Final report

**Public Service Improvement Facility (Tirelo Bosha)** - SAF10 019 11
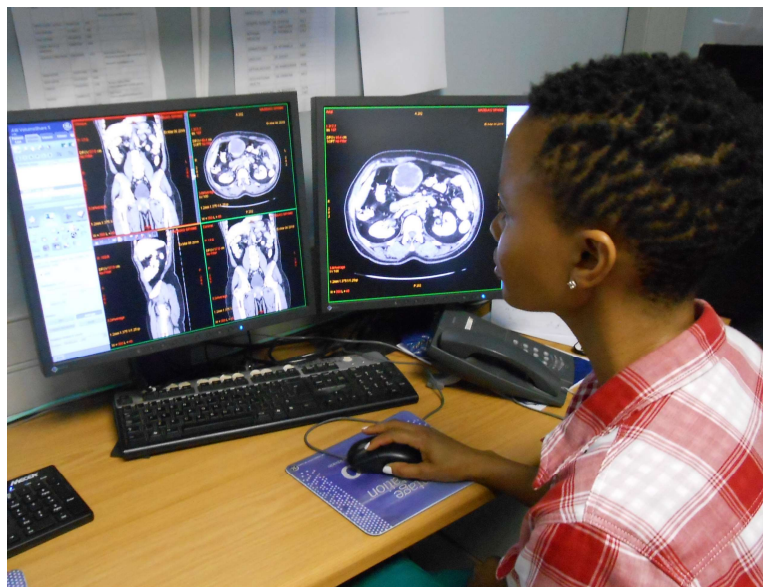
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# Acronyms

| | |
|---|---|
| Batho Pele | Service Delivery |
| BCoA | Belgium Court of Auditors |
| CFP | Call for Proposal |
| CGD | Commission for Gender Equality |
| CoGTA | Cooperative Governance and Traditional Affairs |
| CPSI | Centre for Public Service Innovation |
| CSIR | Council for Scientific and Industrial Research |
| DCoG | Department of Cooperative Governance |
| DEA | Department of Environmental Affairs |
| DoCAS | Department of Cultural Affairs and Sport |
| DoH | Department of Health |
| DoHS | Department of Human Settlements |
| DoSD | Department of Social Development |
| DoST | Department of Science and Technology |
| DoWS | Department of Water and Sanitation |
| DDG | Deputy Director-General |
| DGD | Directorate - General for Development & Humanitarian Aid (Belgium) |
| DG | Director-General |
| Enabel | Belgian Development Agency |
| EC | Eastern Cape |
| EST | Technical and Sectoral Expertise |
| EU | European Union |
| FS | Free State |
| GAU | Gauteng |
| GDP | Gross Domestic Product |
| GTAC | Government Technical Advisory Centre |
| HSRC | Human Sciences Research Council |
| IDC | International Development Cooperation (National Treasury) |
| ICT | Information and Communication Technologies |
| JLCB | Joint Local Consultative Body (Project Steering Committee) |
| KM | Knowledge Management |
| KZN | Kwa-Zulu Natal |
| LEDA | Limpopo Economic Development Agency |
| LEDET | Limpopo Department of Economic Development, Environment & Tourism |
| M&E | Monitoring and Evaluation |
| LMP | Limpopo |
| MFMA | Municipal Finance Management Act |
| MPU | Mpumalanga |
| MGD | Millennium Development Goals |

| MTR | Mid-Term Review |
|---|---|
| NDP | National Development Plan |
| NC | Northern Cape |
| NMBM | Nelson Mandela Bay Metro |
| NT | National Treasury |
| NW | North West |
| OAG | Office of the Accountant General |
| OECD | Organisation for Economic Co-operation and Development |
| ODA | Official Development Aid |
| ODI | Overseas Development Institute |
| PFMA | Public Finance Management Act |
| PIL | Project Implementation Letter |
| PIP | Project Implementation Plan |
| PKM | Programme Knowledge Management |
| PMG | Pay Master General |
| RDP | Reconstruction and Development Programme |
| SALGA | South African Local Government Association |
| SAQA | South African Qualifications Authority |
| TB | Tirelo Bosha (Meaning a new way of doing things) |
| TFF | Technical and Financial File |
| TOR | Terms of Reference |
| WC | Western Cape |
| | |

# Intervention form

| | |
|---|---|
| Intervention name | Tirelo Bosha Public Service Improvement Facility |
| Intervention Code | SAF10 019 11 |
| Location | South Africa |
| Budget Belgium contribution | € 11,000,000 |
| Partner Institution | Department of Public Service and Administration |
| Date intervention start /Opening steering committee | April 2014 |
| End date Specific Agreement | 30 June 2019 |
| Target groups | Direct: <br> - Department of Cooperative Governance and Traditional Affairs (COGTA) <br> - All South African Government Departments (national, provincial and local) <br> - Institutions referred to in Chapter 9 of the 1996 Constitution of South Africa <br> - Non state actors involved in public service delivery <br><br> In-direct: <br> Department of Public Service and Administration (DPSA) |
| Impact[1] | Front-line public service delivery is improved |
| Outcome | New ways of delivering public services by funding improvement initiatives are piloted |
| Outputs | Result Area 1 – A grant Facility to support initiatives to improve public service delivery is established and implemented. <br><br> Activities: <br> - Define admission and selection criteria and the process by which a call for proposal will be ruled; <br> - Launch an information campaign and implement a communication strategy with the objective to inform about the Facility and to ensure that potential Beneficiary Institutions know how to apply and get support in doing so; <br> - Launch call for proposals twice a year; <br> - Develop and implement a support strategy of Beneficiary Institutions |

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[1] Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

|  | Result Area 2 – New and innovative ways of public service delivery are piloted and implemented<br><br>Activities:<br>- Support proposals for improvement initiatives that are innovative and lead to better frontline public service delivery;<br>- Establish individual result frameworks for improvement initiatives and monitor their implementation;<br>- Evaluate the outcomes of the improvement initiatives |
|  | Result Area 3 – Sound practices and lessons learned from improved public service delivery pilots are enhanced and sustained<br><br>Activities:<br>- Establish a data management system to monitor all improvement initiatives and record all lessons learned in order to establish a body of knowledge related to improving public service delivery;<br>- Disseminate innovative ideas, best practice and share piloted experiences with stakeholders through appropriate methods;<br>- Create awareness about the grant Facility and the piloted improvement initiatives. |
| Total budget of the intervention | € 11,000,000<br>+ Interest on the project : 7.593839,31 rands (501.068€) |
| Period covered by the report | 2014 to 30 June 2019 |

# Global appreciation

| Describe your global appreciation of the intervention (max 200 words): | Describe your global appreciation of the intervention (max 200 words): |
|---|---|
| Developmental programmes are an integral part of any developing country like South Africa. However, the magnitude of development to be undertaken could not be underestimated. More importantly, it became apparent that the cost of correcting the injustices of the past would come with a huge strain on the fiscal. The Government of South Africa alone could not and still cannot bear the sole responsibility of improving service delivery to the citizens. This is where partnerships play a major role in development.<br><br>The Tirelo Bosha programme supports the development of a capable state as envisaged in the National Development Plan (NDP). In particular, the programme supports the public sector in becoming more responsive to ever-changing and more complex expectations and demands. In its attempts to provide efficient services, government's resources become stretched. Limited resources compel the State to constantly seek and find more efficient and effective ways to deliver services in an impartial, fair and equitable manner. Public sector organisations thus need to be innovative in their use of resources in an environment where demand exceeds supply. Strategically, innovation is thus critical as the South African government is committed to fulfilling its mandate of providing appropriate services to all citizens. ||
| Score your global appreciation of the intervention: | Score your global appreciation of the intervention: |
| Very Satisfactory | Very Satisfactory |
| National execution official | Enabel execution official |
| Raymond Reddy | Ravi Reddy |

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# PART 1: Results achieved and lessons learned

# 1   Assessing the intervention strategy

## 1.1   Context

### 1.1.1   Result Area 1 - A grant Facility to support initiatives to improve public service delivery is established and implemented.

Activities:

Define admission and selection criteria and the process by which a call for proposal will be ruled;

Launch an information campaign and implement a communication strategy with the objective to inform about the Facility and to ensure that potential Beneficiary Institutions know how to apply and get support in doing so;

Launch call for proposals twice a year;

Develop and implement a support strategy of Beneficiary Institutions

In terms of the various phases in South African public sector reform since 1994, Phase 5 (2014 to present) was focused on:

- Improved alignment between the three spheres of government service and
- Improving the service delivery accountability orientation of the public sector

The idea to have a public service improvement grants facility had been conceptualized in the Ministry of Public Service and Administration (MPSA) as early as 2010. The then Deputy Minister was a strong supporter of the idea to provide an opportunity for all levels of administration to try out new and innovative initiatives towards building and enhancing the capacity of the public service for improved frontline service delivery.

At the same time the IDC directorate of the NT was orienting donor money towards subsidising investment in capacity and in experimentation for innovation that could not easily be financed from the voted budget. The idea of a grant facility with limited amounts (less than 2 million ZAR) to be allocated to promising ideas for improved frontline service delivery with a potential national impact, fitted very well in this approach.

**Admission & Selection Criteria**

The long formulation process included the drafting and adoption by the key stakeholders of a procedural manual which included detailed admission and selection criteria and the process by which a call for proposal will be ruled. It also treats all other matters for effective and efficient implementation of the facility with a view to contribute towards more effective and efficient development approaches and appropriate implementation methodologies.

This manual allowed for the Facility to commence immediately. It has been conceived as a living document and has been updated as deemed necessary by the PSC as part of the TB learning process. These updates have concerned relatively minor matters.

**Information campaign and Communication strategy**

Due to the absence of a Communication Expert the PMU had not been able to develop a communication strategy, but the PMU had twice - in 2014 and 2015 - successfully implemented a communication strategy and launched a campaign to inform stakeholders about the Facility and to ensure that potential Beneficiary Institutions know how to apply and get support in doing so.

The first campaign in 2014 resulted in the submission of 174 concept notes. The second campaign resulted in 259 concept notes being received.

Individual letters to DG and Premiers led to the best response rate. In the second Call for Proposal, greater emphasis was placed on local municipalities to attract a higher number of concept notes.

Advocacy workshops were held in the Provinces at their request before the second Call for Proposals.

At the 15th PSC meeting of 11 September 2018, a proposal on communication activities focussed on profiling the TB Programme was discussed. However, the PSC was of the opinion that enough profiling had already been done and that it would be better to wait until the final evaluation to see which products would need to be developed.

In view of the doubts expressed about the feasibility of the approach and the risk of little or no response in addition to the quantitative and qualitative HR constraints, these constitute substantial achievements in terms of information and communication effectiveness and efficiency.

**Launch call for proposals twice a year**
The TFF and manual determined that there would be two calls for proposals (CFP) per year. To date the PMU has been able to realise two rounds. The first one was very demanding, particularly because all the preparatory tasks had to be done for the first time, including building good working relations with the key stakeholders. The availability of the procedural manual was, however, very important as it provided not only guidance, but also most of the tools required.

**The following implementation milestones were achieved since the launch**

**Agreements from first Call for Proposals (2014)**
- **Concept notes**
The first CFP was launched in April 2014. The theme chosen was "Citizen focussed front line service". It attracted 174 concept notes (CN). The purpose of the CNs is to describe the relevance of the action, give a description of the action, its effectiveness and indicate its sustainability. The total grant amount requested totalled around 300 million ZAR (18 million EUR). Only 53 CN were administratively approved for a total of 90 million ZAR.

Thus, the administrative disapproval rate was 70%.

The Evaluation Committee was chaired by the Director of IDC (National Treasury) who had drafted the procedural manual for DPSA. The Committee with members from NT, Department of Planning M&E, DPSA, DCoG and BTC, met for three days in July 2014. Seventeen (17) CNs totalling 27 million ZAR were approved. Subsequently the PSC approved a further 8 CNs, which resulted in a final selection of 26 CNs totalling 39 million ZAR.

- **Full proposals**
Out of these 26, 23 Beneficiary institutions submitted Full Proposals (FP). The same Evaluation Committee was convened in November 2014. The Committee approved 16 FP totalling 25 Mio ZAR. Of these the PSC approved 13 FPs and 3 FPs subject to further elaboration. Finally, 15 proposals were approved and agreements were signed.

These projects started implementation in 2015. To date, all 15 Grants have been concluded and closed.

- **Lessons learnt**
One of the main causes of the administrative disapproval of 121 CNs was the requirement of a highest level of authority for the approval. To assure ownership the manual requires the inclusion of a memorandum of ownership and support to the project by the Director- General on a financial and institutional level. A lower level would facilitate the procedure in the beneficiary organisation at the risk of endangering project ownership. Considering that this risk is mitigated because the full proposals still have to be signed at a higher level and given the hands-on approach and active engagement of the PMU with the grantees, the PSC has adopted the proposal to accept Deputy DG at national level, Chief Director at Provincial level and Executive manager at local level at the CN stage and to maintain the requirement of DG level at the FP stage.

