africa and the United Kingdom (45 responses were received).</li> <li>• In-depth qualitative interviews with key stakeholders in the human rights sector in South Africa.</li> <li>• Two focus group workshops – one with grantees and one with potential donors.</li> </ul>	<ul style="list-style-type: none"> <li>• The study provided Inyathelo and the Atlantic Philanthropies with an independent assessment of the feasibility of establishing a local human rights trust in South Africa.</li> <li>• The review provided both the pro's and con's of establishing a human rights trust, based on the feedback from potential donors and a review of the human rights landscape in South Africa.</li> </ul>
<p><b>Cape Town Fashion Council (CTFC)</b></p> <p><i>Impact Assessment of the Cape Town Fashion Week (CTFW)</i></p>	2008	<ul style="list-style-type: none"> <li>• Background research on the Cape Town Fashion Week.</li> <li>• Telephonic interviews with participating fashion designers.</li> </ul>	<ul style="list-style-type: none"> <li>• The impact assessment helped the CTFC develop a sound business case to present to funders to garner their financial support for the 2009 CTFW.</li> </ul>

<b>Client and Project</b>	<b>Time Period</b>	<b>Methodology</b>	<b>Outcome/Value for Client</b>
<p><b>The CS Mott Foundation</b></p> <p><i>Evaluation of Race and Ethnic Relations Programmes</i></p>	2008	<ul style="list-style-type: none"> <li>• Desktop review of research in the area of race and ethnicity.</li> <li>• Development of four case studies drawn from 103 organisations working on race and ethnicity.</li> <li>• Quantitative survey with grantees.</li> <li>• In-depth interviews with grantees.</li> </ul>	<ul style="list-style-type: none"> <li>• The research provided the CS Mott Foundation with an independent assessment of the impact of Mott funding on grantees in the thematic area of race and ethnic relations.</li> </ul>
<p><b>Cape Information Technology Initiative (CITI)</b></p> <p><i>Development of an M&amp;E Tool to Assess the Impact of an Export Promotion Plan</i></p>	2008	<ul style="list-style-type: none"> <li>• Engagement with Western Cape-based ICT companies that are active in exporting either their services or product to international markets.</li> <li>• Discussions with key stakeholders in the industry.</li> <li>• Review of impact and assessment methodologies related to export promotion.</li> <li>• Identification and development of an M&amp;E framework and key success criteria that would be most applicable to the Western Cape's ICT industry.</li> </ul>	<ul style="list-style-type: none"> <li>• The report provided CITI with detailed feedback from companies involved in export promotion and a relevant methodology to us as part of its 2008/2009 Growth Strategy.</li> </ul>
<p><b>Department of Transport &amp; Public Works (Western Cape)</b></p> <p><i>Customer Perception Survey of Golden Arrow Bus Services</i></p>	2008	<ul style="list-style-type: none"> <li>• A perception survey with 1,222 bus commuters across Cape Town's metropole.</li> <li>• Four focus groups.</li> <li>• Desktop research and review of comparable case studies.</li> <li>• Development of recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• The research provided the Department with a representative overview of the areas of satisfaction and dissatisfaction with Golden Arrow.</li> <li>• The case studies provided examples of effective public transport strategies in other cities.</li> </ul>
<p><b>Cape Information Initiative (CITI)</b></p> <p><i>Skills Need Survey with IT Companies</i></p>	2008	<ul style="list-style-type: none"> <li>• A skills need survey with IT companies in Cape Town to gauge the readiness of the Western Cape as an outsourcing destination.</li> </ul>	<ul style="list-style-type: none"> <li>• The findings from the survey contributed to CITI's 2008/2009 Growth Strategy.</li> </ul>

<b>Client and Project</b>	<b>Time Period</b>	<b>Methodology</b>	<b>Outcome/Value for Client</b>
<b>Clothing and Textile Centre (CLOTEX)</b>  <i>Survey of Retrenched Workers in the Clothing and Textile Industry in the Western Cape</i>	2008	<ul style="list-style-type: none"> <li>• Desktop research.</li> <li>• Stakeholder consultations with bargaining councils, unions, Department of Labour, large manufacturers, SMMEs, SETA and CMT associations.</li> <li>• Two community focus groups.</li> <li>• A telephone survey with 200 retrenched workers.</li> </ul>	<ul style="list-style-type: none"> <li>• The study provided CLOTEX and other industry stakeholders with insights into the growth potential and key constraints to growth in the clothing industry in the Western Cape.</li> </ul>
<b>Inyathelo: The South African Institute for Advancement</b>  <i>Performance Evaluation</i>	2007	<ul style="list-style-type: none"> <li>• In-depth interviews with the Executive Director and Managing Director.</li> <li>• In-depth interviews with staff members.</li> <li>• Interviews with individuals who have participated in Inyathelo's programmes and activities.</li> <li>• Interviews with key donors.</li> <li>• A comprehensive document review.</li> </ul>	<ul style="list-style-type: none"> <li>• The evaluation provided Inyathelo with an independent assessment of its work from its inception in October 2002 up to the financial year ending in February 2006.</li> <li>• The evaluation suggested areas where the organisation could improve its services in order to maximise the impact and effectiveness of its operations.</li> </ul>
<b>Western Cape Clothing and Textile Centre (CLOTEX)</b>  <i>Organisational Efficiency Review</i>	2005	<ul style="list-style-type: none"> <li>• In-depth interviews and site visits with CMT owner-managers who were mentored through CLOTEX.</li> <li>• Informal discussions with the mentors who mentored the owner-managers of the CMTs visited.</li> <li>• Review of documentation and the Client Database.</li> <li>• Interviews with key industry stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• The review provided CLOTEX with an independent assessment of its work, programmes and policies.</li> <li>• The review also identified areas for delivery improvements and possible new projects that could benefit the targeted Western Cape SMMEs in the clothing and textile industry.</li> </ul>
<b>Community Chest</b>  <i>Programme Evaluation</i>	2005	<ul style="list-style-type: none"> <li>• Review of documentation.</li> <li>• Stakeholder interviews and consultations.</li> </ul>	<ul style="list-style-type: none"> <li>• The report provided an external evaluation of the Levi Strauss Community Chest of the Western Cape Fund Partnership.</li> </ul>

Client and Project	Time Period	Methodology	Outcome/Value for Client
<p><b>The Policy Project</b></p> <p><i>Human Resources and Change Management Project</i></p>	<p>2005</p>	<p>Mthente provided a number of services for The Policy Project, including:</p> <ul style="list-style-type: none"> <li>• Equity plan &amp; staff review.</li> <li>• Salary benchmarking study.</li> <li>• Job descriptions review and change management.</li> <li>• Realignment of policies &amp; procedures.</li> <li>• Guide for utilising consultants.</li> </ul>	<ul style="list-style-type: none"> <li>• The services provided to The Policy Project equipped the organisation to improve its systems and processes.</li> </ul>