

ENVIRONMENTAL PROTECTION AND INFRASTRUCTURE PROGRAMMES

15 YEARS OF INNOVATIVE ENVIRONMENTAL PROTECTION
AND JOB CREATION: 1999 - 2014



environmental affairs

Department:
Environmental Affairs
REPUBLIC OF SOUTH AFRICA



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INFRASTRUCTURE PROGRAMMES

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15 YEARS OF INNOVATIVE ENVIRONMENTAL PROTECTION AND JOB CREATION
1999 - 2014

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FOREWORD BY THE MINISTER



Since the dawn of democracy in 1994, this people's government committed itself to serving the interest of the citizens of this beautiful country and beyond. Taking from the father of our democracy Tata Madiba, whose mantra for our government was that we must do everything in our power to create 'a better life for all', the newly elected government immediately set up programmes aimed at fighting poverty and unemployment from all angles. The Reconstruction and Development Programme is probably the most pronounced of these. Underlying this RDP was a number of other sub-programmes and initiatives one of which is the Poverty Relief Programme (PRP) of the then Department of Environmental Affairs and Tourism (DEAT).

Established in the 1999/2000 financial year, the main aim of the PRP was to play a role in the eradication of poverty through labour intensive methods of delivering the well needed environmental goods and services. Started with a budget of R28 million, this programme has grown to a budget of more than R880 million by 2013/14 financial year. Overtime and with the subsequent restructuring of our government, the Environmental Protection & Infrastructure Programme (EPIP) a successor to the PRP and Social Responsibility Programme (PRP) has become one of the key programmes through which the Department of Environmental Affairs (DEA) contributes to the government wide Expanded Public Works Programme (EPWP). The key objectives of EPIP are to enhance better environmental management practices, job creation, skills development as well as SMME development.

The above objectives are being pursued through seven programmes, that is, Working on Waste (WoW), Working for the Coast (WftC), People & Parks (P&P), Wildlife Economy (WE), Greening & Open Space Management (GOSM), Working for Land (WfL) as well as Youth Environmental Service (YES). These subprogrammes mirror the core functions of the department in that they support the biodiversity and conservation, coastal management, air quality and climate change as well as waste management functions. Since its establishment this programme has created 259 750 job opportunities with 101 139 associated fulltime equivalent jobs. In terms of skills development the programme has created 926 538 accredited person days wherein beneficiaries were trained in various skills programmes so as to ensure they are ready for future assignments and possible full time employment elsewhere. The development of the SMME has been a key component of this programme and in this regard there has been a deliberate bias in ensuring that the implementing agents used by the department in delivering this mandate are themselves SMMEs but also that they further procure the services of other SMME as the need arises.

Ms BEE Molewa

Minster of Environmental Affairs

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- EPIP management and staff members.
- DEA's Communications Chief Directorate.
- DEA's branch colleagues.
- IMSC Chief Directorate
- The National Department of Tourism, former SRPP colleagues.
- The Department of Trade and Industry, former SRPP colleagues.
- EPIP beneficiaries.
- EPIP project implementers.
- Owning entities of EPIP projects.

ACRONYMS

CEW : Community Environmental Worker

CD : Chief Directorate

COO : Chief Operating Officer

DD : Deputy Director

DEA : Department of Environmental Affairs

DEAT : Department of Environmental Affairs and Tourism

DG : Director-General

Dir : Director

DWA : Department of Water Affairs

EP : Environmental Programmes

EPIP : Environmental Protection and Infrastructure Programmes

EPWP : Expanded Public Works Programme

IDP : Integrated Development Plan

IMSC : Information Management and Sector Coordination

NDT : National Department of Tourism

NRM : National Resource Management

PMIS : Project Management and Information Systems

PMS : Project Management Systems

P&P : People and Parks

PPA : Provincial Project Administrator

PPM : Provincial Project Manager

PRP : Poverty Relief Programme

PTC : Provincial Training Coordinator

PWDs : People with Disabilities

SLBL : Sustainable Land Based Livelihoods

SMMEs : Small Medium and Micro Enterprises

SRP : Social Responsibility Programme

SRPP : Social Responsibility Policy and Projects

WfL : Working for Land

WfT : Working for Tourism

WfC : Working for the Coast

WfW : Working for Water

WoF : Working on Fire

WoW : Working on Waste



EXECUTIVE SUMMARY

The Department of Environmental Affairs (formerly Department of Environmental Affairs and Tourism) has, for the past decade and to date continued to engage in the implementation of the broader Expanded Public Works Programme (EPWP) as mandated by the National Government. The Department of Environmental Affairs (DEA) is the lead sector department for the Environment and Culture sector of the EPWP. Since the 1999/2000 financial year, the then Department of Environmental Affairs and Tourism (DEAT) began the implementation of programmes aimed at conserving natural assets and protecting the environment with biasness towards job creation. In response to the national and sector needs as well as other factors at play, this programme has over the years evolved and changed names from Poverty Relief Programme (PRP) to Social Responsibility Programme (SRP) and it is now called the Environmental Protection and Infrastructure Programmes (EPIP).

The year 2014 marks a significant milestone for a programme that has undergone various changes structurally as well as in leadership and focus. The 15 year review exercise is thus a documentation, celebration, and acknowledgement of the work that has been carried out highlighting the growth, achievements as well as the institutional changes as the programme evolved over time. The review also takes stock of the lessons and challenges that have arisen from the initiatives to date and reflects on how these can be utilised to improve delivery going forward. The purpose of this review report is thus to take stock of the programmes' evolution, activities, achievements, challenges and lessons and use these to chart the way forward.

The review was conducted as a mixed methods (qualitative and quantitative) study that encompassed desktop analysis of secondary data as well as primary data collection. Primary data collection was carried out to augment the information that was already available (in the secondary data sources). The sample for the primary data collection was selected purposively to contribute towards the objectives of the review. The considerations taken into account were:

- The respondents should include both males and females located across the country's nine provinces;
- Beneficiaries who were employed for a period of six months and more, including those who were able to secure employment in other institutions after completion of the projects;
- Implementers with experience on implementation of EPIP projects (already on EPIP database and implemented more than one project);
- Owning entities ranging from local municipalities to public entities and community-based organization; as well as
- DEA officials comprising of the EPIP management and employees with long service of seven years and more, former Chief Directors of the programmes, IMSC Chief Directorate's officials responsible for the support function of the programme and DEA branches working closely with EPIP (Oceans and Coast, Biodiversity and Conservation as well as Chemical and Waste Management).
- In the review, all focus areas of EPIP were assessed, namely, People and Parks, Working on Waste, Working for the Coast, Working for Land, Greening and Open Space Management, Youth Environmental Services and Wildlife Economy.

All the data were analysed to review the progress of the programme as well as its performance over the years. This was done through content analysis, the underlying principle of which is that frequency and sequencing of particular words, phrases or concepts allows the identification of key words and themes.

The review of the performance of the programme has been based on the objectives that the EPIP seeks to fulfil which are better environmental management practices; job creation; skills development; and development of Small Medium and Micro Enterprises (SMMEs). Thus the performance indicators used in the review are training person days

(accredited training); full time equivalent jobs; work or job opportunities; proportion of women, youth and disabled beneficiaries; and SMMEs used. In addition, the review also included other indicators such as:

- Career development for the Department's officials;
- A self-assessment of the value of the skills acquired by the beneficiaries; as well as
- Feedback by the owning entities and implementers on various aspects of the programme.

Overall, there has been a steady increase on the performance indicators of the programme since its inception. The EPIP's budget has grown from R28 million in the 1999/2000 financial year to more than R880 million in 2014/15.

The programme has created an average of nearly 19 000 jobs annually with a total of more than 250 000 over the 15 years that the programme has been in existence. In addition, over 100 000 Full Time Equivalent (FTE) were created. These jobs are accompanied by skills development in the form of both accredited and non-accredited training provided to beneficiaries as one of the objectives of the programme. The proportions of women, youth and disabled beneficiaries employed on the projects have exceeded EPIP set targets for 2013/2014 financial year of 60% youth, 55% women and 2% people with disabilities.

Skills development through both accredited and non-accredited training is an integral part of the EPIP. Targets for skills development have also been exceeded. Over 900 000 training person days (accredited training) have been achieved since the inception. In addition, a large proportion (85%) of respondents received training during the implementation of the project/s they were involved in. The majority (65%) was non-accredited training with a comparatively smaller proportion (35%) received accredited training. The non-accredited training provided included compulsory skills such as occupational health and safety, first aid as well as HIV and AIDS awareness across all the projects. Skills acquired from accredited training included among others: financial management, disaster management, hospitality, project management, customer care, and nature site guide.

Skills development has also taken place for the Department's officials. All EPIP officials who participated in the review indicated that the programme had afforded them opportunities to develop themselves (both personally and career wise). This achievement was attributed to the visionary leadership of the programme way back from the current Director General's era (as a Chief Director of SRPP then), which continued to inspire excellence to today.

Nearly 6000 SMMEs have participated on the programme since its inception, again surpassing expectations. All implementers expressed their gratitude to DEA for opportunities presented to participate on the EPIP projects. They highlighted a number of experiences and achievements from their participation in EPIP projects. These were on micro-economic contribution; improved project management skills and practices; recognition of projects. For DEA officials the highlights were around programme performance and development of environmental infrastructure.

The programmes have had significant impact on the range of stakeholders. In the case of beneficiaries a key issue was social upliftment. All respondents indicated that their participation on EPWP projects had a great impact on the quality of their lives and households, albeit temporarily. Skills development was also pointed out. In the case of owning entities, the EPIP had contributed significantly to their delivering on mandates of service delivery; poverty alleviation especially children and women headed households and the disabled; skills development as well as infrastructure development. Programmes were also seen by the Department's officials to have had positive impact on the establishment of environmental infrastructure and services.



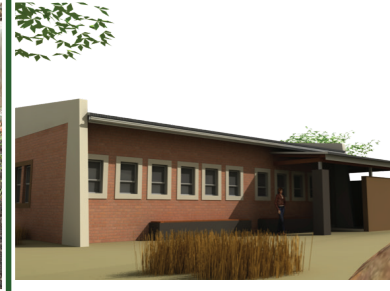
With some variation in the different stakeholder groups challenges were identified around Wages and working conditions; insubordination and non-compliance with work ethics from beneficiaries; quality of workmanship; business administration particularly financial management skills of SMMEs; political interference and stakeholder management; socio-economic challenges that impacted on the progress and quality of work on the projects; limited financial resources that often did not match the realities during project implementation; sustainability of projects as well as a limited pool of implementers. These challenges need to be addressed in the planning, delivery and management of the programme going forward.

Useful lessons have been learnt on the programme. Beneficiaries had gained skills, the experience of working and a good work ethic among many others. All stakeholders also appear to recognise the importance of engaging each other for the success and sustainability of the projects. The role of community involvement is particularly highlighted in this regard. The need for capacity development is also emphasised especially business administration skills. The lessons learnt can thus be built upon to strengthen the delivery of the EPIP.

The Department's EPIP is designed to bring about changes in the areas of better environmental management practices; job creation; skills development; and development of Small Medium and Micro Enterprises (SMMEs). Fifteen years into the programme, it has met and often exceeded its set targets measured using the indicators of training person days (accredited training); full time equivalent jobs; work/job opportunities; proportion of women, youth and disabled beneficiaries and use of SMMEs.

The review report is presented in two main parts. The first part presents the history and background to the programme. It begins with an overview of the Department's mandate including the institutional arrangements around the programme under review. The second part of the report presents a review of the performance of the programme with a focus on set targets. This section describes the data and its sources that have been used to assess performance. This is followed by presentation of the data on the performance. The report concludes with a discussion on the challenges, lessons and implications for the programme and its future.

SECTION A: BACKGROUND





1. INTRODUCTION

The Department of Environmental Affairs (formerly Department of Environmental Affairs and Tourism) has, for the past decade and to date continues to, engaged in the implementation of the broader Expanded Public Works Programme (EPWP) as mandated by the National Government. Based on the sector approach to the implementation of the EPWP, the Department of Environmental Affairs (DEA) is the lead sector department for the Environment and Culture sector. Prior to assuming the role of a lead department, it already engaged in Social Responsibility Programme that embodied the basic principles of the EPWP thus the long history of implementation from the Poverty Relief Programme (PRP), Social Responsibility Programme (SRP) to Environmental Protection and Infrastructure Programmes (EPIP). The year 2014 marks a significant milestone for a programme that has undergone various changes structurally as well as in leadership. Conceived just five years into the new democratically elected government administration, this programme has been a tool through which DEA contributed to the Reconstruction and Development Programme (RDP) as well as nurturing of one of the youngest democracies in Africa. Through this programme there has been immense contribution to the country's economic status through massive creation of jobs and infrastructure development. This 15 year review is thus a documentation, celebration, and acknowledgement of the work that has been carried out highlighting the growth, achievements as well as the institutional changes as the programme evolved over time. The review also takes stock of the lessons and challenges that have arisen from the initiatives to date and reflects on how these can be utilised to improve delivery going forward.

2 PURPOSE AND STRUCTURE OF THE REVIEW DOCUMENT

The purpose of this review report is thus to take stock of the programmes' evolution, activities, achievements, challenges and lessons and use these to chart the way forward. This will entail among other things the collation of available information on the evolution activities of the programme of the Department of Environmental Affairs (DEA) responsible for alleviating poverty through job creation, skills development and SMMEs development by making use of labour intensive projects under the auspices of the Expanded Public Works Programme (EPWP) that support the line functions of the Department.

The report is divided into two main parts, the first part presents the history and background to the programme. It begins with an overview the Department's mandate including the institutional arrangements around the programme under review. The second part of the report presents a review of the performance of the programme with a focus on set targets. This section describes the data and its sources that have been used to assess performance. It then presents the data and concludes by highlighting the lessons from the programme as well as implications for the current EPIP programme.

3 OVERVIEW OF THE DEPARTMENT OF ENVIRONMENTAL AFFAIRS

3.1 Departmental mandate

The mandate of the Department is underpinned by the Constitution as well as related relevant legislation and policies. Section 24 of the Constitution states that all South Africans have a constitutional right to:

(a) an environment that is not harmful to their health or well-being, and (b) to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that

- i. prevent pollution and ecological degradation;
- ii. promote conservation; and
- iii. secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

3.2 Vision

A prosperous and equitable society living in harmony with our natural resources.

3.3 Mission

Providing leadership in environmental management, conservation and protection towards sustainability for the benefit of South Africans and the global community.

3.4 Values

DEA is guided by the following values: passion, proactive, people-centric, integrity and performance. Thus stated by the Department 'Driven by our Passion as custodians and ambassadors of the environment we have to be Proactive and foster innovative

thinking and solutions to environmental management premised on a People-centric approach that recognizes the centrality of Batho-Pele, for it is when we put our people first that we will serve with Integrity, an important ingredient in a high Performance driven organization such as ours'.

3.5 DEA Goals

The department's goals for 2012/2013 – 2016/2017 are as follows:

Goal 1: Environmental Assets conserved, valued, sustainably used, protected and continually enhanced.

Goal 2: Enhanced socio-economic benefits and employment creation for the present and future generations from a healthy environment.

Goal 3: A Department that is fully capacitated to deliver its services efficiently and effectively.





4 THE FUNCTIONAL AND OPERATIONAL ORGANIZATION OF THE DEPARTMENT

The Department comprises of eight branches, namely, Chief Operating Officer; Environmental Programmes; Environmental Advisory Services; Climate Change and Air Quality; Chemicals and Waste Management; Oceans and Coast; Biodiversity and Conservation; Legal, Authorization and Compliance Inspectorate (see Figure 1). The Environmental Programmes Branch can loosely be referred as the project management arm of the Department and is the home to EPIP, among others.

4.1 Environmental Programmes (EP) branch

The purpose of the Environmental Programmes branch is to provide strategic leadership and overall management services to the branch. Key functions include:

- Co-ordination of research, planning, quality assurance, establishment and review of norms and standards for the programmes funded by the branch.
- Co-ordination of the environment and culture sector of the EPWP, reporting, and providing monitoring and evaluation as well as information management systems support to the programmes funded by the branch.
- Management of the implementation of the Branch's programmes nationally.

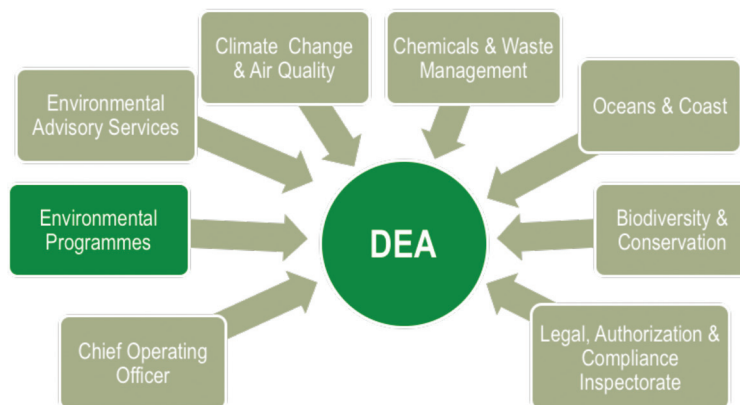


Figure 1 DEA Functional Organization

EPIP is one of the three Chief Directorates of the of the Environmental Programmes branch of DEA and with others being the Natural Resource Management (NRM) and Information Management and Sector Coordination (IMSC). IMSC provides project management system administration; monitoring and evaluation as well as EPWP coordination and reporting function for both NRM and EPIP (see Figure 2).