A clear definition of frontline staff in the entire value chain has been adopted. Whilst the back office is important as support, a clear focus should be on the frontline staff.

The guidelines have proved too complicated, leading to confusion. For the second CFP the document was split in two parts corresponding to the CN and the FP phase. The content had not been changed, but at the launch of the CN phase only the guidelines related to the CNs was sent. Both documents are available on the DPSA website. A link was provided in the outgoing communication to enable applicants to have an overview of the requirements of the entire selection process.

To improve the equitable allocation of grants in view of the developmental approach of the programme, the application period for CNs had been extended and a one month phase for administrative checks was introduced wherein the PMU will review all CNs and inform applicants of matters of administrative non-compliance to be rectified within 5 working days.

Selected projects were published on the web to enable future potential applicants to see what type of projects are selected and to avoid duplication. Communication announcing the second call referred to this.

**Agreements from second Call for Proposals (2015)**
> ➢ The broad primary theme of citizen-focused service delivery is maintained for the second CFP, but specified in only two sub-themes: improving service delivery through the use of ICTs and
> ➢ the back to basics approach in which reinventing the way public servants work is integrated as a special focus.

The second call for proposals has benefitted from the preparatory work done for the first plus the lessons learnt during the call and implementation (as indicated in the above section). All administrative lessons learned, implementation modalities and evaluation approaches have been implemented by the PMU and contributed to an improved launch of CFP.

- **Concept notes**

The second CFP was launched in May 2015. An analysis of the CNs showed that the TB Facility had succeeded in:
> ➢ Augmenting the number of CNs by 50% from 174 to 259, totalling an amount of about 400 million ZAR.
> ➢ Reducing the administrative disapproval rate from 70% to 23%

The evaluation procedure has been conducted with administrative and technical support in two phases: first a technical assessment followed by the usual evaluation as specified in the manual. Of the 70 applications selected by the Technical Committee on 29 September 2015, the Evaluation Committee approved 51 CNs. Out of the 51 successful CN applicants, 39 submitted a full application

Finally, from the 2015 Call for Proposals, the PSC approved a total number of 27 Grants:
> ➢ One Beneficiary Institution withdrew their application
> ➢ A number of 26 Grants have been concluded and closed. Of the 26 Grants, 2 were discontinued/ cancelled

**Agreements from second Call for Proposals (2015) Supplementary**

During the PSC meeting of 8th December 2015, discussions were held on whether to announce a 3rd Call for Proposals in 2016. It was found that doing so was not feasible as it will impact negatively on the end of the specific Agreement date of 27th June 2019.

Given the situation enunciated above, the PSC agreed that there will not be enough time to announce the 3rd Call and finalize implementation of projects timeously. In lieu of the 3rd Call for Proposals, the TB PSC took a decision to review some of the 2015 unsuccessful applications based on the agreed criteria.

From the 2015 Supplemental Call for Proposals a total number of 19 Grants were awarded:

- One Beneficiary Institution withdrew their application
- A number of 18 Grants have been concluded and closed of which four Grants were discontinued / cancelled

**Support given to the BI to assist them in compiling well-structured proposals**

We must also point out that significant technical support has been given to the beneficiary institution after the acceptance of the concept note

The PMU, in collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, conducted technical assistance workshops to applicants who have been requested to submit full applications for the 2015 Supplementary CFP. These applicants fell into two categories namely, those that had submitted successful concept notes but failed to submit full applications; and those that submitted concept notes that received qualifying points on relevance (they got 12 points or more on relevance) but failed to obtain the average overall mark of 30.

The first set of workshops took place in October 2015. Please refer to the table below for details.

*Table 1: Schedule of technical assistance workshops to TB applicants*

| Name of Applicant | Workshop venue: City/Town | Number of delegates | Date of workshop |
|---|---|---|---|
| Amahlathi Local Municipality | East London | 2 | 12/10/2015 |
| COGTA: Eastern Cape | East London | 2 | |
| Eastern Cape Department of Health (Frere Hospital) | East London | 2 | |
| Eastern Cape Department of Health (Frere Hospital) | East London | 2 | |
| Nkonkobe Economic Development Agency | East London | 2 | |
| Mbhashe Local Municipality | East London | 2 | |
| Camdeboo Local Municipality | Port Elizabeth | 2 | 14/10/2015 |
| Makana Local Municipality | Port Elizabeth | 2 | |
| Nelson Mandela Bay Metro | Port Elizabeth | 2 | |
| Ethekwini Metropolitan Municipality | Durban | 2 | 15/10/2015 |
| Ethekwini Metropolitan Municipality | Durban | 2 | |
| KwaZulu Natal Blind and Deaf Society | Durban | 2 | |
| Nkandla Municipality | Durban | 2 | |
| Limpopo Department of Economic Development Environment and Tourism | Polokwane | 3 | 19/10/2015 |
| Limpopo Department of Economic Development Environment and Tourism | Polokwane | 3 | |
| Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) | Polokwane | 2 | |
| Public Service Commission (PSC) | Polokwane | 2 | |
| North West Department of Health | Mahikeng | 2 | 21/10/2015 |
| South African Local Government Association (SALGA-North West) | Mahikeng | 2 | |
| Dr Kenneth Kaunda District Municipality | Mahikeng | 2 | |
| South African Women in Dialogue (SAWID) - Moqhaka Local Municipality | Mahikeng | 2 | |
| Rhenosterberg Local Municipality | Mahikeng | 2 | |

The second set of workshops took place during July 2016 in Pretoria (including applicants from Mpumalanga (one), North West (two) and Free State (one) for approximately 20 people (two from each organization); Durban for four people (two from each organization); Eastern Cape (two applications from PE and two from East London) for eight people.

**2014 Replicated Projects**

From the 2014 projects (pilots), the following eight replication agreements amounting to ZAR 46,784,354 were awarded and executed. The first replication was august 2017.

*Table 2: 2014 Replicated Projects*

| Grantee | Project Description | Value (ZAR) |
|---|---|---|
| Department of Environmental Affairs | Replication: e-Waste | 8.386.474 |
| Department of Environmental Affairs | Replication: Community Enterprise | 5.402.680 |
| Western Cape Department of Health | Replication: Catch and Match | 3.568.276 |
| Western Cape Department of Social Development | Replication: Not for Profit (NPO) Organisation Management System | 3.385.000 |
| Limpopo Economic Development Agency | Replication: Offline Content to Schools without Internet Connectivity | 8.290.175 |
| Western Cape Department of Human Settlements | Replication: GPS Enhancement to the Western Cape Housing Demand Database | 3.367.490 |
| Dr Beyers Naudé Municipality (Camdeboo) | Replication: Water Conservation/ Demand Management | 4.500.000 |
| Nelson Mandela Bay Municipality | Replication: Metro-High Mast Lighting Project | 9.884.259 |

### 1.1.2 Result Area 2 – New and innovative ways of public service delivery are piloted and Implemented

Activities:

Support proposals for improvement initiatives that are innovative and lead to better frontline public service delivery;

Establish individual result frameworks for improvement initiatives and monitor their implementation;

Evaluate the outcomes of the improvement initiatives.

**Support proposals for improvement initiatives that are innovative and lead to better frontline public service delivery and establish individual result frameworks for improvement initiatives and monitor their implementation;**

The identification and selection phases of TB's support to proposals for improvement initiatives that are innovative and lead to better frontline public service delivery has been described in the previous section.

#### 1.1.2.1 Analysis of Grants
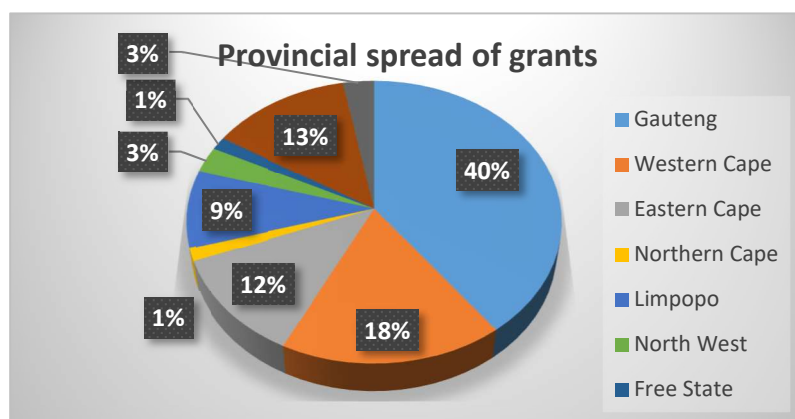


As shown in the graphic, the service delivery focus of the projects is extremely well distributed among different sectors such as Utility (waste, water and energy), Education, Health, Human Settlements, Social Development, Operations, Strategy and Planning and ICT.

*Table 3: Spend by Sector*

|  | Spend by sector |
|---|---|
| Waste management | 15.52% |
| Education | 13.95% |
| Customer service | 10.79% |
| Infrastructure | 9.37% |
| Water/electricity/sanitation | 8.89% |
| Health | 8.12% |
| Management and processes | 5.59% |
| Service delivery | 5.11% |
| Housing | 3.62% |
| Crime prevention | 3.28% |
| NPO management | 3.17% |
| Agriculture | 2.49% |
| Vulnerable groups | 2.28% |
| Government capacity | 2.05% |
| Economic development | 1.41% |
| Innovation | 1.41% |
| Transport | 1.18% |
| Arts and Culture | 0.94% |
| Environment | 0.84% |
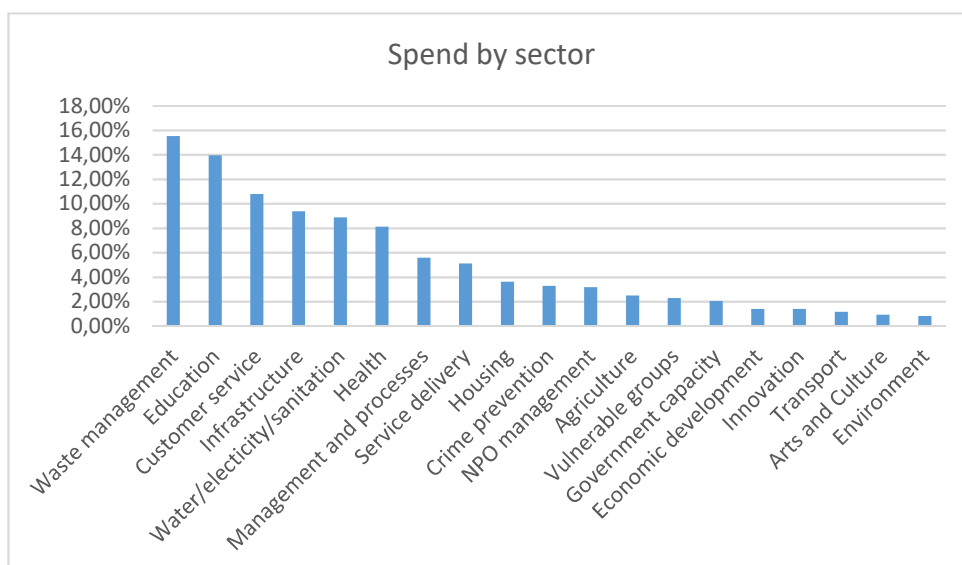


*Table 4: Spend by beneficiary type*

|  | Spend by beneficiary type |
|---|---|
| Local municipality | 36.71% |
| Provincial department | 21.49% |
| National department | 15.78% |
| Provincial government agency | 11.92% |
| National government agency | 5.87% |
| Statutory body | 4.39% |
| Higher Education Institutions | 2.53% |
| Provincial Hospital | 1.29% |
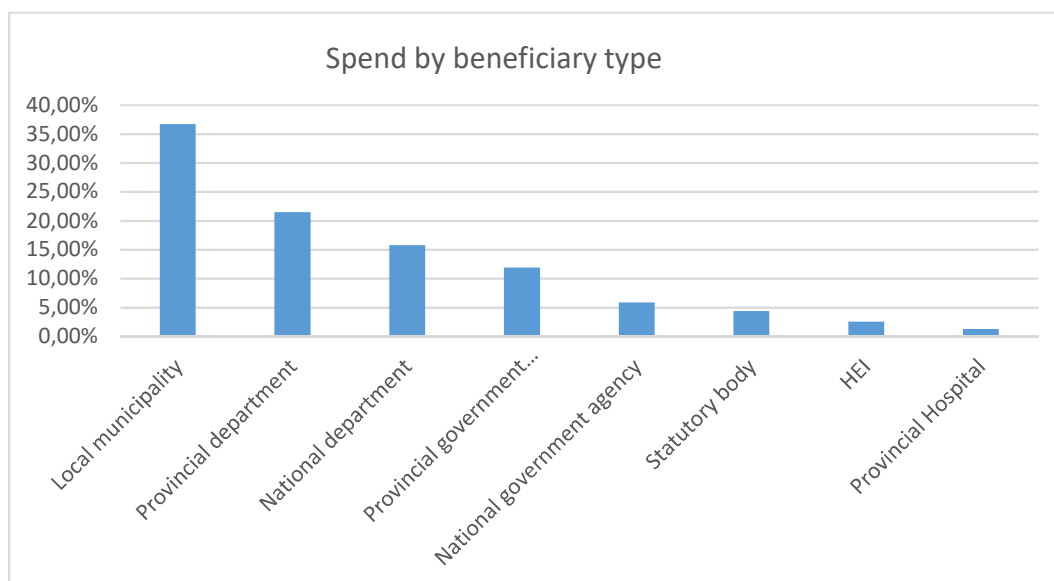
Developmental programmes are an integral part of any developing country, like South Africa. The TB Programme is intended to challenge the way in which departments are currently delivering services to the people and therefore requires a new way of thinking and improved and systematic ways of delivering services to ensure impact at the level of front line service delivery.

