



External Summative Evaluation Study of the Social Responsibility Programme



Prepared for
Chief Directorate: Social Responsibility Policy and Projects

February 2012

Prepared by
Genesis Analytics & Basic Blue Management Consultants



G:GENESIS

Document Reference: Summative Evaluation of the Social Responsibility Programme:
Lessons from 43 Projects – Final

Date: February 2012

Contact Information

Genesis Analytics (Pty) Ltd

Office 3, 50 Sixth Road
Hyde Park, 2196, Johannesburg
South Africa

Post to: PO Box 413431, Craighall, 2024
Johannesburg, South Africa

Tel: +2711 994 7000
Fax: +2711 994 7099

www.genesis-analytics.com

Authors

Paul Zille – Project Director

Alyna Wyatt – Project Manager and Lead Researcher

Janice Golding- Environmental Specialist

Priantha Reddy - Analyst

Jessica Benjamin - Analyst

Valerie Flanagan- Senior Analyst

Mdabu Ray Ntiwane – Field Research Manager

Contact Person

Alyna Wyatt

alynaw@genesis-analytics.com

Table of Contents

ACRONYMS	V
EXECUTIVE SUMMARY	VI
Introduction	vi
Evaluation Approach and METHODOLOGY	vi
Findings	vii
Recommendations and Considerations.....	vii
Funding Model	viii
1. INTRODUCTION	1
1.1. Terms of Reference	1
1.2. Objectives.....	1
1.3. Evaluation Criteria	2
2. PROGRAMME OVERVIEW	3
3. METHODOLOGY	5
3.1. Sample	5
3.2. Evaluation Indicators	5
3.3. Piloting of Instrument & Framework	5
3.4. Data Collection and Capturing	6
3.5. Analytical Framework	6
3.6. Limitations	8
4. FINDINGS.....	10
4.1. Level 1 – Individual Projects	10
4.2. Level 2 - focus area Performance	11
4.3. Level 3 – Overall SRP Performance	12
5. ANALYSIS AND RECOMMENDATIONS.....	14
5.1. Efficiency	14
5.2. Relevance.....	20
5.3. Effectiveness	22
5.4. Impact.....	26
5.5. Sustainability	33

6. EMERGING CONSIDERATIONS	37
6.1. Design and Structure of the Programme	37
6.2. Monitoring, Reporting and Evaluation	39
6.3. Funding Model.....	40
6.4. Environmental performance	42
APPENDIX A	43

List of Figures

Figure 1: Project distribution across performance categories.	10
Figure 2: Performance Criteria per Focus Area.....	12
Figure 3: Performance per focus area for Enviro-Index and Performance	13

List of Tables

Table 1: SRP projects according to focus area and province	5
Table 2: Number of Indicators used per Evaluation Criterion.....	5
Table 3: Planned versus Actual Interviews with Stakeholders	6
Table 4: Aggregated project performance per focus area.....	12
Table 5: Overall SRP Performance based on the 5-point System	12
Table 6: Performance scores for efficiency indicators.....	14
Table 7: Performance scores for relevance indicators	20
Table 8: Performance scores for effectiveness indicators.....	23
Table 9: Performance scores for impact indicators	27
Table 10: Performance scores for sustainability indicators	33
Table 11: Performance of focus areas for five evaluation criteria	41
Table 12: Project Performance	43

APPENDICES

Appendix A	Summary of Project Performance
Appendix B	43 Project Reports

ACRONYMS

ABET	Adult Basic Education and Training
DEA	Department of Environmental Affairs
EC	Eastern Cape
EPWP	Expanded Public Works Programme
FG	Focus Group
FGD	Focus Group Discussion
FS	Free State
GP	Gauteng
IDP	Integrated Development Plan
KZN	KwaZulu Natal
LED	Local Economic Development
LGS	Local Government Support Official
LP	Limpopo
MIS	Management Information System
MP	Mpumalanga
NC	Northern Cape
NW	North West
PAC	Project Advisory Committee
PGDS	Provincial Growth and Development Strategy
PMS	Programme Management System
P&P	People and Parks
PPA	Provincial Project Administrator
PPM	Provincial Project Manager
PPP	Public Private Partnership
PRP	Poverty Relief Programme
PTC	Provincial Training Coordinator
RFP	Request for proposal
SLBL	Sustainable Land Based Livelihoods
SANBI	South Africa National Botanical Institute
SANParks	South Africa National Parks
SEDA	Small Enterprise Development Agency
SMMEs	Small, Medium and Micro Enterprises
SRP	Social Responsibility Programme
SRPP	Social Responsibility Policy and Projects
ToR	Terms of Reference
WC	Western Cape
WftC	Working for the Coast
WoW	Working on Waste

EXECUTIVE SUMMARY

INTRODUCTION

The Department of Environmental Affairs (and Tourism) (DEA)¹ launched the **Social Responsibility Programme (SRP)** in 2004 under the auspices of the Expanded Public Works Programme (EPWP). SRP was to pursue the EPWP objectives and national priorities of poverty alleviation through employment creation and skills development whilst duly fulfilling the DEA's core environmental commitments. The first five year cycle of EPWP drew to a close at the end of 2009. Chief Directorate: Social Responsibility Policy and Projects (SRPP) decided to undertake a full summative evaluation to inform future phases of the programme.

The evaluation included a review of the conceptualisation, design, delivery, implementation and management of the selected 43 SRP funded projects, the outputs and immediate outcomes as well as the identification of any constraints that directly affect the ability to achieve the programme's stated objectives.

The evaluation identified commonalities across the projects to inform a funding model to apply in the selection of new projects in the future; recommend ways to rehabilitate weak points in the programme; and identify key strengths of successful projects that should be continued. The findings and lessons from the evaluation form the basis for a set of recommendations on the way forward.

EVALUATION APPROACH AND METHODOLOGY

The evaluation team adopted the standard evaluation criteria proposed in the terms of reference (ToR) and commonly adopted², namely:

- Efficiency
- Relevance
- Effectiveness
- Impact
- Sustainability

The evaluation identified 35 indicators to measure the five evaluation criteria and a 5-point scale adjusted appropriately and contextualised was used to rate each of the indicators. Each project was systematically ranked against the five point scale, and aggregated for an overall project performance.

The analytical framework approached the evaluation at three levels:

- Individual project performance
- Focus Area performance
- Overall SRP performance

Data collection included desktop review of available project documentation of the 43 projects, and over 370 interviews were conducted with a variety of stakeholders including departmental management, provincial and municipal officials, project implementers and beneficiaries.

¹ Department of Environmental Affairs and Tourism was split into two departments in 2009. The report refers to the DEA as current department and client.

² As recommended by Development Assistance Committee Criteria for Evaluating Development Assistance.

FINDINGS

The evaluation focused on the 43 projects that were funded by the SRP programme and completed between 2004 and 2009. Reports for each of the 43 projects are presented in the appendices.

According to the individual project performance scores, 25 projects scored above the average performance index (3.57), of which **12 have been rated highly**. A total of **13 projects were scored as Satisfactory**, **8 are considered weak**, and **10 projects as Very Poor**.

The average performance of the 43 projects was 71% or 3.57. Given the SRP project average, three of the evaluation areas scored higher than the average, Efficiency (83%), Relevance (80%) and Effectiveness (75%), were the areas in which the projects were successful. Projects were for the most part efficiently implemented, relevant to the objectives of the SRP, and relatively successful at achieving the targets. On the other hand, projects generally had a very low Impact (60%) and poor Sustainability (59%).

Specifically, statistical analysis identified that there is a very strong link between environmental performance, and overall project success. By placing emphasis on environmental deliverables that have an inherent long term impact and sustainability by their very nature, SRP project performance will be boosted.

With regards to the focus areas, People & Parks (P&P) was the strongest focus area, particularly excelling in terms of impact and sustainability. Working for the Coast (WftC) followed as the second most successful focus area, being very efficient, effective and relevant, but dropping significantly on impact and sustainability. Working on Waste (WoW) and Sustainable Land Based Livelihoods (SLBL) followed with very similar lower scores for the two areas. However, both focus areas have very successful projects that can be used as best practice for future project planning and implementation.

RECOMMENDATIONS AND CONSIDERATIONS

The robust review of each of the 43 projects provided the evaluation team with sufficient information to inform recommendations to improve overall programme implementation and success. Overall, the recommendations articulated throughout the report recognise SRP as a significant contributor to the EPWP objectives; and are intended to promote the long term impact and sustainability of SRP projects in the communities in which they have been established.

This evaluation highlighted a number of issues across the entire breadth of SRP to consider. They range from high level, conceptual, programme-wide observations through to detailed operational aspects and project specific details. A full list of recommendations is provided in the report; however, the most crucial overarching issues to be addressed are presented below:

- First and foremost, **SRP needs to establish a Programme Theory or Logical Framework** to ensure that selected projects will achieve the objectives of the programme. The Theory of Change should articulate the process through which an initiative is expected to achieve the results, and become sustainable.
- The **project identification and application process should be refined and streamlined** to achieve the targets. This would include the revision of both the funding

application and the business plan templates to ensure that they capture all the necessary data including the critical indicators.

- **SRP must upgrade the reporting systems** to a current best practice management information system (MIS). Collecting sufficient and consistent data allows for effective monitoring and review, and also mitigates loss of institutional memory as staff and stakeholders move in and out of the programme.
- **SRP would benefit from identifying and diversifying the partners** to stimulate innovation in the communities and initiatives. By incorporating a variety of partners and stakeholders within all levels of the system, SRP projects will certainly see improvement across impact and sustainability, but likely also on efficiency and effectiveness.

FUNDING MODEL

Not all the SRP funded projects can expect to achieve the same targets, impact or sustainability. By identifying which of the three categories (below) that a particular project falls into, the objectives and targets can be better aligned for realistic achievement, measurement and evaluation. A portfolio of projects will be most effective at achieving the overarching SRP targets; however, SRP must acknowledge that these three types of projects should not be measured and compared against the same criteria, but should have clearly articulated targets and expectations specific to each area:

- **Environmental management projects** that must be funded by the SRP under the mandate, offering a temporary wage increase in a particular community e.g. wetland management in an area not under jurisdiction of another organisation. This category of projects will be successful at achieving high numbers of temporary jobs. WftC demonstrated the greatest effectiveness at achieving targets, particularly with regards to women and youth targets.
- **Infrastructure projects** for existing institutions which lack initial outlay funding; to expand or develop their offering within their own mandate, yet incorporates a programme's long term plans including the development of infrastructure. P&P's design serves to directly influence the success of the sustainability and impact of the projects in this category.
- **Projects that develop and facilitate a sustainable income-generating** model around the service (either profit or not-for profit) that allows private partners to maintain the initiatives in the long run. This category of project will lead towards greater sustainability.

Each of the four different focus areas are more suited to one of the three categories, but should not exclude a unique project to be able to fulfil a broader mandate.

1. INTRODUCTION

This report presents the findings of the Summative Evaluation of forty-three (43) projects that were funded by Department of Environmental Affairs (DEA) through the Social Responsibility Programme (SRP). The projects included in this evaluation were completed during Phase 1 of Expanded Public Works Programme (EPWP), covering 2004 and 2009. Projects that were implemented but not completed during this period were excluded. Therefore the 43 projects included in this evaluation represent the total number of projects that met these criteria and represent the total population and not a sample.

1.1. TERMS OF REFERENCE

The purpose of the evaluation was to assess the effectiveness, efficiency, impact, relevance and sustainability of the 43 projects, in order to improve the design and implementation of SRP projects for greater results. Findings and lessons learned from the evaluation, both positive and negative, form the basis for a set of recommendations to assist the SRP and its stakeholders in future decision-making.

The evaluation is forward-looking and draws lessons from past experience to improve the future coordination of the programme; to identify opportunities to better align the programme to government's new outcomes-based approach to service delivery; and to establish benchmarks against which future performance can be measured.

The Inception Report for this review was approved by the SRP in August 2011.

1.2. OBJECTIVES

The specific purpose of the study was to objectively evaluate the developmental impact of the SRP projects on the beneficiaries, communities and the environment. The intention is to evaluate the effectiveness, efficiency, impact, relevance and sustainability of these projects with a view to developing recommendations on their improvement and future implementation, and also to reflect key learnings of the projects for use by SRP, to inform the design of future programmes and projects.

The specific activities undertaken include:

- Evaluating whether the SRP objectives align with DEA's environmental objectives;
- Evaluating whether the design of the projects respond to the objectives of the SRP directive of job creation, skills development and the development of SMMEs;
- Evaluating the extent to which individual beneficiaries benefited sustainably from the SRP initiatives;
- Evaluating the performance of implementers linked to SRP projects;
- Identifying common characteristics of successful projects that will inform a 'funding model' that can be used to select new projects in the future;
- Identifying key strengths of successful projects that should be replicated in the next phases; and,

- Recommending ways to improve on the weak points in the programme.

The results of this evaluation will be used to strengthen current SRP systems, procedures and projects under the programme, to inform the design of future programmes, and to help develop SRP policy in a way that facilitates the achievement of its vision.

1.3. EVALUATION CRITERIA

This study used the evaluation criteria proposed in the terms of reference (ToR) in relation to each initiative and the programme as a whole, namely:

- **Efficiency:** Were resources used efficiently to deliver a quality programme? i.e. efficiency of the project approval, selection, disbursement, deployment and management cycle).
- **Relevance** to the objectives, challenges and priorities defined by the SRP, e.g. did the projects respond to the needs of the beneficiaries and communities as well as the developmental policies/plans of local municipalities and provincial government. In addition, relevance of the programme against the mandate, policies and goals of SRP.
- **Effectiveness** of each intervention in terms of results (outputs and outcomes). Did the projects attain the intended results set out to achieve?
- **Impact** of the projects and programme on different communities and environments. The overall evaluation of the programme included positive and negative, intended and unintended outcomes attributable to the programme.
- **Sustainability:** How sustainable were the results of the SRP projects? Was there continuity after the funding ended, i.e. have they fulfilled their objectives, and will the initiatives be able to sustain themselves unassisted or not?