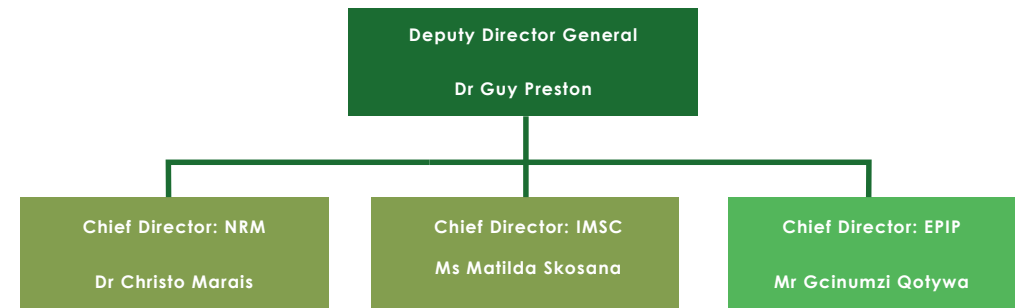


Figure 2 Environmental Programmes Top Management Organogram

5 LEGISLATIVE AND POLICY FRAMEWORK

The mandate of the Department of Environmental Affairs is derived from the following legislative and policy framework:

Legislation

- The Constitution of the Republic of South Africa, (Act No.108 of 1996)
- National Development Plan - 2030, 2011
- National Environmental Management Act (Act No.107 of 1998).
- National Environmental Management: Waste Act (Act No. 59 of 2008).
- National Environmental Management: Air Quality Act (Act No. 39 of 2004).
- National Climate Change Response White Paper (October 2011).
- National Environmental Management: Biodiversity Act (Act 10 of 2004)
- National Environmental Management: Protected Areas Act (Act No. 57 of 2003)
- Integrated Coastal Management (Act No. 24 of 2008)
- World Heritage Convention Act (Act No.49 of 1999).
- Marine Living Resources Act, 1998 (Act No. 18 of 1998)
- National Waste Management Strategy, 2011
- National Climate Change Response White Paper, 2011
- United Nations Convention to Combat Desertification (UNCCD)
- Convention on Biological Diversity, 1992.
- National Youth Commission Act, 1996
- National Youth Development Policy Framework (2002- 2007)
- National Youth Development Act (Act No. 54 of 2008)
- White Paper for Social Welfare (1997)
- Environment Conservation Act (Act No. 73 of 1989)
- Occupational Health and Safety Act (Act No. 85 of 1993)
- National Water Act (Act No. 36 of 1998)

EPIP Policies

- EPIP Policy, 2013.
- EPIP framework document, 2013.

6 EVOLUTION OF PROGRAMME: FROM POVERTY RELIEF, SOCIAL RESPONSIBILITY PROGRAMME TO ENVIRONMENTAL PROTECTION AND INFRASTRUCTURE PROGRAMMES

6.1 Background to the Programme

Since the 1999/2000 financial year, the then Department of Environmental Affairs and Tourism began the implementation of programmes aimed at conserving natural assets and protecting the environment . In response to the national and sector needs as well as other factors at play, this programme has over the years evolved and changed names from Poverty Relief Programme (PRP) to Social Responsibility Programme (SRP) and it is now called the Environmental Protection and Infrastructure Programme (EPIP). The programme has also grown from a budget of R28 million in the 1999/2000 financial year to more than R880 million in 2014/15. When the department decided to wind up all the Buyisa-e-Bag as an independent section 21 company in the financial year 2011/12, some of its functions such as the establishment of buy back centres were incorporated into EPIP.



Below is EPIP timeline of events.

Table 1 EPIP timeline of events

1999	2004	2012
PRP formed	SRP formed	EP Branch formed
		SRP evolves to EPIP
		Some functions of Buyisa-e-bag incorporated into EPIP

6.1.1 Poverty Relief Programme (PRP)

Since its inception in 1999/2000 financial year, 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 the initial stages the programme was run by consultants who were based in all nine provinces countrywide but all reporting to Pretoria. Funding of projects was based on the approval of the different feasibility study reports that were commissioned individually with concepts that were in line with the departmental mandate.

6.1.1.1 PRP Focus areas

The following were five key focus areas for PRP :

Sustainable Land Based Livelihoods (SLBL)

This focus area dealt with rehabilitation of wetlands, controlling of invasive alien species, promotion of the creation of community conservancies, research and revegetation of landscapes to improve and conserve natural resources, support establishment of community indigenous nurseries, aqua culture as well as to create livelihood opportunities through sustainable utilization of natural resources and cultural heritage.



Figure 3 Ablution facilities at Masibekela Recreational park, Mpumalanga Province



Figure 4 Precast benches, tables and bins at Lehlohonolo Cambridge Moloisane Park at Batho Township, Mangaung Free State Province

Working for the Coast

Based on the mandate, this focus area anchored on the implementation of projects for the rehabilitation of coastal dunes and estuaries, cleaning up of beaches and upgrading of coastal tourist facilities, implementation of projects to conserve and rehabilitate coastal eco-systems and promotion of safety along the coast, creation of opportunities for coastal communities to participate in the sustainable utilization of marine resources and implementation of mari-culture projects.



Figure 5 Fencing maintenance at Harkeville Sanpark recreation, Western Cape Province



Figure 6 Coastal cleaning at Saldanha Bay, Western Cape Province

People and Parks (P & P)

This focus area entailed consolidation of network of protected areas to conserve natural resources and cultural heritage, development and upgrading of infrastructure in protected areas.



Figure 7 Chalets at Doornkloof Nature Reserve, Northern Cape Province



Figure 8 Chalets at Seekoeivlei Nature Reserve, Free State Province

Working for Tourism (Wft)

This programme involved supporting the development of viable tourism product (Rock Art and Heritage), creation of opportunities to increase the share of SMME/BEE involvement in the tourism industry, development and upgrading of tourism infrastructure, supporting of the tourism enterprise programme, promotion of the diverse tourism opportunities and optimizing the interdependence between natural resources and tourism as well as creation of tourism routes and establishment of tourism centers and signage.



Figure 9 Tourism signage in Free State Province



Figure 10 Barolong cultural village in Thaba Nchu, Free State Province

Working on Waste (WoW)

This focus area entailed creating mechanisms for the protection of environmental quality, creating sustainable livelihoods through recycling of waste, development of enviro-friendly waste disposal technology, capacity building programme for municipalities to develop integrated waste management plans and rehabilitation of pollutes areas (Hazardous waste sites).



Figure 11 Waste sorting at Dewertsdorp in Free State Province



Figure 12 Clearing of illegal dumping site at Mhluzi Township, Middleburg, Mpumalanga Province



6.1.2 Social Responsibility Programme (SRP)

In 2004, the PRP, whose fundamentals and focus were aligned with those of EPWP, was reorganised, strengthened in line with the paradigm shift in government's strategies to address poverty and re-launched as the Social Responsibility Programme (SRP). The programme was located under the Social Responsibility Policy and Projects (SRPP) Chief Directorate of DEAT's Chief Operating Officer (COO) branch. Ms Nosipho Ngcaba, the current Director-General (DG) of DEA, had been appointed in July 2003 as the first Chief Director for the Poverty Relief Programme. This was the beginning of a process of phasing out consultants and one of her tasks was to determine an appropriate establishment for the programme and recruit officials with the necessary skills. The programme management structure was developed and realigned as a machinery to deliver on the programmes mandate of contributing towards alleviation of poverty while empowering beneficiaries to participate in the mainstream economy in a manner that addresses the core mandate of the Department. The purpose of the Programme was to create temporary employment and skills development opportunities for unemployed people through the implementation of labour intensive projects under the auspices of the Expanded Public Works Programme (EPWP) that support the line functions of the Department. SRP was made to be in line with the Urban Renewal Programme (URP) and Integrated Sustainable Rural Development Strategy (ISRDS) with projects biased to identified poverty nodes.

As part of the main goals of the programme, a number of interventions that were implemented in communities were meant to uplift households especially those headed by women. The following were objectives of the programme in line with this goal: job creation, skills development, and development of Small Medium and Macro Enterprises/ SMMEs. The intended beneficiaries of the programme were South Africa's most impoverished communities, particularly, people living in the rural and peri-urban areas focusing on women, youth and people with disabilities, hence the criteria for the employment in SRP emphasized that there should be 55% women; 40% youth (from 16 to 35 years of age); and 2% people with disabilities. To support this, the programme invested 40% of the program funding in the development of nodes as specified under the Urban Renewal Program and the Integrated Sustainable Rural Development Programme. As a way of advancing the mandate of the Department at local level, the programme also provided capacity to various municipalities through the Local Government Support Programme, in the form of human resources. All district municipalities were given an opportunity to request and apply for additional human resource capacity in order to support in the environmental management arena. Based on the requests that were received, the SRP ended up with 45 Community Environmental Workers (CEWs) placed

in district municipalities nationally though having a direct reporting line to the DEA national office through SRP. These officials were later to be known as Assistant Directors: Local Government Support (LGS) who were mandated to assist municipalities with environmental planning and management through Integrated Development Plans (IDP) reviews and development of environmental management tools.

Overtime, the management of the programme also evolved with Ms Fatgiyah Bardien appointed as a Chief Director who steered the ship till October 2007 when she left the Department. Mr Dirk van Schalkwyk took over and when he was promoted to a position of the COO, Ms Lerato Matlakala was then called upon to act as a captain of the ship. Due to these sudden changes in the leadership of the programme, performance was not as expected ranging from the expenditure to attaining the set targets by the sector. It was at this point, in October 2009, that Mr. Gcinumzi Qotywa was appointed as a new Chief Director. He was among the first set of officials to be appointed in the programme in July 2004 and had left the department for a period of just less than two years and plied his trade at the DBSA (refer to Annexures A to D for the subsequent SRPP management organograms during DEAT's and DEA eras).

In 2009 just after the general elections, a new administration was put in place followed by restructuring of government, DEAT was split into two independent departments, namely the Department of Environmental Affairs (DEA) and the Department of Tourism (DoT), with some parts of the then DEAT's Marine and Coastal Management being transferred to the newly established Department of Agriculture Forestry and Fisheries (DAFF). This affected the institutional structure as well as the operations of the Social Responsibility Programme (SRP) and led to the Working for Tourism focus area transferred to the newly formed Ministry of Tourism and others remained at DEA under SRP.

6.1.2.1 SRP, EPWP and government outcome based approach

In 2004, government introduced Expanded Public Works Programme (EPWP) in line with the broader strategy of addressing structural poverty in South Africa. EPWP was seen as a nation-wide government-led initiative aimed at drawing a significant number of unemployed South Africans into productive work in a manner that will enable them to gain skills and increase their capacity to earn income. The EPWP advances the principle of government expenditure, across all three spheres, to provide employment opportunities and skills development to the unemployed. With the introduction of the EPWP, a decision was taken to utilise the SRP as the vehicle to implement projects that

address the department's core mandate in line with the EPWP principles. DEAT then took lead of the Environment and Culture sector of EPWP.

The first five year cycle of EPWP drew to its scheduled conclusion in March 2009, period of which DEA's SRP continued to develop and improve business 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. Government introduced a new approach to tackling socio-economic challenges facing the country referred to as Outcome-Based Approach in 2010. The adoption of this approach effectively marked the beginning of a process for improving government performance and providing focus to service delivery. The approach identified 12 outcomes that were meant to address the priorities of government. In line with this approach, the SRP employed EPWP principles to contribute towards addressing unemployment in line with Outcome 4: "Decent employment through inclusive economic growth" by working with communities to identify local interventions that will be of benefit to both the environment and the locals alike. The programme delivery was therefore realigned to support the Department in meeting its commitment on specific outputs through the interventions that are implemented with clear targets in place.

6.1.2.2 SRP focus areas

Continuing from the PRP, SRP implemented its projects through four focus areas, namely, Working on Waste, Sustainable Land Based Livelihoods, People and Parks and Working for the Coast (WftC) . This then excluded the planning and implementation of the projects under the Working for Tourism focus area which was as part of the split ceded to DoT.

6.1.2.3 SRPP Institutional Arrangements

The Social Responsibility Policy and Projects formed part of the DEAT and consisted of four directorates, namely Programme Management Systems, Programme Implementation, Quality Management and Policy and Planning. After DEAT's split into DEA and DoT, SRP remained with DEA and was managed within the Chief Directorate: Social Responsibility Policy and Projects (SRPP), which fell within the COO branch of the department. Based on the need and a new strategic direction from the captain of the ship, the Chief Directorate was restructured with a focused management approach

to planning, implementation and continuous evaluation and reporting. The following directorates were then introduced :

- iv. Directorate: Programme Planning and Support;
- v. Directorate: Programme Implementation: Coastal;
- vi. Directorate: Programme Implementation: Inland;
- vii. Directorate: Programme Management Systems; and
- viii. Directorate: EPWP Coordination and Programme Evaluation

As a result of the transfer of the Local Government Support function to another Chief Directorate within the department following an internal evaluation study, the staff compliment for SRPP was now 69 and details discussed per directorate in Annexure E. Roles, purposes and functions of the directorates under the two ministries (DEAT and DEA) were also presented in Annexures E and F .

Continuous restructuring within the department resulted in changes of the programme, which led to the birth of EPIP.

6.1.3 Environmental Protection and Infrastructure Programmes (EPIP)

Based on the restructuring of government by the newly appointed government administration, the Working for Water (WfW) programme and Working on Fire (WoF) were migrated from the Department of Water Affairs (DWA) to the Department of Environmental Affairs. This programme together with the then SRPP were brought together to form an Environmental Programmes Branch. As part of this micro restructuring, the Branch was divided into three Chief Directorates namely, Natural Resources Management (NRM), Information Management and Sector Coordination (IMSC) as well as Environmental Protection and Infrastructure Programmes (EPIP).

Purpose of the programme

Based on the newly established branch, EPIP was also reconfigured with new programmes being brought into the new fold. The purpose of EPIP is to manage the identification, planning and implementation of the Environmental Protection and Infrastructure Programmes (Working on Waste, Working for the Coast, People & Parks,



Wildlife Economy, Working for Land, Greening & Open Space Management and Youth Environmental Service throughout the country under the Expanded Public Works Programme using labour intensive methods targeting the unemployed, youth, women, people with disabilities and SMMEs.

The main goal of the programme is to alleviate poverty through a number of interventions that are implemented in communities to uplift households especially those headed by women while empowering beneficiaries to participate in the mainstream economy in a manner that addresses the environmental management challenges facing the country. The objectives of the programme are as follows:

- Better Environmental Management practices.
- Job creation.
- Skills development.
- Development of Small Medium and Micro Enterprises (SMMEs).

6.1.3.4 EPIP Institutional Arrangements

The Chief Directorate: EPIP falls within the Environmental Programmes branch of the department. It consists of six directorates, namely: Directorate: Operations Management and Support; Directorate: Programme Planning and Quality Assurance; Directorate: Programme Planning and Implementation Support; Directorate: Programme Training and Youth Development; Directorate: Programme Implementation: Inland and National Programmes as well as Programme Implementation: Coastal (see Annexure G for the management organogram of EPIP). Purposes and key functions of these directorates are discussed in detail in Annexure I.

The current staff compliment for EPIP is 99, further details have been discussed in each directorate (See Annexure H).

6.1.3.5 EPIP Focus areas

The focus areas of subprogrammes of EPIP were reconfigured and this led to seven focus areas; that is, Working for Land (WfL), Greening and Open Space Management (GOSM) (previously Sustainable Land Based Livelihoods), Wildlife Economy, Youth

Environmental Services (YES), Working on Waste (WoW), Working for the Coast (WftC) and People and Parks (P & P). Details of these focus areas are discussed below.

Working for Land (WfL)

Land is central to rural livelihoods where people have limited opportunities and are far from the industrialised centres, which would serve as an alternative source of income. Rural livelihoods depend entirely on the natural resources from the source of energy to food. Consequently, such dependencies and over utilization of natural resources has led to undesired outcomes such as overgrazing, soil erosion and deforestation. To address these challenges, Working for Land sub-programme aims to restore and rehabilitate degraded land as well as the composition structure of environment leading to better performing ecosystems. Improvements on ecosystems generally will lead to carbon sequestration, better water yields and quality. This will reduce environmental risks and improve the sustainability of livelihoods while increasing productive potential of land and promote economic empowerment in rural areas. Restoration of land will improve natural species diversity and catchment stability. Working for Land is all about encouraging and supporting sustainable land use practices, raising awareness and promoting resource conservation ethics.

The working for land focus area aims at empowering the greater community with rehabilitated areas of land by planting trees and make more land available for agricultural land grazing uses. This programme seeks to address degradation of land due to desertification, overgrazing, soil erosion, poor storm water management and unsustainable farming practices. Working for land intends to make more land productive for the communities to sustain their livelihoods.



Figure 13 Land rehabilitation in Eastern Cape Province



Figure 14 Land rehabilitation in Limpopo Province

Greening and Open Space Management (GOSM)

Open spaces play an integral part in maintaining the environmental integrity in most settlements. GOSM ensures that use of greener technology is enhanced, land use planning and environmental planning decisions are strengthened through the incorporation of alternative energy sources, biodiversity and ecosystems aspects in the local government planning processes. GOSM projects contribute towards environmental conservation and protection, as well as the maintenance of cultural resources. The focus area not only has an impact through temporary employment, but a lasting impact through planting of trees and creation of infrastructure in the form of recreational parks. Furthermore, this focus area intends to address the poorly managed areas such as unmanaged open spaces, illegal dump sites, eroded areas and areas overgrown with vegetation. Deserted open spaces do not only attract poor waste management, criminal activities and health hazards, hence this sub-programme is seen to be a needed intervention.



Figure 15 Examples of Greening and Open Spaces Management projects

Wildlife Economy

South Africa is the third most biologically diverse country in the world, and therefore has one of the largest natural capital assets. This biodiversity is not only economically viable to the economic wellbeing of the country but can be used as a vehicle for social upliftment. This biodiversity comes with a number of challenges ranging from poaching to overexploitation. The Wildlife Economy in South Africa is centred on the sustainable utilisation of indigenous biological resources including biodiversity-derived products for trade and bio-prospecting, the hunting industry, agriculture and agro processing of indigenous crops, vegetables and livestock breeds and indigenous marine resources and fisheries. Wildlife Economy focus area centred on the socio-economic benefits of eco-tourism, co-managed conservation areas and ancillary services to protected areas.

Biological diversity underpins ecosystem functioning and the provision of ecosystem services essential for human well-being. It provides for food security, human health, the provision of clean air and water, contributing to local livelihoods and economic development. Conservation of biodiversity is a central component of many belief systems, worldviews and identities. Yet despite its fundamental importance, biodiversity continues to be lost, in particular when conservation and sustainable utilisation is considered to be mutually exclusive. Sustainable use of South Africa's natural resources contributes to poverty reduction and there still exist a huge potential to contribute towards economic growth. Harvesting indigenous biological resources is a significant source of income for communities as it does not require a minimum level of education



or professional skills rather indigenous knowledge and skills. Other significant drivers of the biodiversity economy include trophy hunting and the associated industry of taxidermy, sale of live game, and sale of game meat. This support programme will focus on aspects of certification, quality standards, supply side capacity; benefit sharing, access to investment credit and other support for national and international bio-trade and green economy initiatives.