In most cases, these projects would not have been possible without Tirelo Bosha funding- with innovation in service delivery so needed but funding and risk taking for experimentation so lacking, Tirelo Bosha is well placed to make an impact beyond expectations.

### 1.1.2.2 Develop and implement a monitoring system and support of Beneficiary Institutions

The grantee monitoring system was based on 3 pillars:

1. Each grantee had a Project Implementation Plan (PIP). When a new budget tranche was requested, grantees submit deliverables and accounting information related to the previous tranche.

2. Each grantee had an Individual Result Framework that combined all information regarding activities, outputs, outcome and impact, as well as project plan and risk management; The information provided through the quarterly reporting fed into this framework and gave an overview of the status of the project at any time and

3. Grantee Site Visits.

1. PIP, deliverables and accounting for expenditure

All grantees submitted Project Implementation Plans which were reviewed before approval. Funding was only disbursed upon receipt of deliverables and accounting information. For the 2015 PIPs, a maximum of three deliverables were agreed upon.

2. Individual result framework and quarterly reporting

The PMU developed individual result frameworks for each grantee. The framework was based on the original application, especially the logical framework and included information on objectives, activities, indicators, operational workplan, project status and risk management. The framework was mutually agreed upon between project manager and PMU.

This approach had two major advantages

➢ It allowed for more efficient monitoring every time the quarterly reports were submitted.

> ➢ Through the process of developing the final framework, the grantee were invited to contemplate about the objectives and how the project will be assessed at the project's completion. It also encouraged the project manager to research the baseline situation at the start of the project, which allowed for better comparison afterwards.

This worked very well for some grantees with clear logical frameworks and activity/timelines, where the quarterly reports fed seamlessly into the developed frameworks. Other grantees submitted reports that were not aligned with the developed frameworks. In that case it was necessary to check the reporting with the original application and previous reports, which was more time consuming.

Fifteen days before the quarterly reports were due, reminders are sent to the project managers. If no report was submitted, the PMU engaged with the grantee until the report was received. If that did not yield results, the matter was escalated.

In 2014, the M&E system as outlined above was developed a couple of months after the start of the 2014 grantee projects. Therefore, it was decided to develop the individual result frameworks for internal PMU use, but not to discuss these with the grantees. The frameworks are based on the full application, especially the logical framework.

From 2015, mutually agreed upon result frameworks were developed for all

3. Site visits

Site visits were organised mainly in reaction to an issue that came up with the particular grantee. In 2016, a pattern was developed regarding site visits, dividing them in four categories:

> ➢ Introduction visit: first meeting with project team: explanation of cooperation processes, reporting requirements, funding processes and other upcoming issues (e.g. conditionality in the grant agreement);
> ➢ Normal site visit: it is envisaged to visit the grantee – depending on the project duration twice a year. During a normal site visit, project progress is discussed and demonstrations are given of the outputs so far;
> ➢ Critical visit: when an issue arises with a project that cannot be solved over mail/phone, a critical visit is organised to sort out the issues and
> ➢ Close out visit: shortly before the completion of a grant, a close out visit is organised to finalise cooperation, explain the remaining steps (outstanding documentation for final funding tranches), sort out any remaining issues and give information on replication possibilities. Visits will also be organised to check on the invoices.

It was anticipated that each grantee will be visited at least twice during the project life cycle. A total of 299 visits were undertaken. The site visits were a comprehensive exercise. These visits were useful as they provided an opportunity to discuss issues arising and give the team a better insight in project progress, challenges, lessons learned and successes that was not captured in the quarterly reporting.

Each visit requires a site visit report with completed attendance register.

### 1.1.3 Result Area 3 – Sound practices and lessons learned from improved public service delivery pilots are enhanced and sustained

Activities:

Establish a data management system to monitor all improvement initiatives and record all lessons learned in order to establish a body of knowledge related to improving public service delivery;

Disseminate innovative ideas, best practice and share piloted experiences with stakeholders through appropriate methods;

Create awareness about the grant Facility and the piloted improvement initiatives;

**Knowledge Management**

Knowledge management summarises the idea of establishing a data management system to monitor all improvement initiatives and record all lessons learned in order to establish a body of knowledge related to improving public service delivery.

The idea that the PMU has done little in terms of capturing of the successes and challenges of the different projects or in terms of recording and storing in a KM repository does little justice to the very informative tools that the procedural manual has initiated and the PMU has used. The PSC minutes, the PIPs, the Quarterly Reports, project close-out reports, written and video case studies together are very informative records of the Grant Facility and have been stored in a repository. They serve as important documentary evidence of pilot project progress and the kinds of experiences, learning and good practices that have emerged.

At the start of the knowledge harvesting process, a key assumption was that the deliverables (from both replication and pilot projects) would be able to be posted onto a public domain and in that form be a source of knowledge. The deliverable knowledge resource material in its stored form did not provide this substantive form of content. To this end the following recommendations were made and accepted by the PMU regarding the knowledge repository:

- That a public site be developed as a communications tool and not a knowledge repository. The content needed for this site was developed and focused on the reflective stories (emerging from other activities) to profile Tirelo Bosha. The PMU has the offline portal containing the information repository including the final versions of the written and video case studies completed on selected projects.
- That the existing project management file database be viewed as an information resource and to this end suitable information management storage and retrieval systems will be explored that would ensure that vital project information is not lost to other government projects. Discussions were held with National Treasury (IDC) resource to form synergies with their back-end systems toward the possibility of a data share. National Treasury (IDC) confirmed that it would be in a position to receive a data dump from TB.

The previous section provides details of the work done in building a knowledge management base for the TB Facility in terms of knowledge harvesting, transfer, storage and sharing.

In the light of the above information, the PMU disagrees with the score of C for the End Term Overall performance in relation to the theory of change with respect to **Result Area 3:** Sound practices and lessons learned for improved public service delivery are enhanced and sustained.

### 1.1.4 TB program

**Evaluate the outcomes of the improvement initiatives for all three (3) Key Result Areas (Excerpt from End-Term Review)**

A detailed evaluation matrix was developed in line with the OECD-DAC evaluation criteria, which specified the definition of each criteria in the context of Tirelo Bosha. The OECD-DAC evaluation criteria and questions were further operationalised to the specific programme context and evaluated against the questions identified for each of the result areas.

Overall summarised findings are presented by result area in annex 2-1: *Summary of findings-OECD-DAC criteria.*

A similar, modified process was adapted to assess the project elements as outlined in the theory of change. See annex 2-2 *: Overall performance in relation to the theory of change.*Summary evaluation grid of DAC criteria (Excerpt from End- Term Review)

In line with the More Result guidelines (Enabel document), that "every review has a generic review objective: *reviewing the overall performance of the intervention on the basis of DAC criteria* in order to be accountable and to contribute to steering and learning", the findings are

summarised in annex 3: *Overall summary evaluation*  It shows the evaluation scoring grid from the ETR.

## 1.2   Important changes in intervention strategy

The Technical and Financial File presents the key elements of the intervention strategy as "to develop and implement a grant Facility which would support a range of targeted initiatives, aimed at building the capacity of the South African Public Service for improved frontline service delivery, i.e. services directly delivered to the public". The Facility was a national programme – called Tirelo Bosha Public Service Improvement Facility (TB) - open to all spheres of government (i.e. national, provincial and local governments).

The Facility contributed to the improvement of frontline public service delivery by stimulating and supporting improvement initiatives at all levels, including capacity development and training, business processes and systems related to service delivery improvement with overall emphasis on supporting those initiatives that demonstrated sound and feasible support mechanism to improve frontline public service delivery in South Africa.

Capacity building refers not only to increasing the individual capacities of public servants but also to strengthen organisations and build institutions (e.g. introducing new models, methods, systems, processes and strategies). TB focussed on the latter. As such, TB tried to be a flexible instrument that supported a wide range of initiatives. The goal was not to support as many initiatives as possible but to learn from the processes and results.

The organisation chart as envisaged in the start-up had not changes much with the exception of additional short-term support staff provided by Enabel.
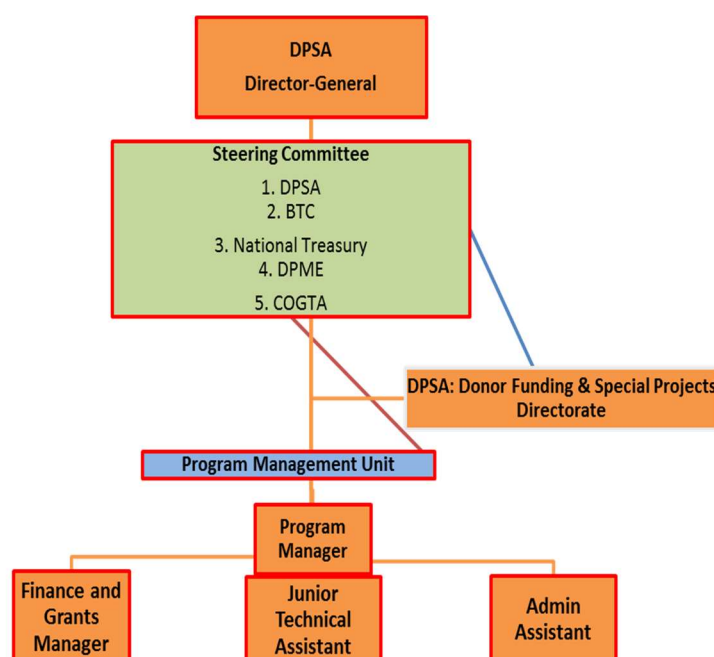


The Tirelo Bosha Programme was officially launched in April 2014. Implementation started in April 2014 with the effective installation of the Programme Management Unit within the DPSA. The Programme Manager was recruited, however, with budgetary challenges. The agreement between the GoSA and UNDP to fund the PMU did not materialise and the Programme Steering Committee (PSC) had to approve the re-allocation of project budget to fund the Programme Manager and the Finance & Grant Facility Officer. Given that the programme was moving at a faster pace, the PSC approved that all PMU staff had to be funded from the programme budget. A budget re-alignment

was made in November 2016. This did not, however, have any negative impact on the project funds since DPSA absorbed start-up costs and certain general budget lines.

There have been no major changes in the results framework, policy context or governance during the programme other than those in this report and the annexures.

**Midterm Programme Review**

A Midterm Review of Tirelo Bosha Public Improvement Facility was conducted in June 2016 by a BTC headquarter appointed team. The overall findings were very positive and the following were some of the findings:

- The Tirelo Bosha grant facility is relevant with score B because it clearly conforms to the policies of South Africa and Belgium from the beginning to date; and the needs and priorities of target groups are taken into account but the emphasis is on the service delivery supply chains.
- The Tirelo Bosha grant facility's effectiveness is scored B because its objective and results are expected to be achieved to a great extent; and it is a learning facility with progress being made at activity, output and outcome level towards contributing to frontline service delivery (FLSD) innovation.
- The Tirelo Bosha grant facility's sustainability is scored A because in the current economic environment innovation financing out of the voted budget is unlikely; and donor finance is likely to continue (Canadian government) and NT's engagement in TB to mainstream successful ideas combined, strongly point to opportunities for sustainability.
- The PSC is regularly attended by high level staff and steers the Facility at the strategic level; and the PMU consistently implements PSC decisions.
- The PMU has benefitted at start-up from the thorough long preparation, the Technical and Financial File and the Procedural Manual as well as the willingness and ability of the key PSC members to resolve start-up problems.