2. PROGRAMME OVERVIEW

The Department of Environmental Affairs was mandated by Parliament, in terms of Section 24 of the Constitution “to protect, conserve and enhance (South Africa’s) environment, natural and heritage assets and resources”³ whilst contributing to the country’s sustainable development, green and inclusive economic growth.

In 1999, the then Department of Environmental Affairs and Tourism (DEA)⁴ established the Poverty Relief Programme (PRP). As per the department’s mandate, the programme focused on empowering beneficiaries by providing work opportunities in environmentally-oriented public services, and through these grass roots initiatives, drawing the poor into the mainstream economy to help contribute towards poverty alleviation in South Africa.

In 2003, four years after the launch of PRP, DEA was nominated to lead the Environmental and Culture sector of the national EPWP. Specifically, the EPWP is an active labour market programme, commissioned by National Government, which sought to draw significant numbers of unemployed persons into the productive sector of the economy by using government expenditure to provide employment opportunities and training during the routine provision of public goods/services. DEA’s nomination, as lead of the Environmental and Culture Sector, was fitting given both the department’s experience with PRP and the focus of their mandate which directly paralleled that of the Environmental and Culture of EPWP.

The PRP, whose fundamentals and focus aligned with those of EPWP, was remodelled, strengthened and re-launched as the Social Responsibility Programme (SRP). SRP was intended to pursue EPWP objectives and national priorities of poverty alleviation through the creation of temporary employment and skills transfers whilst duly servicing the DEA’s core environmental mandate. In summary, SRP focuses on the creation of temporary employment and skills development opportunities for the unemployed through the implementation of labour intensive projects in the environmental sector. Specifically, the expected environmental outputs of SRP contribution towards EPWP Phase 1 included the following⁵:

- Treat 720 000 ha of alien vegetation
- Rehabilitate 40 wetlands
- Clean 700 km of coastland
- Rehabilitate 10 000 hectares of land
- Launch 32 waste management programmes
- Run 150 historical and community tourism projects

The first 5 year cycle of EPWP drew to its scheduled close at the end of 2009, over which period the DEA had continued to develop and improved the processes and systems. Upon closure of the phase, the DEA became interested in gaining a greater understanding of the performance of the SRP projects and to extract important lessons that would help to address any gaps or weaknesses in the programme.

³ (DEA’s strategic objectives); DEA Website; Available at: <http://www.environment.gov.za/> [Accessed on 02/08/2011]

⁴ Department of Environmental Affairs and Tourism was split in 2009. This refers to DEA as the current department and client.

⁵ Ibid.

SRP projects are implemented across four focus areas covering the major environmental management issues. The four focus areas are as follows:

- **Working on Waste (WoW):** proactive preventative programmes that aim to achieve both social and ecological sustainability by pursuing sustainable waste management practices.
- **Sustainable Land Based Livelihoods (SLBL):** focuses mainly on projects that are aimed at enhancing biodiversity and conservation of the ecosystem. Projects under this cluster may also contribute in the integration and alignment of biodiversity issues in the local government planning systems whilst addressing environmental conservation and protection issues.
- **People and Parks (P&P):** addresses issues at the interface between conservation and communities. The programme also attempts to aid communities previously displaced to pave way for the establishment of protected areas. P&P projects tend to have an emphasis on building infrastructure within protected areas.
- **Working for the Coast (WftC):** aims to create and maintain a cleaner and safer coastal environment.

3. METHODOLOGY

3.1. SAMPLE

The 43 projects included in this evaluation represent the total number of projects completed between 2004 and 2009. The results provide a fair, well-balanced evaluation of the SRP in its entirety during that time frame.

Table 1 below shows the breakdown of the 43 projects by province and focus area.

Table 1: SRP projects according to focus area and province

Province	EC	FS	GP	KZ	LP	MP	NC	NW	WC	Total
People & Parks	2	1	1	1	0	1	0	0	0	6
Sustainable Land-Based Livelihoods	6	1	2	2	7	0	3	1	1	23
Working on Waste	0	0	1	1	1	0	1	0	0	4
Working for the Coast	3	0	0	1	0	0	2	0	4	10
Province Total	11	2	4	5	8	1	6	1	5	43

3.2. EVALUATION INDICATORS

A variety of indicators (both qualitative and quantitative) were selected for each of the five evaluation criteria: efficiency, relevance, effectiveness, impact and sustainability (broken down in Table 2 below). The analytical framework and indicators were presented at the Project Steering Committee meeting and were approved prior to finalisation and implementation.⁶

Table 2: Number of Indicators used per Evaluation Criterion

Criterion	No. indicators used
Efficiency	8
Relevance	8
Effectiveness	7
Impact	6
Sustainability	6
Total number of Indicators	35

3.3. PILOTING OF INSTRUMENT & FRAMEWORK

Additionally, the analytical framework and the tools were piloted at two projects to test their suitability. The projects were:

- (1) WC - WfC SANParks West Coast (Langebaan) in Western Cape; and,
- (2) Madibaneng Soil Conservation Project in Limpopo Province.

⁶ Steering Committee Meeting held on August 23, 2011.

The pilot was useful after the completion of the desktop review of project documentation because it enabled the team to refine the indicators and tailor-make the approach for the purpose of this study.

3.4. DATA COLLECTION AND CAPTURING

The methodology comprised both quantitative and qualitative analyses. The specific components included an evaluation of the 43 SRP projects including:

- Review of available documentation;
- Site visits including observation and interviews/focus group sessions with:
 - SRP Officials in the provincial offices;
 - Project Implementers;
 - Municipal Officials;
 - Community members; and,
 - Beneficiaries of the projects.
- Interviews with National SRP officials.

Interview guides were developed and customised as appropriate for each individual group of stakeholders as listed above. The interview surveys were systematically designed to fill knowledge gaps from the desktop research, collect information not available from the written reports; and verify physical aspects including infrastructural and environmental aspects.

Three days were allocated for each project visit and were coordinated from the research management office.

Data was captured into an excel spreadsheet by the field researchers on site. The individual project reports were consolidated into the project database. The interviews conducted are indicated in Table 3 below.

Table 3: Planned versus Actual Interviews with Stakeholders

Project Name	Interviews Conducted				
	DEA	Municipality	Implementer	Beneficiaries	Community
Planned Interviews with Stakeholders	43	43	43	Not determined	Not determined
Number of Stakeholders Interviewed	50	23	42	198	55

3.5. ANALYTICAL FRAMEWORK

To ensure comprehensive coverage of all aspects of SRP, the evaluation was carried out at three levels.

Level 1

The first level is the analysis of the individual projects. Information was gathered through document review and field visits during which a systematic interview process was conducted. The interview details collected from these visits provide perspective at a project level which

helped in the evaluation, using various criteria associated with impact on the environment and on the lives of beneficiaries.

Based on the document review, site observation and interviews, an in-depth evaluation of each project was conducted. Key project data, project context, findings for each of the five criteria and conclusions and lessons learned are detailed for each project. The 43 project reports are found in **Appendix B**.

The quantitative data from each of the 43 projects was aggregated to provide the overall picture of the SRP projects completed between 2004 and 2009. **A Benchmark Performance Index or score was established based on the average score of all 43 projects and was found to be 3.57.** This means that the overall performance of the 43 projects was 71% or 3.57 out of 5.⁷

Five categories of projects were established using the benchmark. Projects ranking below the benchmark were considered Weak or Very Poor. Those ranking at the benchmark and slightly above, were considered Satisfactory, those ranking much above the benchmark are considered Good or Excellent.

- Very Poor (<3.11)
- Weak (Below Average) (3.11 – 3.56)
- Satisfactory (Above Average) (3.57 – 3.97)
- Good (3.98 – 4.21)
- Project Excellence/Best Practice (>4.22)

Level 2

The second level of analysis is at the focus area which classified each individual project. The relevance, efficiency, effectiveness, impact and sustainability of the projects was evaluated and compared across the four focus areas: P&P, SLBL, WoW, and WftC.

Level 3

Finally, the evaluation included a programmatic overview synthesising the information across the projects to inform the overall diagnosis of SRP and best practice recommendations going forward.

3.5.1. Data Collation and Analysis

Each project was rated against the 35 indicators across the five evaluation criteria. The findings and analysis are informed by data collected from the individual projects, relevant respondents, including, communities, beneficiaries, project implementers, SRP officials, and other interviewed stakeholders.

In order to maintain an objective and standardised approach, a 5-point scale was used to evaluate each of the indicators (Box 1). This 5-point scale was adjusted appropriately and contextualised for each individual indicator. The 5-point direction

Box 1: 5 Point Scale

- | |
|--------------------|
| 5 = Best Practice |
| 4 = Good |
| 3 = Target Met |
| 2 = Below Target |
| 1 = Not Applicable |

⁷ Performance is considered as the completion of the project according to the pre-set standards as per the analysis framework and indicators.

was consistently applied throughout so that the indicators could be aggregated⁸ in order to provide deeper analytical details and to elucidate key findings.

Examples of how the five point scale was specified for the project scoring to allow consistent rating across the 43 projects are as follows:

- **Achievement of temporary jobs:** 5 was awarded for projects that achieved greater than 100% of their target, 4 for 80-100% of the target, 3 for 70 – 79%, 2 for 50 – 69%, and 1 for less than 49% of the target.
- **Lasting beliefs and or attitudes around the project objectives:** 5 (the project results were lasting to this day), 4 (the results did not last after project closure), 3 (no results), 2 (worse than before the project started), 1 (Not Applicable).
- **Income generation of the initiative beyond the specific funded timeframe:** 5 (has continued and has grown), 4 (has continued to date), 3 (small income not sufficient to maintain), 2 (continued for a while but has since ended), 1 (Did not continue).

The quantitative data was analysed and complimented by the qualitative data.

Additional statistical analyses were completed which were used to assist in the identification of more complex trends (and their significance and variation level) not readily apparent from basic quantitative and qualitative analyses. All statistical analyses were consistent, and were performed using a linear regression approach at the 95% confidence interval. This approach, unfortunately, did not identify many direct correlations and thus the evaluation focuses more on the qualitative findings.

3.6. LIMITATIONS

As with any research, this analysis relied on some key assumptions and was subject to inherent boundaries. As stated in the Inception Report, these represented potential limitations to the study. In light of this, the following concerns and limitations are noted with respect to this evaluation:

- Background and project data/information, including reports and any other relevant documents, were required for the execution of this study. Ultimately, a substantial amount of information was out-of-date, incomplete or incorrect, causing uncertainty around the data. Some of the reports available on the Programme Management System (PMS) were incomplete. The various project management templates (e.g. business plan, audit files, progress payment reports, project completion reports) did not require very much detail, thus not providing the information required for the evaluation. This is not necessarily a reflection of former project officials as, at the time, reporting requirements were not as robust as what is currently required.
- Much of the documentation that was completed during the projects' period were no longer held at the offices of the implementers or the provincial SRP offices but had been sent to archives many years ago and were simply not accessible.
- Not all stakeholders were contactable despite extensive efforts made. However, in light of the number of interviews successfully conducted and the amount of information

⁸ Certain indicators were more qualitative and captured a descriptive level of detail. Thus, they were excluded from the 5-point scale system and were thus not included in the data aggregation. These were analysed separately.

collected, it is unlikely that these inputs would have significantly altered the analysis. Specifically:

- Many of the provincial officials interviewed were not in their current position at the time of the projects under review. This presented a slight challenge as they lacked the direct personal information and thus relied upon documentation and recounted stories from transition processes.
 - Some of the implementers no longer exist or the individuals responsible within the implementing agency are no longer with the agency and others do not have the relevant background.
 - With respect to the beneficiaries, in most instances, the lists available only contained names and ID numbers which made it difficult to contact and follow up directly. Additionally, many beneficiaries had moved away from the community. Implementers assisted in many cases, but the group of beneficiaries interviewed in this evaluation is not a representative sample, but is more anecdotal.
 - In some instances, community members were reluctant to participate in discussions, many were at work or conducting other income generating activities at the time. Some wanted to be compensated for their time in the interview which was not an option provided for.
- The data in the signed and audited project completion reports has been considered as the correct information.
 - Some of the projects closed as long ago as 2005, with the most recent ones ending in 2009; therefore data often could not be accurately recalled or with any level of detail by the various sources and stakeholders.

4. FINDINGS

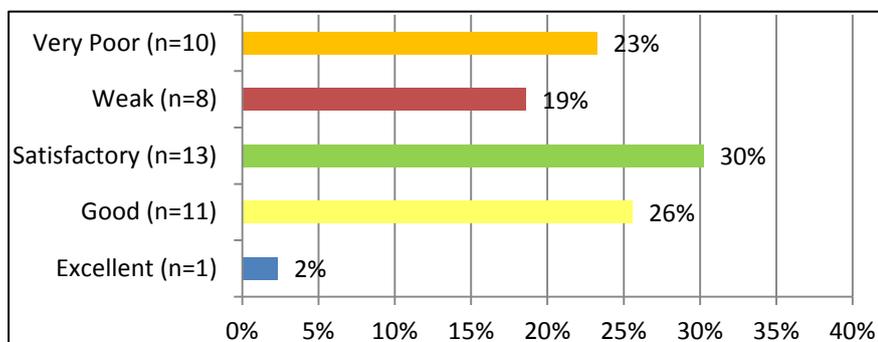
4.1. LEVEL 1 – INDIVIDUAL PROJECTS

Based on the five identified categories of projects:

- Very Poor (<3.11)
- Weak (Below Average) (3.11 – 3.55)
- Satisfactory (Above Average) (3.56 – 3.97)
- Good (3.98 – 4.21)
- Project Excellence/Best Practice (>4.22)

The distribution of the 43 projects across these performance ratings is depicted in Figure 1 below.

Figure 1: Project distribution across performance categories. N = Number of Projects.



There is a total of 25 projects that scored above the average performance index of 3.57, of which **12 have been rated highly**, and from which best practice can be learned and applied to future funding model and planning. A total of **13 projects were scored as Satisfactory**, **8 are considered weak**, and **10 projects as Very Poor**.