Figure 16 Environmental Monitors



Youth Environmental Services (YES)

The dawn of the democracy in South Africa never brought with only the jubilation with all its freedoms but was faced with some major challenges on many fronts. One of the major challenges was that of growing patterns in youth unemployment. Though there has been a rigorous effort by the government in addressing this, due to the backlog over the years this proved a mammoth task to achieve hence a need to accelerate youth development and employment initiatives by both government and the private sector.

South Africa as a developing country requires a lot of skilled people to participate in the development of the economy. Statistics have shown that youth in South Africa accounts for a greater number in population but the only challenge is the lack of the prerequisite skills to fully contribute in the economic growth and development of the country. This might be attributed to poor education, training and development, lack of exposure to work opportunities, work experience, social and psychological stresses as well as lack in patriotism.

In an attempt to curtail these challenges, government initiated the National Youth Service Programme as a Presidential programme in 2003. All departments were called upon to come up with integrated, holistic and sustainable youth development programmes which will assist the young people to realize their full potential. Its aim was to respond to the multiple needs of young people, which enable them to access new opportunities for employment, income generation, skills development and personal development while contributing to the reconstruction of South Africa.

The Department of Environmental affairs implemented a pilot of the NYS in Western Cape and Gauteng after which an evaluation study was conducted. From the lessons learnt the department established a new programme called the Youth Environmental Service (YES). It prioritizes and targets young women, youth with disabilities, unemployed youth, out of school youth, youth in rural areas, youth at risk, youth heading households, youth in conflict with the law, youth abusing dependency – creating substances and youth being subjected to all forms of abuse. It emphasises three pillars, namely, environmental community service, skills and personal development and exit opportunities. The YES programme is currently implemented in all nine provinces with an enrolment of 2 700 young people over a period of three years. The environmental service involves bringing about solutions to environmental problems within the communities and such services are rendered in disadvantaged and un-serviced areas of such communities with support from both the municipalities and the provinces. At the end of each year, young people are expected to be placed in exit opportunities, which are both employment and further education. On average over the two years of implementation, 72 % of the youth have been exited.



Figure 17 Workplace training in the hospitality field in Limpopo Province



Figure 18 Wildlife security training in Limpopo Province

The Youth Environmental Service is not considered to be an employment programme nor a training programme, but entails the involvement of unemployed young people in activities which provide environmental service that benefits the community whilst they are also provided with opportunities for personal development, accredited training and exit opportunities. The environmental service involves bringing about solutions to environmental problems inclusive but not limited to erosion, waste, deforestation, biodiversity management as well as environmental education and awareness in local schools etc. The environmental services should meet the needs of the community, fit within departmental objectives, and add value to the beneficiaries' development whilst providing employment, further training or self-employment by opening up business ventures as exit opportunities from the programme. Training is conducted by a service provider accredited by a Sector Education and Training Authority (SETA), Department of Education and Quality Council of Trade and Occupations (QCTO).

Furthermore, the following original focus areas extended their scope to include other functions below:

Working on Waste (WoW)

This initiative is a proactive preventative measure that recognises that inadequate waste services may lead to litter which is not only visual pollution but may lead to health hazards and environmental degradation. Ineffective waste management practices can affect the well-being of the affected communities and this can be further exacerbated by the increased use of illegal dumping and littering. The programme seeks to ensure that both social and ecological sustainability is achieved through implementation of sustainable waste management practices.



Figure 19 Weighbridge and waste sorting facility at Phokeng Buy back centre in, North West Province



Figure 20 Phokeng Buy Back Centre in Rustenburg, North West Province

Working for the Coast

The Working for the Coast programme (previously called Coastal Care) was established to assist in the implementation of the Integrated Coastal Management Act (ICMA). Historically, WfC had focused on collecting litter and rehabilitating dunes. With the promulgation of the act, the programme also had to embrace the principles and objects of the act, which amongst many included the demolition of illegal structures. This focus area is also linked to other inland programmes of the EPIP chief directorate aimed at street cleaning and greening, waste management, rehabilitation of degraded areas (catchments), bio remediation of polluted rivers etc. The coastal protection zone consists of land falling within an area declared in terms of the Environment Conservation Act, 1989 (Act No. 73 of 1989), as a sensitive coastal area within which activities identified in terms of section 21(1) of that Act may not be undertaken without an authorization. These areas include, among others, any coastal wetland, lake, lagoon or dam which is situated wholly or partially within 100 meters of the high-water mark. The coastlands of South Africa are characterized by a coalescence of effects of inland resource practices and those from the marine coastal zone.

The focus area works with municipalities and conservation agencies to manage the coastline and ensures the sustainable use of the coast's natural resources. The aim is to maintain a cleaner and safer coastal environment through providing much needed jobs and training for unemployed people living in adjacent coastal communities.



Figure 21 Boardwalk at Isimangaliso, KwaZulu – Natal Province



Figure 22 Ablution facilities at Isimangaliso, KwaZulu – Natal Province



People and Parks (P&P)

The People and Parks focus area was as a result of the fifth World Parks Congress held in Durban in 2003 which set the scene for a global dialogue on the use of conservation benefits to alleviate poverty. It resulted in acknowledgement that indigenous and local communities should have the right to and access to protected areas.



Figure 23 Chalets at Sandveld Nature Reserve, Free State Province



Figure 24 Entrance of Sandveld Nature Reserve, Free State Province

Historically protected areas were established at the expense of local communities through displacements and dispossessions which resulted in the perpetuation of poverty through denial of access to land and resources. The People and Parks focus area promotes community participation, uses social and economic benefits for poverty reduction, engages communities in participatory planning and promotes access to genetic resources. This is done with effective participation of indigenous and local communities. This focus area has now been afforded resonance in the Convention on Biological Diversity Programme of Work on Protected Areas (PoWPA). PoWPA encourages parties to establish policies and institutional mechanisms that promote community participation, use social and economic benefits for poverty reduction, engage communities in participatory planning, and promote access to genetic resources. The focus area provides a platform for conservation institutions across the country, communities affected by protected areas, potential funders, research institutions and non-governmental organisations to discuss issues of common interest

under the theme “Conservation for the People by the People”. Functions of work teams under People and Parks include: removal of invasive alien plants, reforestation and rehabilitation projects, development and upgrading of infrastructure in protected areas across the country.

6.1.3.6 EPIP Project life cycle

Below is the broad outline of the EPIP project life cycle.

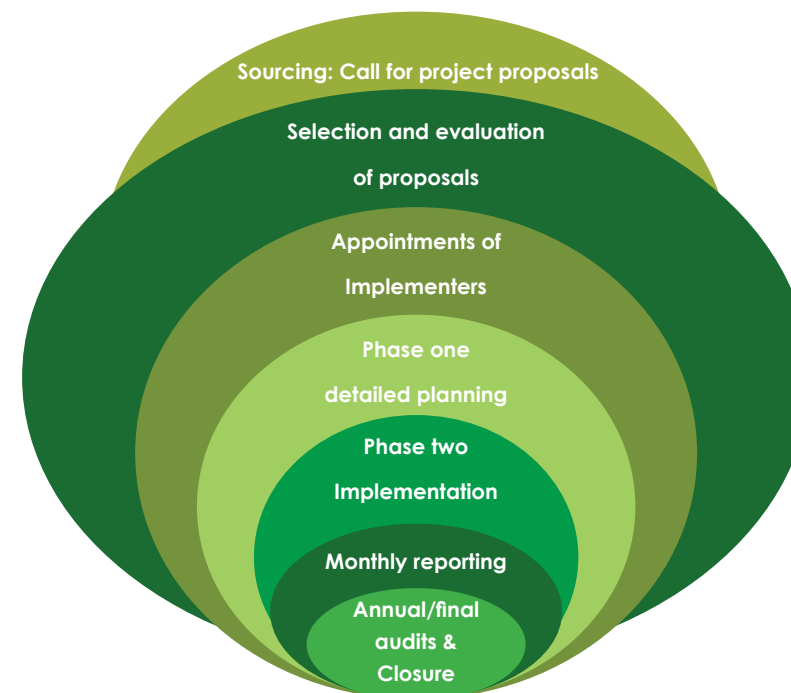


Figure 25 EPIP Project Life Cycle

6.1.3.7 Sourcing of projects

Based on approved criteria, the Department through the EPIP calls for project proposals from communities through municipalities and provincial (environment) entities. The call is preceded by briefing sessions wherein the criteria for funding is presented. Based on the number of applications received and available resources, the DG approves funding in the form of commitment over a three year cycle (See Figure 26 below).

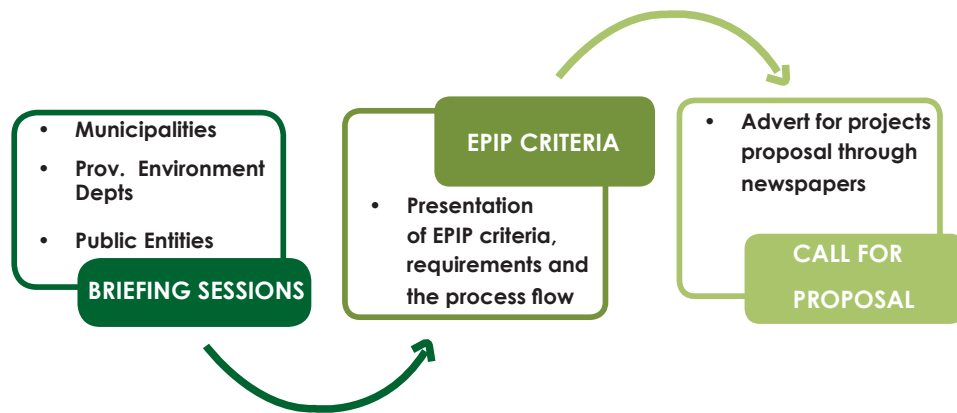


Figure 26 Sourcing of Projects for EPIP

6.1.3.8 Project Management

The Project Management Systems (PMS) is used in the management of all the EPIP projects. The PMS is managed through the Directorate Project Management and Information Systems which is housed within the sister Chief Directorate IMSC.

6.1.3.9 Criteria for projects

The criteria for approved EPIP project are as follows:

- Project Management Fees - on a sliding scale of 15% to 18% catering for, but not limited to the following:
 - Administration and reporting
 - Any professional services during planning and implementation of the project
 - Implementation fees etc.
- Wages - a minimum of 35% of the project budget must be utilized for wages as referred to in the Memorandum of Agreement.
- Training - a minimum of 2% of the total Project budget shall be utilized for non-accredited training by the Implementer.

6.2 Human Resources Development

Over the years and through this evolution, there have been a number of internal promotions since the inception of the programme (see Annexure I for details).



Figure 27 EPIP employees during the strategic planning session of 2009 at the Greenway Woods Resort in Mpumalanga Province



7 CORE SERVICES PROVIDED TO CLIENTS

Table 2 below shows the services that have been and are currently being provided to clients.

Table 2 Services provided to clients

Clients	Core Service Provided
Department of Environmental Affairs (DEA)	Provision of comprehensive project implementation, support and reporting service.
EPWP Environment and Culture Sector	Provision of comprehensive support service in respect of the coordination and reporting requirements to the Department of Public Works.
Local Government	Provision of technical and human resource support to District Municipalities and implementation of Environmental Management Projects that are aligned with the Integrated Development Plans (IDP).
Local communities	Provision of opportunities to develop sustainable enterprises which will provide long term employment. Provision of temporary work and training opportunities that will increase employability of workers. Provision of Environmental Management awareness.
Members of Parliament	Progress reports about the programme.

SECTION B: PERFORMANCE REVIEW





SECTION B

This section deals with the performance of the programme over the years beginning with a detailed methodology and data sources. This is followed by presentation of the data on the performance. The section concludes with a discussion on the challenges, lessons and implications for the programme and its future.

8 METHODOLOGY AND DATA SOURCES

The review was conducted as a mixed methods (qualitative and quantitative) study that encompassed desktop analysis of secondary data as well as primary data collection. Primary data collection was carried out to augment the information that was readily available (in the secondary data sources). In the review, all focus areas of EPIP were assessed.

8.1. Secondary data sources

A number of both external and internal evaluation studies have been undertaken by the department's directorates and service providers for projects under SRP and EPIP. Content analysis of these studies was conducted in documenting the evolution and performance of the programme over the years.

8.1.1. External evaluations

The following evaluation studies were undertaken by external service providers over the course of the programme:

8.1.1.1 DEAT Poverty Programme by United Nations Development Programme (UNDP), January 2004.

The purpose of the evaluation was to promote long term development and job creation through tourism and the environment. This will create an environment that is conducive to the development of the country's main economic sectors, tourism. Several recommendations were made to address some of the challenges above:

- The business plan (BP) concept and its format probably generate the requisite tension between flexibility and inflexibility and should be retained with minor modifications. One of these is that a project exit strategy needs to be more clearly outlined in the BP, and provision for potential project after-care included. The BP should also clearly outline who will take responsibility for project after-care. A more flexible mechanism should be established that allows for the revision of the BP if continuing with the original BP threatens sustainability or would cost more, or go beyond the project budget.
- The exit audit is considered to be challenging for most projects, therefore, it needs to be re-examined for possibilities of streamlining it.
- Sustainability of projects needs to be more clearly articulated and its role in programme funding made more explicit. Planning horizons and exit strategies should be part of the sustainability planning. It is recommended that DEAT establish criteria for sustainability as part of the approval process for all those projects that have the potential for sustainability. DEAT should build onto the BP provisions for project extensions for projects that clearly show signs of sustainability when the evaluation is done six months prior to expiry of the project. Some projects may need time extensions and mentoring only beyond the project horizon.
- Coast Care projects are clearly not sustainable from a cost recovery perspective. However they are critical in protecting one of the countries' greatest assets and should be funded into the future. The recommendation here was for the relevant major Urban Municipalities to fund such projects since they derive direct benefit from their beaches.
- The current emphasis on the employment targets of women and the youth should be retained, although not always easy for implementers to achieve these.
- The role of SANParks as an implementing agent needs to be reviewed. They received a large percentage of the budget but not as good at generating poverty relief linkages as many other implementers. In the event the public entity is allocated funds to spend within its park borders, more creative linkages with beneficiary communities should be developed.
- DEAT should advertise its success more widely and share its successes with others, including its management and implementation approaches.
- In the event where DEAT is unable to reach the "poorest of the poor" in some rural areas due to poor infrastructure and lack of resource endowment. It was recommended that other arms of government should provide appropriate poverty relief support in such areas.

- DEAT should maintain a balance between the creation of short-term jobs that provide immediate poverty relief and long-term investment that creates wealth and long-term employment. It is recommended that the department should consider allocating a larger portion of its scarce resources to long-term investment and asset development as a way of reducing poverty in the long run.

Programmes' interventions based on the recommendations:

Based on the findings and the recommendations of the study, the programme introduced the aftercare commitment from the owning entities in the form of a dedicated budget to ensure sustainability of the projects and such was then incorporated in the individual project business plans which now even allows for funding from other sources. Given one of the recommendations regarding the communication of the success of the programme, EPIP started to brand itself as a programme and an annual prospectus was introduced to communicate the successes as well as current work being done nationally and such prospectus is still currently distributed widely. Continuous upgrading and enhancement of the project management system as part of the recommendations has improved efficiency in planning and implementation of the projects as well as ease of reference because of its electronic filing capabilities.

8.1.1.2 Mid-Term Evaluation of the Department of Environmental Affairs and Tourism's (DEAT) Social Responsibility Programme (SRP) by ERM Southern Africa, Common Ground and Grant Thornton, July 2007

The purpose of the evaluation was to:

- Assess the targeting of the programme (i.e. is the programme being effectively managed and efficiently implemented and is it targeting the right groups of people through appropriate development interventions, as specified by EPWP and other relevant policy documents;
- Assess the efficiency and effectiveness of the programme (i.e. the DEAT methodology and management of the SRP); and
- Capture the lessons learned so as to enhance the implementation of the programme going forward.

There was concern that projects were not being selected on the basis of a strategic assessment of provincial social and environmental development priorities and this linked the then DEAT's goal of achieving integrated sustainable development. The report presents that the five key focus areas of the SRP did not have clearly defined implementation models or developmental goals with no reference in the programme documents to long terms goals, or strategy related to the five focus areas. It was further highlighted that this situation was impacting negatively on the monitoring and reporting of performance.

Poor project conceptualisation was also highlighted and with respect to project targeting and relevance, the targeting of women and the youth had been largely successful but the inclusion of the disabled was proving to be a challenge with reasons such as the labour intensive nature of project being put forward. The relevance of projects to community needs was also raised with reports that People and Parks and Working for the Coast projects were viewed appear to be the least aligned with addressing community needs. The evaluation presented that some aspect of community relevance contributed positively to engagement and ownership of initiatives by locals.

The evaluation also highlighted some issues around the reporting and monitoring of progress towards programme requirements such as the allocation of resources towards government identified nodes.

The programme was reported to be successfully targeting SMMEs for a range of services and thus providing important cash injection into the local economies. In respect of this, the Working for the Coast and People and Parks projects had the highest percentage spend on SMMEs.

Although all respondents in the evaluation concurred that training and skills development were key issues of relevance to local community needs, anecdotal findings from interviews with 212 beneficiaries from 43 projects indicated that over 60% of the beneficiaries interviewed found the training they received was not relevant in the context of their personal lives. Nonetheless, the accredited training targets were well exceeded.

Implementers indicated that the Web-based Project Management system was useful and enhanced reporting efficiency.



Due to the fragmentation where the selection and appointment of implementers was taking place at a national level and implementation provincially, there was reportedly little accountability or knowledge sharing between the various actors on the programme as they reported to different directorates.

Numerous project stakeholders raised concerns over the division between Provincial and National functions. These concerns relate principally to the fact there is no regional accountability and that decisions are not taken at a provincial level. This was seen to negatively impact upon the effectiveness of the SRP.