There were also weaknesses identified including:

- At pilot level the link with NDP could be more explicit in terms of gender, socio-economic profile of final beneficiaries and access to improved frontline services.
- Expectations and perception of front-line service delivery performance need a stronger focus

Mr Paul Verlé, in his former capacity as Manager: EST Enabel Belgium, visited South Africa, from in August 2015, as part of a Backstopping Mission. During this Mission, DPSA presented to him a case for replication to be included in Result Area 2 (New and innovative ways of public service delivery are piloted and implemented). Mr Verlé concurred with this view and it was then decided to engage services with an independent organisation. The organisation would be expected to conduct the assessment of the 14 Pilots from the 2014 call for proposals to recommend, based on a proven methodology, which projects could be replicated.

For this task GTAC (An Agency of National Treasury) was approached provide technical assistance. Frontline operations improvement services delivery forms part of the mandate of GTAC, therefor GTAC may be called upon by Government Departments to assist in the replication of programmes being piloted or otherwise tested. GTAC displayed the skills and technical competence to undertake the replication study for TB.

The PSC agreed in 2016 that GTAC would be contracted to undertake a replication assessment, which was conducted from October 2016 to August 2017. Table 6 gives an indication of which projects were recommended for replication and on what basis.

*Table 6: Summary of projects assessed for replication*

| Project Number | Project Name | Scalability Score | | | Replication recommen-dation | Innovation type |
|---|---|---|---|---|---|---|
| | | A | B | C | | |
| 0017 | Research and Design of an Integrated Service Delivery Model for the City of Cape Town | 5 | 11 | 15 | Yes | Good Practice |
| 0029 | Smart Connect at City of Tshwane | 19 | 5 | 2 | Yes | Model |
| 0054 | E-waste Container-based Community Enterprise Pilot and Integrated E-waste Processing Technology Assessment | 18 | 9 | 1 | Yes | Promising Practice |
| 0059 | New England Road Landfill Site Waste Beneficiation Technology Assessment and Increased Environmental and Waste Awareness Collection Campaign | 16 | 11 | 1 | Yes (conditional) | Promising Practice |
| 083 | Replication Assessment Catch and Match Child and Maternal Assessment and Response Tool for Wellness | 16 | 10 | 2 | Yes | Good Practice |
| 0115 | Energy Savings and Management Model for State Hospitals. | 13 | 3 | 12 | Yes (conditional) | Best Practice |
| 0129 | Research Led Social Dialogue Policy and Strategy Development for Long Term Settlements of Farm Workers on and off Farms | 3 | 10 | 15 | Yes (lessons learned) | Promising Practice |
| 0130 | NPO Management System | 23 | 4 | 1 | Yes | Promising Practice |
| 0137 | Department of Science and Technology Computer Assisted Learning Support to Maths and Science Instruction in Rural Schools | 6 | 17 | 5 | No | Model |
| 0152 | Offline Content to Schools without Internet Connectivity | 16 | 10 | 2 | Yes | Good Practice |
| 0166 | The Nelson Mandela Bay Energy Efficient High Mast Lighting Initiative | 24 | 4 | 0 | Yes | Best Practice |
| 0170 | Design and Perform Informal Settlement Surveys and Improve Traceability of Applicants Living in Informal Settlements Using GPS Co-ordinates for Fairer Housing Allocation | 21 | 6 | 1 | Yes | Model |
| 0324 | Vereeniging Licensing Centre: Citizen Experience Revitalisation | 24 | 4 | 0 | Yes (conditional) | Best Practice |
| 0336 | Camdeboo Water Conservation and Demand Management Pilot | 16 | 10 | 2 | Yes | Good Practice |

It is a noteworthy aspect of the evaluation and selection process for the replication phase was undertaken in a technical and results-oriented manner. It is commendable that the PMU put the assessments out to an independent evaluation process in order to ensure transparency and fairness in the selection process. As a result of these assessments, eight of the 14 projects were approved by the TB PSC for replication funding.

One of the recommendations following the MTR was to organise a seminar to reflect on TB lessons for grant facility support design in other African countries in general, and grant facility for frontline public service improvement in particular. This recommendation led to the appointment of a consultancy firm to develop and implement a Knowledge Management Strategy. Black Earth Consulting was appointed in November 2017 through an Enabel public services contract.

The overall objective was to develop and implement a Knowledge Management Strategy and provide technical assistance for TB that will allow for shared knowledge and lessons learned, and leverage this knowledge management strategy to introduce niche areas and tools to enhance visibility of the Programme. This strategy was developed in collaboration with DPSA Communication Unit.

An inception workshop was held on the 12th of December 2017 during which participants considered issues emerging from inception interviews, high level considerations from the TB MTR and had opportunity to input proposed activities which are detailed in the inception report.

After an in-depth inception process the project was divided into 6 core activities, guided by the following objectives:

- Map the process knowledge emerging from Tirelo Bosha (the intervention) and Tirelo Bosha facility projects (harvested from project documents)

- Capture / document / frame successful replication projects — for the purpose of profiling Tirelo Bosha and Public Service improvement (qualitative perspective).

- Develop a practical knowledge management framework for Tirelo Bosha - supported by appropriate tools, guides and system recommendations.

- Develop and pilot a peer learning mechanism to reflect and share on learnings emerging from the execution of Tirelo Bosha (at a facility and project level).

The final report concluded with the following activities:

- Activity 1 & 2 Combined: Knowledge Harvesting (from project documents) and creating a KNOWLEDGE PORTAL. This activity involved the scanning the TB project documents toward creating and building a knowledge repository for the facility. After analysing and categorising the information shared by the PMU, a number of recommendations were made as a way forward.

- Activity 3: Knowledge Sharing / Lessons Learnt Workshops. Four knowledge sharing sessions were completed in Port Elizabeth, Durban, Limpopo and Johannesburg, covering the major thematic areas of the TB Programme. These knowledge sessions proved to be an invaluable resource to harvest knowledge directly from project participants. The sessions where recorded on video and transcripts of selected footage and were scripted into the core project profiles for Activity 4 (video case studies).

- Activity 4: Impact and Change Stories – Video Profiles. This activity sought to meet some of the communication / profiling needs of the knowledge management assignment with the creation of a video knowledge product that captured the essence of selected replication projects. The following nine videos were produced:
  - Overview of TB, Context and Lessons
  - Western Cape Department of Health - Child and Maternal Assessment and Response Tool for Wellness "Catch and Match"
  - HSRC - Improving Electricity and Water Service Delivery in Gugulethu by strengthening Citizen Engagement (Cape Town) using the Community Scorecard approach
  - Western Cape Department of Social Development - Developing and Improving an NPO management system.
  - LEDET - Offline Content to schools without Internet Connectivity
  - Joe Gqabi District Municipality – Municipal Information Management System.
  - LEDA: Development of emerging farmer's portal and mobile application to improve farming activities and market access of small emerging farmers.
  - DEA: Integrated e-Waste Processing Technology
  - Frere Hospital – Patient Kiosk System.

- Activity 5: Knowledge Management Framework and Toolkit. This activity sought to develop a framework and toolkit that was aligned with the DPSA KM Strategy but also focussed on practical KM tools that could be used on other TB type projects. The framework also included a stakeholder engagement tool, a need which emerged from the knowledge sharing workshops. In total 12 tools were developed / customised and workshopped with the TB PMU team.

- Activity 6: Written Case Studies. After motivating for additional time and resources to conduct written case studies on selected projects, BEC did further on location research and developed 7 written case studies on the following projects:
  - Aquaponics in KwaZulu Natal
  - Frere Hospital – Patient Kiosk Portal
  - Msunduzi - Micro Enterprise for Recyclables Collection
  - Limpopo Emerging Farmers Portal
  - Limpopo Offline Content School Project
  - DEA e-Waste Container - Based Community Enterprise Model
  - NMBM - High Mast Lighting Project.

# 2 Results achieved

## 2.1 Monitoring matrix

The TFF of TB does not include the usual logical framework in BTC cooperation practice. It does have a results framework as is usual in South African government practice.

| | Activities and indicators | | | Base-line and targets | | |
|---|---|---|---|---|---|---|
| | ACTIVITIES | INDICATORS OF SUCCESS | UNITY OF MEASUREMENT | BASELINE | END TARGET | END VALUE OBTAINED |
| **OVERALL OBJECTIVE: Improved front-line public service delivery** | | | | | | |
| | Improve front-line service delivery | given the timeframe and specificity of the Tirelo Bosha program, it will not be possible to measure this | | | | |
| **SPECIFIC OBJECTIVE: New ways of delivering public services by funding improvement initiatives are piloted** | | | | | | |
| | Pilot new ways of delivering front-line public services by funding new & innovative improvement initiatives | strategy/action plan for replication and/or upscaling is developed and approved | strategy | 1 | 1 | GTAC developed a robust assessment framework for replication including a detailed replication assessment guide that included characteristics to be assessed. |
| **KEY RESULT AREA 1: A Grant Facility is established and fully operational** | | | | | | |
| 1.1a | launch and evaluate Calls for Proposals | number of calls for proposals launched | cumulative number | N/A | 2 per year | First call: April 2014<br>Second Call: May 2015 |
| 1.1b | | selected grantee contracts meet the allocated budget | cumulative budget allocated to grantees (in million euro) | 0 | 8.8 million euro | First call: 1,568,345 million euro<br>Second Call: 2,797,390 million euro<br>2015 Supplementary: 2,239,275 million euro<br>Replication: 3,037,945 million euro<br>Total: 9,642,955 million euro |
| 1.1c | | number of concept notes received | number | N/A | | First call: 174<br>Second Call: 259 |
| 1.1d | | number of full applications approved for funding | number | N/A | | First call: 15<br>Second Call: 27<br>2015 Supplementary: 19<br>Replication: 8 |
| 1.1e | | percentage of applications approved for funding as to applications evaluated by the evaluation committee | number of approved applications/ number of evaluated applications, in % | N/A | | First Call: 65.2%<br>Second Call: 69.2%<br>2015 Supplementary: 79.2%<br>Replication: 100% |

| | | | | | | |
|---|---|---|---|---|---|---|
| 1.1e | | percentage of administrative compliant concept notes | number of administrative compliant concept notes/number of received concept notes, in % | N/A | | First Call: 30% Second Call: 77% |
| 1.2a | support potential applicants | number of provincial meetings providing guidance to potential applicants | number, for each Call for Proposals | 0 | 13 | First Call: Launch; Second Call Technical Workshops = 5 Advocacy Workshops = 3 PMU Workshops = 2 2015 Supplemental Technical Workshops = 3 Total = 14 |
| 1.2b | | number of concept notes (CN) administratively compliant only after receiving administrative support through mail | number of adjusted administrative compliant CN/total number of received administrative non-compliant CN, in % | 0 | | No data available |
| 1.3 | develop an M&E Plan | A Results Based Monitoring and Evaluation Plan for the program developed and approved | plan | 0 | 1 | Achieved. Please refer to section in Result Area 1 on "Develop and implement a monitoring system and support of Beneficiary Institutions" |
| 1.4 | develop an information and communication strategy | An information and communication strategy developed and approved | strategy | 0 | 1 | Please refer to Result Area 1, section on "Information campaign and Communication strategy". |
| **KEY RESULT AREA 2: New & innovative front-line public services delivery improvement initiatives are funded & implemented** | | | | | | |
| 2.1a | establish individual result frameworks and reach a common understanding between PMU-grantees | number of grantees adopting and implementing the individual result frameworks | number of adopted result frameworks/number of grantees, in % | N/A | 100% | 100% after support from the PMU |
| 2.1b | | number of site visits to grantees | number of site visits to grantees | N/A | | Total of 299 site visits were undertaken |
| 2.2a | support initiatives that are innovative and lead to better frontline public service delivery | projects of 1st Call for Proposals funded and implemented | progress in implementation according to scale (<1-11). A higher scale level is achieved when 75% of projects reach that level. | 0/11 | 11/11 | 100% = Score of 11 |
| 2.2b | | projects of 2nd Call for Proposals funded and implemented | | 0/11 | 11/11 | 88.9% = Score of 11 |
| 2.2c | | projects of 2015 Supplementary funded and implemented | | 0/11 | 11/11 | 73.7% = Score of 10 |

| | | | | | | |
|---|---|---|---|---|---|---|
| **KEY RESULT AREA 3: Sound practices and lessons learned from improved service delivery pilots are enhanced and sustained** | | | | | | |
| 3.1a | establish a data management system | grantee data/information management system approved | system | 1 | 1 | Substantial work done in building a knowledge management base for the TB Facility in terms of knowledge harvesting, transfer, storage and sharing. An offline portal is available for dumping into an existing Document Management Information System |
| 3.2a | | selection criteria for the replication/upscaling of succesful projects developed and approved | list | 1 | 1 | GTAC developed a robust assessment framework for replication |
| 3.2b | evaluate the outcomes of funded projects | number of funded and finalised projects captured in the data management system | number of projects captured/number of projects funded, in % | N/A | 100% | Offline Portal<br>7 written case studies<br>9 video project profiles<br>KM Framework and Toolkits<br>All project documentation |
| 3.2c | | number of projects in the system meeting the criteria of replication/upscaling | number of projects meeting criteria for repl-upsc/number of projects captured, % | N/A | | 9<br>4(conditional) |
| 3.3a | | number of targeted engagements with potential stakeholders in replication/upscaling | number | 0 | | There were 10 engagements |
| 3.3b | disseminate innovative ideas | number of potential stakeholders willing to participate in replication and/or upscaling | number | 0 | | 8 |
| 3.3c | | number of users of data management system | number | 0 | | No data available |
| 3.4a | | number of publications by Tirelo Bosha on lessons learned and succesful projects (incl SAF, BE and international media, newsletters, other websites) | number | 0 | | No data available |
| 3.4b | create awareness | number of publications by government entities and/or their partners publishing succesful projects | number | 0 | | No data available |