Projects demonstrated a variety of positive factors and best practices. Characteristics of good projects included:

- Deliverables and targets exceeded
- Infrastructure delivered in accordance with industry standards
- Contribution to a region's medium to long term socio-economic development
- Environmental deliverables in pristine condition leading areas to apply as a world heritage site
- Strong educational and environmental awareness to benefit the wider community

Box 2: AP1- Nahoon Point & Estuary Nature Reserve (Eastern Cape) - Best Performing Project

Implemented through a partnership, AP1 - Nahoon Point & Estuary Nature Reserve secured environmentally sensitive and culturally important areas and managed to catalyse Nahoon Point's socio-economic development. Beneficiaries received training and work experience compatible with region's employment opportunities and economic growth. The project stimulated local tourism industry while also promoting environmental awareness directly resulting in better care of the surrounding natural resources. Environmental deliverables were in pristine condition and thus led as a point towards status as a World Heritage site.

- Well-organised Project Advisory Committee (PAC) or Steering Committee
- Impacts extending beyond the project's specific objectives

The Best performing project, which received a score much higher than any other, was *AP1 - Nahoon Point & Estuary Nature Reserve – Eastern Cape* (Box 2) under the P&P focus area, receiving a score of 4.70. This earned the project a qualitative rating of Excellent. **Full details are provided in the Project Report in Appendix B.**

As much as lessons can be drawn from best practice and positive experiences, projects that have performed poorly can also serve as useful windows from which to learn, in order not to repeat past mistakes on the path of continual progression to excellence. Projects scoring below average demonstrated a variety of characteristics:

- Failure to achieve targets
- Infrastructure and deliverables of poor quality with little chance to last
- No contribution to a community or region in terms of poverty reduction
- No benefit/reach to a wider community audience
- Poor project planning
- Little coordination and involvement by Project Advisory Committee/Steering Committee
- Little lasting impact, no change in employment or business

The Worst performing project was *Wetlands Bodibe (North West)* -, receiving a score of 2.58. This project was a SLBL project. This project could be considered an anomaly as the project intended to address a severe environmental challenge, continuous peat fire within the wetland area causing harm to the community, livestock and the flora and fauna of the area. From the evaluation, it appears that this project was poorly implemented because there did not appear to be clear distinctions for the roles, responsibilities of the various stakeholders involved, and no sustainable or realistic plan for long term maintenance and management of the wetland. **Full details are provided in the Project Report in Appendix B.**

4.2. LEVEL 2 - FOCUS AREA PERFORMANCE

Though each focus area is unique in design and linked to different objectives and results (e.g. rehabilitation of wetlands, support of eco-friendly waste disposal, clearing of alien vegetation etc.), all have a shared commitment to the fulfilment of the broader programme objectives.

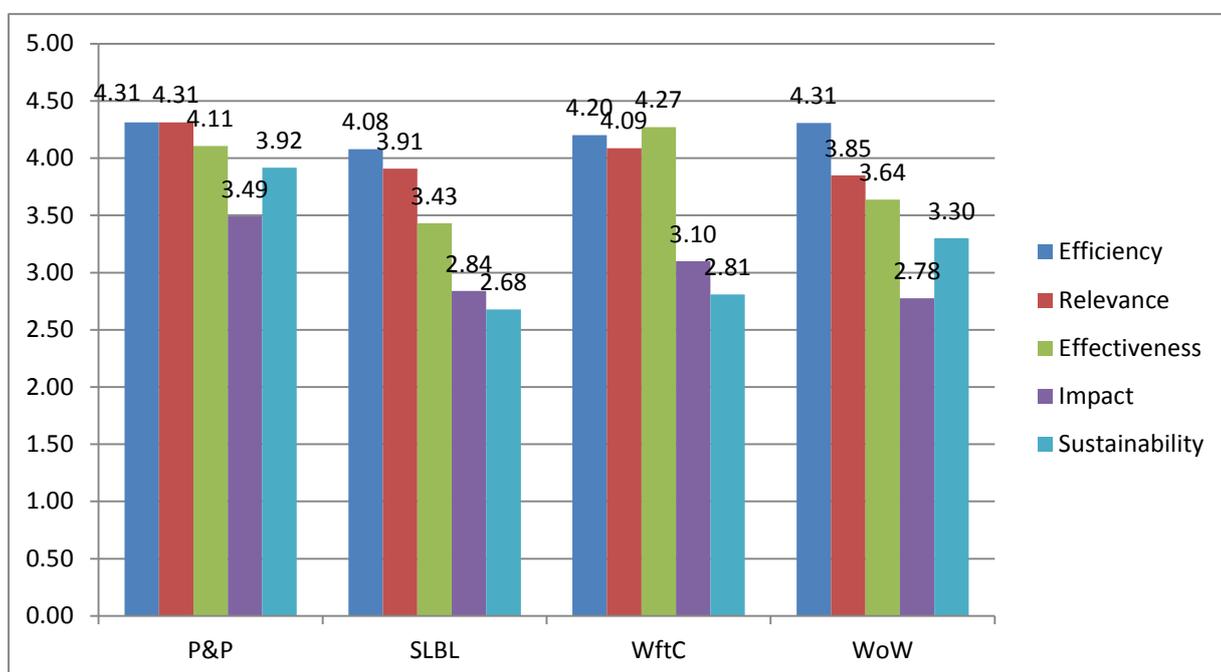
It is useful to look at the aggregate for the focus areas to identify any commonalities from the focus groups. The spread of the projects is presented in Table 4 below, and the individual scores and ratings for each project are detailed in **Appendix A: Table 12.**

Table 4: Aggregated project performance per focus area.

Focus Areas	No. of Projects	Average Index Score	Average Performance (%)	No. of Projects Below Average	No. Projects Above Average
P&P	6	4.03	81	0	6
WftC	10	3.69	74	3	7
SLBL	23	3.39	68	13	10
WOW	4	3.57	71	2	2

The performance across the focus areas varied from 68% to 81%. Further, performance per focus area is presented below in Figure 2 enabling a comparison of each area by aggregate performance and by individual indicator performance, and maps out the relative performance of each indicator across the groups.

Figure 2: Performance Criteria per Focus Area



4.3. LEVEL 3 – OVERALL SRP PERFORMANCE

The quantitative data from all 43 projects was aggregated to arrive at an overall SRP performance score. Table 5 highlights the scores for each of the five criteria for all 43 projects.

Table 5: Overall SRP Performance based on the 5-point System

SRP Evaluation	Index	Performance (%)
Efficiency	4.16	83
Relevance	4.00	80
Effectiveness	3.74	75
Impact	2.98	60
Sustainability	2.94	59
Overall SRP Average (Benchmark)	3.57	71

Given that the average performance for all projects across all evaluation criteria was 3.57 or 71%, one can consider that the three performance areas that scored higher than the average, Efficiency (83%), Relevance (80%) and Effectiveness (75%), were the areas in which the projects were most successful. Projects were (for the most part) efficiently implemented, relevant to SRP objectives, and relatively successful at achieving the targets (effective). On the other hand, projects generally had a very low Impact (60%) and poor Sustainability (59%). In general, the overall SRP performance mirrors the individual level projects and the focus area performance. Analysis of each evaluation criteria will be explored in Section 5.

4.3.1. Environmental Performance

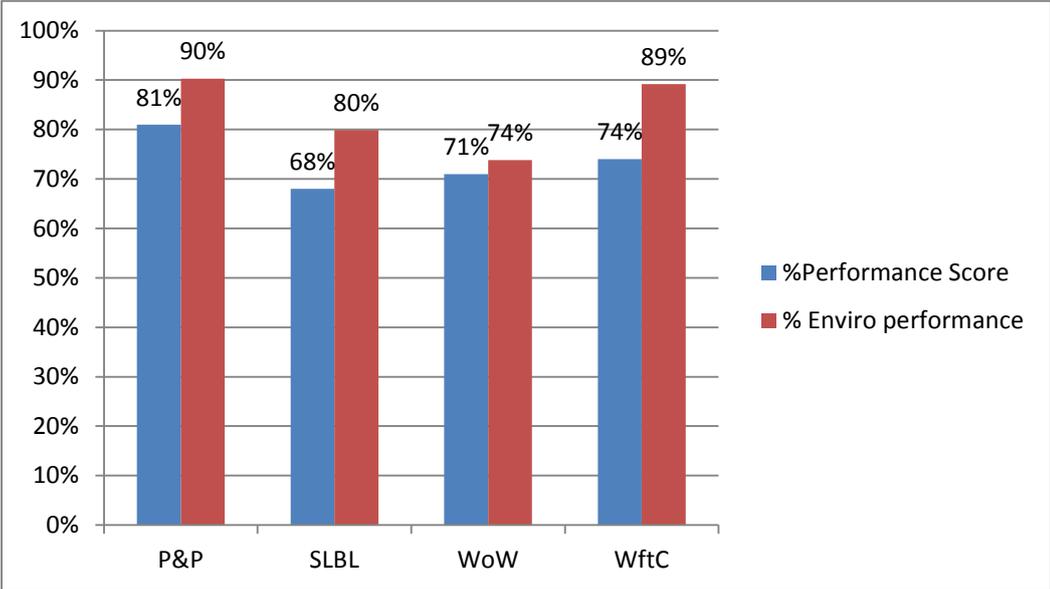
SRP projects were very successful at achieving their environmental deliverables. Out of the 43 projects evaluated, 83% completely delivered or exceeded the environmental deliverables (outputs) expected according to their original approved business plans. By selecting relevant indicators from all five criteria, an **Enviro-Index** was created, and the **overall SRP score for the environment related indicators was 4.14** – substantially above the benchmark. The index was devised using the following indicators:

- Compliance with Environmental Regulations
- Maintenance and care of natural assets
- Alignment to the DEA mandate
- Alignment of project and deliverables to particular Focus Area
- Completion of the deliverables/outputs
- Lasting Environmental Impact/Change

The **Enviro-index was very useful and identified a very strong, positive relationship between environmental aspects of the projects and overall performance.**

Figure 3 below shows the Overall Performance Score and the Enviro performance score.

Figure 3: Performance per focus area for Enviro-Index and Performance



5. ANALYSIS AND RECOMMENDATIONS

In this section, the five evaluation criteria and particular issues and themes identified during the evaluation process pertaining to each criterion are discussed in detail using the quantitative data to substantiate the qualitative observations. It is important to note, that despite having 35 specific indicators, a few extraneous issues were identified as having significant influence on either the overall success of SRP projects, or a specific evaluation criteria. The lessons learned from each of the 43 projects are summarised to illustrate the specific themes.

5.1. EFFICIENCY

Overall, the projects were found to be highly efficient. This is the evaluation criterion scoring the highest of the five (Average 4.16). Table 6 below presents the scores for each of the efficiency indicators.

Table 6: Performance scores for efficiency indicators

INDICATOR/MEASURE	Index Score
Time between actual end of project and planned end of project	4.07
Financial delays affecting the project roll out.	4.49
Maintenance and care of natural assets (e.g. plants, wetlands, trees) during project implementation (included in Enviro Index)	4.20
Maintenance and care of infrastructural assets (e.g. computers, implements, furniture and other physical aspects)	3.60
Accurately budgeting project. Difference between targeted budget and actual expenditure.	4.51
Quality of goods and services created during project implementation	3.93
Were the required environmental regulations adhered to during project implementation? (included in Enviro Index)	4.12
Success and representativeness of Project Advisory Committee.	4.33

As the various scores for the efficiency indicators show, the specific areas reviewed quantitatively scored well.

The lowest scores for efficiency are for the infrastructural assets and the quality of goods and services. These low score are likely a reflection of the time delay between the project completion and the evaluation. Infrastructural assets such as equipment and computers have a defined lifespan, and it is likely that many of the items, were cared for during the project, but have since seen the end of their use rather than a result of neglect or vandalism. Additionally, the quality of goods and services created during the project implementation may appear weaker now as particularly the infrastructure built will be a few years old, and weathered from use and exposure to outdoor conditions.

In terms of timely project management of all 43 projects, only three projects were delayed more than 8 months, four projects were completed one to four months behind schedule, and all others 36 projects either finished on time or early.

The following specific issues should be noted to assist in project implementation and management going forward:

5.1.1. Project Expenditure and Budget Management

Without having conducted a financial audit, financial management did not emerge as a concern. Financial management appeared to be well managed with 26 projects having slightly over or underspent (although less than 5% difference of the budget), 11 projects on target, and 6 projects having over or underspent (between 5% - 10% of budget). This indicates that the budgets have largely been drafted accurately with regards to the funds required to implement the specific project deliverables, and that the expenditure was followed accordingly. This is directly reflected in the high scores of the two financial management indicators (4.49 and 4.51). Additionally, given the overall achievement of the expected deliverables, environmental and labour related, it is possible to infer that the funds allocated were adequate for the achievement of their contracted deliverables. However, this is not an indication of whether more could have been achieved for greater impact or sustainability (discussed in the relevant sections below).

Specific to the Summative Evaluation, not a financial performance or audit process, the statistical analysis identified that bigger project budgets do not necessarily lead to better overall project performance nor does it influence environmental performance. Further, the size of the budget does not influence either the Impact or the Sustainability, thus linking those criteria to other factors (beyond monetary constraints). This means that both small and large projects can have similar performance.

Recommendations

- SRP should continue to identify ways to improve the tracking of spending linked to a holistic monitoring and reporting system (see theme below). Recognising the high scores for financial management and budgeting, there are always improvements that can be made as systems and processes become streamlined with other aspects of SRP administration and management for continued good practice.