Recommendations

- Recommendations were grouped under the following headings:
- Items for discussion at a strategic level;
- Project Design and Selection;
- Project Management and Implementation;
- Delivery of Training
- Project Impact and Sustainability.

Programmes's interventions based on the recommendations:

Based on the recommendations, the programme introduced the Monitoring and Evaluation sub-directorate which was tasked with the monitoring whether the programme performance was reaching the desired objectives whilst commissioning both the internal and external evaluation studies looking into the impact and betterment of the programme. Training for all the programmes' projects was elevated with the budget allocation to training being reviewed and adjusted to meet the set targets.

8.1.1.3 The External summative Evaluation Study of the Social Responsibility Programme, by Genesis Analytics and Basic Blue Management Consultants. February 2012.

The purpose of the evaluation was to assess the effectiveness, efficiency, impact, relevance and sustainability of 43 projects in order to improve the design and implementation of SRP projects for greater results. The evaluation focused on the 43

projects that were funded by the SRP programme and completed between 2004 and 2009.

This study identified a very strong link between environmental performance, and overall project success with the recommendation that placing emphasis on environmental deliverables that have an inherent long term impact and sustainability by their very nature would boost SRP project performance. Generally, the recommendations articulated throughout the report recognised SRP as a significant contributor to the EPWP objectives; and 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 ranged from high level, conceptual, programme-wide observations through to detailed operational aspects and project specific details. The most crucial overarching issues to be addressed were:

- The need for the SRP to establish a Programme Theory or Logical Framework to ensure that selected projects 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, as well as 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.

Programmes's interventions based on the recommendations:

As part of the programme's response, the criteria for sourcing of new project proposals was revisited, reviewed and amended to cater for the theory of change as appraised

by the programme. Enhancement of the programme management system as part of recommendations remained one of the priority projects for the programmes management and new functionalities are introduced based on the requirements by the users.

8.1.2 Internal evaluations

The following evaluation studies were conducted internally the department:

8.1.2.1 The Local Government Support Programme by the Sub-directorate: Programme Planning and Support Directorate: Local Government Support and Programme on 29 September 2010.

The purpose of the study was to assess the viability of Local Government Support Programme in supporting the municipalities on environmental planning and management functions and assisting the DEA directorates in carrying out their mandate at local government level ;

The following recommendations were proposed by the evaluation team based on the findings of the evaluation study:

- A concept document should be developed for the management of the LGS Programme so as to outline the aims and objectives of the program, inform the conditions of the MoU, and guide the development of the LGS officials' work plans.
- There should be proper engagements with all key stakeholders (DEA Directorates, Provincial Departments of Environmental Affairs, District as well as Local Municipalities) during the reconfiguration process of the programme.
- All key stakeholders must be signatories to the MoU and supported by clear Terms of Reference (ToR) stipulating the nature of support to be provided (Service Levels).
- There should be constant review of the ToR and service levels in order to address the challenges and loopholes that have been identified by the stakeholders.
- There was a need for proper alignment and coordination of efforts between the LGS Programme, DEA directorates as well as the Provincial Departments of

Environmental Affairs to ensure that the support rendered to municipalities is effective, efficient and sustainable to avoid duplication of efforts.

- The support rendered to municipalities should be informed by the needs analysis/ assessment which will be incorporated into the ToR which will inform the LGS officials' work plans as well as resource allocation (finance, human and equipment).
- The LGS functions and activities should be incorporated into the municipal strategic and operation plan.
- There was a strong case for the reconsideration of the current location of the programme. Although no specific suitable location was established from respondents through this evaluation, there is a need for a coordinated effort to ensure that the location of the programme is properly decided taking into account resources, need and the coordination of the programme. The unit in which this programme should be located should include the functions of the LGS Programme into its Strategic Planning document and clear indicators to measure the performance of the programme must be developed.
- There should be constant evaluation of the LGS Programme so as to measure the extent to which the programme has achieved its aims and objectives.
- The department should ensure adequate capacity building and skills development for ASDs (LGS) in relation to identified areas of specialization.
- The objectives of the programme should be better communicated to all the stakeholders to dispel the misconceptions of what the programme is intended for (e.g. it does not guarantee funding for SRP projects within municipalities).
- The possibility of reviving the departmental Local Government Support Task team which coordinated the local government support activities from different directorates should be explored. This Task Team should coordinate this function within the Department and serve as referral for services required from the Programme.
- Other directorates within the department should use the programme as a channel to the municipalities to avoid confusion and streamline the support.
- There is a need to reconsider the structure of the programme as it is not adequate for a sub-directorate to support all the branches of the department regarding environmental planning and management in municipalities.
- The department should conduct needs assessment across all branches so as to determine the role of this programme in supporting the departmental mandate.



Based on the findings the department needs to determine whether the programme should play coordination or an implementation role within the municipalities.

- There is a need for information sessions targeted at both the LGS officials and DEA branches on the MoA and the kind of support that could be derived from this programme by the Department. These interventions would ensure that the officials are capacitated enough to speak on the mandate of the programme.

Programmes's interventions based on the recommendations:

Based on the recommendations from the study, the programme embarked on an extensive consultative process that led to the development of the Local Government Concept document. As part of the consultations a needs assessment was also conducted with all the stakeholders that LGS rendered services to ranging from the Departmental Branches, Provincial sister departments to provincial departments to municipalities and that culminated to the relocation of the LGS directorate to the COO branch of the department. The change led to the establishment of the Local government Task Team of which the programme has a continuous representation in.

8.1.2.2 National Youth Service Programme (NYS) by the Directorate: EPWP Coordination and Programme Evaluation (Sub-directorate: Programme evaluation) in March 2012.

The purpose of this evaluation was to ascertain the extent to which the NYS projects were able to achieve the set objectives of the Programme which will be measured against the five evaluation criteria: effectiveness, relevance, efficiency, impact and sustainability. This evaluation was also intended to reflect on the successes and challenges that were experienced during the period of project implementation of each of the projects) ;

In addition, there should be more emphasis on finding out exactly what beneficiaries were interested in post project implementation and then helping them to attain relevant skills, network and access information regarding their interests.

The following outputs and outcomes were submitted by beneficiaries and Implementers:

- Some of the beneficiaries have been placed in different exit opportunities.

- All NYS project beneficiaries received both accredited and non-accredited training, work experience and personal development.
- Cleaner and healthier communities, (environmental quality enhanced, limited illegal dumping and littering).
- Greener communities as a result of greening and beautification deliverables as well as established community vegetable gardens which resulted in a sense of pride.
- Renovation and maintenance of public infrastructure.
- Supported municipal community service delivery through complementing the local municipalities with services such as waste management.

Programmes's interventions based on the recommendations:

The programme introduced the Youth Environmental Service (YES) based on the success as appraised and reflected upon the evaluation study report. The YES became one of the focus areas of the programme and implemented along the lines of the NYS. The programme was then rolled out in 9 provinces with a target of 2700 youth over three years.

8.1.2.3 SRP project contract amendments by the Directorate: EPWP Coordination and Programme Evaluation (Sub-directorate: Programme evaluation) on 21 January 2011.

The purpose of this evaluation study was to investigate the reasons behind project contract amendments and recommend appropriate action to management for consideration, with the view to ensuring that such occurrences are properly managed and are processed where it is desirable and feasible to do so ;

Recommendations

The following recommendations were proposed as mitigating factors for dealing with requests for contract amendments:

- Currently there were no guidelines to guide the evaluation of requests for contracts amendments and some of the reasons for approving amendments are not valid.

It is therefore, recommended that a guideline should be developed to promote standardisation of handling such requests. These guidelines should include the process flow and identify stakeholders as some of the requests are processed without proper consultation with all affected Directorates and stakeholders.

- The current planning guidelines should be expanded to address the determination of project duration during planning, based on the lessons from current experiences
- It is important that the merit of a contract amendment be considered so as to ascertain implications on the projects and the Programme generally.
- The programme should develop a concept document on how to utilise money accrued through investment interest and Vat exemption. This could be incorporated into the guidelines for handling of amendments.
- The Department must take a position on whether it is viable for an implementer to open investment projects accounts as this practice normally results in accrual of additional funds, (accumulate interest) that will need to be spent/utilised thereby resulting in amendments.
- There was a sense that some of the amendments could have been avoided if there was a strong monitoring of project implementation from the department's side. This calls for closer monitoring and enforcement of contractual obligations. There was admission from even officials who were responsible for this function that monitoring of enforcement was not as it should be. If this situation is not improved at official level, the battle against non-compliance cannot be won as implementers will do as they please and the department will pay the price for not enforcing obligations through amendments, some of which have financial implications on the Department.

There should be constant monitoring of projects by the PPMs (on a monthly basis) so as to be able identify risks and challenges that may be encountered in the projects at early stages.

Programmes's interventions based on the recommendations:

The programmes response was the development and approval of the contract amendment process that had clear guideline on when and how the amendment process should be undertaken. To circumvent some of the amendments, the planning and implementation timeframes were reviewed to cater for the possible delays in implementation as well as the administrative closeout process.

8.1.2.4 Training of beneficiaries for Social Responsibility Projects by the Directorate: EPWP Coordination and Programme Evaluation (Sub-directorate: Programme evaluation) in 2012.

The purpose of this evaluation was to ascertain the extent to which the Programme has been able to achieve the set strategic objectives with regards to training of project beneficiaries. This evaluation was also intended to reflect on the achievements/successes and challenges that were experienced during the implementation of training interventions for each of the sampled projects

Overall, the programme was on the right track in terms of achieving the set strategic objectives of impacting skills on beneficiaries.

It was further stated that the sampled skills programmes had to some extent over achieved equity targets for women, whilst there has been an under-achievement for youth. According to the findings, all sampled beneficiaries who attended training interventions were found competent. The majority of beneficiaries indicated that they received competency certificates for completed skills programmes, whilst some indicated that they did not receive them for some attended training interventions.

The findings of the evaluation indicated that inspections aimed at monitoring/ managing the implementation of training interventions were conducted for all sampled skills programmes. However, the frequency of these inspections was limited. (There was also a substantial number of logistical challenges relating to accommodation, transport for beneficiaries, training venues, and catering. The recommendation was thus for pro-activeness by the project Implementers, as well as effective monitoring by the responsible DEA officials. In addition, it highlighted the need to closely manage the training budget expenditure in order to ensure that allocated funds are utilised for the intended purpose (e.g. savings accrued as a result of utilising free resources should be utilised for expansion of training).

Some project beneficiaries also indicated challenges pertaining to a number of factors such as unavailability of learning material, poor communication (poor facilitation of the subject matter, inability of the facilitators to communicate in the local vernacular), lack of suitable training venues, poor accommodation facilities, as well as poor quality of food provided during implementation of training. It was concluded that efficient utilisation of resources could address these challenges.



With respect to the relevance of the training interventions to the goals and objectives of the programme the evaluation found that some of the training interventions offered (both accredited and non-accredited) were relevant to the activities of the different projects and therefore assisted the beneficiaries to perform their project tasks effectively. However, some of the beneficiaries indicated that, some training interventions offered were not relevant to the project activities, and therefore could not apply the skills attained in their daily project activities. It was recommended that the Chief Directorate should make a determination as to what is the main focus/ objective of implementing training for the beneficiaries. It is critical to balance the skills needs of projects during implementation and how the skills complement those required by the local labour market beyond project implementation.

The training offered had an impact on the employability of beneficiaries. Some of the project beneficiaries were already applying the skills attained from the training interventions such as tiling, construction and plumbing, plant production and hospitality to establish their own businesses and sustain themselves and their families. In some cases, some of the participants joined the labour market during the life-cycle of the project. The majority of beneficiaries indicated that they are now able to earn a living and support their families as a result of the opportunities received through the skills attained from various training interventions.

However, some of the beneficiaries indicated that, some of the training interventions offered in the projects were not relevant to the opportunities/ demands of their respective local labour market. Some indicated that, the main focus on one/ few training interventions within certain areas (e.g. hospitality), resulted in over-supply of skills and subsequently beneficiaries' skills becoming redundant.

The fact that some beneficiaries felt that some of the training interventions did not assist them in attaining the skills that are required by their respective local labour markets, implies that, there is a need to establish engagements with all relevant stakeholders, (e.g. municipalities, Statistics South Africa, private sector, NGO, sector department etc.) prior to the process of conducting the skills audit in order to ensure that, the skills programmes offered prepare beneficiaries for the local labour market. This integrated approach would also assist in ensuring that, the programme achieves the set objectives and also facilitates the exit opportunities.

All respondents indicated that the accredited training skills programmes offered were able to assist the beneficiaries in terms of choosing/ following their desired career paths.

It was also positively noted that, the different skills programmes offered were able to yield positive outcomes in terms of behavioural change of beneficiaries as some have indicated that, they gained value such as environmental consciousness and preservation, personal finance management (budgeting), economic (e.g. establishing vegetable gardens for both commercial and subsistence purposes) and social as well as health (e.g. HIV awareness) and safety principles.

The evaluation also noted that some of the beneficiaries could not link the value of the training interventions to the outputs and outcomes of those interventions. This was attributed to the lack of induction for project beneficiaries.

Programmes's interventions based on the recommendations:

Though skills development was expressed as one of the areas that the programme was doing well on, the issue of skills provision in line with the demand in the localities needed to be addressed and as such, skills audits became thorough looking into the demand by the local industries as well as future prospects in terms of training. New accredited skills programmes were introduced which were meant to better the chances of employment.

8.1.2.5 Compliance with the EPWP requirements with specific focus on the labour intensity component by the Directorate: Monitoring and Evaluation of IMSC in April 2013.

The aim of the evaluation study was to examine the level of adherence to the EPWP policy requirements, relating to the strategic objective on labour intensity

The findings of this evaluation indicated that the programme was on the right track in terms of effectiveness and efficiency in achieving the outputs that were related to the labour intensive approach. Further, it was also revealed that the labour intensive concept/approach was properly oriented towards achieving the EPWP strategic objective on reduction of poverty and unemployment. This is due to the fact that, the analysis demonstrates that the labour intensive method has the potential to create large proportions of employment opportunities, whilst not compromising good quality of deliverables, and at the same time ensuring acquisition of skills and work experience by the beneficiaries.

According to the findings, all the evaluated projects complied fully with the EPWP requirements regarding the selection of workers or project beneficiaries. It was stated that EPIP has done well in terms of ensuring realisation of the main strategic objective regarding provision of poverty and income relief to the destitute members of the civil society. EPIP's set target of 35% for expenditure on EPWP wages expended on wages against the project cost.

It was further mentioned that the majority of projects (92%) complied fully with the requirement of benchmarking the wage rates on the local municipal wage rates. On the other hand, some projects (8%) paid daily wage rates that were more than the local minimum wage rates. Therefore, all the projects complied with the regulations regarding the setting of EPWP pay rates.

With regards to SMME development, a larger proportion of projects (67%) were reported to have utilized the services of local SMMEs, meanwhile some projects (25%) utilised 99% of local SMMEs and 8% of projects used 60% of local SMMEs.

The findings revealed that a larger proportion of the evaluated projects (83%) complied fully with the health and safety requirements. Moreover, a huge proportion of the evaluated projects (92%) registered all project beneficiaries for COIDA, as required by the EPWP policies whilst few could not comply with the requirement.

Training is a vital component of EPWP and programmes are encouraged to have a clear training programme in place. Beneficiaries from majority of projects attended a two days monthly training. Projects are required to spend 2% of their total budget on training and skills development. In relation to that, most of the evaluated projects (83%) complied fully with the requirement, especially considering that there were projects that exceeded the minimum requirement. The evaluation findings also indicated that all projects complied fully with the record keeping requirement.

Programmes's interventions based on the recommendations:

The programmes' response entailed taking into consideration during the planning phase the annual increment of wages to the beneficiaries as well as the incorporation of and allocation of a budget for COIDA.

8.1.2.6 Effects of the departmental support on the SMME development by the Directorate: Monitoring and Evaluation of IMSC (undated).

The purpose of this evaluation is to bring-to-light the effectiveness of the departmental support, in the process of SMMEs development. For that reason, the study also assessed the relationship between the departmental support and SMME development and the significance of that relationship .

The study revealed that the departmental support "business contracts awarded" had an effect in the process of SMME development. The return generated was deemed as the most important variable in assessing the effects of the departmental support in the process of SMME development. In addition to that, the departmental support was also contributing a lot in terms of the staff complement. However, even though there was a positive relationship between the number of people employed and the value of the business contract, the number of people employed with no prior experience decreased as the contract value went up. This was attributed to the trend to award bigger contracts to more established SMMEs that tended to employ those with experience and thus the recommendation was that the developing SMMEs or entities also should be given big contracts so that the number of people with no prior work experience would increase.

The evaluation also found that the business contracts awarded afforded capital investment for the SMMEs enabling them to procure equipment for example. This assisted them to carry out functions or work and continue to earn income even after the contract has expired.

There were some instances where no growth was reported due a number of factors such as value of the contracts awarded was not sufficient for the business to grow

- Lack of mentoring in business fraternity
- Lack of government business contracts
- The business is declining because the provider doesn't have a contract anymore, it was better during the contract tenure.
- Lack of sustainable business contracts from the Department that cater for long term benefits



- Lack of skills development from the implementers' side
- The business used to grow but now it is scaling down, because the company is not getting the business opportunity, the company has reduced its operations because it doesn't get opportunities anymore.

The overall conclusions from the evaluation were that the programme should consider:

- Enrolling SMMEs, especially the small scale and new entities, on a skills development programme that will enable them to gain essential skills so they compete for work in the job market
- Mentoring the SMMEs so they could gain capacity that will help enhancing their competitiveness.
- Identifying a group of SMMEs to use and develop in as far as the EPIP is concerned, to allow mentoring and full development of SMME rather than giving them business contracts hoping that the development will occur.
- Prioritize local implementers and sub-contractors to implement the projects on the contracts documents.
- Provide guidance to the business owners in terms of sustaining their business, especially the new small enterprises.
- Communicating the development opportunities to the sub-contractors, especially the small-scale sub-contractors providing services to the EPIP projects. That small-scale contractor can also become implementing agency; if they register with both CIPRO and the departmental database.
- Monitoring deliverables - the actual product (quality standards), and the development of the SMMEs than focusing mainly on the work opportunities, person-days created than the deliverables.
- Continuity in terms of awarding contracts to the SMMEs, especially the small subcontractors that offered good services to the DEA projects, since that will help in terms of their growth and employment creation.
- The department should allow experienced implementers to monitor new implementers to avoid project failure and to promote growth. SMMEs who are at their early stages of business to learn from and be guided by accomplished entrepreneurs
- Capacitating non-accredited training providers so that in future they could provide accredited trainings.