## 2.2 Analysis of results

### 2.2.1 The outcomes in relation to each of the overarching questions posed are summarized as follows (Edited Excerpt from End –term Review)

| | | |
|---|---|---|
| Has the specific objective been achieved in in line with the principle of action? | • Results 1 and 2 were achieved, but the actions identified for result 3 are not sufficient in themselves to ensure that successful practices can be strengthened and sustained.<br>• The specific objective, however: *"New ways of delivering public services by funding improvement initiatives are piloted",* can be said to have been successfully achieved in line with the principles of action. | B |
| To what extent has the outcome contributed to achieving the overall objective? | • Although front line service delivery cannot be said to have been generally improved, there is no question, that where projects have been successful, the overall objective for that particular project has been successfully achieved.<br>• A clear example of this is the DSD NPO Registration platform that has already been absorbed into the core business of the provincial department. | A |
| Did the strategic decisions have a positive outcome and contribute towards the objective? | • There is little doubt that the Tirelo Bosha concept aligned closely with government's desire to facilitate long-term service delivery improvement through the replication and scale-up of good practices and tried-and-tested innovations.<br>• However, it can be said that the specific objective was achieved within these limitations. | B |
| How has the monitoring process influenced the strategic choices that were made? | • Projects were carefully monitored, and processes strictly applied. However, the nature of innovation might require some degree of flexibility and rapid project assessment mid cycle to ensure a dynamic and responsive process.<br>• Replicability criteria were not immediately clear to the evaluators and could possibly adopt a more developmental approach to ensure that resources are used optimally. | B |
| What development processes have taken place at the different levels of actors? | • DPSA has actioned and tested a model (the Facility) that can generate and seed innovations across all three spheres of government<br>• Key partner departments such as National Treasury, COGTA and DPME have played a central role in strategically supporting the establishment and functioning of the TB Facility.<br>• Implementing partners have forged relationships and strengthened partnerships.<br>• Donor-driven processes and systems have been introduced and understood. | A |
| How can the successes be scaled up? | • Opportunities to test and innovate have been embraced by some government players<br>• There is a need to ensure that both successful and less-successful grantee projects at all three levels of government are used / showcased to demonstrate how innovation can be driven, how risks can be managed and how replication can be taken to scale;<br>• Where project champions, working in well-managed and supportive institutional environments, have very evidently driven innovation processes, these projects have tended to be better conceptualised, better managed, and better transitioned to a replication phase.<br>• Scale up will be determined not only by the success of the individual project, but also by the extent to which the institutional environment absorbs and promotes the innovation within its core business and routine planning and budgeting processes. | C |

| | | |
|---|---|---|
| What were some of the factors that **facilitated** successful interventions? | The following factors were either identified or observed during the document review, key informant interviews and site visits:<br>• Enabling the space for innovation through the implementation of a dedicated grant-making facility such as Tirelo Bosha.<br>• Providing open, competitive funding to government departments at all levels of government for experimentation and innovation in service delivery improvement.<br>• A PMU that has functioned in an open and supportive manner to all grantees through the funding cycle.<br>• Evidence-based promotion of replication and scale up where feasible.<br>• Openness of almost all stakeholders to practical, novel and innovative service delivery improvement concepts.<br>• An awareness of the actual service delivery needs of beneficiaries and designing improvement / innovation concepts around these.<br>• Providing the opportunity for government departments to pilot and demonstrate best practice.<br>• Allowing space for experimentation and risk within well-thought out limits<br>• Active involvement of government agencies as concept developers, proposal writers and as grantees.<br>• Strong levels of transparency and accountability have been demonstrated by all parties involved in the grant-making and project implementation process.<br>• In most cases the selection of grantees across sectors has been done in a strong technical manner with careful adherence to criteria set out in the calls for proposals.<br>• An emerging level of networking and collaboration between agencies and innovators across different projects. | A |
| What were some of the factors that impeded **successful** interventions? | The following factors were either identified or observed during the document review, key informant interviews and site visits:<br>• Need for more flexible, responsive planning<br>• Lack of capacity at PMU level<br>• Tedious and repetitive reporting processes<br>• Unclear criteria for replication and 2nd round grant allocation<br>• Time frame for pilots (they were not always in a position to show results within the time frame)<br>• Slow start for some pilots<br>• Bureaucratic government processes<br>- Insufficient guidance on monitoring and evaluation<br>- Knowledge management | C |
| What could have been done differently? | • Initial planning process could have been multi-disciplinary and could have included a future planning expert<br>• Earlier networking opportunities to share experiences and find synergies<br>• The theory of change with more explicit hypothesis?<br>• More flexible approach to the log frame targets and indicators (technical assistance to increase responsivity)<br>• Ongoing re-planning support<br>• Flexibility in relation to time frames<br>• Clear identification of a champion<br>• Need to ensure DPSA buy-in post donor support<br>• Clear sustainability plan at the outset<br>• Clear criteria for continued support (e.g. maths and science project) | B |

### 2.2.2 Assess the Integration of Transversal Themes in the intervention strategy

**Governance**

Governance is a critical factor for sustainable development. South Africa needs innovative approaches and pilot projects, targeting obstacles to performance in the public sector. Skills transfer is equally important to ensure the enhancement of the country's institutional capacity for sustained and effective implementation of service delivery.

Evidence of good governance practices as a transversal theme is evident in the following approaches:

- South Africa's Governance issues within the public sector are guided by the Public Finance Management Act (PFMA) and the Municipal Finance Management Act (MFMA). The work of all government entities must adhere to these regulatory frameworks:
- The PSC, in providing a strong governance framework, has worked to ensure that the projects and Facility it funded were in keeping with vital government service delivery improvement priorities.
- The PMU has also strengthened its modelling of good governance by ensuring well-monitored reporting practices across the grant portfolio, transparent selection criteria for evaluating Concept notes, commitment to improving the TB monitoring and evaluation system; and effective communication channels for all grantees.

**Gender**

Gender equality is essential to the achievement of sustainable development. South Africa is well known for its inclusive Constitution that protects the rights and equality of all South Africans who live in it, including a statutory and policy architecture designed for gender empowerment and equality.

South Africa has many laws meant to ensure equality between men and women including the Sexual Offences Act, Employment Equity Act, Promotion of Equality and Prevention of Unfair Discrimination Act etc. Among others, South Africa has acceded to the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action (BPA), the Protocol to the Charter on Human and People's Rights and the Sustainable Development Goals (SDGs).

However, according to the United Nations Development Program (UNDP), despite these enabling policies and laws, there is still a significant challenge in South Africa in ensuring that the legal and regulatory frameworks are effectively implemented and enforced.

In the Technical and Financial File for Tirelo Bosha, gender is identified as a core consideration and should be taken into account in all steps of the process, including recruitment and selection of proposals. The TB Reports from 2014 – 2017 reference gender and aim to fulfil the considerations of gender according to the TFF. As stated earlier, there is still a significant challenge in South Africa in ensuring that the legal and regulatory frameworks are effectively implemented and enforced. Tradition and culture as well as the legacy of apartheid also continue to place women in subordinate roles over men. However, women and girl children will benefit from all projects as they are geared to the improvement of whole communities.

**Environment:**

The TB Technical and Financial File notes that environment is considered as a key policy issue in South Africa. It states clearly that during the selection process Concept Notes will be screened for their environmental impact and whether they aim to contribute to the introduction of appropriate measures to reach these results. Environment, whilst not being an explicit component of the selected proposals, accounted for a quarter of the spend by sector.

Numerous projects have targeted service delivery improvement with an emphasis on environmental sustainability. These include e-waste and waste management (DEA) and energy saving projects (Helen Joseph hospital and Nelson Mandela Bay Metro).

### 2.2.3  To what extent has M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?

The different reports were analysed by the PMU, answers were provided to better explain the situation and frame the remarks of the auditors or evaluators.

All these reports and the answers to be provided were shared with the members of the Steering Committees.  Some of the recommendations were taken into account in order to improve the implementation of the project. or to limit the risks it was representing for the project

**External Audit Moore Stephens of April 2015**

All the issues that the Auditor raised received an answer/ response from TB. They are linked on financial, management, and compliance findings. A summary of it can be find in annex 4-1

**Enabel Backstopping August 2015**

As already mentioned in point 1.2, a mission was specifically involved with the question of replication and the analysis (assessment) of the results of the first batch of 14 pilots that had been implemented. The review of these pilots was based on a proven methodology to identify which projects could be replicated.

**External Audit Moore Stephens April 2017:**

All the issues that the Auditor raised received an answer/ response from TB. They are mostly linked on financial findings and a lot of explanation has been given on how the verification system of the grants works. A summary of it can be find in annex 4-2.

**Enabel Brussels Mission to Analyze BCoA Findings April 2018**

The objective this mission was:
• To analyze the finding and recommendations of the BCoA;
• To gather the needed data's in order to support the analysis;
• To complete the audit action plan with the representation;
• To analyze the corrective measures implemented since the audit took place;
• To amend the financial follow up procedures of the grants if needed

The Mission detailed their analysis for each finding and provided evidence to support their conclusions. The general conclusion is that the PMU conducts financial controls for grants that are completed. However, Enabel identified that these controls could be improved and suggested recommendations in that respect.

The other aspects examined and on which recommendations were made, ar
• Human Resources expenditure on Grantee level
• Procurement process
• Third Party Selection and SLA
• Additional Control Evidence
• Overhead
• Interest earning

More details about the analyze can be find in annex 5

**BCoA Audit April 2019**

The BCoA Report was not share with the TB PMU.

# 3   Sustainability

**Excerpt from the End Term Evaluation Report**

The Mid-Term Review found that the sustainability of the Tirelo Bosha grant facility was very positive and gave it a score A. This was based on the following findings:

- In the current economic environment innovation financing out of the voted budget is unlikely;
- Donor finance is likely to continue and NT's engagement in TB to mainstream successful ideas combined, strongly point to opportunities for sustainability South African ownership of TB design and implementation is obvious at all levels (ex: high level sustained active participation in PSC);
- Policy support is 100%;
- TB facility and pilots are firmly embedded in SA government departments and structures at all levels;
  - Capacity development in terms of promoting a culture of innovation and of using M&E as a mutual learning tool between stakeholders at facility and pilot level are at the core of interventions;
  - Socio-cultural sustainability is less obvious;
  - The extent that TB pilots are in tune with local perceptions of needs of ways of delivering and sharing benefits of public service delivery receives attention in the instructions and evaluation grids of CNs and FPs, as well as in the PIPs and the quarterly reporting;
  - The completed evaluation grids often do not show how evaluators motivate their scores and proposal evaluation and it is not an important subject in PIPs and quarterly reporting;
  - The formal monitoring and evaluation system do not include indicators of socio-cultural or administrative-political ownership.

The End-Term Evaluation is slightly less optimistic, however, and gives Tirelo Bosha a score C based on the fact that decisions about continuity at senior government level (DPSA, NT) have not as yet been taken to ensure the sustainability of this donor funded project after the funding has ended.

The PMU did not agree with the score of "C". In its response to the sustainability score of "C", the PMU provided evidence to support the view that the Tirelo Bosha Facility should have been given a score of "B". For example

*Aquaponics*
The Ethekwini Municipality has appointed a service provider to maintain the existing farm and to assess the feasibility of replication.

Further, there has been engagement with Durban University of Technology, University of Kwa- Zulu Natal and Weston Agricultural College on research and curriculum development.

*Hospital Energy Consumption*
The project unlocked an estimated R8m capital investment into the hospital and as such has been a catalyst for significant improvement and brought a higher impact than anticipated.

*Offline Content to schools without Internet connectivity: Replication Project in Limpopo*
As a result of the success of the Offline Content to schools without Internet connectivity replication project, in the 2019/2020 Financial year, the Limpopo Provincial Department of Education allocated R75 million to procure tablets, Interactive Boards and Mobile science laboratories for schools especially in the rural areas. These initiatives will progressively assist in bringing learners on par with learners from other provinces in ICT skills and the implementation of e-Learning.