5.1.2. Project Selection and Business Planning

Despite not being a specific indicator, the project selection, application process, and business plan development process was identified as a weakness early in the evaluation, as much of the project specific documentation was based on the business plans. Specifically, the full business plan documentation that was reviewed for the 43 projects did not have as much detail as necessary. The content of the business plans was limited; specifically, there were very few provisions for impact and sustainability (thus not forcing the project implementer to consider future requirements beyond the initial phases of the project). The lack of detail required in the business plan, ultimately meant that the implementers were held to limited contractual obligations other than the job creation, training and specific environmental deliverables, as well as the budget. Very few specific details other than the high level information was articulated, for example, many business plans did not differentiate between accredited training and non-accredited training, nor at what point in time the training was intended to be offered, essentially, not tying the implementers to any commitments. Very few of the business plans articulated any types of partnership development which meant that this was ultimately not a requirement that the implementers had to pursue or deliver.

Further, the funding application and selection process explained by the various implementers was not consistent. Some had submitted applications and some had been requested to implement projects thus skipping the application process. Project implementers also indicated that the time period between submitting applications, announcement of award, and then final contracting and release of funds is frustrating and in some instances, debilitating to project planning, particularly if a number of partners are involved in a project plan. Some respondents indicated a 2 – 4 year delay for proposal approvals, this is clearly inefficient and could be rectified by instating formal funding window period.

Recommendations

- A standard template must be developed and should be completed for all funding applications. A formal funding window with articulated processes and timeframes should be implemented to facilitate an easier process, for both the applicants as well as for the SRP officials managing the selection process.
- A standard detailed business plan template must be developed. The business plan should articulate not only the high level targets, but also all indicators for which the projects are responsible, e.g. women, youths, people with disabilities, training, how and what kind of training, and importantly, an indicative implementation plan with an associated time frame. The business plan template should also require description of the impact and if appropriate, sustainability.

5.1.3. Monitoring and Reporting Systems

Despite not being a specific indicator the monitoring and reporting system and documentation associated to the projects under review, was a major weakness. The SRP Project Management System acts as the Management Information System (MIS)⁹, but it is limited in terms of data (at least in terms of the projects under review in this evaluation). A significant number of projects were missing either a Project Completion Report or other information¹⁰. Furthermore, some of the project information available had flaws and inconsistencies contradicting each other across different reports¹¹. Many of the reports did not contain much information beyond detailed financial information and some basic information on project deliverables and numbers of temporary jobs created. The beneficiary lists provided to the evaluation team simply had names and ID numbers but no contact details. There were no records of the SMMEs created over the life of the project. Additionally, none of the relevant training information was kept on the website for any of the projects. The financial reporting appeared to be complete; however, the review did not include an audit of the financial records. Understanding that the projects ended most recently in 2009, and many as far back as 2005, information and reports may exist somewhere but virtually inaccessible.

Further challenges emerged with regard to the standardisation of reporting. For example, across the 43 projects, no standard measurement was used to measure number of jobs created. While some projects used number of staff days to indicate jobs created, others

⁹ Accessed at www.srpprojects.co.za

¹⁰The list of missing project completion reports was provided to the DEA in late July and again with the Inception Report in August.

¹¹For example, the Bathlebeni Soil Conservation project's completion report listed the number of beneficiaries who were given temporary employment (amounting to 103); however the qualitative reports suggested that only 71 employees were given jobs. Similarly, in KZN – WfC Ugu, the last payment progress report states that workers were not remunerated; but the same report also states that the average cost per person per day is R61. No explanation is offered around this discrepancy.

referred to the number of discrete people employed throughout the project's term (unique individual beneficiaries).

Recommendations

- A full MIS should be implemented that requires specific documents to be uploaded (or built in to the system) so that projects are moved from one process to the next in a consistent and automated process. For example, the MIS should require all the same documentation for project applications, if it is not all submitted the project cannot be processed. Once a project is approved, it moves to the next module, at which point all the relevant documentation must be uploaded and so on for quarterly and annual reporting. Finally, a project should not be closed off until all documentation has been uploaded into the MIS. An automated MIS can flag and push information to the users when information is outstanding simplifying the management by officials.
- A project report template would be very helpful to ensure that each project reports the same information. All indicators against which projects are expected to be measured should be tracked regularly, if not quarterly, than in the annual reports. All projects should have to report on the same items, for example, disaggregated by youth, women and people with disabilities.
- Specifically, there are two major issues that need to be improved within the monitoring and reporting systems, relating to employment and training.

- Reporting employment: When counting jobs over the life of a project, it is critical to use a standard unit of measurement for all projects so that an aggregation can be done across the projects. Box 3 outlines the suggested units of measurement and the aggregating formula to determine the average number of days worked per person throughout the project's term.

Box 3: Employment Calculations

1. Total number of employment days **(ED)**
2. Number of unique individual beneficiaries **(IB)** employed throughout the life of the project.
3. $ED \div IB = \text{average number of days worked per person.}$

- In terms of reporting on the beneficiaries, it is recommended that a formal database of beneficiaries be developed that would allow for efficient logging and tracking of beneficiaries over a period of time to assess impact. In order for the SRP to assess outcomes such as jobs secured for beneficiaries, impact on their lives, changes in awareness and behaviour towards the environment, or change in attitudes as a result of the temporary employment, there needs to be some kind of database in place.
- Additionally, the database should be used to monitor the SMMEs created as part of the project. This is important mainly for tracking the beneficiaries in the future, but also to report consistently the creation and use of SMMEs.

5.1.4. Implementing Agencies

Implementing agencies emerged as a cross cutting theme throughout the evaluation, for a variety of reasons.

The implementing agencies were responsible (and contracted) and qualified to complete specific environmental deliverables according to the business plans, employing labour in line with EPWP conditions (e.g. previously unemployed, historically disadvantaged). However, in addition to the specific environmental deliverables, the implementing agencies were responsible for many outputs for which they do not have the necessary skills or experience, specifically managing training and SMME development. Some tasks such as non-accredited training (which teaches the beneficiaries the required project- and task-specific skills to do the job at hand as well as life skills), are reasonably handled by the implementer. On the other hand, quality accredited training and SMME development requires skilled training professionals to implement properly which will lead to future employment, skills with which many of the implementing agencies were not equipped.

Not only were many of the implementing agencies not qualified to deliver accredited training and SMME development, the requirement distracted them from the main deliverable.

Implementing agencies were also expected to conceptualise and develop long term sustainability plans. While ideal, not all the implementing agencies had a long term interest in ensuring the sustainability of the project, nor were they necessarily in a position to devise the long term plan for a particular community or owning agency. In many instances, as soon as the project funding came to an end, the implementer was no longer involved, and the initiative came to a swift end.

Furthermore, the same (or the same types of) implementing agencies were responsible for SRP projects and thus innovative and creative ideas were limited. As a result, project results were often modest (low impact) and predictable, both from an outputs perspective, as well as from an innovation perspective which could lead to improved efficiency (and impact and sustainability). Unfortunately, because many of the partners are public institutions each with limited funds within their own budgets, SRP has yet to be able to leverage additional funds.

Recommendations

- The implementers should be selected based on their relevance to the actual deliverables, e.g. infrastructure development, waste management, community initiatives. The implementers, once selected, should not be responsible for the accredited training and the creation and development of SMMEs as these require additional core competencies¹². For the additional other aspects beyond their core competencies, such as training, SMME development and social and business facilitation, agencies should be supported by external partners skilled in those areas.
- The SRP would benefit from identifying and diversifying the partners with which it works to stimulate innovation in the communities. To do so, SRP should focus on identifying strong partnerships where possible, such as private parks, private conservancies, businesses on the borders of national parks, etc. Partners should be sought who are driven by competent and focused management and ownership, with a shared interest in enhancing conservancy, impact and sustainability beyond simple delivery of outputs.

¹² It is understood that since the completion of the projects under review, the entire accredited training component has been reallocated to Provincial Training Coordinators (PTCs), relieving the agencies of this responsibility. This appears adjustment is aligned to the recommendations to alleviate the burden on the implementers, as well as the need to ensure that qualified training providers are identified for this task. to be a positive and efficient adjustment.

- SRP should be more proactive in identifying strong partnerships and working with the private sector in an attempt to leverage funds to contribute to the SRP projects (realistically and contractually). To this end, calls for proposals should be more targeted and directed towards innovative new agencies both for creative ideas as well as financial contributions. Box 4 describes a potential partnership model.

Box 4: Innovative partnership model in agri-processing

One of the largest agri-processing companies in SA is embarking on a multi-pronged approach to reducing its carbon footprint. As the largest consumer of electricity in its local area, its aim is to implement projects that replace coal with heat generated from burning indigenous plants. The aim is also to combine grape skin waste with this new source of coal as an alternative fuel in its boilers. The excess coal created can also be processed into fuel bricks and used by poorer communities as a more efficient and cleaner burning fuel. In addition, in order to re-use its effluent water, it is also exploring how this can be used to promote wetland/reed beds where the water can flow through aerobic, anaerobic and reed bed dams. This works to clean the water, which can then be re-used in the company's operations and/or given to small farmers to use for their cattle. This circular approach to clearing bush vegetation and creating wetland areas in what is otherwise a harsh desert environment will help to create sustainable jobs that emerge from such programmes as Working for Water, Working for Fire and Working for Wetlands.

5.1.5. Project Advisory Committees

The Project Advisory Committee (PAC) is aligned with various pieces of national legislation especially in terms of governance, accountability and transparency of the decision-making structures associated with the use of public funds.

Despite the high scores received indicating success and representativeness of the PAC, based on the information from many stakeholders interviewed, the parameters for the PAC were not clearly articulated, nor were they strictly enforced at the time these 43 projects were implemented (therefore not meriting a necessarily low score). In some instances, there was no clear body or group of representatives that regularly met or communicated to discuss project progress. For some projects, the PAC did not follow a functional ToR and acted simply as a steering committee that was less than fully representative for all stakeholder groups. Further, PACs met irregularly and coordination was weak, thus compromising the potential benefit of such an advisory body.

Recommendations

- In order to gain the greatest benefit from the PAC structures, the roles and responsibilities need to be clearly defined and designated through a memorandum of agreement or ToR. SRP could add value by developing guidelines articulating the PAC and the institutional governance and arrangement procedures. However, the capacity of the different stakeholders should be considered when allocating tasks, responsibilities, timelines and follow-up¹³.
- The PAC could play a very useful and important role if implemented appropriately, the various stakeholders should be given concrete responsibilities that could change the status quo in a community and in the way the municipality operates. It is critical that the PAC be comprised of representatives from multiple stakeholder groups. Specifically, being a representative body, the PAC should be responsible

¹³ It is understood that the PAC is now strictly enforced and a revised TOR implemented recently. These findings are based on the projects under review.

for designing and implementing relevant sustainability measures to ensure the project activities can continue once SRP funding is finished.

- New stakeholders could include local and international NGOs, development agencies, media, venture capital interest, business support services, trade bodies, financial services providers and community groups. These linkages can be beneficial for all parties involved and could potentially result in greater project performance across all criteria. This is particularly important when the SRP funding is one component of a larger programme or initiative.
- PACs would benefit by having local private sector stakeholders represented on the committee. The private sector could be responsible for guiding and contributing to the sustainability aspects of an SRP project. The additional dimension could potentially generate more capacity, income and/or innovation.

5.2. RELEVANCE

Overall, the aggregate of the SRP projects scored highly for Relevance (4.00). There were three overarching areas of enquiry identified below, which were further broken down into specific indicators as per Table 7.

- Relevance to the DEA mandate: environmental protection, conservation, and enhancement of South Africa's natural resources;
- Relevance to EPWP objectives for skills development, job creation and SMME development; and
- Relevance to the needs of the community.

Table 7: Performance scores for relevance indicators

Indicator/Measure	Index Score
SRP Objectives: Skills Development, Job Creation, SMME Development	4.37
Protecting, conserving and enhancing (South Africa's) environment, natural and heritage assets and resources (included in Enviro Index)	4.51
Environmental Outputs (Project Deliverables e.g. ha of removal of alien vegetation, wetland rehabilitation) (included in Enviro Index)	4.47
Projects address the needs of the community?	4.02
Completion of needs assessment/feasibility study (included in Enviro Index)	3.58
Degree of inclusion in IDPs, municipal involvement or PGDS integration	3.46
Value judgment of work experience opportunities to beneficiaries	3.76
Value judgment of project to the community members	3.71

The Summative Evaluation reveals that, in general, the projects were aligned to all of the major overarching objectives. However, the most pressing issue to highlight is the juxtaposition of the priorities of the environmental mandate and the job creation objectives. Identifying tasks that

combined both of these objectives would help to enhance the overall relevance of SRP projects.

The SRP projects, in general, have demonstrated opportunities that have identified labour-intensive environmental management tasks presenting the opportunity to acquire and develop skills and capacity. Importantly, this would also help to address the most pressing needs of the peri-urban and rural communities in which these projects were implemented, employment and income generation (at least in the short-term while there is employment from the project).

The following sections discuss a few specific emerging themes pertaining to relevance:

5.2.1. Inclusion in Integrated Development Plan (IDP)

According to the projects evaluated, nineteen (44%) were considered to have a high degree of inclusion within the IDP or with a significant link to the municipalities' direct development initiatives. In the case of these 19 projects, the project stakeholders also considered the participation of the municipalities to be significant either in the PAC/Steering Committee and involved in the project and activities. 16 projects were considered to be moderately aligned to the IDP and benefit from moderate support from the municipality. Eight projects were not considered to be aligned to the IDP other than obviously addressing poverty relief and job creation (a desired outcome of virtually every IDP across the country), nor did they have any support from the municipality. However, of those eight projects, five of those were projects directly within the jurisdiction of another institution (SANParks and SANBI) and indicated that the municipalities are not involved in any of their activities.

There were two particular instances where the municipality, actually presented obstructive barriers as was the case highlighted by the *Pretoria National Botanical Gardens – Paving (Gauteng)* project, where the municipality was entirely disengaged from the PAC and process during the project, but is now creating obstacles for the project in its attempt to rezone the area due to the massive redevelopment. The second example is in the *Greening the Environment: Sekhukhune (Limpopo)* project, where once, the traditional leaders were no longer involved¹⁴, two different municipalities caused too many challenges that the project was called off. It is interesting to note, that the poor engagement of the municipalities during the evaluation process mirrors the engagement of the municipalities' involvement in the projects.