- Providing support in relation to the business operation and implementation of projects so the SMME can learn and grow.

Programmes's interventions based on the recommendations:

Given all the findings and recommendations of the evaluation study reports both adverse and positive, EPIP management adopted the recommendations and through clear action plans continued to ensure that the recommendations are indeed implemented. The acceptance and implementation of the recommendations allowed for a progressive approach to the implementation of the projects with challenges being dealt with and as such the performance and general project management improved drastically. Though the SMME development is not the primary mandate of the Department through the programme, project implementers were and are always encouraged to make use of the SMME's and as such, a clause enforcing this was introduced in the contract between the implementer and the department.

8.2. Primary data sources

The primary data collection entailed a series of structured interviews and focus group discussions with a range of stakeholders. The categories of stakeholders comprised of beneficiaries who participated on EPIP projects of DEA, implementers, DEA officials and owning entities that included local municipalities, public entities and community structures. Annexure J presents the record of stakeholders interviewed.

The sample size comprised 52 participants located across the country's nine provinces. Of the 52, 20 were beneficiaries (four per focus area) employed on EPIP's projects; nine were implementers appointed to implement projects on behalf of the programme; 19 were DEA officials as well as six owning entities that included two officials of local municipalities, two public entities and two community structures (with five and six members each). The DEA officials comprised the EPIP management, EPIP employees with long service on the programme – seven years and more, officials for Environmental Programmes' Chief Directorates – IMSC; DEA branches' officials collaborating with the programme and former Chief Directors of the programme currently working in other government departments). Figure 28 below shows the proportions of respondents.

- The sample was selected purposively to contribute towards the objectives of the review. The considerations taken into account were:

- The respondents to include both males and females located across the country's nine provinces;
- Beneficiaries who were employed for a period of six months and more, including those who were able to secure employment in other institutions after completion of the projects;
- Implementers with experience on implementation of EPIP projects (already on EPIP database and implemented more than one project);
- Owning entities from a range of local municipalities, public entities and community structures; as well as
- DEA officials comprising of the EPIP management and employees with long service of seven years and more, former Chief Directors of the programmes, IMSC Chief Directorate's officials responsible for the support function of the programme and DEA branches working closely with EPIP (Oceans and Coast, Biodiversity and Conservation as well as Chemical and Waste Management).

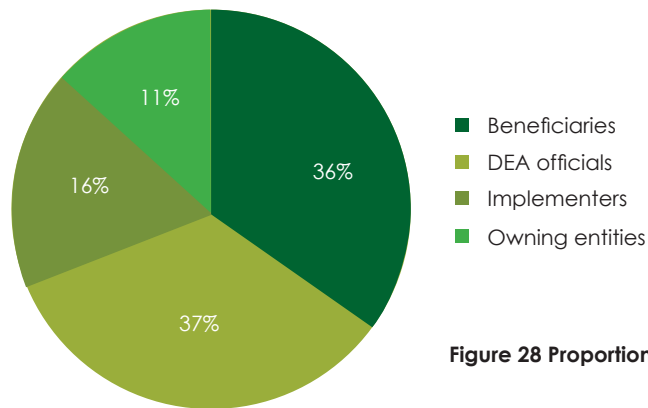


Figure 28 Proportions of survey respondents

Semi-structured interviews were conducted with 52 respondents and there were two focus group discussions with co-owning entities of community structures (comprising of five and six members respectively). A dictaphone recorder and/or cell phone as well as a video by the DEA's Communication Chief Directorate were used to record participants' narrations for the majority of the respondents except for those who were uncomfortable for back up and video documentary purposes. Most of the sessions lasted for an hour or less, with few exceeding the stipulated duration of an hour. Some employees of the programme assisted with data collection, capturing, photography and recording of sessions.

Ethical considerations were complied with when conducting this review study. Informed consent was gained from the beneficiaries by means of a verbal and written agreement. The official informed the participants about the study, its goals, the procedure to be followed and the rights of the participants. Subsequently, they signed a form agreeing to participate in the review. Other respondents acknowledged an invite through emails and phone calls to participate as a form of consent. All the data were analysed to review the progress of the programme as well as its performance over the years. This was done through content analysis, the basic technique involves counting the frequency and sequencing of particular words, phrases or concepts, in order to identify key words and themes. The method was suitable for this study as its assumption is that words and phrases mentioned most often reflect important concerns in communication.

9

PROGRAMME PERFORMANCE INDICATORS

The review of the performance of the programme has been based on the objectives that the EPIP seeks to fulfil. These are:

- Better environmental management practices;
- Job creation;
- Skills development; and
- Development of Small Medium and Micro Enterprises (SMMEs).

Thus the performance indicators that were used in the review are:

- Training person days (accredited training)
- Full time equivalent
- Work/Job opportunities
- Proportion of women, youth and disabled beneficiaries
- SMMEs used.

In addition, the review also included other indicators such as

- Career development for the Department's officials
- A self-assessment of the value of the skills acquired by the beneficiaries. This information was useful as it augmented the data available on skills development.



In addition, the interaction with beneficiaries enabled an assessment of the value addition to future employment prospects of beneficiaries. This is a key expectation from the programme as it seeks to draw the beneficiaries of the EPIP into mainstream economic activity.

- Feedback by the owning entities and implementers on various aspects of the programme, namely;
 - » Details of projects implemented including beneficiaries and skills development
 - » Job creation opportunities and support to SMMEs
 - » Business development opportunities
 - » Highlights and challenges of their participation on the programme
 - » Impacts of the programme on selected mandates as well as policy and planning processes of owning entities

10

FINDINGS: PERFORMANCE OF THE PROGRAMME

The Department has over the years monitored the performance of the programme. Table 3 below presents the EPIP delivery statistics since 1999 as documented.

Table 3: EPIP delivery statistics from 1999/2000 - 2013/2014

Number	Financial Year	Budget	Training Person days	FTE (Full time Equivalent)	Work Opportunities	% Youth	% Women	% People with disabilities	Minimum daily wage rate	SMMEs used
1	1999/2000	R 28 721 000	-	-	-	-	-	-	-	-
2	2000/2001	R 132 978 000	-	214	430	22	39	0.3	R 35.0	-
3	2001/2002	R 196 757 000	-	3 258	6 517	21	39	0.6	R 34.0	-
4	2002/2003	R 240 969 000	-	4 629	9 258	25	37	0.8	R 36.0	-
5	2003/2004	R 323 593 000	-	7 333	14 666	24	42	1.2	R 37.7	-
6	2004/2005	R 391 122 000	82 827	5 195	9 885	23	38	1.6	R 38.3	351
7	2005/2006	R 416 428 000	109 830	8 298	18 034	25	40	1.1	R 36.8	382
8	2006/2007	R 447 551 000	88 266	11 493	26 475	27	42	1.4	R 43.0	402
9	2007/2008	R 707 660 000	178 619	5 451	25 433	30	40	1.6	R 42.1	523
10	2008/2009	R 818 956 000	172 914	3 777	16 754	25	36	2.4	R 50.0	550

Number	Financial Year	Budget	Training Person days	FTE (Full time Equivalent)	Work Opportunities	% Youth	% Women	% People with disabilities	Minimum daily wage rate	SMMEs used
11	2009/2010	R 758 716 000	79 733	4 110	20 192	33	30	0.5	R 60.9	369
12	2010/2011	R 605 819 000	35 784	9 229	22 710	60	54	0.6	R 62.0	860
13	2011/2012	R 630 519 000	49 746	10 434	26 896	58	54	0.03	R 73.2	846
14	2012/2013	R 1 129 900 000	62 970	17 766	33 470	58	56	1.90	R 75.7	715
15	2013/2014	R 817 885 000	65 849	9 952	29 030	63	58	2.50	R 79.0	860
Total / Current		R 7 647 574 000	926 538	101 139	259 750	63	58	2.50	R 79.0	5 858

Overall, there has been a steady increase on the performance indicators of the programme since its inception. The EPIP's budget has grown from R28 million in the 1999/2000 financial year to more than R880 million in 2014/15. More detailed description of the performance for the various indicators is given below.



10.1 Job Creation

The programme created an average of 18 553 jobs annually with a total of more than 250 000 over the 15 years that the programme has been in existence. In addition, over 100 000 Full Time Equivalent (FTE) were created (Table 3). These jobs are accompanied by skills development in the form of both accredited and non-accredited training provided to beneficiaries as one of the objectives of the programme.

Through the evolution, the approved EPIP project criteria stipulated that an implementer must ensure that a minimum of 35% of the project budget must be utilized for wages of beneficiaries as referred to in the Memorandum of Agreement, although Treasury always required a minimum of 60%. Furthermore, it required an implementer to provide employment opportunities for 55% of women, 60% of youth between the ages of 16 and 35 years and 2% for persons with disabilities. The proportions of women, youth and disabled beneficiaries employed on the projects have exceeded EPIP set targets for 2013/2014 financial year of 60% youth, 55% women and 2% people with disabilities.

The review primary data collection covered 19 projects involving more than 3276 beneficiaries (Figure 29).

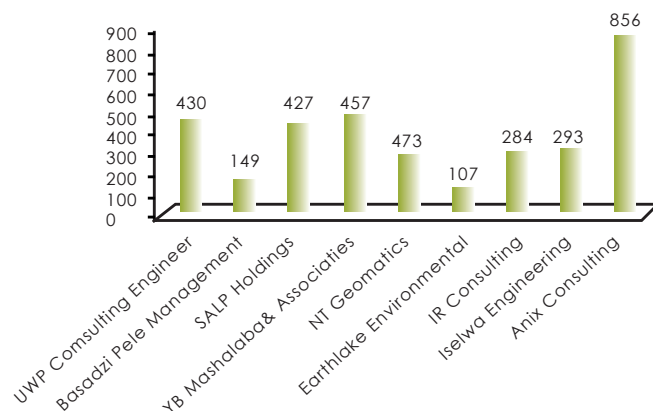


Figure 29 Number of beneficiaries per Implementer

A larger proportion (nearly 74%) of the beneficiaries was within 31-45 years age group

and 10.5% fell within 18-30 years age group. To sum up, a higher proportion of youth (84.5%) were within these age groups. This is an indication that the programme has achieved its objectives of job creation of many youths. The data from the survey conducted also indicates this attainment of targets amongst women and people with disabilities.

A huge proportion (95%) of beneficiaries earned a regular income in the last 12 months, with almost half of the proportion (47%) being females. This could be attributed to the types of skills provided during implementation of the projects, which enabled them to secure alternative employment in other institutions including local government, while others were absorbed by the implementers who employed them on their projects. On the other hand, some of the respondents were still employed on projects under implementation. Their sources of income ranged from a combination of monthly wages/salary and social grants (child, disability and old age) for about half of the proportion (47%), those relying solely on monthly wages/salary at 21% and an insignificant proportion (16%) survived from social grants, income from spouses and/or other livelihoods strategies. More than half of the proportion (53%) of the household total monthly income was between R1501 and R3500, followed by a trivial proportion (16%) falling within R3501 – R6000 and R6001 – R10 000 respectively (Figure 30).

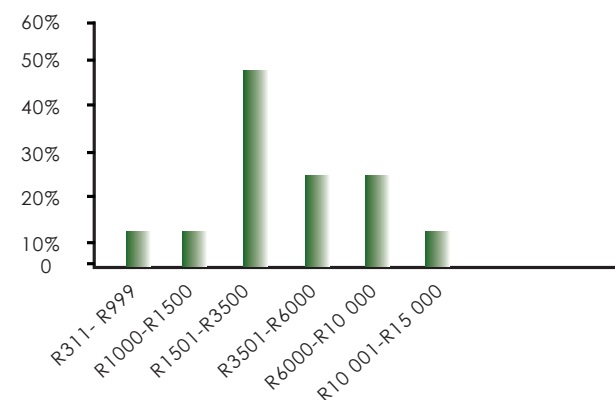


Figure 30 Income data

10.2 Skills Development

Skills development through both accredited and non-accredited training is an integral part of the EPIP. This links to one of the fundamental principles of the programme to enable unemployed citizens to participate in mainstream economic development. The programme recognises that the lack of skills is a significant factor contributing to unemployment and consequently poverty, thus, work opportunities created by EPIP were accompanied by both accredited and non-accredited training opportunities. An implementer is required to ensure that a minimum of 2% of the total project budget is utilized for non-accredited training opportunities for beneficiaries. Accredited training of beneficiaries was conducted by EPIP. According to statistics available, EPIP has achieved over 900 000 training person days (accredited training) since 2004/2005 financial year (Table 3).

This objective of the programme cuts across a number of stakeholders, namely, beneficiaries in terms of training opportunities provided and types of skills acquired as well as officials in terms of their personal and career development. Further details for each of the stakeholder groups are outlined below.

10.2.1 Beneficiaries

A large proportion (85%) of respondents received training during the implementation of the project/s they were involved in. The majority (65%) was non-accredited training with a comparatively smaller proportion (35%) received accredited training (Figure 30). Non-accredited training provided included compulsory skills such as occupational health and safety, first aid as well as HIV and AIDS awareness across all the projects. Other skills were project-based and comprised of construction skills (such as plumbing, bricklaying, plastering, paving, painting etc.) environmental awareness, soil conservation, lawn planting, gabion construction, life skills, work ethics, arts and craft, electrical, swimming, lifesaving etc. Skilled acquired for accredited training included among others: financial management, disaster management, housekeeping and nature site guide. Although in previous evaluations there had been some reservations about the relevance of skills from the programme, there were some beneficiaries that were pleased:

"From the skills obtained (First Aid, Basic Finance management, Occupational Health and Safety), I was provided with budgeting skills and was able to advance in other levels of Waste Management (accredited training qualification) within another EPWP

project of the municipality which I just completed last months" (Unemployed female Beneficiary, Gauteng Province)".

Based on the above, the implementers complied with the skills development (non-accredited training) requirement of EPIP. In addition, the programme service delivery statistics highlighted a tremendous growth on this indicator for accredited training (training person days) (Table 31).

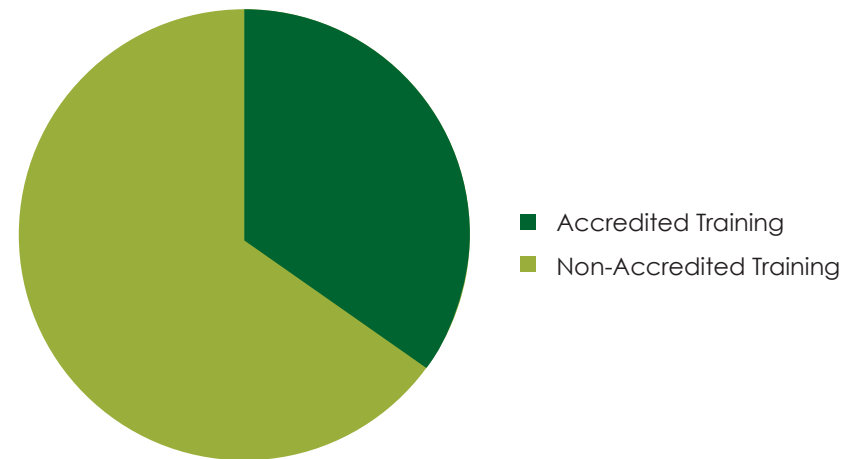


Figure 31 Type of Training Received

10.2.2 DEA Officials: Human Resources Development within DEA

All EPIP officials who participated in the review concurred that the programme had afforded them opportunities to develop themselves (both personally and career wise). This achievement was attributed to the visionary leadership of the programme way back from the current Director General's era (as a Chief Director of SRPP then), which continued to inspire excellence. Given the posting of most of the programme officials in provinces without immediate supervision, the spirit of an ambassador of the department has been instilled among officials. The environment is enabling in that officials feel free to express themselves and are afforded opportunities or platforms



to develop themselves. The officials revealed that they were and still are constantly encouraged as well as supported to take leading roles in executing their tasks and responsibilities.

There is also ongoing exposure to leadership workshops or courses and consequently, there had been a tremendous growth in their career development, that is, they have obtained several relevant qualifications in line with their roles and responsibilities such as project management, environmental management related courses, and still with some pursuing their studies. Officials further acknowledged the support received from management of the programme in terms of ensuring that they have all the prerequisite tools to execute their roles and responsibilities effectively. That is, they have been provided with resources such as workstations, laptops, travelling budget and allowances (for transport, cell phone and 3G). The operating environment is viewed as highly conducive and enabling to professional growth such that it is an individual's responsibility to drive their development. A huge growth on their career ladder is evident with the majority of officials having joined the department at junior levels and progressed to middle and senior management positions;

"We are fully supported by the Department in terms of resources needed e.g. travelling budget, equipment needed to execute our tasks (office, cell phone allowance etc.)" (EPIP official).

"Yes, undergone various training such as project management, community development and more courses such as business management and built environment related courses have been identified" (EPIP official).

In addition to growth opportunities linked to their existing portfolios, the Department's officials were afforded opportunities to venture into new fields/areas outside their area(s) of interest or speciality. For instance, others were involved in developing policy documents and guidelines for the programmes, as well as being panellist for interviews, something they had not done before. Others mentioned that they were exposed to participate in strategic level meetings or forums. Some officials pointed that their personalities have changed, there has been a great improvement on their interpersonal skills, business administration skills (including writing, presentation), teamwork, conflict resolution etc. Generally, the programme promotes learning and all these were attributed to the flexible type of leadership of the programme.

"Yes it does, I joined the programme as an Assistant Director, then moved to a Deputy Director, today I am part of the EPIP management, my writing skills, relationship with EPIP teams and other branches within the department has grown and being recognised where I was awarded the Director General's Batho-Pele service excellence award on the DEA value: proactive" (EPIP management).