The Department will identify unemployed youth in each district and train them to service, upgrade and repair this electronic equipment. The Department will partner with Technical Vocational Education and Training (TVET) colleges, private sector and other relevant stakeholders to identify and train these youth in order to create employment and equip them with relevant skills that are needed by the South African economy.

# 4   Learning: Observations, Lessons Learned and Recommendations

This section provides broader observations, lessons learned and recommendations for the programme as a whole: that emanate from GTAC's almost year-long involvement with the programme.

1. The service deliveries focus of TB Projects are extremely well distributed among different sectors and not concentrated in any particular sector. The utility sector also includes waste, water, and energy. A matrix illustrating the distribution of projects is described in **Table 3 of this report.** Recommendation:
   - It is commendable that the project targeting mechanism has been focused and accurate. The mechanism employed for targeting should be retained and enhanced if possible. However, greater emphasis should be placed on working with the municipalities to assist them with addressing service delivery challenges.

2. The Programme had developed mechanisms (including templates) for monitoring, reporting and evaluation. However, a number of grantees reported that the M&E reporting forms were "repetitive and tedious" to fill out.  Recommendations:
   - Add capacity in the Tirelo Bosha programme to support grantees with M&E issues in order to improve the quality of information generated in particular as it relates to the Results Based Framework;
   - Develop a standardised and simplified M&E Framework. It must be recognised that there are challenges in using specific indicators and metrics to evaluate what can often be diverse and unique projects;
   - Evaluation of pilots involves calling on hard data but must also be a value judgement and calls for synthesising existing evaluation methods;
   - The technical assistance workshops proved very successful in training potential applicants to develop strong project proposals and
   - Employing web based or interactive electronic systems may reduce the burden and reduce the effort required to administer TB projects.

3. While the application, quarterly reports and close out reports are comprehensive control instruments from a programme management perspective, it has been observed that content specific information and data on outcomes becomes available during evaluation sessions. Recommendations:
   - Provide guidelines on data and other information that may be required for evaluations. It should be clear that the programmes do not require the creation of additional documentation but would like to be able to access documentation and data generated during the execution of the project.
   - The planned site visits must be structured to obtain project specific information and data on outcomes.

4. In many of the pilots that have been completed, sustainability is possible but evidence is limited. This is due to the lack of requirement for a financial model for the service delivery innovation. Such a model would provide the information needed to assess affordability in the context of the social impact. Benchmark financial or performance data on existing systems are not available making comparison with the projects impossible. Traditional indicators of sustainability such pay back periods and return on investment are difficult to measure in the public-sector

environment since revenue is not always a good indicator of performance. The mechanism to measure efficiency and also deferred government expenditure needs to be incorporated into sustainability models, e.g. the return on investment on a project such as the catch and match project may in fact be significant since it will reduce future government expenditure on health care. Recommendations:

- Careful and considered planning should be undertaken at the outset to ensure that the intended outcomes are achievable and sustainable.
- Add a requirement that each project produce a cost model demonstrating the costs and related social impact of the innovation. It may be necessary to develop a template or tool to assist grantees.

5. Most projects implemented by Tirelo Bosha respond to immediate developmental challenges experienced by grantees. This leaves very little room for failure and experimentation. It reinforces the need for a programme such as Tirelo Bosha and demonstrates its effectiveness in targeting innovations to pilot. Recommendations:

- Risk Assessment and contingency plans need to be included.
- Need to be flexible and responsive to the needs of the Grantees and to the varying levels of capacity within the institutions.
- A developmental approach can optimise resources. Piloting innovative projects is clearly a catalyst for growth in innovation. With focused support, promising projects can grow and show the potential for replication or scale up. Projects that show potential but do not meet the criteria for scale up within the bounds of the project can be supported to meet the criteria and / or to secure support elsewhere. Networking and collaboration and sharing of ideas and experiences similarly support implementing partners to progress and expand.

6. The importance of "buy in" from government, stakeholders and potential implementing institutions is critical to success and sustainability. Recommendation:

- Developing a standard stakeholder engagement plan for all sectors and projects will improve stakeholder buy in into the programmes. This should be encouraged for each project as it will result in the success of the project delivery. Intergovernmental Relations (IGR) would assist in coordinating and managing relations between all spheres of government in providing support to projects and programmes. Increased communication between spheres will result in the improved support for projects and programmes.
- Engaging communities and gaining their support is important in the long-term success of the projects and programmes. The community should be involved in the implementation of projects in through training and regular information sharing.
- A well formulated stakeholder engagement model improves collaboration, coordination and communication between stakeholders. Also, institutional arrangements between implementing departments is important to ensure that projects are effectively managed.
- Innovation needs a driver or champion. Team work and cooperation within projects themselves have the potential to succeed, specifically if the team is led by a passionate driver or champion. Where projects, processes or systems have a driver or passionate change agent, the project is most likely to succeed. In combination with knowledge sharing and high-level collaboration, these projects are easily replicable and can be scaled up.
- Implementing partners are sometimes external institutions to the service delivery departments. They are also the "thought leaders" in many cases and capacity owners behind the innovation adopted. It is suspected that in certain instances particularly where partners are private sector organisations, they are cautious about their contracting relationships with the implementing entity and weary of compliance with procurement and reporting requirements. Consideration need to be given to available mechanisms to facilitate such relationships without prejudice to parties who accept risk on innovation not being prejudiced by their early participation in a project. Clear agreements need to be made with private sector partners at the outset to ensure continued use of developed products.

7. Knowledge Management. The projects funded under the Tirelo Bosha programme have generated a wealth of implementation experience, good practices and innovations.

   The projects have also demonstrated concepts and processes that have worked well, and those that have not worked as well. A Knowledge Management staffing structure and process should be put in place from the outset so that documentation, learnings and dissemination kick in as soon as projects start implementing.

8. Implementing institutions must provide evidence of management capacity which should be checked during due diligence and site visits prior to conclusion and during programme management.
   Grantees should keep the Contracting Authority informed in writing when a Project Manager resigns or is being replaced. It would be advisable to visit a project as soon as this happens in order to facilitate a smooth transition.

9. With regards to specialised projects in the ICT field, the National Government's State Information Technology Agency (SITA) or Municipal IT could be involved to provide oversight and/or final approval.

10. Mainstreaming Gender and Human Rights into Public Service Improvement Interventions (Excerpt from End-Term Review).

    Innovations and new approaches to the ways in which government and its partners deliver public services must respond to the inequalities that characterise South African society. It should be a requirement of similar future interventions that public service improvement is implemented with a very strong focus on how inequalities can be reduced / eliminated through innovative delivery platforms. Similarly, through careful risk assessment, future interventions should assess the likelihood of negative unintended consequences for already marginalised groups to avoid intensifying that very marginalisation.

11. Replication in Other Belgian-Supported Countries (Excerpt from End Term Review).

    The Tirelo Bosha programme has constituted a major investment by the Belgian government. During the evaluation process the evaluators reflected on the potential for a Facility along the lines of Tirelo Bosha to be replicated in other countries that are supported through Belgian development aid. The overall assessment of this evaluation has been that the Government of South Africa has been relatively successful in setting up and managing a grant facility for public service improvement and that the majority of the projects funded through the Facility have been managed in an accountable and efficient manner. While the service delivery terrain in South Africa is beset by numerous problems, the legislative architecture, oversight, governance and financial systems that guide public service delivery are robust. South Africa has also, over the years, established a well-structured and fertile environment for innovation across the public sector. Replication in other countries supported by Belgium would need to be dependent on some of the following factors:
    - An assessment of the legislative framework governing the public service;
    - An assessment of the oversight, governance and financial management systems that regulate public service delivery;
    - An assessment of the innovation environment within the country, and its readiness for the kind of initiatives that have been promoted under Tirelo Bosha and
    - An assessment of possible alternative delivery mechanisms where government is not ready for such an intervention – for example through a civil society or private sector mechanism.

12 Standardisation of Grant management in terms of financial monitoring and controls. The recommendations of the "Enabel Brussels Mission to Analyze Belgium Court of Auditors Findings April 2018" and the lessons learned from other financial evaluation missions should be incorporated into the Technical Financial File and the Procedural Manual.

# PART 2: Synthesis of (operational) monitoring

## 1    Follow-up of decisions by the JLCB

| | Decision | | | Action | | | Follow-up | |
|---|---|---|---|---|---|---|---|---|
| N° | Decision | Identification period | Source* | Action(s) | Resp. | Deadline | Progress | Status |
| 1 | SLA between DPSA and UNDP | Mar-14 | Minutes | DG of DPSA is continuing to have discussions with UNDP | DDG DPSA | Nov-14 | No further meetings will be held with UNDP because of its different approach to providing support to the PMU. | CLOSED |
| 2 | Work plan and budget for 2014/2015 financial year | Mar-14 | Minutes | The work plan and budget was endorsed by the PSC with the remark that the work plan should include a separate column to project the urgent needs of the programme. | DDG DPSA | May-14 | To be rectified in the next JLCB | CLOSED |
| 3 | Role of School of Government (SoG) | Aug-14 | Minutes | DPSA to initiate the contracting process for the acquisition/ sourcing of technical assistance through its procurement system. | DPSA | May-14 | Meetings held with relevant stakeholders | CLOSED |
| 4 | Role of Government Technical Advisory Group (GTAG) | Aug-14 | Minutes | PMU to work with National Treasury on how to access GTAG's  technical assistance | PMU/ IDC | Nov-14 | Meetings held with relevant stakeholders, follow-up by N Vereen and Raymond Reddy | CLOSED |
| 5 | Resignation of the Finance Officer | Aug-14 | Minutes | National treasury to fast track the finance officer's replacement | IDC | Sep-14 | National Treasury is moving fast with identifying the replacement; the Finance Officer will be on board on 18th August 2014 | CLOSED |
| 6 | Additional 8 concept notes to be approved to total at least 25 | Aug-14 | Minutes | Letters of approval of concept notes to be sent to 26 Beneficiary institutions including evaluators' comments | DDG DPSA | Aug-14 | Letters sent | CLOSED |
| 7 | Unsuccessful applications | Aug-14 | Minutes | LFetters indicating their specific administrative compliance failures will be sent. | DDG DPSA | Aug-14 | Letters sent | CLOSED |
| 8 | Re-alignment of the TFF and Beneficiary Institution (BI) Funding Agreement | Aug-14 | Minutes | • PMU to change language in the BI agreement template as per discussions • Task Team to change language in the TFF to reflect changes made in the BI agreement template. | PMU | Sep-15 | documents have been amended, now being circulated | CLOSED |
| 9 | Future calls for proposals | Aug-14 | Minutes | PMU to compile a dossier of challenges encountered and solutions and present these at the next PSC meeting | PMU | Nov-14 | Done | CLOSED |