Recommendations:

- Acknowledging the limited capacity of the municipalities, it is important that SRP initiatives are aligned to the expected outcomes of the IDP in every instance.
- In the cases where the municipalities are not responsive and do not attend meetings, the project stakeholders should keep the municipality informed of progress but should not let their disengagement prevent project progress.

5.2.2. Relevance of Project and Strategic Partners to the Community

The second lowest scoring indicator for relevance is the completion of a needs assessment or feasibility study prior to project initiation (3.58). Having conducted statistical analyses between the completion of a Needs Assessment and overall project performance, assuming that if a Needs Assessment is conducted a project is more likely to succeed, however; the reverse is

¹⁴ Due to the death of the royal family.

true and the analyses revealed that a needs assessment does not play a role in accounting for project performance. Investigating this particular issue further, it was found that in some projects reviewed; even those where a needs assessment was conducted, community buy-in simply did not exist, rendering long-term community ownership infeasible at the end of the project timeframe.¹⁵

For example, the *Madibaneng Soil Conservation Project (Limpopo)* experienced major challenges due to stakeholder conflict. Beneficiaries and local community champions felt they were not represented, and that the project authorities and procedures were not transparent, democratic or legitimate. Concerns about representation and legitimacy grew during the project's implementation, resulting in theft of the irrigation systems and the project's eventual demise. A second example is in the case of *AP3 - Graveyard Fencing (Eastern Cape)* in which reports suggest that the project was a result of political intervention, rather than environmental objectives or community needs assessment, and as a result reports indicate few or no observable environmental changes as a result of the project, nor any observable changes in community behavior, and disputes over ownership after the project closure (full project details available in the Project Report Appendix B). In such cases where community buy-in simply does not exist or is weak, or if a particular project lacks support from other stakeholders, it might even be advisable for the project to be terminated.

Further, the stakeholders involved in a project are the most important drivers of performance, both for successful implementation as well as for long term sustainability. This particular area of relevance is linked to the similar point on PACs above. Understanding that the PAC is the coordinating structure, the project planning and development phase is the point in time when the appropriate partners should be identified, in the case of the projects reviewed, this careful selection of project partners was not considered. There were a variety of issues that arose across the projects, usually involving an implementer that was unrelated to the community, a lack of cohesion amongst the stakeholders, or lack of buy-in from the community.

Recommendations

- Communities must be recognised as the main stakeholders of the projects, particularly so in rural areas, as they must be seen as the main managers, employees and coordinators for the resulting initiative, even if they are not the owning agency specifically. It is critical to have buy-in from communities and beneficiaries for the SRP projects. Communities in rural areas may also feel hostility towards initiatives if they do not consider themselves to be involved.
- The implementers must be familiar with and close to the communities, they must be able to build a relationship with the community within which they are working, and they must have an understanding of the particular social context if any community involvement and/or empowerment is to be expected.

5.3. EFFECTIVENESS

The SRP projects delivered reasonably well and largely achieved their targets scoring a 3.74 for the criteria overall. The effectiveness indicators measured projects' achievement of seven targets¹⁶, these are presented in Table 8.

¹⁵ Often, communities in urban areas are harder to secure buy-in than in rural areas as the beneficiaries often do not live in the direct vicinity of the project. This was exemplified by projects in East London and Port Elizabeth.

¹⁶ It is important to note that the indicators used were limited to the specific targets identified as part of the SRP.

The four primary measures of effectiveness are achievement of:

- Environmental deliverables (outputs)
- Job creation
- Capacity building/training and skills development
- SMME development

Table 8: Performance scores for effectiveness indicators¹⁷

Indicator	Index Score
Did the project achieve the targets (deliverables) set according to the environmental objectives as per the business plan? (included in Enviro Index)	4.28
Number of employees that attended training courses according to target.*	4.00
Actual versus targeted number of temporary jobs over project duration.	4.35
Temporary Jobs awarded to women over project duration.	3.74
Temporary Jobs awarded to youth over project duration.	3.89
Temporary Jobs awarded to people with disabilities over project duration.	2.33
Number of registered SMMEs or emerging businesses created and/or developed.	3.50

*No distinction was available for accredited and non-accredited training courses (not clearly reported).

5.3.1. Achieving the Environmental Deliverables

As reported above, 86% of the projects delivered at least 80% of their environmental outputs targets as per the business plans. A further, 9% of the projects (4 projects) delivered 70 – 79% of the targeted environmental outputs, and only 5% of the projects (2 projects¹⁸) delivered less than half of their expected deliverables. This is an excellent success rate, and would be difficult to attain higher success as despite risk mitigation, there is always going to be a tolerance level for unknown and unpredictable occurrences. Image 2 and Image 1 show examples of project deliverables.



Image 1: WftC SANParks Lakes Area Boardwalk constructed with SRP funds.



Image 2: LP - Modjadji Cycad Nursery (SLBL), Facilities available and attractive for visitors.

¹⁷ The effectiveness 5-point rating system [5 (>100%), 4 (80 - 100%), 3 (70 - 79%), 2 (50 - 69%), 1 (>49%)] was applied other than for women, youth and people with disabilities which used the appropriate targets set for the programme.

¹⁸ One of the two projects was Sekhukhune which ultimately, returned the funding and was never completed. Second project was the Wetlands Bodibe project, which as mentioned earlier, presented a major environmental management issue.

5.3.2. Achieving the Targets for Temporary Jobs

The socio-economic deliverables were also met in most cases. 30 of the 43 projects (70%) reached at least 80% of the targeted number of temporary jobs of which 23 of those exceeded their targets¹⁹.

Unfortunately, the reporting around the figures for employment equity targets relating to women, youth and people with disabilities, was particularly unreliable. Many project performance or completion reports did not specify the figures for these three particular vulnerable groups and as such, the ratings were gathered from interviews with the stakeholders and from observation in the current phases²⁰.

A particularly concerning low score is that for youth employment (3.89), considering the population demographics of South Africa and the youth bulge. The low score is likely a further indication of the weak reporting (a number of projects did not have scores but were excluded from the aggregation), based on the assumption that it would be quite straightforward for projects to reach the youth target and there is no reason for projects to fail on this target.

Similar to the score for youth, the score for women is also low (3.74). 21 of the 43 projects (49%) employed a minimum of 40% women, with many of the projects exceeding the target. However, again, the weak reporting is likely one of the contributing factors to the low score. Many of the projects lend very well to employing women and the projects such as the WftC projects in particular should be seen as best practice, where they are employing well above the target of 60% women.

Despite only targeting 2% for people with disabilities, this was the weakness scoring indicator across the effectiveness indicators (and one of the lowest across all 35 indicators). Again, this could be a result of the reporting gaps, however, based on the interviews with stakeholders, it is not likely to be as significant a contributor as either women or youth. Many respondents, particularly implementers, had many explanations (excuses) as to why people with disabilities were not employed, referred to the physically demanding nature of the work and other standards such as construction and health and safety. When queried as to whether these standard requirements are considered when planning the business plans and setting targets, there was no direct response suggesting solutions.

Recommendations

- Aligned to the recommendation above in efficiency, business plans should articulate clearly the inclusion and recruitment of the most vulnerable people (e.g. women and people with disabilities) to ensure targets are met. This would also provide an opportunity to indicate if a project does not believe particular targets are reasonable within a specific project context, and to set more realistic targets and expectations in their place. By articulating expectations in the business plan, implementers are more likely to be held accountable, rather than be excused (or avoid reporting) at a later date once the project is partway through its implementation phase.
- All reporting templates must clearly articulate fields for the particular employment equity groups, if it is not specified in the report; it is not likely to be included.

¹⁹ Important to remember the monitoring and reporting issue raised under efficiency when considering this finding.

²⁰For example, WftC SANParks Gouritz to Cape Agulhus is now in Phase 3, 29 of 30 current workers are female, and the researchers were informed that it has always been similar statistics thus the inference was made without documentation.

5.3.3. Achieving the Training Targets

Despite the above average score for training, it is not certain how much of this training is accredited versus non-accredited training as the reports did not specify. Reporting templates were not specific around training, nor was there consistent measurement. Some projects reported on number of actual days of training, some indicated number of beneficiaries trained, making it difficult to compare across projects.

Further, effectiveness of training is not simply about achieving the number of days of training but should also reflect the quality of training, relevance, and whether the particular skills developed were useful for beneficiaries seeking employment beyond the project. These issues around training are fully developed under Impact in section 5.4.5.

Recommendations

- All reporting templates must clearly articulate fields that consistently, comparably and accurately report training: specific fields and differentiation for accredited training, non-accredited training, and specificity around the number of training days per individual and number of individuals trained.

5.3.4. Achieving the Targets for SMME Development

A critical weakness of the SRP projects, despite quantitative analyses failing to demonstrate this flaw, is that of SMME creation and development. The index score for creation of SMMEs is below average (3.50), but even this score is perhaps misleading as neither the documentation, nor the qualitative interviews were able to clearly define what SMME Development actually means in terms of SRP objectives.

There are three terms used somewhat interchangeably in the reporting and by the stakeholders:

- SMMEs developed
- SMMEs created
- SMMEs used

The uncertainty around the three terms is a major flaw, not only from a reporting perspective, but it also completely undermines the requirement to actually achieve any real influence on SMMEs.

SMME creation is straightforward and a number of projects were successful in **creating** (actually establishing new businesses including formally registering the company with the company registration office and South African Revenue Services) the number of SMMEs as expected (on the most part very low expectations for SMME creation). On the other hand, the meaning of **SMME development** is unclear; or at least, the application and understanding amongst the project implementers and owning agencies was inconsistent.

The reports from the projects in this evaluation have no details regarding the development of SMMEs, other than **SMMEs used** but no further records with detail about how the SMMEs were 'used' as per the report. It is positive to note that a large number of the projects exceeded their 'SMMEs used' target, but this is misleading as an SMME that was used once for a R500 service could be included in the reported figures, and this surely cannot be considered SMME

development. SMME used was not applied nor reported consistently across the projects, for example, an SMME can be counted as 'used' if they cater for training once in the entire life of the project, or they could be counted as 'used' if they are the transport company employed for 36 months (both count as 'One SMME Used' and this is very different).

Recommendations

- The way in which the programme engages SMMEs towards the SMME development outcome, should be clearly defined and implemented consistently across SRP.
- SMME Use should be considered a procurement issue and should be encouraged in projects as often as possible as per all public spending and BEE codes. SMME Use should not be considered a measure of either effectiveness or impact. SMME development is a different issue and the two should not be combined.
- All reporting templates must clearly articulate fields that consistently, comparably and accurately report on SMME development, creation and use (once the above recommended definition is complete).

5.4. IMPACT

The aim of SRP projects is to achieve an impact broader than the direct deliverables of the projects through skills development of the beneficiaries who will subsequently have improved employability, SMMEs able to derive income, and greater impact on poverty alleviation as a result of the increased income. Additionally, greater environmental impact is intended to be spurred as a result of the project encouraging improved environmental awareness and care. The overall impact of SRP projects is 2.98, below the average benchmark. Impact was measured quantitatively by the following six indicators presented in Table 9.

All of the indicators related to the impact on beneficiaries have been evaluated based on anecdotal evidence gathered by the interviewed stakeholders. Despite having interviewed nearly 200 beneficiaries, it is not a representative sample as previous beneficiaries nor the implementers could provide any accurate data on the percentages of the beneficiaries with regards to the impact of the project experience. In addition, there is a trend that those who have undergone training leave an area in search of formal job opportunities in urban areas. As a result, many of the beneficiaries may have been able to find employment but were not captured as they were not contactable. The assumption is that having spoken to beneficiaries in 74% of the projects, that the peers would hopefully have indicated the positive stories experienced, and it is assumed that they disclosed such information as stories such as those highlighted in Box 5 were shared. Ultimately, information was anecdotal, but nonetheless, the beneficiaries' perceptions are just as valuable when referring to the impact on their lives, communities and future opportunities.

Box 5: Anecdotal evidence from beneficiaries

"I knew one lady who managed to get a job in a nursing clinic because of the health and safety training"

"She now works as a domestic cleaner in a B&B because of the hospitality training"

As mentioned multiple times in the report already, implementing a more efficient and effective beneficiary tracking system would allow future evaluations to apply statistically accurate sampling approach and be able to provide statistically significant findings regarding the impact.

Table 9: Performance scores for impact indicators

Indicator/Measure	Index Score
Number of beneficiaries who found employment after project closure as a result of new skills acquired from the project: non – accredited training & work experience.	2.33
Number of beneficiaries who found employment after project closure as a result of new skills acquired from the accredited training received.	2.10
Number of employees who started (and registered) an SMME after project closure as a result of new skills acquired from the project. Number of SMMEs still operating if created during SRP project.	1.40
Positive effects of project on beneficiaries' quality of life, social well-being, and poverty alleviation	3.78
Lasting environmental changes (positive or negative) (included in Enviro Index)	3.95
Lasting beliefs and or attitudes around the project objectives?	4.32

5.4.1. **Socio-economic Impact is not an Inherent Result of Project Delivery**

The major reason identified for the limited overall impact is that the projects themselves were not formally contracted to achieve any form of impact. SRP does not currently have a clearly articulated Programme Theory²¹ or Theory of Change²² (e.g. logical framework or results chain) for Impact, which should articulate the assumptions around expected impact as determined by the planned outputs and outcomes. This is an inherent constraint in programme design and criteria, and led to weak performance both on impact and sustainability.

Recommendations

- SRP should define a Programme Theory or Logical Framework that articulates how the inputs, activities and outputs will achieve the expected outcomes and impacts.
- SRP projects should either use the programme level Logical Framework and refine for the individual project or define a project level logical framework that articulates the achievement of outcomes and impact.

²¹ Programme Theory: The set of assumptions about the manner in which programme relates to the social benefits it is expected to produce and the strategy and tactics the programme has adopted to achieve its objectives, National Policy Evaluation Framework, Government of South Africa, November 2011.