"I contributed to the development of some policies and concept documents of the programme, which is something outside my scope of work. It was indeed a learning curve" (EPIP management).

Former senior officials of the programme also concurred with other DEA officials on their personal and career development, particularly that they were new in the public sector when they joined the Department without formal induction. They had to familiarise themselves with new processes, systems, management and technical skills for the new environment and position (management) at a quick pace in order to manage the programme effectively. However, they were able to manage huge responsibilities of the programme from the skills acquired and support provided by their management team.

10.3 Development of Small Medium Micro Enterprises (SMMEs)

Nearly 6000 SMMEs have participated on the programme since its inception. DEA requires that an implementer ensure that 50% of SMMEs used on projects implemented should represent enterprises with 70% equity owned by previously disadvantaged individuals. The findings of the review indicate that the majority (67%) of implementers used more than 20 SMMEs on their projects implemented, while less than a quarter (22%) of them using less than 10 SMMEs and a smaller proportion (11%) using greater number (79) on projects implemented. Figure 32 shows the patterns in the use of SMMEs.

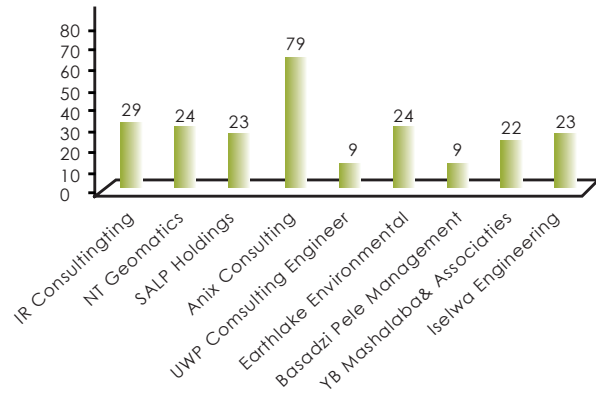


Figure 32 Patterns in the use of SMMEs.

10.4 Programme Highlights

10.4.1 Implementers

All respondents expressed their gratitude to DEA for opportunities presented to participate on the EPIP projects. They presented the following as highlights of their projects on the programme:

(a) Micro-economic contribution

All respondents indicated significant levels with their contribution to addressing unemployment through the creation of job opportunities. In one project, 100% of the unemployed from the municipality database were absorbed into further employment. Furthermore, 15 beneficiaries who participated on the Working for the Coast project were provided with opportunities for human capital development (obtained matric certificates). Three out of this were then permanently employed by the implementer. Several implementers also mentioned a number of beneficiaries who managed to secure permanent employment with the implementers and other employment sectors after completion of the projects. Other beneficiaries also used implementers for reference purposes. Moreover, implementers were proud to have transferred diverse skills to the beneficiaries who participated on their projects.

"The implementer ensured 100% employment for the Maatjiesfontein herb and vegetable garden project, whereby 85 beneficiaries were employed, this led to an article published on the local Argus newspaper" (Implementer in Western Cape).

"Part of the Strandfontein to Macassar project included contribution to the 2010 Fifa World Cup in terms of planting the lawn and preparing practise fields after being requested to assist by the City of Cape Town. Beneficiaries were elated to be part of the mega historical event in the country. From this project, 15 beneficiaries were motivated to complete their matric and three of them were permanently employed by the implementer (from ordinary labourer) while some of them have moved up the ranks. Two of the ladies are currently senior administrators on DEA projects and the gentleman is now an IT specialist. They are constantly sending them for additional programmes to upskill themselves. The project left a legacy of education" (Implementer, Western Cape Province).

"Some of the employed beneficiaries who previously participated on our projects have used us for reference purposes when applying for jobs" (Implementer, Gauteng Province).

There has been a substantial growth on businesses of all participants in that they were now operating in more than one location with satellite offices in areas where they implemented projects. Participation in DEA projects also contributed to an increase in revenue of the implementers' businesses. Furthermore, they diversified their businesses into different focus areas and implemented more than one project. Consequently, they increased their staff complement as their scope of business expanded.

"There has been an increase on the company's turnover that resulted on the improvement of the company's CIDB grading, five permanent staff members and eight casuals have been employed with two offices in Pretoria & Nelspruit" (Implementer, Gauteng Province).

(b) Improved project management skills and practices

The participants revealed excellent administration skills obtained in terms of writing business plans and reporting systems online from implementation of DEA projects. Some demonstrated an ability to manage their projects well and completed those



(projects) within set time frame despite challenges encountered. In addition, they complied with the administration requirements of DEA in terms of submission of the required documentation such as audit report.

(c) Recognition of projects

Some of the projects were reported to have won awards for the best project national category. All launched projects received political support as the ceremonies were blessed by the presence of the Minister and/or Deputy Minister and this boosted morale as well as owning entity management and leadership. It was further acknowledged that implementation of EPIP projects attracted or leveraged funding from other government spheres (co-funding), in other instances the business sector also supported the initiative of DEA.

"The project has won an award" (Implementer, Gauteng Province).

"The project has won an award for the best project nationally in 2013" (Implementer, Free State Province).

10.4.2 DEA officials

a) Programme performance

It was consistently pointed out that the leadership of the programme places emphasis on human capital development of its employees. For instance, the Provincial Training Coordinators were recognised at the Deputy Director level. They were also pleased with programme performance. The programme continued to receive unqualified audits and overachieved on all the objectives of the programme, hence it has been able to spend the entire budget annually. The programme achieved more than triple the number of temporary jobs originally targeted when the programme began in 1999. Other exceeded targets were those for skills development and SMMEs used.

"EPIP currently rated the best performing chief directorate" (EPIP official).

"Political support - EPIP projects are launched by the Minister and/ or Deputy Minister" (EPIP management).

It has been indicated that EPIP is the most efficient and best programme in the environment and culture sector. Furthermore, the programme has tremendously contributed towards enhancing the livelihoods of a greater number of unemployed South Africans through creation of job opportunities and skills development. This has enabled some of them to secure employment in open labour market. Stakeholders' consultation was critical during the planning phase of the projects. Significant effort was put towards raising awareness to the community on environmental aspects. Officials currently on senior management experimented on different roles, including those outside their scope of work or areas of interest, such as development of policies and concepts documents for the programme. A large number of SMMEs has been used within the projects implemented. EPIP is using a unique management system supported by Web-based computerised project (PMS), used by various stakeholders and provides 24 hour access to information.

b) Development of environmental infrastructure

It was further stated that environmental outputs were provided. The programme created community assets that could be used as a basis for equity participation with the private sector. It also created leverage to gain access to donor or other funding. The Hector Peterson Memorial Square in Soweto is one example. A visitors' centre has been established incorporating a large memorial square, museum, art gallery, craft stalls, a fountain and garden that has employed 10 permanent staff members.

"Facilities were provided to communities as end products" (DEA's former senior official).

"Contribution by the department was used as a catalyst for further development in the municipalities, e.g. outputs in the protected areas and parks in the communities" (EPIP official)

Other examples include the following:

- Youth Environmental Service program has created an intense program and also ensures that exit strategies are in place; and
- Batho Greening Township which entailed converting areas which were illegal dumping sites and hides out for criminals to a beautiful open space. Converted open spaces become catalysts for other developments.

"For Working for the coast focus area, the nature of work including cleaning of coast has earned lots of beaches a blue flag status, an achievement the programme prides itself on" (EPIP management).

"The type of work which was done in Northern Cape and Free State projects towards improvement of infrastructure in protected areas (game reserves) is a major achievement for the programme" (EPIP management).

10.5 Programme Impacts

This section outlines the impacts of the programme on the different groups of stakeholders.

10.5.1 Beneficiaries

(a) Social upliftment

All respondents indicated that their participation on EPWP projects had a great impact on their lives and households, albeit temporarily. Examples cited included the following:

- Provision for their families (fed and clothed family members, paid school fees, rent and services, contributions to burial schemes etc.).
- Shelter provision (built and renovation).
- Bought furniture (bed, fridge, couches, TV, DSTV etc.).
- Augment other households' sources of income (social grants and wages).

"As a bread winner and a widow, I managed to complete building a rondavel (hut) from income earned. I managed to contribute to affiliations such as burial association, offerings at church and erected a fence around the perimeter of my yard. Started a vegetable garden whereby the produce were consumed & sold to locals. I was able to provide for my household - buy groceries and pay school fees for my grandchildren since their mums were unemployed" (Employed female beneficiary, Eastern Cape Province).

"I was able to contribute towards the household's needs, buy clothes and pay school fees for my children." (Unemployed female beneficiary, Northern Cape Province).

"I built my parents a room prior to moving to my own place, where I also built myself a house and buy furniture (couches), as well as sending my kids to school" (Employed male beneficiary, Eastern Cape Province).

"Participating on DEA's project has changed my life style, I was able to meet the needs of my family from the little income earned, bought clothing, groceries, slept in a bed for the first time and built a two-roomed house (Unemployed female beneficiary, Limpopo Province).

"I upgraded my matric qualification. I have gained experience on several training skills provided. I am able to cater for the needs of my family and have paid 'lobola' for my wife" (Employed male beneficiary, Mpumalanga Province).

(b) Skills development

Some participants pointed that the skills acquired during implementation of the projects were useful often beyond the projects. Some of the skills obtained included:

- Financial management, gained knowledge on budgeting and savings.
- Leadership skills, supervisors were empowered in understanding how to deal and manage people from different backgrounds.
- Interpersonal skills were enhanced, they were able to relate well with others.
- Application of skills acquired e.g. construction – bricklaying, plastering, painting, paving, plumbing, electricity etc. Few beneficiaries were doing part-time jobs within the local community using these skills to augment their income. Some were able to secure employment in open labour market, while few of them built up on accredited training skills obtained to pursue their studies.

"I am excited to have been offered permanent employment and received an employee of the year award in 2012" (Employed beneficiary in Western Cape Province).



"I believe that First Aid and Occupational Health and Safety are the most useful skills for everyone. They impacted greatly on my life, I was able to assist and put them into practise in my own household and community. I managed to save another guy's life (from the community) involved in an accident. I got him into recovery position and tried to talk to him while waiting for an ambulance to arrive, I managed to handle the situation well. I also applied acquired skills to my family members – nephew, brother and dad for minor cuts sustained. I was able to assist my colleagues with cases of glass cuts while cleaning the beach" (Employed beneficiary in Western Cape).

Furthermore, relationships were established among beneficiaries in most projects, they were brought close together and afforded an opportunity to learn more about and understand other people's backgrounds, cultures and traditions as there were instances where beneficiaries were from diverse racial (Africans/Blacks, Coloureds and Indians) and ethnic groups.

"I have learned a lot from the project, was employed as supervisor for the first time. The project afforded me an opportunity to learn and understand how to deal with people from different backgrounds" (Unemployed beneficiary, North West Province).

Crime was also reported to have been reduced in communities where people were involved in EPWP projects. In summary, the appointment of beneficiaries on these projects has contributed towards a better quality of life to some extent.

"Locals had a wonderful Christmas as people were employed and able to provide for their families, consequently crime was reduced" (Employed beneficiary, Eastern Cape Province).

10.5.2 Owing entities

The impact of DEA's projects for owing entities was reviewed largely along their mandates of service delivery; poverty alleviation especially children and women headed households and the disabled; skills development as well as infrastructure development.

(a) Service delivery

Ezemvelo KZN Wildlife pointed that rural development was part of the co-owning Nselweni Bush Camp. An element of local economic development is also featured as the Nselweni community co-owns the lodge inside the game reserve. There are 11 chalets belonging to all the chiefs (one per chief and his/her constituents) under this community. Job creation in all the projects had been accompanied by the production of quality products in terms of infrastructure provided.

"The project also talks to economic development – owning a lodge inside a protected area is a phenomenon first of its kind within the country. Job creation has been a major drive in all the projects implemented while producing quality products (infrastructure). Protected areas are a major source of job creation, they are looked at to create jobs in most rural areas they operate in. In terms of service delivery, local economic development coupled with rural development have been done" (Owning entity, KwaZulu Natal Province).

On another project, the North West Parks and Tourism Board project of a 2 kms paving road in Taung Dam has eventually linked the two villages, namely, Xhokonyane and Manthe. The Provincial Department of Public Works then came on board to complete tarring all roads (14Kms).

Municipalities on the other hand, created temporary job opportunities (EPWP), developed infrastructure and purchased refuse bins. Most core business of the municipalities was addressed by the DEA's projects. Greening projects such as parks developed were utilized by the communities for recreational purposes. They also respond to issues around climate change, biodiversity and environmental protection.

"Most core business of the municipalities was addressed through DEA's projects. Job creation (EPWP), though temporary, but not less than 24month" (Owning entity, Eastern Cape).

(b) Poverty alleviation especially child and women headed households and the disabled

Public entities recruited through the unemployment database from the municipality,

taking into consideration the proportions of the workforce targets set by DEA (youth, women people with disabilities), which were always exceeded. For instance, in one municipality, more than 300 people in one project were employed, contributing towards poverty alleviation and local economic development. Owing entities' projects always complied with DEA's guidelines for recruitment and appointment of beneficiaries. In terms of exit strategies after completion of projects, most beneficiaries were reported to have established cooperatives (some of which are subcontracted by the municipalities) while others have been employed permanently by the municipalities.

DEA's workforce profile stipulates that implementers and/or owning entities should ensure that the set targets for women, youth and People with disabilities are adhered to.

"The upgrading of KwaMhlanga buy back centre has employed 80% women and four beneficiaries are persons with disabilities" (Owning entity, Mpumalanga Province).

In contrast, for Nselweni Bush camp project, DEA's workforce targets were not fully complied with as most community members claimed to be poor irrespective of the gender or disability status of beneficiaries.

(c) Skills development

Training (both accredited and non-accredited) forms an integral part for all projects implemented. Beneficiaries have received several skills in relation to the project implemented. For example, accredited training obtained for a project within protected areas (game or nature reserves) ranged from hospitality, tourism, management courses, firefighting, marketing, horticulture, plumbing, bricklaying, customer care etc. In another project within the game reserve, five beneficiaries were permanently employed as field rangers, marketing information officer, administrators etc. Thulamela Local Municipality in Thohoyandou, Limpopo Province employed 132 beneficiaries on a permanent basis as administrators, operators and labourers for the 2013/2014 financial year.

"A number of beneficiaries in this municipality received accredited training on driving, horticulture, parks management, financial management, waste management and admin. Non-accredited training provided included HIV/AIDS, occupational health and safety as well as labour relation matters" (Owning entity, Limpopo Province).

"Every programme that we implement has a training component. DEA's projects dictate that we train both accredited and non-accredited. All the youths you see working here have been trained on customer care and all related hospitality courses to serve our customers. We also offer training that can also be applied after completion of the projects to enable them to secure jobs somewhere else. Most of the beneficiaries are employed within the game reserve. Others are trained in cooking. Some of them are trained as project managers and consumed by the organization and other institutions. People trained are able to access the job market" (Owning entity, Kwazulu Natal Province).

In youth jobs in waste, some beneficiaries were hired as operators of lawn mowers and drivers after receiving accredited training skills.

(d) Infrastructure development:

EPIP has funded public entities such as Ezemvelo KZN Wildlife as well as the Limpopo Botanical Gardens and Educational Centre to upgrade their facilities. These entities have Environmental education centres used for teaching learners about the importance of biodiversity conservation.



Figure 33 Environmental educational centre at the University of Limpopo, Limpopo Province

Infrastructure developed by DEA in Molopo Game Reserve and Taung Dam in North West Province attracted more funding from other government department. That is, the upgrading of accommodation units in Molopo Game Reserve (from DEA funding) resulted in government tarring the dirt road of around 96 - 100kms.



More facilities were developed and upgraded in KSD Local Municipality in Umtata, Eastern Cape such as Mthatha Dam Tourism and Recreational Centre (including a conference centre and state of the art), nurseries, recreational parks, landfill sites. Most of these projects are Presidential projects, capital budget has been set aside for maintenance of the infrastructure (financial and human resources). Similarly, in Thulamela Local Municipality, facilities developed out of DEA's project are still used by the municipalities e.g. 4x4 tons waste trucks, accommodation units at Phiphidi resort and Makumbani waterfalls (managed by community cooperatives, though overseen by the local municipality), as well as the Gateway at the entrance of Thohoyandou town.



Figure 34 Refuse collection trucks at Thohoyandou Township, Limpopo Province

Owning entities conceded that EPIP has in any way influenced their policies and planning processes. Out of DEA's project, some owning entities (municipalities) have developed EPWP policies which are awaiting approval. EPIP has also influenced review of waste management plan in one municipality. A service provider has been appointed in one local municipality to develop an Integrated Environmental Management plan. In some instances, owning entities use DEA's principles in terms of recruitment and employment of beneficiaries for labour intensive projects. Municipalities augment the budget for DEA's projects in order to receive more deliverables. Moreover, local municipalities allocate a budget for maintenance to ensure sustainability of assets handed over to them.

In addition, the programme's principles are reflected in any of the owning entities' policies and business plans. For example, all EPWP projects funded at municipal level

used DEA principles such as targets set by the programme in terms of workforce profile, reporting (including business plans). That is the Municipality used DEA'S business model in all its EPWP projects. The protected areas management division of North West Parks Board and Tourism as well as the Social Responsibility division are now operating as one and the elements of EPIP are embraced on their policies. They embraced principles of the labour intensive method for recruitment of beneficiaries. Other owning entities felt that it was necessary to have their policies aligned to the principle of EPIP.

10.5.3 DEA officials

The officials that have worked on the programme presented the impacts from their perspective as the environmental infrastructure and services that the programme had established. The programme has made

an impact on waste management intervention in rural municipalities in terms of cleanliness of areas. Some evaluation studies undertaken within EPIP revealed an impact made on the beneficiaries in that their lifestyles were enhanced, they were able to provide for their families through their earnings. For example, one beneficiary managed to advance his educational level beyond the accredited skills obtained from EPIP project, others were able to open bank accounts, built houses, pay school fees and pay lobola (bride price).

"The programme is contributing towards social and economic upliftment, especially in the context of the livelihoods of the community groupings targeted under the programme" (EPIP management).