| 10 | Programme Manager | Mar-14 | Minutes | The Programme Managers salary for the three years will be paid by the programme. | DPSA | Apr-14 | Contracted | CLOSED |
|---|---|---|---|---|---|---|---|---|
| 11 | Grant Facility Manager | Dec-14 | Minutes | This position will be added to the profile of the Finance Manager | PMU | Dec-14 | Current incumbent is recruited via DPSA processes. | CLOSED |
| 12 | Update technical Guidelines for second Call of Proposals | Apr-15 | Minutes | PMU to adjust the Guidelines to procedural manual (new themes, correct level of signature, possibility of technical support during drafting of concept notes) and to separate into two documents: concept notes and full proposals | PMU | May-15 | Guidelines amended | CLOSED |
| 13 | Website publication of selected grantees first call | Apr-15 | Minutes | publish a summarized version of the selected projects of the first call of proposals on the website of DPSA | PMU | May-15 | Publication on Tirelo Bosha website with link from website DPSA. | CLOSED |
| 14 | Evaluation approach | Apr-15 | Minutes | Adjust workplan to introduce a phase of one month (or shorter) between the deadline for concept notes and the evaluation. In this phase, the PMU will revise all concept notes and inform the applicants of matters of administrative non-compliance, to be rectified within 5 working days. | PMU | May-15 | work plan to be amended | CLOSED |
| 15 | implementation modalities | Apr-15 | Minutes | put greater emphasis on local municipalities in the correspondence letters announcing the second Call for Proposals | PMU | May-15 | Guidelines and Adverts sent to all metropolitan municipality, district municipalities and local municipalities. | CLOSED |
| 16 | GTAC Technical Assistance | Sep-15 | Minutes | develop and implement a support strategy for applicants (in absence of GTAC support) | PMU | Oct-15 | workshops are being held for succesful applicants in under-resourced provinces | CLOSED |
| 17 | Budget | Sep-15 | Minutes | reallocate budget lines A0106-A0110 to key result 2 | PMU | Oct-15 | reallocation of budget lines is finalised | CLOSED |
| 18 | CPSI | Sep-15 | Minutes | draft a formal letter to CPSI to agree on future cooperation. Follow-up on progress by CPSI on the assessment of grantee projects. | PMU | Oct-15 | letter is drafted and circulated. Active follow up is being done | CLOSED |
| 19 | Communication | Sep-15 | Minutes | develop and implement a communication plan | PMU | 16-Sep | A draft communication plan has been developed and will be shared with the Knowledge Management. All communications will be done through DPSA. | CLOSED |
| 20 | Selection of 27 projects in the second CFP | Dec-15 | Minutes | sign agreements with 2nd CFP grantees | PMU | May-16 | 26 agreements have been signed; and 1 applicant withdrew their application because they were able to source funds from within the Institution | CLOSED |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Two groupings were successful in the evaluation process | Dec-15 | Minutes | conduct workshops with the two groupings to enable further grantee selection | PMU | Apr-16 | a meeting took place with one of the groupings, the other meeting is planned to take place in the next month | CLOSED |
| 21 | Approval of audit report | Dec-15 | Minutes | develop an action plan to improve the management processes and elaborate on how te amount of site visits will be increased | PMU | 16-Apr | audit management plan finalised | CLOSED |
| 22 | Increase PMU resourcing | Dec-15 | Minutes | actively follow up on the appoint-ment of a project administrator and additional PMU support | PMU | | An Admin Assistant has been appointed. | CLOSED |
| 23 | | Dec-15 | Minutes | follow up on the availability of the knowledge management resource at NT | PMU | before next PSC | The process for the hiring of a Knowledge Management Expert is ongoing. | CLOSED |
| 24 | Increase PMU resourcing | Jun-16 | Minutes | resourcing of grants officer | DPSA/ Enabel | 16-Aug | The GFM has been contracted. | CLOSED |
| 25 | | Jun-16 | Minutes | M&E resource | DPSA/ Enabel | before next PSC | A scope of work will be developed by the close of the next reporting quarter | CLOSED |
| 26 | Amendments to procedural manual and TFF | Jun-16 | Minutes | circulate amended documents amongst TTM for approval | PMU | 16-Jun | Amendments will be circulated by the end of the next reporting quarter | CLOSED |
| 27 | Additional applications | Jun-16 | Minutes | invite unsuccessful concept notes with high relevance (2015 CFP) and successful concept note applications that did not submit full applications and organise an evaluation committee. | PMU | 16-Aug | A technical assessment Panel and an evaluation Committee were convened and a final decision on funding took place on 29 November 2016. | CLOSED |
| 28 | Strategic session on Tirelo Bosha program | Jun-16 | Minutes | Organise a strategic session on Tirelo Bosha program. | PMU | 16-Aug | This session will no longer take place given that the programme will close in June 2019. | CLOSED |
| 29 | Financial monitoring | Jun-16 | Minutes | Prepare an overview of spending pattern and commitment and discussion document on spending of interest. | PMU | 16-Sep | to be tabled at next PSC | CLOSED |
| 30 | Replication | Jun-16 | Minutes | Organise a replication assessment for the first batch of finalised 2014 projects | PMU | 16-Aug/Sept | A service provider has been appointed. Assessment started in October 2016 and reports for the first two pilots have been received | CLOSED |
| 31 | Increase resourcing on M&E | Nov-16 | Minutes | Finalise the Terms of Reference for the M&E resource in the first week of Feb, to allow the person coming on board latest March 2017. | PMU | 17-Feb | Ongoing | CLOSED |
| 32 | Approval of 19 2015 supplemental applications | Nov-16 | Minutes | Communicate the outcome of the evaluation process and PSC decisions to all applicants | PMU | 16-Dec | | CLOSED |

| 33 | | Nov-16 | Minutes | Engage in agreements with the 19 successful applications, while managing the risk posed by a change in administration | PMU | 17-Mar | Information is requested from the applicants which will feed into the grant agreements. The agreements are targeted to be signed by the DG of DPSA by mid-Feb, after which they will be circulated to the grantees. 18 agreements were signed. | CLOSED |
|----|---|--------|---------|----|-----|--------|----|--------|
| 34 | Grantee support and innovation | Nov-16 | Minutes | Organise workshops to bring officials and relevant persons from different institutions who submitted similar proposals together. | PMU | 2017 | Sectoral knowledge sharing workshops have been conducted as part of the Knowledge Management exercise. | CLOSED |
| 35 | The Midterm Programme Review was approved and the proposed actions are to be executed as agreed. | Nov-16 | Minutes | Execute the recommendations as agreed | PMU | 2017 | | CLOSED |
| 36 | Approval of the proposed budget re-alignment, including a transfer of E200.000 from budget line A0207 to Enabel managed funds. Also take the formalisation of the interest transfer and payment frequency at the 10th PSC. | Nov-16 | Minutes | Enabel to formalise these decisions and processes by formal letter to National Treasury. | Enabel | 17-Jan | | CLOSED |
| 37 | increase PMU resourcing | Nov-16 | Minutes | Extend the contract of the Junior Technical Assistant with three months | Enabel | 17-Feb | | CLOSED |
| 38 | | Nov-16 | Minutes | The positions of all other PMU members will be funded until March 2019. Enabel is to send a formal confirmation letter | DPSA and Enabel | | | CLOSED |
| 39 | Two DEA projects approved for replication | Feb-17 | Minutes | Enter into replication agreements | PMU | 31-Aug | The two agreements have been signed. | CLOSED |
| 40 | Organise a strategic session on the Tirelo Bosha Programme | Feb-17 | Minutes | Prepare and circulate a concept note on the strategic session, including the objectives, format and stakeholders. | PMU | next PSC | See 28 above. | CLOSED |
| 41 | Two projects for the Western Cape Department of Social Development and Limpopo Economic Development have been approved for replication | Jun-17 | Minutes | Enter into replication agreements | PMU | 31-Jul | Agreements finalized | CLOSED |
| 42 | Request interest from NT | Aug-17 | Minutes | Review the pipeline at the end of September 2017 and claim interest from NT in October | PMU | 31-Oct | The interest has been received. | CLOSED |

| 43 | De-commitments | Aug-17 | Minutes | Follow up with DPSA legal unit on the legality to de-commit funds from DCOG and CPSI agreements | PMU | 31-Aug | Agreements have expired, so there is no need to inquire with the legal unit | CLOSED |
|---|---|---|---|---|---|---|---|---|
| 44 | Projected expenditure report | Aug-17 | Minutes | Forward projected expenditure report up to 31st Dec 2017 to Enabel | PMU | 18-Aug | Report sent | CLOSED |
| 45 | Recommended replication applications for approval | Aug-17 | Minutes | Enter into replication agreements with the three approved projects | PMU | 31-Aug | Agreements were signed with WC Dept of Health, with WC Dept of Human Settlements and Dr Beyers Naude Municipality. | CLOSED |
| 46 | Recommended replication applications for approval | Aug-17 | Minutes | Seek no objection letter from Enabel for entering into these agreements | PMU | 25-Aug | No objections were obtained | CLOSED |
| 47 | Delayed DEA replication agreements | Aug-17 | Minutes | Follow up with DEA to submit documentation for finalization of agreements | PMU | 18-Aug | Documentation has been submitted | CLOSED |
| 48 | Knowledge Management expert | Aug-17 | Minutes | Follow-up on finalization of the procurement process by Enabel | Enabel | 15-Sep | Knowledge Management expert has been appointed and an inception report has been drafted. | CLOSED |
| 49 | Request interest from NT | Nov-17 | Minutes | Follow-up on process of requesting interest from National Treasury | PMU | 17-Nov | The interest has been received. | CLOSED |
| 50 | DEA replication agreements + outstanding information | Nov-17 | Minutes | Write letter to DEA and make follow-up as appropriate on signing the agreements and providing the necessary documents | PMU | 24-Nov | Agreements have been signed and the necessary documents received | CLOSED |
| 51 | Provide feedback to GTAC | Nov-17 | Minutes | Provide feedback to GTAC on inputs provided by PSC members | PMU | 17-Nov | Feedback has been provided to GTAC | CLOSED |
| 52 | Develop ToR for GTAC | Nov-17 | Minutes | Develop ToR for GTAC's additional technical services | PMU | 30-Nov | ToR for GTAC's additional services have been developed | CLOSED |
| 53 | Facility Overall Budget | Nov-17 | Minutes | Review the Facility Overall Budget and circulate it to all PSC members | PMU and Enabel | 30-Nov | Budget has been reviewed and circulated | CLOSED |
| 54 | Approval of budget modification | Nov-17 | Minutes | Facility Budget line-item Z_04_03 to be increased by € 40 000 | Enabel | 30-Nov | Budget line item has been increased | CLOSED |
| 55 | Moore Stephens Audit | Nov-17 | Minutes | Send responses to the audit findings. Circulate revised responses to PSC members once received | PMU and Enabel | 30-Nov | Revised responses circulated to PSC members and forwarded to Enabel for onward transmission to Brussels | CLOSED |
| 56 | Court of Auditors report - verification of supporting documents | Nov-17 | Minutes | Verify supporting documents held at service providers of government institutions in terms of their SLAs with Tirelo Bosha grantees | PMU | 31-Mar | This action is no longer relevant because of the recommendations from the Enabel consultant report on the Court of Auditors findings | CLOSED |
| 56 | Court of Auditors report - additional resource to assist with verification | Nov-17 | Minutes | Contract of Enabel project administrator to assist with the verification of supporting documents for Tirelo Bosha | Enabel | 31-Mar | Laetitia Visagie was contracted by Enabel from 16th November 2017and will provide part time assistance to Tirelo Bosha. Her contract will end in June 2019. | CLOSED |

| 57 | Knowledge Management expert | Nov-17 | Minutes | Follow-up on the appointment of a Knowledge Management Expert | Enabel | 14-Nov | Knowledge Management expert has been appointed. | CLOSED |
|----|---|---|---|---|---|---|---|---|
| 58 | Budget Modifications - additional replications | Apr-18 | Minutes | Assess possibility of contracting GTAC for fast-tracked assessments | Enabel | | This action was no longer relevant since the PSC did not approve further replications. | CLOSED |
| 59 | Budget Modifications - additional replications | Apr-18 | Minutes | Engage with project managers to enquire about feasibility of a fast replication process | PMU | | Project managers were asked about feasibility of a fast replication process and replication proposals were received. | CLOSED |
| 60 | Court of Auditors report - draw up action plan | Apr-18 | Minutes | Draw up action plan based on Enabel finance expert's recommendations. The action plan was incorporated into the final report of Finance Review report by an independent consultant. | Enabel | | none | CLOSED |
| 61 | Approval of the Programme Work Plan | Apr-18 | Minutes | Include proposal for hiring additional capacity in the budget modifications | PMU | | Workplan approved. | CLOSED |
| 62 | Approval of a new Memorandum of agreement (MoA) with the Government Technical Advisory Centre (GTAC) | Apr-18 | Minutes | Finalise new MoA with GTAC | PMU | 15-May | The MOA with GTAC is no longer feasible given the limited time remainig before the programme closes. | CLOSED |
| 63 | Organise a strategic session on the Tirelo Bosha Programme | Apr-18 | Minutes | Enquire about availability of PSC members for November and early December 2018 | PMU | | See 28 above. | CLOSED |
| 64 | Budget modifications - hiring additional capacity | May-18 | Minutes | Send job specifications for compliance officer to NT | PMU | 29-Jun | The scope of work has been finalized and was forwarded to Enabel for funding. | CLOSED |
| 65 | Budget modifications | May-18 | Minutes | Provide adequate justification for reallocation within the Final Budget Usage Report as well as within the Regie budget line-items | PMU | | Were presented at the next PSC meeting. | CLOSED |
| 66 | Budget modifications - extending Knowledge Management contract | May-18 | Minutes | Receive clarification from Brussels on extending the KM contract | Enabel | | The contract can only be extended by up to 10% of the original cost. | CLOSED |
| 67 | Budget modifications - extending Knowledge Management contract | May-18 | Minutes | Submit detailed plan on allocation of additional budget within the KM contract | Enabel | | A contract extension of 10% until the end of October was approved for production of 6 written case studies. | CLOSED |
| 68 | Enabel consultant report on Court of Auditors findings | May-18 | Minutes | Provide an updated version of the report and action plan by the Enabel consultant | Enabel | | The report was finalised and its recommendations are being implemented by the PMU. | CLOSED |
| 69 | Approved replication application Nelson Mandela Bay Municipality | May-18 | Minutes | Request a no objection letter for the ZAR 10 million NMBM replication project | Enabel | 22-Jun | The no objection letter was received and sent to the PMU. | CLOSED |