²² **Theory of Change:** A tool that describes a process of planned change, from the assumptions that guide its design, the planned outputs and outcomes to the long-term impacts it seeks to achieve. National Policy Evaluation Framework, Government of South Africa, November 2011.

5.4.2. Environmental Impact

Overall, environmental impact (environmental changes as a result of the SRP) was the highest scoring indicator of the impact measurements.

Of the 43 projects included in this study, 27 had good or excellent lasting environmental impact (community behaviours and actual environmental changes), e.g. *Pretoria National Botanical Gardens – Paving (Gauteng)* as shown in Image 3. Some of the projects educated the wider South Africa population about the environment for example each of the three botanical gardens now have education centres that can host young learners for conservation programmes. The *City Year Youth Service Support – Gauteng* project through which young leaders teach school communities about environmental management has a much further-reaching environmental impact than can be measured or identified. It is also interesting to note that all projects largely satisfied national environmental regulations.



Image 3: Pretoria National Botanical Gardens – Paving - Gauteng (P&P)

Recommendations

- SRP projects that have outstanding environmental impacts should be flagged as best practice models, particularly those projects where strong, lasting attitudinal changes have occurred as a result of the SRP-funded intervention. *Box 6 describes AP1 - KZN South Coast Reserves describes an example of a best practice across all impact indicators; other examples include AP1 - Nahoon Point Estuary and Nature Reserve (Box 2), Pretoria National Botanical Gardens – Paving (Gauteng) (Image 3).*

5.4.3. Job Placement and Work Opportunities as a Result of SRP

The flawed assumption in the design of SRP (equally EPWP as a poverty relief initiative) is that beneficiaries, as a result of limited work experience and limited training²³, will be able to get jobs. This reasoning is flawed in two main ways; firstly, because skills learned on the job and through the training do not always meet the changing demands of the labour market in the particular community, and secondly, that there are jobs available in the market. The flaw in the major assumption is highlighted by the very low score (2.33) for the indicator relating to beneficiaries getting jobs as a result of the SRP employment.

While it may be valuable to provide training for the beneficiaries to accrue skills and capacity (regardless of the particular skills developed), this rests on some degree of assumption that acquiring any skills will improve employability. In reality, employability prospects would be greatly enhanced by matching skill-sets to the particular demands of the labour market, and thus by directly creating labour supply for existing demand and opportunities in the community.

There were very few projects that attempted to introduce an initiative or mechanism through which jobs in a particular area or community are generated in a sustainable manner. Despite the improved skills, there is simply no guarantee of adequate labour demand in the market (i.e.

²³ The length of time that beneficiaries are employed in SRP projects varies drastically. In some cases people have worked for as little as 21 days (per the initial contract or similar), however, in other cases some people have worked on EPWP projects for over five years (not necessarily the same EPWP project).

other employers with job vacancies) to meet employment needs. Many of these communities have systemic unemployment due to a lack of industry in the surrounding areas. People with a slightly improved skills record often will not find employment in their areas, simply because these jobs do not exist.

Recommendations

- The SRP planning team needs to identify communities in which a more systemic catalytic intervention could potentially stimulate the development of a new industry, which in turn could generate increased employment requirements in the long term.
- Some work experiences lend themselves more readily to future employment. Where infrastructure projects are involved, the kinds of skills transferred are much more easily marketed to lateral industries, such as the construction and building industry. Beach cleaners, for example, have limited mobility into other sectors.
- SRP projects should attempt to develop relationships linking projects to business that can assist in mentorship, hands on job experience, business knowledge sharing, skills transfer, and possible absorption in the formal employment sector at the end of the SRP project.

Box 6: AP1 – KZN South Coast Reserves (SLBL) – Second highest impact of all 43 projects

The AP1 - KZN South Coast Reserves project implemented by Ezemvelo KZN Wildlife, sought to upgrade the reserve's essential infrastructure with the intention of encouraging the growth of the local tourism industry in the long term and generating employment and training opportunities for the locals in the shorter term. The reserve is in a remote area of extreme poverty with few opportunities in the area where people can get employment. The employment opportunities arising from this project were welcome amongst the beneficiaries as a much needed source of income. *"They must bring these projects back because they really help the community."* (Beneficiary)

Eight people are still currently employed by KZN Wildlife in the agriculture department as a result of the skills they gained from the project. The three SMMEs established during the project have progressed within the organisation as registered contractors and continue to provide services. The refurbishment contributed directly to poverty alleviation within the community by drawing in tourists, stimulating local markets and creating employment in the long term.

5.4.4. Impact on the Lives of Beneficiaries

Even the impact on the beneficiaries' lives was limited. For some beneficiaries, the SRP employment was simply another temporary job that put food on the table for a short period of time. They were appreciative of the work but indicated that very little could be accomplished through the limited opportunity. Wages received from the SRP projects varied, thus the impact on beneficiaries also varied. Projects that were considered 'easier' received lower wages causing a problem in some communities where there was more than one type of EPWP project²⁴.

One group of beneficiaries raised the issue of how their employment contracting for the SRP project had changed from previous years and was now not helpful at all. In this particular project, workers are only contracted for a period of 20 days and is continuously renewed; however, due to the part-time contracting, the beneficiaries were still unable to get any kind of financing (e.g. for school fees, loans to make business investment as an SMME, commit to hire purchase) as a 20 day contract is still a risk for a financial institution. Therefore, this did

²⁴ Working for Water and Working for Wetlands receive hire wages then WfC for basic labour. There a few locations where more than one project occurs at the same time.

not effectively assist the beneficiaries to improving their income-generating potential. Previously they had 1 year contracts and were thus able to commit (and be approved) for longer term financial commitments.

Recommendations

- As much as the SRP employment is temporary, SRP projects should offer the beneficiaries some kind of contract or documentation for a reasonable period of employment that allows them to use the opportunity to build their asset wealth and lift them out of poverty.

5.4.5. Training and Skills Development

The SRP projects are tasked with preparing the beneficiaries for future employment through training and skills development. Non-accredited training, which remains the responsibility of the SRP implementing agencies, is designed to equip beneficiaries with the skills required to perform the tasks at hand (i.e. relevant to the project in question), whereas the accredited training aims to provide some form of standards or certification that a beneficiary can use to seek potential employment. The projects evaluated scored extremely poorly with regards to the impact of training (average index score 2.10) and also for beneficiaries successfully getting jobs as a result of the training and work experience (2.33)²⁵.

According to the beneficiaries (and the implementers concurred) the accredited training offered to the project beneficiaries during the period under review had a limited variety, of rather generic short and superficial courses. The courses were not related to the people or the skills requirement in the area and not specific enough to the requirements of potential employers. As a result of the specific types of training offered, some people have been forced to leave their home areas in search of relevant work opportunities for the skills. Box 7 highlights the viewpoint of a beneficiary from Gauteng.

Box 7: Perspective of Beneficiary of the training received

“Though the routine of working was able to engender a number of social benefits that resulted in beneficiaries obtaining employment after the project, the training and work experience earned whilst on the project did little to increase beneficiaries’ marketability. Most stated that they were not able to use the skills and work experience gained from *Clean Zone Ambassador* to secure new jobs, or that the skills received in the project shared little connection to the activities/competencies used in their new vocation.”

Beneficiary

When responding to the types of training received, the beneficiaries named two kinds of training: hospitality and basic health and safety. Hospitality training is not the panacea to poverty relief as there are limited opportunities in the hospitality industry in most of the rural areas in South Africa. Beneficiaries of the *WC – WftC SANParks Gouritz to Agulhus* project mentioned that they have received hospitality training three times throughout their SRP employment.

Interesting to note, one group of beneficiaries mentioned that it did not matter whether they received the appropriate vocational training since potential employers often do not even consider anyone that does not have a matric, rendering it difficult or impossible to find a job. In the particular institution that the beneficiaries worked for, the expressed intention is to progress

²⁵ Understanding that there has been a number of significant changes to the training model since the projects were completed, the recommendations below may well be in place already, but this was not the case during the implementation period.

beneficiaries that have performed well in EPWP funded projects into permanent employment, unfortunately; it does not happen as such, because a matric is the minimum requirement for permanent employment at many of the institutions. This causes resentment amongst the employees who may feel they have proven themselves after a number of years of good performance, but are not qualified to apply for any other jobs within the same institution.

With regards to non-accredited training, there was not any particular view point on this as the beneficiaries feel that this type of training is directly related to them being able to do their job, not training that will help them find future employment.

There are a few best practices do emerge under this particular theme in particular the *City Year Youth Service Support Project (Gauteng)*. City Year has a comprehensive training and placement programme in which the youth are fully trained for a fixed period of time and a job placement. Because of the structured nature of the training programme, the youth are equipped with the tools for the job market and more than 70% of the learners get permanent employment. City Year works to develop relationships with potential employers and has built a reputation that the large employers seek and trust the beneficiaries exiting the programme. By design, this project is meant to be different, because the focus is only on skills development and community service elements.

It is understood that more recently, SRP has taken over the accredited training component rather than the project implementing agency. This is a realistic adjustment so that the implementing agencies can focus on the delivery of the environmental outputs as outlined in the business plans, while the training is managed by a dedicated and experienced training provider who can plan and implement a strong training programme appropriately, rather than placing the burden on the implementers.

Recommendations

- There should be greater emphasis on the quality and depth of training and skills growth of the individual than on volume and number of training days. Official or formal certificates are the best way for beneficiaries to prove the skills acquired through the SRP project.
- Access to Adult Basic Education and Training (ABET) courses could perhaps be offered to the beneficiaries, particularly those that are relatively close to matric (Standard 9 or Standard 10) so that they can receive their high school matriculation. Aligned with national priorities, SRP partners, implementing agencies and owning agencies, have a direct interest in developing a workforce with basic education, literacy and numeracy, and the SRP programme provides the opportunity to reach those that have exited the formal education system.
- Other related life skills that could be taught through the non-accredited SRP training includes computer literacy, record and inventory keeping, stock-taking, machine operations (like driving a tractor or operating a chainsaw, etc.), time management, work plan management, communication over email, fax and phone. These are all skills that are useful in seeking alternative employment.
- For learning and training to be effective and meaningful, it should be sufficiently long-term and focused; it is not sufficient to send people to two-day training courses with the expectation this will drive a potential vocation.

- Conducting comprehensive skills audits within the target market could aid in identifying the skills that local employers are seeking thus improving the beneficiaries' chances of finding suitable work. If SRP cannot conduct the skills audit on their own, perhaps the programme could tap into skills audits completed by local municipalities, or other sources to use as a basis.

5.4.6. Impact (and Sustainability) for SMMEs

The impact on SMMEs scored extremely poorly at 1.4, across the entire evaluation criteria failing entirely other than in the case of a few anecdotal successes. There were three projects that scored well on this indicator: *AP1- KZN South Coast Reserves* (Box 6) and two projects falling under the Community Based Natural Resource Management initiative, *Conservation Based Community Development, Platfontein / Schmidtsdrift* (both Northern Cape). (Full details available in the Project Reports).

Related to the above section regarding SMME creation, development and use in effectiveness, impact on SMMEs looked at whether any of the beneficiaries started SMMEs as a result of the training and work experience from the SRP projects. Based on the interviews with the implementers, beneficiaries, and community members, no former beneficiaries had started an SMME post-project employment.

In order to get more information on this aspect the indicator from sustainability (see Table 10 below) was explored simultaneously investigating include whether any of the SMMEs created during the SRP projects were still in operation²⁶. This provided slightly more context to the question, but neither the implementers, nor any of the records had any official documentation on the SMMEs created through the projects, thus, all the information, was again anecdotal. Overall there were fewer than 20 companies that still existed that were created during the project period.

Importantly, SMME development and creation is a complex process that is done by specialists with extensive experience. It is unrealistic to expect implementing agencies (specialists in environmental management projects) to be tasked with SMME creation (and development). This is an extremely difficult task and the odds are stacked against success. Most implementation agencies are not equipped to do this task at all.

Understanding that creation and development of SMMEs is the alternative to simple employment, creating SMMEs in rural areas is a reasonable strategy, in theory, because it is potentially a self-sustaining form of income that can be extended to more people as the SMME progresses. However, the challenge is that when the SRP projects are completed, there are no alternative clients for the newly-created SMMEs. Creating SMMEs is costly both financially and from a time perspective and often, few opportunities exist in a community.

Recommendations

- SMME creation should not be the mandate of the implementing agency, but rather of the DEA Support team. There might be scope to create a specific unit that is responsible for 'Value-Added' services or ideas to start businesses and drive market changes with long term vision for the SMMEs.

²⁶ The indicator in project reports "SMMEs Used" was not considered in this criteria based on the factors discussed above under effectiveness. SMMEs Used is a procurement issue, not development. A proper procurement process articulating requirements for BEE compliance must be instated for the SRP projects. SMME use should not be considered a measure of either effectiveness or impact.

- The DEA support team and implementing agencies could work in partnership with business development service providers, such as Small Enterprise Development Agency (SEDA), as they are specialists in SMME development.
- Appropriate skills must be provided for SMME development: e.g. entrepreneurial skills, assistance to access micro-finance, marketing and sales, product standard and supply problems, adapting from informal to formal enterprises, and increasing innovation capability. This could potentially be part of the business linkages suggested above and assisted through diversification of stakeholder opportunities.
- Various business ideas should be explored for the SMMEs (it is not feasible, for example, to encourage people to start Bed and Breakfasts all over the country). Multiple business proposals can arise from such projects, if the right markets are identified. For example, a current tender was issued by the DEA²⁷ seeking organisations that could process a product out of cleared bush and vegetation. This is exactly the kind of activity that should go hand in hand with the alien vegetation clearing that is a deliverable of many SRP projects.