Furthermore, 130 tourism initiatives were developed, 43 camp sites and trails, 90 wetlands were rehabilitated, 47 greening initiatives undertaken, 4 106 hectares of land cleared. Infrastructure developed in most areas included buy-back centres, recreational parks, visitors and staff accommodation units in protected areas. These assets could be used as a basis for equity participation with the private sector. They also created leverage to gain access to donor or other funding. For instance, a buy back centre in Middleburg is run by 20 people (males and females) who were once beneficiaries in a waste project. Some of the impacts of the programme included boardwalks developed by the programme to access the beach. In addition, beneficiaries who received accredited training were able to secure employment in other institutions, for example, Environmental monitors in the game reserves and others started their own cooperatives. Some beneficiaries who obtained hospitality accredited training skills

were employed by Holiday Inn hotel in Mthatha. On the other, it was difficult for those who acquired non-accredited training skills to secure decent jobs, while others were absorbed as general labourers within the municipalities and other implementers.

Through these projects, good relationships have been established with private sector business that assist in mentorship, hands-on job experience to youth and if possible absorbed them in the formal employment sector.

Implementation of newly acquired skills at the beginning, particularly construction that involves lot of bending was also cited a challenge by some beneficiaries, this improved with time.

Lessons learnt and implications

A huge number of beneficiaries have acknowledged that their participation on DEA's projects were fruitful and informative, mostly to those who have never worked before in that they have learned the following:

- Respect for other colleagues, human dignity, including taking instruction from supervisors;
- Work ethics (punctuality, commitment, avoiding absenteeism, treating one's job with respect and obedience to the supervisor's instructions, sense of responsibility, team work, diligence in one's work without supervision etc.);
- Taking care of working equipment and protective clothing used to execute one's tasks;
- Skills such as communication, listening, interpersonal relations, budgeting and leadership. For instance, the latter enabled supervisors to understand how to deal with people from different backgrounds (including people with disabilities) and manage conflict in a work environment. Other beneficiaries were able to apply the skills attained in various situations, home and workplace; and
- Other skills acquired were operational in nature, these included construction skills (bricklaying, laying foundation, paving, plastering, paving, carpentry etc.) and different machine operation.

11 CHALLENGES, LESSONS AND IMPLICATIONS

The challenges and lessons learned for various stakeholders during implementation of the projects are presented below.

11.1 Beneficiaries

Most beneficiaries were concerned about late payment of wages, which in some instances resulted in work stoppages or protests. In some cases, transport to project sites was not provided for and beneficiaries were compelled to walk long distances carrying equipment. Shortage of water at the construction site, late delivery of materials and shortage of some protective clothing items (dust masks) in a way contributed towards failure to meet projects' time lines. In summary, the aforementioned were caused by poor planning by the implementers. On the other hand, supervisors encountered insubordination and non-compliance to work ethics from beneficiaries. Despite the fact that beneficiaries recognized the difference made in their lives from their earnings, they expressed some dissatisfaction with low wage rates. Proposals were made to increase the daily wage rate to be about R100.00 to R150.00 per day.

"Most beneficiaries could not come to work after pay day due to drunkenness and others abscond from work during working hours" (Beneficiary, supervisor, North West Province).

Notwithstanding that, beneficiaries were informed about the duration of the project (short-term), they still expressed a need for long-term, permanent employment.

11.2 Implementers

The implementers also faced some challenges.

(a) Political interference and stakeholder management

A greater proportion of informants stated that there was unnecessary political interference during implementation of projects. This was when councillors would give their constituents priority over others during the recruitment process of beneficiaries.



Project's supervisors who were members of the political parties held meetings during working hours and influenced beneficiaries to protest demanding more wages.

Implementation of projects was delayed in other areas due to several factors, which included among others: resistance by certain sections of the communities in cases where the implementer was an outsider; too many people claiming ownership of the coastline. A lengthy and complex recruitment process of beneficiaries was also highlighted as an attributing factor to the delayed caused. Some respondents indicated delayed payments and processing of completion reports from DEA owing to lost documents and resubmission process, which resulted on protests by beneficiaries for late payment of their wages.

(b) Socio-economic challenges

One of the major challenges experienced by implementers was low level of literacy among beneficiaries, which posed a challenge in terms of training language used and materials provided to beneficiaries, they were in English, a language not understood by all. Some instructions were given in English due to lack of a proper name in vernacular (local language). Moreover, beneficiaries lacked understanding of the EPWP concept. In other instances, there was theft of materials and equipment/tools on the project site. Lack of work ethics (in a form of absenteeism, late coming and substance abuse during working hours) among beneficiaries was also highlighted as a key challenge.

(c) Limited financial resources

Insufficient budget allocation reportedly hindered implementers from providing other deliverables of the project (shelter and ablution facilities). This was also a barrier for regular management of site supervisors located in sparsely distributed geographical areas (project sites). The sparsely geographical area had limitations in terms of accessing resources (banks, fax machine etc.) DEA to avoid using a blanket approach on the same projects, it is significant to also consider geographic aspects in this regard.

Adherence to DEA's policies cost implementers as they sometimes appoint local SMMEs without business management skills (unable to cost). Management of diverse stakeholders involved on the projects including those who were not supporting the project was also cited as a challenge particularly in light of limited resources.

Lessons learnt

Most implementers mentioned that implementation of DEA's project has indeed a learning curve. Successful implementation of projects requires proper planning and good financial management skills (other projects had huge budgets), with the latter through monthly accountability Progress Payment Reporting (PPR) system. Other skills acquired included leadership business administration, which incorporate project reporting, project management, recruitment of sub-contractors, excellent administration and people management skills. The latter was crucial particularly that they gained better understanding of how to deal with a diverse range of stakeholders (such as politicians/councillors, traditional authorities and communities) from different backgrounds. It was also pointed that project management cannot be done through remote control, it requires the presence of human resources (warm bodies) on the ground. Furthermore, they learned that the participatory approach to development, specifically involvement of the community is key towards accomplishment of projects. Participants on the DEA projects were exposed to the reality of poverty and gained more knowledge on issues around service delivery.

11.3 Owing entities

The challenges encountered by owning entities were as follows were somewhat along the same lines as the other stakeholders. Political interference was reported with politicians wanting the project to cover areas outside the prescribed scope and to recruit from their constituencies. Some councillors demanding payment for attending the Provincial Advisory Committee (PAC) meetings (comparison between DEA and DPW) was also reported. DEA National office had to intervene as this delayed implementation of the projects.

Financial constraints during the implementation of labour intensive projects compromised the quality of the end product since more of the project budget (35% to 40%) was allocated for wages of beneficiaries and less on the infrastructure. The quality if the end product was at times compromised by limited capability on the part of the contractor. Some of the contractors at times failed to meet agreed upon deadlines and could not deliver the end product (absconded and had to be replaced). Unforeseen circumstances such as environmental factors (underground water) in Savoy Park in Mthatha delayed the project and increased the project costs as they had to first drain water before developing the park. Again stakeholder management was an issue with

some lack of cooperation from the municipal officials since they are not controlling the project budget.

Lessons learnt

Thus, the lessons learnt by owning entities included:

- Project management was the main key and the success of the project was due to participation of key stakeholders throughout the entire process, including traditional authorities and local communities in order to get their buy-in for the projects to be implemented in their locality. Stakeholder management is the key element;
- Skills development in terms of writing business plans should be integral; and
- Proper planning and project management are significant for the success of any project.

"I have learnt mechanisms of creating EPWP project, provision of infrastructure through EPWP method and maintenance of infrastructure using DEA's EPWP's method (business plan)" (Owning entity, Limpopo Province).

11.4 DEA Officials

(a) Project sustainability

The key challenge raised by a number of DEA's officials was around the issue of ownership and maintenance of assets and infrastructure developed after being handed over to owning entities, mainly local municipalities. It was reported that these assets are neglected (lack or minimum budget for maintenance). In addition, minimum participation of municipal officials during the implementation phase of the project has been noted. This could be attributed to the fact that municipal officials had expectations to be in charge of funding for projects in their areas of jurisdictions, which happened not to be the case. Additionally, there was fear from the Municipalities that the programme would implement projects in their jurisdiction without their involvement. The Provincial Advisory Committee (PAC) played a crucial role in addressing challenges similar to this one. One of this structure's roles was to ensure continuous participation of all stakeholders (including the municipality).

"We have managed this challenge as a programme in that we introduced signing of the owning entity agreement prior to putting any money into the project " (EPIP management).

It was further pointed that beneficiaries had unrealistic expectations of the jobs provided, expecting permanent employment after completion of the project. Most projects implemented were for a short duration, thus, most beneficiaries exit with limited skills transferred. Political interference seemed to be a major challenge across a number of stakeholders, ward councillors were alleged to have a tendency of being manipulative, especially during appointment and recruitment of beneficiaries, priority is always given to their constituencies. Another concern raised was on varying daily wage rates for beneficiaries in local municipalities, which results on some tension, particularly for those who participated on various projects as they compare. Local municipalities to stick by the prescribed rates from the Department of Public Works. There was a feeling that the programme's limited financial resources hindered its ability to cater for the demand for more projects.

(b) Internal human resources within DEA

Some senior officials expressed concern about the morale of junior staff. Conflict between the Provincial Project Managers (PPMs) and Provincial Training Coordinators (PTCs) in relation to their roles and function was noted, the former thought their roles were superior to the latter. Other areas of concern were on enormous workload allocated per official and minimum cell phone allowance provided, particularly for those always on the field. Lack of understanding from EPIP on the magnitude of workload associated with system development, therefore high expectation from the programme. Concerned individuals developed coping mechanisms to address this issue.

Some officials lacked understanding of the monitoring and evaluation function. It was further indicated that the programme has a tendency of overlooking or contradicting the prescripts of EPWP.



(c) Implementers

There is a limited pool of implementers because of the stringent criteria applied by the programme on the selection process. Some of the implementers failed to comply with the programme's contracts and some of their infrastructures developed were of substandard. Non-compliance implementers were taken through remedial means to address issues of concern. Failure to this, the department resorted to the last option of terminating their contracts and replaced them.

12 CONCLUSIONS

The Department's EPIP is designed to bring about changes in the areas of better environmental management practices; Job creation; Skills development; and Development of Small Medium and Micro Enterprises (SMMEs). Over the fifteen years that the programme's existence it has evolved in response to developments in the country and in response to the changing socio-economic fabric that the national government has sought to respond to with the underlying principle to alleviate poverty. Fifteen years into the programme, it has met and often exceeded its set targets measured using the indicators training person days (accredited training); full time equivalent jobs; work/job opportunities; proportion of women, youth and disabled beneficiaries and use of SMMEs.

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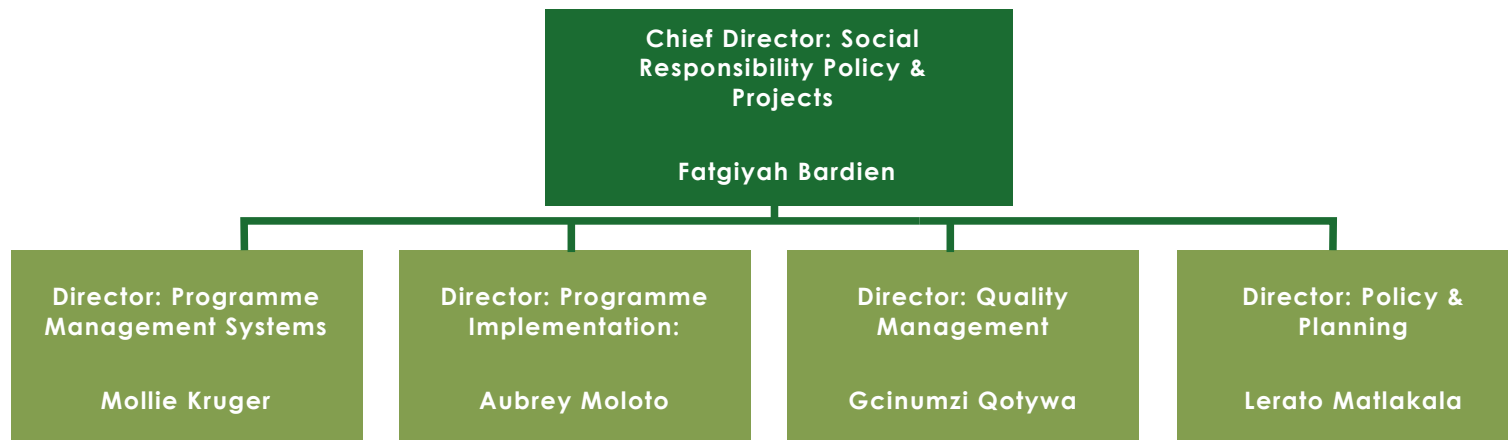
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Annexure A: SRPP Management Organogram during DEAT's era (July 2003 – September 2005)



Annexure B: SRPP Management Organogram during DEAT's era (October 2005 – October 2007)



Annexure C: SRPP Management Organogram during DEAT's era (November 2007 – March 2009)



Annexure D: SRPP Management Organogram during DEA's era (October 2009 – March 2012)





Annexure E: Roles, functions and staff composition of the SRPP Directorates under DEAT

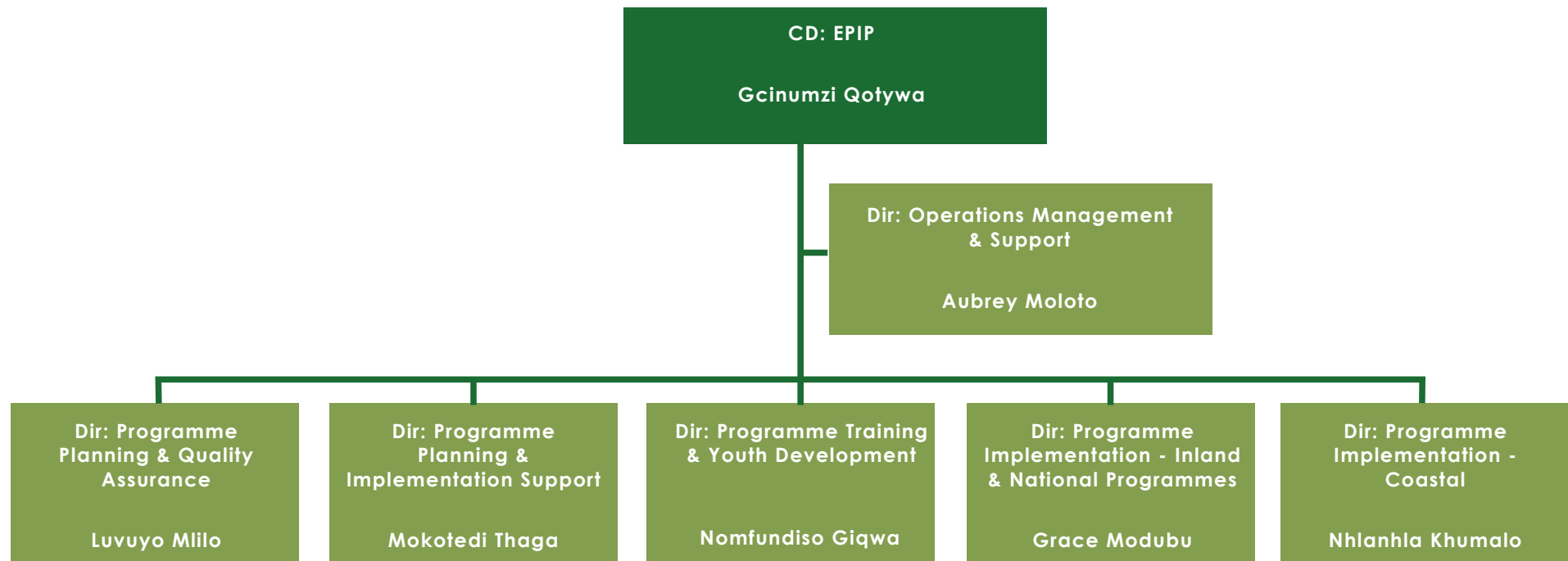
Directorate	Roles	Functions	Staff composition
1. Programme Management Systems	Management of a web-based project management system.	<ul style="list-style-type: none"> Provision of technical and system support to all users of the systems. Importing of data from the web to the departmental data bank and associated support services. Compilation of transversal strategic reports. 	There were six staff members in this directorate: Director, Office Administration, one DD, two Admin Officers and one chief administration clerk.
2. Programme Implementation	Implementation of social responsibility projects.	<ul style="list-style-type: none"> Management of the project agreement and payment process. Ensure that contract deliverables were met. Management of the programme cash flow. Management of project close-outs. 	This directorate had 21 staff members, which included the Director, Office Administration, 14 DDs, two ASDs, two senior Administrative officers and one Administrative officer.
3. Quality Management	Development and implementation of quality management and monitoring systems of the SRPP.	<ul style="list-style-type: none"> Development of norms and standards for project types. Monitoring the implementation of norms and standards. Development of best practice guides. Management of evaluation studies of the programme 	There were nine staff members in this directorate and comprised of the Director, Office Administrator, five DDs and two Administrator officers.
4. Policy and Planning	Formulation of policy, plan and render support service.	<ul style="list-style-type: none"> Formulation of the department's social responsibility policies and execution of implementation planning. Formulation and implementation of training policies and plans. 	This was the largest directorate with 30 staff members, which comprised of the Director, Office Administrator, two DDs, three ASDs, 21 CEWs and two Administrative officers.

Annexure F: Purpose and functions of the Directorates - SRPP under DEA

Directorate	Roles	Functions
1. Programme Planning and Support	Provide project planning and development, process formulation as well as administrative and financial support service.	<ul style="list-style-type: none"> • Project initiation, planning agent selection, quality assurance and quality audit. • Contract coordination and financial support. • Local government support.
2. Programme Implementation	Provide comprehensive management service to implement projects.	<ul style="list-style-type: none"> • Monitoring projects implementation and contract management. • Monitoring implementation of training interventions.
3. Programme Management Systems	Provide and manage on-line Project Management System.	<ul style="list-style-type: none"> • System analysis, development and reporting development. • System maintenance, training and support. • Technical support to implementers/ implementing agency.
4. EPWP Coordination and Programme Evaluation.	Provide the EPWP coordination function, policy development and programme evaluation functions.	<ul style="list-style-type: none"> • EPWP Coordination. • EPWP Reporting. • Programme Evaluation. • SRP Policy development.