5.5. SUSTAINABILITY

The Summative Evaluation of the projects had a total Sustainability score of 2.94 (59%) on the performance index, much lower than the other three criteria of Efficiency, Relevance and Effectiveness. This is not necessarily a flaw of either the SRP in general or of the projects specifically, projects were not directly responsible for sustainability as the inherent objective of the EPWP is temporary employment not necessarily sustainable initiatives, and without a results chain or logical framework, the causal link between the projects' activities and the sustainable outcomes and impacts cannot be defined. The activities implemented by the SRP projects are relatively limited in terms of the types of job and economic opportunities and do not deliver any kind of catalytic change within the various systems in a community, e.g. labour market, municipality, tourism development, etc. Sustainability was measured by the following indicators listed in Table 10.

Table 10: Performance scores for sustainability indicators

Indicator/Measure	Index Score
Requirements after project closure to continue activities/initiative.	3.31
Did the initiative, instigated by SRP funding continue beyond the initial timeframe?	3.47
MOUs, partnership agreements in place during with the intention of project continuation.	3.51
Are there infrastructural/environmental assets borne from the project? What is the value?	3.49
Income generation continues after project closure (project generates cash flows)	2.37
Number of SMMEs created during project implementation still in operation.	1.80

²⁷Released December 2011.

5.5.1. Environmental Sustainability

One of the higher ranking sustainability indicator was the continuity of the infrastructural/environmental deliverables produced through the projects (3.49). With the 'heavy lifting' (infrastructure development, building partnerships, etc.) completed, the on-going maintenance of the facilities does not require the same level of intensity or investment.

Specifically, infrastructural and environmental sustainability was drastically improved when the specific outputs were part of a greater business plan/vision. The most successful focus area was People & Parks, where the project deliverables are a component of an inherent sustainable, operational and income-generating owning agent (non-profit).



On the other hand, it is critical to acknowledge that the environment is comprised of flora and fauna which are living and changing every day. If no plans are in place to maintain the environment, it will continue to grow and change (see Image 4). The coast can be cleaned every day for a year, but as soon as this ceases, debris will be washed up from the sea, and within a few weeks, it could even appear that no one ever cleaned the beach. In other words, without after-care planning and on-going implementation, the positive environmental impact and sustainability will be lost over time. In this regard, a sustainability plan (taking into account the aversion of risks and liabilities) would auger well.

Recommendations

- SRP projects should strive to either own or be part of an income generating initiative, as this increases the likelihood to sustain over time as funding is always required to undertake and complete activities.
- After-care must be planned to ensure that the environmental impacts are maintained over time.

5.5.2. Sustainability of Interventions

Planning for the requirements of a particular project after completion is a necessary component to understand at project concept phase. The SRP projects scored slightly below the benchmark for planning and considering sustainability requirements (3.31), which is interesting considering that actual continuation of initiatives scored higher (3.47). The probable explanation for this contradiction is that projects that continued beyond the initial funding phase were considered sustainable if they continued to receive funds from other public sources.

A vast majority of the projects implemented identify fees derived from tourism and visitor oriented²⁸ initiatives as their plan for sustainability (e.g. conservancies, education centres, camp sites). This unnecessary dependency of fees from tourism and visitors severely limits the vast potential of opportunities and many other potential interventions, perhaps more relevant, have been missed. The potential for sustainability will be different in each different situation, not every community or initiative presents a realistic sustainable solution (see Box 8). *WftC SANParks Namaqua (Northern Cape)* (see Box 9) is dependent on SRP funding for the WftC initiatives, but alternative income opportunities could potentially be identified. On the other hand, *Clean Zone Ambassador – (Gauteng)* offered an alternative income generating solution for sustainable waste management and security services (See Box 10).

Box 8: KZN eThekweni Working for Ecosystems (SLBL)

The KZN eThekweni Working for Ecosystems project built hiking trails intending to bring visitors to the beautiful Giba Gorge; however, according to the interviews, the trails have only ever been used once on the 'opening day'.

The site visit revealed that the car park for the visitors to use the hiking trails has no security, thus discouraging potential visitors. While visitor attractions should not be isolated from the communities, in cases like this, project planning should be mindful of the constraints and characteristics of a particular area, and make the appropriate provisions accordingly, as the infrastructure for hiking trails and guiding were planned, hoping to attract visitors, however; never materialised due to the location and ineffective promotion of the site.

Recommendations

- Every project with a long term vision must have a feasibility study and a financially robust business plan prepared by business professionals at the project inception phase. This will ensure that the sustainability plans are feasible and relevant given a particular area and community.
- Alternative solutions to sustainable environmental management must be explored beyond tourism and visitors fees. Examples might be the production of organic waste through the clearing of alien vegetation activities through which various income-generating activities could emerge from the different types of organic matter produced, for example, a mill could be created to produce wood chips and compost.

Box 9: WftC SANParks Namaqua, Northern Cape High achieving project, but lacking impact and sustainability

WftC SANParks Namaqua project intended to maintain the parks valued assets, preserving the region's biodiversity, general ecological value and attractiveness for visitors, including the 3500 indigenous plant species, a 1000 of which are exclusive to South Africa. The project exceeded 4 of its 6 targets, maintaining an additional 27km of road, erecting 120km of extra fencing and, clearing 651% and almost 21 times (1901%) its stated alien and clearing targets. The project also managed to exceed its EPWP prescribed targets, employing an additional 5 beneficiaries and training 53 more workers than originally planned.

Unfortunately, the project has not been able to improve the employability of the beneficiaries once they leave the programme mostly due to the lack of available employment opportunities in the area, nor has any sustainability plan been implemented other than continued SRP funding.

²⁸ N.B. The term tourism is used to include visitor oriented initiatives, it is not specific to foreigners, but including local visitors to a particular location e.g. botanical gardens and local conservancies.

5.5.3. Partnership Development: Ownership and Maintenance

Ownership and maintenance is probably the most crucial factor that determines sustainability. An 'owning agency' is the institution or business that assumes responsibility for a project outputs or activities once the SRP funding has lapsed. The long term management of an initiative resulting from an SRP project is a significant responsibility and it cannot be assumed that it will easily be taken on by either a new institution (likely lacking the required capacity), or an existing institution such as a municipality (which already has multiple responsibilities and usually limited capacity). Despite receiving a reasonable score of 3.51



Image 5: Clean Zone Ambassador (Gauteng) (WoW) Security Center still in operation in 2012 through various income streams

for having MOUs and partnership agreements in place, the transition from implementing agency to owning agency was not successful (given the overall sustainability score).

The most significant downfall was that the owning agency did not have the skills, institutional knowledge or any financial means (e.g. income generation) to maintain the initiative, and the implementation agency did not transfer the requisite knowledge to the owning agency. In other cases still, the owning agent did not even exist beyond the implementation of the project.

In the cases where the owning agency is not the same as the implementer, part of the project the municipality must have built up the capacity prior to taking over, and must also have developed a work plan and budget for the particular initiative.

Recommendations

- Ideally, the implementing agency should be the same as the owning agency because if the implementation agency is the long term owning agency, there is an intrinsic sense of long term vision and continuity that may not exist if a 'hand-over' is intended from the outset.
- The implementing agency must work closely with the owning agency from an early stage and throughout the life of the project, transitioning ownership to the owning agency in a phased approach. The owning agency should already be identified in the application and project selection process, institutional arrangements must be established at the outset of the project and adjusted as appropriate if changes emerge. The owning agency should be involved in the implementation process, and part of the development of the vision for the project beyond the SRP funding.
- Project budget should also be made available by SRP in cases that a small injection within one year of project closure could help sustainability (over and above after care costs; often as a result of unforeseen circumstances or crises). Ideally this would be in the form of technical assistance to the continued enterprise or initiative.

6. EMERGING CONSIDERATIONS

A few major emerging considerations pertaining to all five areas of the evaluation can be summarised within three major areas of improvement:

- Design and Structure of the Programme
- Monitoring and Reporting Systems
- Funding Model

This section articulates how these three areas can directly serve to improve the SRP programme and projects across all five performance criteria.

6.1. DESIGN AND STRUCTURE OF THE PROGRAMME

6.1.1. Programme Theory or Logic Model

First and foremost, SRP needs to establish a Programme Theory or Logical Framework to ensure that selected projects will achieve the objectives of the programme. “If the plan is not clear, and the indicators are not clear, then it is difficult to evaluate.”²⁹ The Theory of Change should articulate the process through which an initiative becomes sustainable, thus allowing projects to measure success against the targeted deliverables articulated in the business plans including assumptions articulating the causal links expected to lead sustainable impact beyond the life of the projects.

One of the most gaping assumptions in the EPWP (thus SRP as well), and government-wide poverty alleviation programme, is that jobs are in the market, and people simply need work experience and training (in any sector or skill-set) to secure jobs. Similarly, it is often assumed that SMMEs have a market waiting to buy their goods and services (regardless of sector). However, there is often no prior identification or series of activities that strategically addresses where the jobs are in a community, nor the market for the newly created enterprises. While it is not the sole responsibility of the SRP to map out market opportunities, they are important to consider in each project context. Often, these studies are conducted by municipalities or other agencies, and if not publically available, should be available to government institutions. Reviewing these would go a long way to help maximise the job-creation potential of the projects.

The SRP M&E Unit and Planning Unit must work together to establish the Theory of Change; and the indicators and targets for success should be set together using results-based management. SRP projects evaluated for Phase 1 articulated well-defined inputs, activities and outputs, and the vast majority of the projects achieved these targets (and in some cases exceeded them), indicating that these projects were well-managed and have the potential to have significant impacts. However, if projects are expected to have some measure of sustainability as a key criterion, this must not be presumed as an inherent output of a particular project. Instead, the sustainability plan (focussed on the three key objectives: job creation, training and SMME development) should be developed early on in the project, ideally as part of the inception phase. Specifically, it is assumed that there will be an inherent impact and sustainability through enterprise development and skills development; however, very few of the

²⁹ Evaluation Policy Framework Draft, National Department of Performance Monitoring and Evaluation, August 31, 2011.

projects evaluated articulated a solution to identify or address the current skills shortage in a particular area and community, or develop a market for the newly-created enterprises.

SRPP Chief Directorate should establish a 'task team' within the Directorate to conceptualise and design these major aspects putting in place long term vision, proper planning and fundamental building blocks to improve chances of success.

6.1.2. Application Process, Criteria for Success and Project Identification

Despite not being a direct indicator of the evaluation, the application and project selection process was identified as a particular procedure that could be improved.

SRP should accept project proposals according to a set cycle, and then issue acceptance or rejection notices within a six month deadline. Most importantly, this would prevent budgeting issues arising out of changes in costs due to delays. A consistent, simple, time-bound application form and process needs to be developed and followed to ensure time lines are maintained (3-6 months realistic time frame for processing of applications). If the funding criteria are clearly articulated, it will be easier to identify good potential projects, as well as manage a more streamlined monitoring and evaluation process.

It should be possible at the application stage to allocate projects into three individual project categories (see section 6.3), and perhaps to develop different weighting for different strengths and focuses of projects. To this end, there should be measurement criteria around job creation, skills development, infrastructure development, and potential sustainability. It is necessary to distinguish between projects presented that have a purely environmental task (rehabilitating wetlands in an economically peripheral area) with important ecological implications, versus projects that are innately labour-intensive, as well as between projects that might not have major initial job creation but have higher growth potential.

Identification of the main project stakeholders, including implementing agency and owning agency, but not limited to just those stakeholders, are critical factors, and should be selected through a rigorous due diligence process, not only from a financial and governance perspective. Formal legal contracts should be implemented when projects get handed over from implementing agency to the owning agency as there is capital value transferred to the owning agency for which they must be responsible and accountable.

Finally, the business plan applications should not only require the environmental deliverables and associated budget, but should also require the project implementer to articulate the intended impact as a result of the project as well as a proposed sustainability plan. Additionally, the business plans should be sufficiently flexible to allow the different types of implementing agencies/constituencies to reflect complexities of different project models.

6.1.3. Diversification of Strategic Partners

SRP would benefit from identifying and diversifying the partners with which it works to stimulate innovation in the communities and initiatives. By incorporating a variety of partners and stakeholders within all levels of the system SRP projects will certainly see improvement across impact and sustainability, but likely also on efficiency and effectiveness.

Specifically, it is recommended that SRP engages with relevant players in the private sector to explore potential opportunities for collaboration. Not only will the private sector be able to

advise and contribute directly to the sustainability of the projects but the private sector is a potential source of funding to leverage the SRP funds.

Specifically, private and even not-for-profit businesses have direct incentives to make an initiative work, as failure dooms the profit and hence the longevity and success of the enterprise (critical for sustainability). On these grounds, there is scope for partnerships to be created as it is of core relevance of the private partner to ensure the service is continued. The approach, which offers both commercial and social development opportunities, does not see the poor as people in need of charity (temporary jobs, no sustainable form of income in the foreseeable future, etc.) but incorporates them as potential sellers and consumers of products/goods/services, as well as potential distributors, retailers, employees (including shareholders, owners and partners in joint ventures) or sources of innovation.

Public Private Partnerships (PPP) are recognised more and more as a vehicle and approach to leverage resources, ensure sustainability and strengthen the initiatives within a particular community. This approach is widely regarded as highly impactful and sustainable compared to more conservative schools of thinking and other models of assistance that have traditionally excluded, for example, big business and other similar players. Further information can be explored under the approach of ‘Making Markets work for the Poor’ and ‘Inclusive Business’.

Clean Zone Ambassador (Gauteng) is a successful example of a PPP in action (Box 10).

Box 10: Clean Zone Ambassador, Gauteng P – Working on Waste

Clean Zone Ambassador was an urban renewal initiative that sought to clean and protect the streets surrounding the DEA’s head office in Pretoria. Car guards and locals were employed to clean the streets and offer security services. The inner city’s increased cleanliness was both visible and considerable to the point that it improved local businesses’ profits by attracting a larger customer base. This impact was measured in a perception survey of the area found that the inner city’s cleanliness improved by 63% and that the area’s safety increased by 30% in under a year. Further, the initial SRP funding catalysed a sustainable not-for-profit enterprise (section 21) that continues to date. The property owners forming the management board governing the project requires a fixed monthly sum contribution from each local business member to support the project’s continued operation.

6.2. MONITORING, REPORTING AND EVALUATION

It is critical that the DEA upgrades the reporting systems to a current best practice management information system. There should be four main components to the system that should ideally speak to each other:

- Application System: elements of each business plan is uploaded onto the system;
- Monitoring System: compliance and the movement on key indicators are monitored, this monitoring system should include the beneficiary database;
- Performance Management System: monitoring of financial management; and
- Knowledge Management System: final reports and important learnings are uploaded, and also made available to a wider audience of stakeholders.

Collecting sufficient and consistent data allows effective monitoring and review, and also mitigates loss of institutional memory as staff and stakeholders move in and out of the programme.

A more robust MIS will provide future evaluators with access to additional information to enhance the evaluation. Specifically, the ability to track beneficiaries and SMMEs is critical to enable a full evaluation of impact and sustainability.

It is suggested that the indicators established in this summative evaluation be used as a guide to refine and review the monitoring and reporting systems currently in place, however, indicators must be adapted when a Theory of Change is developed and approved.

6.3. FUNDING MODEL

In addition to poverty relief through skills development, temporary employment and SMME development, SRPP Directorate intends to have increased social and economic impact and sustainability. While in principle this is ideal, it is not reasonable to expect all potential projects to present the same outcomes and impact, nor will they have the same prospective sustainability models. The nature of the various types of initiatives should be encouraged, and a broad portfolio of various interventions will achieve the greatest success.

The Summative Evaluation identified two main types of projects that have been funded by SRP.

1. **Environmental management projects that are inherently short-term/temporary and very unlikely to have any sustainability beyond project funding phase.** These projects offer an opportunity to get unemployed, unskilled workers into the labour force (temporarily), offering a temporary wage increase in a particular community e.g. wetland management in an area not under jurisdiction of another organisation. These projects can be undertaken using SRP funding as they offer the opportunity for temporary employment and some skills transfer. However, there are projects that will be very unlikely to lead to significant long term impact or sustainability for a variety of reasons. E.g. wetland management in an area not under jurisdiction of another organisation. **WftC was the second highest rated focus area.** WftC performs highly on efficiency, relevance and effectiveness, but drops quite substantially on impact and sustainability. WftC projects are straightforward, and largely oriented around managing and coordinating large teams of labourers conducting simple tasks. Unfortunately, WftC projects are predominantly designed around offering a time bound service, however; coastal management is not time bound as it is a dynamic and changing environment requiring continuous care and maintenance. Thus the impact and sustainability is limited in the nature of the projects should alternative funding streams not be identified and explored. On the other hand, **WftC was the most successful at achieving the project targets**, particularly the targets for women and youth, 8 out of the 10 WftC projects exceeded the targets for women and 7 of the 10 projects exceeded the targets for youth.
2. **Infrastructural projects** for existing institutions to expand or develop their offering within their own mandate but which lack the capital funding to undertake the project themselves. These projects incorporate the project outputs squarely in the long term plans of the institution leading to greater chance for long term impact through the creation of additional jobs and sustainability. E.g. paving, construction of ablutions, boardwalks, or educational facilities. Based on the evaluation findings, it is clear that the **P&P focus area proves to be most successful overall.** The focus area is not particularly stronger than the others in either efficiency or relevance, not even effectiveness, but the major factor in the overall success is that it is the only focus area where sustainability does not drop significantly. Additionally, the impact is also higher than the others, and that is likely a directly result of

the greater sustainability as a direct correlation between impact and sustainability was identified. Further, by referring back to **Error! Reference source not found.**Table 4, there are no projects within P&P that performed below average. P&P projects, on the whole, are designed and implemented as a component of a larger long term plan of an existing institution that will take up the immediate ownership upon completion of the project. **P&P's inherent design and planning clearly serves to directly influence the success of the sustainability and impact.**

The evaluation recommends that a third category be added to enhance the SRP portfolio of projects and improve the sustainability and impact of some of the funded projects:

3. **Projects that develop and facilitate a sustainable income generation model** around the service (either profit or not-for profit) that allows private (non-public) funds to maintain the initiatives in the long run. E.g. waste management services paid for by business. The third category refers to those that catalyse the development of an income-generating stream, and reduce the burden on SRP. There are only a few of these initiatives that form part of the 43 projects in the evaluation, but they are the type of projects that the programme should be considered more frequently in the future. One such example of these projects is the *Clean Zone Ambassadors* project in Pretoria. This not-for-profit entity, which was established to implement the clean-up and security initiative, continues to generate income to supplement the funding received from SRP to sustain the operations. The income is received from the business community because the businesses appreciate the valuable service received and have experienced improved business in their shops and rentals as a result of the initiative. In these types of initiatives, the SRP project must act as a facilitator to develop the income-generating entity, help to build the income model, and establish the network and linkages that are needed in the future.

SLBL is the most dynamic and innovative focus area and has attempted a variety of different types of initiatives, however, unfortunately, the innovation has yet to prove successful as **SLBL scores below the benchmark on all effectiveness, impact and sustainability.** By its very nature, SLBL is more challenging as the projects require the collaboration of multiple stakeholders, to try a new type of initiative in the community, requiring stakeholders to work together, and also requiring the community members to buy-in, engage and commit. However, this is an area where these sustainable income generation ideas could be explored. This category of project is not limited to SLBL and should be explored across all focus areas as appropriate.

Reviewing the success of the four focus areas against the evaluation criteria, as shown in Table 11 below, it is possible to identify which projects are more likely to be successful at fulfilling one of the three funding streams above as described.

Table 11: Performance of focus areas for five evaluation criteria

Focus Area	Efficiency	Relevance	Effectiveness	Impact	Sustainability	Overall Performance
P&P	4.31	4.31	4.11	3.49	3.92	4.03
SLBL	4.08	3.91	3.43	2.84	2.68	3.39
WftC	4.20	4.09	4.27	3.10	2.81	3.69
WoW	4.31	3.85	3.64	2.78	3.30	3.57

Projects identified for one of the four focus areas should not be limited to one of the three categories exclusively; but it is possible (and has been explored within each independent project reviewed) to determine which category is most appropriate. For example, there are some *Working for the Coast* projects which are not likely to generate sufficient sustainable

income to allow the SRP to relinquish funding of these projects; however, there are some instances where the WftC could potentially become an income-generating activity in itself. For example, in Cape Agulhus, the businesses in the area (who depend on the coast being kept clean) could contribute to a fund as part of a tourism association, to ensure there is continuous income to support this initiative.

It is important to note that this evaluation does not recommend that these performance scores be used to eliminate funding to the worst performing area, but rather, suggesting that the various recommendations provided throughout this evaluation report be implemented immediately, and a follow up evaluation be conducted that will evaluate the projects after having been implemented using the same criteria, governance frameworks and with complete and accurate data.

6.3.1. Maintaining a Portfolio of Projects

Each of these three funding streams fulfil different mandates, all of which are important and necessary to ensure that the broader DEA departmental mandate are reached and that SRP reaches the EPWP targets.

Because of the differing nature of these three categories, projects should not be measured against the same criteria used across all categories.

By articulating and developing a framework for the three categories above, relevant selection criteria can be identified appropriately. By understanding these three main categories of projects, future evaluation becomes more straightforward and ultimately, relevant to what projects can realistically be expected to deliver. Specifically, in instances where there is no realistic sustainable income-generating model and no other institution under which the initiative could be placed, the SRP must acknowledge that without identifying specific continued funding, there can be no expected sustainability. Therefore, the three different funding models should have different criteria, or alternatively have the same criteria but different weightings.

6.4. ENVIRONMENTAL PERFORMANCE

As highlighted in the findings, there is a very strong link between environmental performance, and overall project success. By placing emphasis on environmental deliverables that have an inherent long term impact and sustainability by their very nature, SRP project performance will be boosted.

Of importance, is that the Enviro-Index appears to be a much more important factor in the performance of focus areas than the overall Performance Index and the Impact/Sustainability Index. This strongly suggests that positive environmental aspects have featured favourably in the performance of SRP projects, a sharp contrast to aspects relating to impact and sustainability.

It is suggested that the SRP implement a similar environmental indicator system to the Enviro-Index on a permanent basis, with emphasis on lasting environmental impact/change.

APPENDIX A

Table 12: Project Performance

PR	Focus Area	Project Description / Name	Efficiency	Relevance	Effectiveness	Impact	Sustainability	Performance Score	Category
EC	P&P	AP1 – Baviaanskloof Fencing, Rehab	4.25	4.25	4.00	3.00	3.00	3.70	Satisfactory
EC	P&P	AP1 – Nahoon Point & Estuary Nature Reserve	4.63	4.88	5.00	4.17	4.83	4.70	Excellent
FS	P&P	Free State National Botanical Garden Infrastructure	3.75	4.67	3.50	3.00	4.17	3.82	Satisfactory
GP	P&P	Pretoria National Botanical Garden – Paving	4.25	3.83	3.71	3.20	4.83	3.97	Satisfactory
KZN	P&P	AP1 – KZN South Coast Reserves	4.50	3.88	4.29	4.25	2.17	3.82	Satisfactory
MP	P&P	Lowveld National Botanical Garden Irrigation Scheme	4.50	4.38	4.14	3.33	4.50	4.17	Good
EC	SLBL	AP1 – EC - Machubeni Catchment Management	4.00	4.50	4.40	2.67	3.00	3.71	Satisfactory
EC	SLBL	AP1 – EC – Nqabarha Mouth (CBNRM / GTZ)	4.13	4.75	4.50	3.50	3.00	3.98	Good
EC	SLBL	AP1 – Mdantsane Greening Project	4.63	4.63	3.43	2.17	3.17	3.60	Satisfactory
EC	SLBL	AP1 – Metropolitan Gateways and Beautification	4.13	3.88	2.71	2.83	2.17	3.14	Weak
EC	SLBL	AP3 – Grave Yards Fencing	3.88	3.17	2.86	1.50	2.60	2.80	Very poor
EC	SLBL	Motherwell Peace Park & Greening	4.13	3.86	3.29	2.60	2.33	3.24	Weak
FS	SLBL	Wet – Golden gate	3.75	3.25	3.43	3.33	2.00	3.15	Weak
GP	SLBL	Abe Bailey Natural Resource Management	4.13	3.29	3.00	2.17	2.67	3.05	Very poor
GP	SLBL	City Year Youth Service Support	4.71	3.63	3.50	4.20	2.80	3.77	Satisfactory
KZN	SLBL	AP1 – Inanda Greening Project	4.14	4.50	4.43	4.00	4.00	4.21	Good
KZN	SLBL	Ethekwini Working for Ecosystems	4.57	3.63	4.29	3.50	2.00	3.60	Satisfactory
LP	SLBL	Bathlebeni Soil Conservation	4.13	4.25	3.14	2.00	1.50	3.00	Very poor

PR	Focus Area	Project Description / Name	Efficiency	Relevance	Effectiveness	Impact	Sustainability	Performance Score	Category
LP	SLBL	Babirwa Pebble project	4.13	3.50	3.71	2.50	1.67	3.10	Very poor
LP	SLBL	Debushing of Encroaching Trees	3.88	2.75	3.00	2.17	1.33	2.63	Very poor
LP	SLBL	Modjadji Cycad Nursery	3.75	4.38	3.29	2.67	3.67	3.55	Weak
LP	SLBL	Madibaneng Soil Conservation Project	2.50	4.00	3.00	2.00	2.00	2.70	Very poor
LP	SLBL	Greening the Environment: Sekhukhune	4.13	3.88	1.00	2.00	2.75	2.75	Very poor
LP	SLBL	Wet – Kruger National Park	4.00	2.50	3.43	2.83	2.40	3.03	Very poor
NC	SLBL	Conservation Based Community Development	4.63	5.00	2.57	4.40	4.00	4.12	Good
NC	SLBL	Richtersveld Conservancy	4.88	5.00	3.43	3.33	3.40	4.01	Good
NC	SLBL	Platfontein / Schmidtsdrift	4.00	3.63	4.75	3.67	4.00	4.01	Good
NW	SLBL	Wetlands Bodibe	3.13	3.33	3.17	1.60	1.67	2.58	Very poor
WC	SLBL	Wet – Agulhas National Park Wetland Rehabilitation	4.50	4.63	4.57	3.67	3.50	4.17	Good
EC	WftC	EC – WftC Cintsa to Keiskammahoek Rivers	3.50	3.63	3.57	3.17	3.33	3.44	Weak
EC	WftC	EC – WftC Keiskammahoek to Fish River	4.38	4.88	4.71	3.33	2.00	3.86	Satisfactory
EC	WftC	EC – WftC Nelson Mandela	4.00	4.00	4.86	3.00	2.50	3.67	Satisfactory
KZN	WftC	WftC Ugu	4.29	3.50	3.14	3.67	1.60	3.24	Weak
NC	WftC	WftC Northern Cape	3.75	3.00	3.00	2.33	2.00	2.82	Very poor
NC	WftC	WftC SANParks Namaqua	4.50	3.88	5.00	3.00	2.83	3.84	Satisfactory
WC	WftC	WftC SANparks Gouritz to Cape Agulhas	4.50	4.38	4.57	3.17	3.00	3.92	Satisfactory
WC	WftC	WftC SANParks Knysna	4.50	4.25	4.71	3.50	4.00	4.19	Good
WC	WftC	WftC SANParks Lakes Area	4.63	4.50	4.57	3.50	3.50	4.14	Good
WC	WftC	WftC Sanparks West Coast	4.50	4.88	4.57	3.67	3.33	4.19	Good
GP	WoW	Clean Zone Ambassador	4.71	4.38	4.29	3.00	4.20	4.12	Good
KZN	WoW	Umuziwabantu Waste	4.14	3.14	4.43	1.83	2.00	3.11	Weak
LP	WoW	Phalaborwa Cleanest Town Competition Project	4.38	3.88	3.00	2.67	4.00	3.58	Satisfactory
NC	WoW	Cleaning of Galeshewe Cemetery	4.00	4.00	2.83	3.60	3.00	3.49	Weak