Annexure G: EPIP Management Organogram (April 2012 to date)



Annexure H: Purpose, functions and staff composition of the EPIP Directorates

Directorate	Roles	Functions	Staff composition
1. Operations Management and Support	Provide management support in the operations of the Chief Directorate: EPIP	<ul style="list-style-type: none"> • Manage projects business plan review and/ amendments. • Support projects proposals/ business plan evaluation. • Remediation or close out of unsuccessful projects. • Manage implementer performance management. • EPIP Regional Office infrastructure and operational support. 	This directorate comprises of two staff members, i.e. the Director and Office Administrator.
2. Programme Planning and Quality Assurance	Identify and guide planning of projects and provide support to the implementation of the EPIP of DEA as well as the programme's policy development and review through research.	<ul style="list-style-type: none"> • Undertake all engagements relating to the initiation of projects with all affected stakeholders including other spheres of government. • Manage the planning of all EPIP projects. • Support the development and continuous review of norms and standards for the EPIP. • Manage the process of conducting quality assurance in all the EPI programmes. • Manage research programmes for the EPIP in support of the planning process. 	The overall number of staff members in this directorate is 18 and comprised of the Director, Office Administrator, nine DDs, five ASDs and two Administrative officers.



<p>3. Programme Planning and Implementation Support</p>	<p>Offer technical financial and contract administration support in planning and implementation of EPIP within EP Branch.</p>	<ul style="list-style-type: none"> • Provide technical support to the planning and implementation of EPIP in a form of Architectural, Horticultural, Engineering and Quantity Surveying Services. • Provide contract administration services to the EPIP through generation of Implementing Agents and Owning Entities contracts. • Facilitate the appointment of Project Implementing Agents and database management. • Provide financial planning and administration services for EPI programmes through budget and expenditure management. 	<p>The total number of staff members in this directorate is 15 and comprise of the following: Director, Office Administrator, six DDs, three ASDs and four Administrative Officers.</p>
<p>4. Programme Training and Youth Development</p>	<p>Guide, coordinate and manage the planning and reporting of accredited, non- accredited training and the Youth Environmental Service projects within the EPIP.</p>	<ul style="list-style-type: none"> • Manage the process of planning and quality assurance for all training interventions for programmes within EPIP. • Coordinate the outcomes of the process of skills audit to the beneficiaries of EPIP. • Support the process of enlistment and appointment of training implementing agents for EPI programmes. • Coordinate the planning of all Youth Environmental Service interventions for all programmes. • Manage all engagements with stakeholders in respect of skills development processes including alignment with the Environmental Sector Skills Plan processes. 	<p>There are eight staff members in this directorate and comprised of the Director, Office Administrator, two DDs, three ASDs and one Administrative officer.</p>

<p>5. Programme Implementation: Inland and National Programmes</p>	<p>Manage the implementation of all EPIP National programmes and projects within the Inland Provinces i.e. Gauteng; North-West; Mpumalanga; Limpopo; and Free State.</p>	<ul style="list-style-type: none"> • Manage the implementation of projects within the EPIP National programmes and projects across all the Inland provinces in line with approved business plans. • Manage the implementation of training interventions in all EPIP projects in line with approved training plans. • Ensure proper stakeholder management during the implementation of projects (e.g. Project Advisory Committees). • To ensure proper cash flow management and contract management. • Manage the reporting at project level. 	<p>There are 22 staff members in this directorate and comprised of the Director, Office Administrator, 12 DDs (include PPMs and PTCs), one ASD, seven PPAs, Senior Administrative officer and one Administrative officer.</p>
<p>6. Programme Implementation: Coastal</p>	<p>Manage the implementation of all EPIP projects within the Coastal Provinces i.e. KwaZulu-Natal; Eastern Cape; Western Cape and Northern Cape.</p>	<ul style="list-style-type: none"> • Manage the implementation of projects within the EPIP across the Coastal provinces in line with approved business plans. • Manage the implementation of training interventions in all EPI projects in line with approved training plans. • Ensure proper stakeholder management during the implementation of projects (e.g. Project Advisory Committees). • To ensure proper cash flow management and contract management. • Manage the reporting at project level. 	<p>This is the largest directorate within EPIP with 29 staff members comprising of the Director, Office Administrator, 16 DDs (including PPMs and PTCs), one ASD, nine PPAs and Administrative officers.</p>



ANNEXURE I: EPIP HUMAN RESOURCE DEVELOPMENT

COMPONENT DESCRIPTION	CURRENT JOB TITLE	NAME	FIRST JOB INTO SRPP/EPIP	GENDER
CD: EPIP	C D: EPIP	Qotywa GB	DD:SLBL	Male
CD: EPIP	DD: Administration	Blou H	PA to D: Quality Management	Female
CD: EPIP	Administrative Officer	Lehutso P	Registry Clerk	Male
				3
Dir.: PP & IS	Dir.: PP & IS	Thaga ML	DD: Contracts & payment	Male
Dir.: PP & IS	DD: Contract Administration	Masina S	ASD: Contract Admin	Female
Dir.: PP & IS	ASD: Financial Administration	Mphela W	Admin officer	Female
Dir.: PP & IS	Administrative Officer	Sithole V	Intern	Male
Dir.: PP & IS	Administrative Officer	Shikwambana A	Intern	Male
				6
Dir.: Operations Management & Support	Dir: Operations Management & Support	Moloto AT	PPM	Male
Dir.: PI – INL. & NAT. PROG	DD: PPM - Gauteng	Mdhlane ML	ASD LGS	Female
Dir.: PI – INL. & NAT. PROG	DD: PP M - Mpumalanga	Meso S	ASD M&E	Female
Dir.: PI – INL. & NAT. PROG	DD: PTC - Free State	Mkhosi N	ASD LGS	Female
Dir.: PI – INL. & NAT. PROG	Senior Administrative Officer	Mugivhi E	Office Admin	Female
				5
Dir.: PI - Coastal	Dir: P I - Coastal	Khumalo WN	CEW	Male
Dir.: PI - Coastal	DD: P PM - Eastern Cape	Mzuzu L	CEW	Male
Dir.: PI - Coastal	DD: P PM - Eastern Cape	Ntombini OD	CEW	Male
Dir.: PI - Coastal	DD: PPM - Northern Cape	Parsons M	ASD LGS	Female
Dir.: PI - Coastal	DD: PPM - Northern Cape	Le Breton N	CEW	Male
Dir.: PI - Coastal	DD: PP M - Western Cape	Bruintjies J	CEW	Male
Dir.: PI - Coastal	DD: PP M - Western Cape	Jantjies N	CEW	Male
Dir.: PI - Coastal	Administrative Officer	Makhumisani I	Office Admin	Female
				8

COMPONENT DESCRIPTION	CURRENT JOB TITLE	NAME	FIRST JOB INTO SRPP/EPIP	GENDER	
Dir.: PP & QA	Dir.: PP & QA	Mlilo LB	DD: Tourism	Male	
Dir.: PP & QA	Office Administrator	Mabiletja TLK	Admin officer	Male	
Dir.: PP & QA	Office Administrator	Moetjie L	Intern	Male	
Dir.: PP & QA	DD: PP & QA (Working on Waste)	Mfalana N	ASD LGS	Female	
Dir.: PI – INLAND & NAT. PROG	Dir.: PI – INLAND & NAT. PROG	Modubu G	ASD LGS		
Dir.: PP & QA	DD:(GOSM)	Luthuli G	ASD LGS		
				6	
Dir.: PP & QA	Dir.: PP & QA	Giqwa N	DD: Training		
Dir.: PP & QA	DD: Programme Training	Sibeko N	ASD: Training		
Dir.: PP & QA	ASD: Training	Hlagala P S	Office Admin		
Dir.: PP & QA	ASD: Training	Malatjie V	PPA		
Dir.: PP & QA	ASD: YES	Mashao AP	Intern		
Dir.: PP & QA	Administrative Officer	Skefile X	Office Admin		
				6	
TOTAL				33	
				F	M
				18	15

ANNEXURE J: RECORDS OF STAKEHOLDERS INTERVIEWED

NO	NAME OF INSTITUTION	RESPONDENT	DESIGNATION	NAME OF PROJECT	DATE OF MEETING
1	DEA: Oceans & Coast	Mr Xola Mkefe	DEA Branch Official	19/08/2014	Oceans & Coast offices in Cape Town, WC.
2	DEA: Chemicals & Waste Management	Malcolm Mogotsi	DEA Branch Official	21/08/2014	DEA H/O, GP
3	DEA: EPIP	Mr. Moloto	Dir.: Operations & Management Support , EPIP	25/08/2014	DEA H/O, GP
4	DEAT: SRPP	Ms Lerato Matlakala	Former Acting CD: SRPP	10/09/2014	Dept. of Tourism, Pretoria, GP
5	DEA: EPIP	Mr. Mokotedi Thaga	Dir.: PP & IS, EPIP	12/09/2014	DEA H/O, Pretoria, GP



NO	NAME OF INSTITUTION	RESPONDENT	DESIGNATION	NAME OF PROJECT	DATE OF MEETING
6	DEAT: SRPP	Ms Fatgiyah Bardien	Former CD: SRPP	15/09/2014	Dept. of Trade & Industry, Pretoria, GP
7	DEA: EPIP	Ms Giqwa	Dir.: YES, EPIP	15/09/2014	DEA H/O, Pretoria, GP
8	DEA: EPIP	Mr Nhlanhla Khumalo	Dir.: PI - Coastal, EPIP	29/09/2014	DEA H/O, Pretoria, GP
9	DEA: EPIP	Mr. Lungile Mzuzu	DD: PPM, EPIP	29/09/2014	DEA H/O, Pretoria, GP
10	DEA: Biodiversity & Conservation	Mr. Muleso Jones	DEA Branch Official	29/09/2014	DEA H/O, Pretoria, GP
11	DEAT: SRPP	Mr Dirk Van Schalkwyk	Dept. of Tourism, COO	30/09/2014	Dept. of Tourism, Pretoria, GP
12	DEAT: SRPP	Mr. Makgale Moela	DEA, EP IMSC: CD	30/09/2014	DEA H/O, Pretoria, GP
13	DEAT: SRPP	Mr. Molefe Lebethe	DEA, EP IMSC: CD	30/09/2014	DEA H/O, Pretoria, GP
14	DEA: EPIP	Mr. Oscar Ntombini	DEA official: PPM	30/09/2014	DEA H/O, Pretoria, GP
15	DEA: EPIP	Mr. Gcinumzi Qotywa	CD: EPIP	30/09/2014	DEA H/O, Pretoria, GP
16	DEA: EPIP	Mr Joseph Bruintjies	DEA official: PPM (WC)	10/10/2014	DEA H/O, Pretoria, GP
17	DEA: EPIP	Ms Madelaine Parsons	DEA official: PPM (NC)	29/10/2014	DEA H/O, Pretoria, GP
18	DEA: EPIP	Ms Funeka Dlulane	DEA official: PPM	16/10/2014	DEA H/O, Pretoria, GP
19	DEA: EPIP	Ms Grace Modubu	Dir.: PI - Inland & Nat. Programmes, EPIP	16/10/2014	DEA H/O, Pretoria, GP

NO	NAME OF PROJECT	RESPONDENT	DESIGNATION	FOCUS AREA	DATE OF MEETING	VENUE OF MEETING
20	EC - P & P Mthatha Dam Tourism & Recreational	Mr Wiseman Mthomboli	Beneficiary	P & P	01/08/2014	Mthatha Dam Tourism & Recreational, Centre Mthatha, EC.
21	EC - P & P Mthatha Dam Tourism & Recreational	Ms Nobantu Dladla	Beneficiary	P & P	01/08/2014	Mthatha Dam Tourism & Recreational Centre, Mthatha, EC.
22	GP GOSM Revival of Phelindaba cemetery	Mr Teboho Ramasia	Beneficiary	GOSM	05/08/2014	Sharpeville cemetery, GP
23	GP GOSM Revival of Phelindaba cemetery	Ms Rebecca Nthoroane	Beneficiary	GOSM	05/08/2014	Sharpeville cemetery, GP
24	NC - GOSM Premier's cemetery cleaning: Siyanda DM	Ms Ncumisa Van Wyk	Beneficiary	GOSM	14/08/2014	IR Consulting Offices in Uppington, NC.
25	NC - GOSM Premier's cemetery cleaning: Siyanda DM	Mr Stiaan Pretorius	Beneficiary	GOSM	14/08/2014	IR Consulting Offices in Uppington, NC.
26	WC - WftC Berg River to Silverstroom River	Mr Elton Van Hooi	Beneficiary	WftC	19/08/2014	Paternoster beach, WC

NO	NAME OF PROJECT	RESPONDENT	DESIGNATION	FOCUS AREA	DATE OF MEETING	VENUE OF MEETING
27	WC – WftC Berg River to Silverstroom River	Ms Noxolo Bavuma	Beneficiary	WftC	19/08/2014	NT Geomatics offices in Saldanha Bay (WC)
28	WC – WftC South East Metro (Strandfontein to Maccassar)	Mr Wesley Pillay	Beneficiary	WftC	20/08/2014	Anix Consulting Offices, Parrow, WC
29	WC – WftC South East Metro (Strandfontein to Maccassar)	Ms Nonkosazana Mxaku	Beneficiary	WftC	20/08/2014	Anix Consulting Offices, Parrow, WC
30	FS – GOSM Batho Township Greening	Mr Pule Ramaphiri	Beneficiary	GOSM	28/08/2014	Park, Batho Township, FS
31	FS – GOSM Batho Township Greening	Mr Adam Seate	Beneficiary	GOSM	28/08/2014	Park, Batho Township, FS
32	MP – WoW Refurbishment of Phokeng Buy Back Centre	Ms Diana Lekone	Beneficiary	WoW	03/09/2014	Phokeng Buy Back Centre, NW
33	MP – WoW Refurbishment of Phokeng Buy Back Centre	Mr Moses Peele	Beneficiary	WoW	03/09/2014	Phokeng Buy Back Centre, NW
34	LP- Bathlabine Soil Conservation	Mr. Alpheus Mogoboya	Beneficiary	WfL	17/09/2014	Thlabine village, Tzaneen, LP
35	LP- Bathlabine Soil Conservation	Ms. Fridah Botopela	Beneficiary	WfL	17/09/2014	Thlabine village, Tzaneen, LP
36	MP – WfL Lisbon project - alien plants removed / bush clearing	Ms Linky Khosa	Beneficiary	WfL	18/09/2014	Lisborn farm, near Kruger gate, MP
37	MP – WfL Lisbon project - alien plants removed / bush clearing	Mr Pieters Rogers Tjie	Beneficiary	WfL	18/09/2014	Lisborn farm, near Kruger gate, MP
38	MP – WoW Steve Tshwete GMC	Mr Vusi Lengwati	Beneficiary	WoW	09/10/2014	Middelburg, MP
39	MP – WoW Steve Tshwete GMC	Ms Emma Sonto Mkhonza	Beneficiary	WoW	09/10/2014	Middelburg, MP

NO	NAME OF OWNING ENTITY	RESPONDENT	DESIGNATION	FOCUS AREA	DATE OF MEETING	VENUE OF MEETING
40	Ezemvelo KZN Wildlife	Mr Nontsikelelo Dlulane	Senior Manager: Infrastructure & Special Project	P & P	23/07/2014	Hluhluwe Game Reserve, Ezemvelo KZN Wildlife
41	Ntseleni Bush camp	Ntseleni community reps. (Amakhosi)	Five chiefs/ Amakhosi	P & P	23/07/2014	Hluhluwe Game Reserve, Ezemvelo KZN Wildlife
42	KSD Local Municipality	Mr. Maka	Director: Community Services	P & P	01/08/2014	KSD Local Municipality, Mthatha, EC.
43	KwaMhlanga Buy Back Centre	Mr Mabena	Managing Director	WoW	01/09/2014	Kwa-Mhlanga Buy Back Centre, MP
44	North West Parks Board	Mr Allan Losaba & Ms Nandipha Gysman	CEO & Social Responsibility Manager	P & P	04/09/2014	North West Tourism & Provincial Parks Board, NW



NO	NAME OF OWNING ENTITY	RESPONDENT	DESIGNATION	FOCUS AREA	DATE OF MEETING	VENUE OF MEETING
45	Thulamela Local Municipality	Mr. Madi	Manager: Environmental & Waste Management	GOSM	16/09/2014	Thulamela Local Municipality, LP

NO	NAME OF IMPLEMENTER	RESPONDENT	DESIGNATION	FOCUS AREA	DATE OF MEETING	VENUE OF MEETING
46	UWP	Mr. M. Dlulane	Director	P & P	01/08/2014	Mthatha Dam Tourism & Recreational, Mthatha, EC.
47	SALP Construction	Mr. Lisolomzi Sogayise	Managing Director	WftC, P & P	04/08/2014	SALP Holdings offices, Centurion, GP
48	Basadzi Pele Management Consulting & Projects	Ms Busi Mbokazi & Mr Clifford Rikhotso	Managing Director & Business Partner	GOSM	04/08/2014	Basadzi Pele's offices in Lynwood, GP
49	Iselwa Engineering	Mr Xolani Magele	Managing Director	WftC, WfL	05/08/2014	Iselwa Engineering offices in Midrand, GP
50	NT Geomatics	Mr. Nkosinathi Dikwayo	Managing Director	WftC	05/08/2014	NT Geomatics offices in Midrand.
51	IR Consulting Engineering	Mr Irvin Rose	Managing Director	GOSM	14/08/2014	IR Consulting Offices in Upington, NC.
52	Anix Consulting	Mr Rapido Cupido	CEO	WftC, P & P	19/08/2014	Anix Consulting Offices, Parow, WC
53	YB Mashalaba & Associates	Dr. Yandisa Mashalaba	Managing Director	GOSM	28/08/2014	YB Mashalaba & Associate offices, Bloemfontein, FS.
54	Earthlake Environmental Consultants	Ms Kgaladi Ncube	Director	WoW	29/08/2014	Hammanskraal Buy Back Centre, GP



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