| 70 | Approved replication application Nelson Mandela Bay Municipality | May-18 | Minutes | Start the grant making process and disburse the first tranche by the first week of July 2018 | PMU | 06-Jul | The agreement was finalised and is awaiting signature from DPSA DG. | ONGOING |
|---|---|---|---|---|---|---|---|---|
| 71 | Hiring an additional resource for the PMU | Sep-18 | Minutes | Finalise Process of hiring an additional resource for the PMU. | Enabel | 05-Oct | The selection of the candidate has been finalized. | CLOSED |
| 72 | Training for the PMU | Sep-18 | Minutes | Take up discussions with Enabel in Brussels on the issue experienced with the PMU training requests. | N.Vereen & L.Janssens | | Training for DPSA Director and Tirelo Bosha programme Manager were not approved by Enabel Brussels. National Treasury and Enabel SA to discuss further. | CLOSED |
| 73 | Approved budget reallocations | Sep-18 | Minutes | Submit detailed report with approved budget reallocations to Enabel. | PMU | | Done | CLOSED |
| 74 | Approved budget reallocations | Sep-18 | Minutes | Send budget projections until the end of the facility to National Treasury. | PMU | | Done | CLOSED |
| 75 | Limpopo projects launch event | Sep-18 | Minutes | Send budget breakdown and division of tasks for the Limpopo launch to PSC members for approval by Round-Robin. | PMU | | A budget breakdown was received, but the PMU is still awaiting further communications from the organising institution. | ONGOING |
| 76 | Nelson Mandela Bay Municipality Replication Agreement | Sep-18 | Minutes | Follow-up on the NMBM agreement and get it signed by DPSA. | Raymond Reddy | | Agreement in the DG's office for signature. | OPEN |
| 77 | New MoA with GTAC | Sep-18 | Minutes | Identify ways of procuring the most urgent components of the GTAC Agreement through Enabel. | Enabel | | MOA in the DG's office for signature. | OPEN |
| 78 | Organise a strategic session on the Tirelo Bosha Programme | Sep-18 | Minutes | Find out availability of PSC members for the strategic workshop. | PMU | | It is linked to 77 above. | OPEN |
| 79 | Provide breakdown of Personnel Cost line-item of the Financial Require-ments spreadsheet to PSC | Feb-19 | Minutes | Breakdown of Personnel Cost was submitted to PSC members | PMU | 12 Feb 19 | Breakdown of Personnel costs were presented to the next PSC meeting held on 28 May 19 and will be continuously updated. | OPEN |
| 80 | Project with challenges: Lejweleputswa Development Agency | Feb-19 | Minutes | If outcome of project visit is negative, PMU to revert back to PSC and close LDA project. Get legal opinion from DPSA legal unit on issue with LDA service provider. | PMU | 22 Feb 19 | Project challenges were resolved and the final tranche for LDA was paid and closed. | CLOSED |
| 81 | Project with challenges: Thaba Chweu Municipality | Feb-19 | Minutes | NT and CoGTA to take up discussions with the Municipality to ensure compliance. Send a communication from DPSA DG to the Municipality. Get legal opinion from DPSA legal unit | NT & COGTA | Urgently | Project challenges were resolved. Thaba Chweu Municipality refunded DPSA with an amount of ZAR 489,708 (Tranche 2 &3) on 26-April. DPSA will transfer the money to National Treasury. | CLOSED |

| 82 | Project with challenges: DEA Solid Waste. | Feb-19 | Minutes | Discuss further monitoring of DEA solid waste project beyond expiry date of 28 Feb 19 | PMU NT & Enabel | | Item to be discussed and decided upon in the 17th PSC Meeting | OPEN |
|---|---|---|---|---|---|---|---|---|
| 83 | Administrative close-out. | Feb-19 | Minutes | Finalise full administrative close-out of 15 projects which have received final tranches | PMU | 28 Feb 19 | Delays in receiving documents from Grantees and Beneficiary Institutions caused a delay in close-out of projects. | OPEN |
| 84 | Limpopo Launch. | Feb-19 | Minutes | Finalise dates for launch from Minister's office | PMU | Urgently | The Limpopo Launch of five Tirelo Bosha Projects totalling R15 061 675 took place of Friday 08 March 19. It was attended by the DG of the DPSA, Ambassador of the Embassy of Belgium in SA and the Resident Representative of Enabel SA. | CLOSED |
| 85 | Final reconciliation of the Tirelo Bosha budget at National Treasury including arranging a meeting for RR and GS with Denise Marais of National Treasury | Feb-19 | Minutes | Request through e-mail to Denise Marais of National Treasury to provide an updated schedule for Capital spent, Surrendered amounts and Interest earned on Tirelo Bosha. An additional schedule must be provided to show the cash flow and how the amounts were calculated for Interest. | NT | 06 June 19 | Reports were reconciled… | Closed |
| 86 | Recovery of a Salary over-payment to the former PMU Manager | Feb-19 | Minutes | DPSA to action the recovery of the April Salary paid to the PMU Manager and inform National Treasury when the transaction was successful and inform Enabel accordingly | DPSA | 14 June 19 | DPSA Finance provided documentation showing that the reversal was done. | CLOSED |
| 87 | DEA Solid Waste Project | Feb-19 | Minutes | Finance Officer to reconcile DEA Solid Waste payments against invoices already received. | GS | 03 June 19 | Final Reconciliation was done. | CLOSED |
| 88 | DEA Solid Waste Project | Feb-19 | Minutes | DEA project must be capped to the first tranche amount of R3.1 million, based on the reconciliation of the invoices already submitted by DEA to the Tirelo Bosha PMU. | PSC | 03 June 19 | The DEA was informed via official communication. | CLOSED |
| 89 | Audits (BCoA and Final Audit) | Feb-19 | Minutes | Resident Representative will enquire from Enabel Brussels if the BCoA and Final Audit Reports could be shared with DPSA and National Treasury for comments. | LJ | 29 May 19 | BCoA and Final Audit Reports will be noted at the Final PSC Meeting | CLOSED |
| 90 | Tirelo Bosha Final Report | Feb-19 | Minutes | The Tirelo Bosha Final Report to be submitted to Enabel for comments. First draft to be completed. | RR | 14 June 19 | Final Draft will be shared with Members at the next PSC scheduled for 11 July 2019 | CLOSED |

# 2   Disbursement of the project: Specific modality

As shown in the table below, the part carried out in co-management ("national execution" in South Afric) had 3 sources of funding:

- the co-managed part of the total budget initially of € 10,33 millions (or 154.781.973 Zar- column A) for which Enabel has transferred € 8,5 millions (127.047.716 Zar -column B);
- the interest generated by these € 8.5 million on the RDP (Reconstruction and Development Programme) account of National Treasury for an amount of 7.593.839 Zar (column C);
- A part of the Belguim General Portfolio which was a fund consisting of interest on interest generated on balances from old projects financed by Belgium. It is located in National Treasury, who is doing the financial follow-up and reporting on the BGF. AN amount of 7.209.240 Zar (column D) was utilised to finance the last part in co-management. In 2019, an exchange of letter was signed between DGD and National Treasury allocating the final expenditures in co-management.

| | | | Budget Item | Mode | Original Budget (A) | | Final Expenditure | | Transfer from Enabel - Alloca-tion /budgetline (B) | | Interest - Allocation per budgetline (C) | | Belgium General Portfolio - Alloca-tion/ | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **DPSA MANAGED Budget Usage Report - As at 30 June 2019** |
| A | 01 | 03 | Definition of information and communication strategy | CO | R | 493.381 | R | - | | | | | | |
| A | 02 | 03 | Evaluate the outcomes of the Improvement initiatives  (GTAC) | CO | R | 1.317.600 | R | 1.251.040 | R | 1.251.040 | | | | |
| A | 02 | 04 | Launching calls of proposals | CO | R | 212.625 | R | 200.378 | R | 200.378 | | | | |
| A | 02 | 06 | Selection of improvement initiatives(including study tours, consultancies, conferences…) | CO | R | 363.283 | R | 23.724 | | 23.724 | | | | |
| A | 02 | 07 | Implementation of improvement inititives | CO | R | 132.345.780 | R | 127.882.138 | R | 114.627.967 | R | 6.330.418 | R | 6.923.752 |
| A | 03 | 01 | Establish a data management system | CO | R | 1.212.427 | R | - | | | | | | |
| A | 03 | 02 | Analyse the results of the experiences | CO | R | 909.320 | R | - | | | | | | |
| A | 03 | 03 | Disseminate innovative experiences and results | CO | R | 1.212.427 | R | - | | | | | | |
| X | 01 | 01 | Budgetary Reserve | CO | R | 3.031.068 | R | - | | | | | | |
| Z | 02 | 04 | Missions | CO | R | 1.455.791 | R | 620.668 | R | 594.191 | R | 19.578 | R | 6.899 |
| Z | 02 | 07 | Consultancy | CO | R | 1.873.383 | R | 671.338 | | | R | 671.338 | | |
| Z | 04 | 01 | Assistant Technique - Programme Manager (Gvt) | CO | R | 4.693.149 | R | 5.501.245 | R | 5.240.265 | R | 221.268 | R | 39.712 |
| Z | 04 | 02 | Grants /Finance Manager | CO | R | 2.857.358 | R | 2.875.074 | R | 2.629.603 | R | 120.995 | R | 124.476 |
| Z | 04 | 05 | Administrative Assistant (Gvt) | CO | R | 439.200 | R | 453.019 | R | 409.563 | R | 18.680 | R | 24.775 |
| Z | 04 | 06 | Grants Facility Manager | CO | R | 2.365.180 | R | 2.372.172 | R | 2.070.984 | R | 211.563 | R | 89.625 |
| | | | **Sub-Total** | | **R** | **154.781.973** | **R** | **141.850.795** | **R** | **127.047.716** | **R** | **7.593.839** | **R** | **7.209.240** |
| Z | 02 | 14 | Interest - Balance at NT | | R | - | R | -67.472 | R | - | R | -67.472 | R | - |
| Z | 02 | 14 | Interest - Transferred to DPSA | | R | - | R | -7.526.367 | | | R | -7.526.367 | | |
| Z | 02 | 15 | Interest from Belgium General Portfolio transferred to DPSA | | R | - | R | -3.611.125 | | | | | R | -3.611.125 |
| Z | 02 | 15 | Interest from Belgium General Portfolio at NT - To transferred to DPSA | | R | - | R | -3.598.115 | | | | | R | -3.598.115 |
| | | | **Grand Total** | | **R** | **154.781.973** | **R** | **127.047.716** | **R** | **127.047.716** | **R** | **-** | | **R 0** |

This means that the Belgian contribution in co-management is € 8,5 millions

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# 3 Personnel of the intervention

| Personnel (title and name) | Gender (M/F) | Duration of recruitment (start and end dates) |
|---|:---:|:---:|
| National personnel put at disposal by the Partner Country: Director: Donor Funding and Special Projects: Raymond Reddy | M | to 30 June 2019 |
| Support personnel, locally recruited by Enabel: Programme Manager: Moti Motshwane | M | 05 April 2015 to 31 March 2019 |
| Support personnel, locally recruited by Enabel: Grants Facility Manager: Tshepo Kgoloane | M | 12 December 2016 to 31 May 2019 |
| Support personnel, locally recruited by Enabel: Finance Officer: Gcotyiswa Shumane | F | 26 January 2015 to 30 June 2019 |
| Support personnel, locally recruited by Enabel: Administration Officer: Hlengiwe Masindane | F | 18 August 2014 to 08 March 2019 |
| Support personnel, locally recruited by Enabel: Project Support Officer: Conrad Sebego | M | 18 October 2018 to 15 April 2019 |
| Support personnel, locally recruited by Enabel: Project Officer Enabel: Laetitia Visagie | F | 15 October 2017 to 30 June 2019 |
| International Personnel (outside Enabel): | | None |
| International experts (Enabel): Junior Assistant: Helena Berge | F | 05 April 2015 to 30 June 2017 |
| International experts (Enabel): Junior Assistant: Marina Lamparter | F | 03 April 2017 to 31 March 2019 |

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# 4   Public procurement

| Procurement Number | Name of Service Provider | Name of Intervention | Amount ZAR/EUR | Status |
|---|---|---|---|---|
| | GTAC (Go-Management) | Replication Assessment of Tirelo Bosha Public Service Improvement Facility | ZAR 90 000 | Closed |
| SAF062 | Black Earth Consulting (REGIE) | A Knowledge Management Expert for Tirelo Bosha Public Improvement Facility | EUR 85 000 | Extended |
| SAF062 | Black Earth Consulting (REGIE) | A Knowledge Management Expert for Tirelo Bosha Public Improvement Facility - **Extension of Contract** | EUR 7 150 | Closed |

# 5   Public agreements

| N° | Grant Number | Name of Grantee | Name of Intervention | Amount ZAR | Status |
|---|---|---|---|---|---|
| **2014 Call for Proposals** | | | | | |
| 1 | TB/CFP/1/2014/0017 | City of Cape Town | The design and implementation of an area based service delivery learning intervention | 1 500 000 | Closed |
| 2 | TB/CFP/1/2014/0029 | City of Tshwane | Smart Connect - Resolving service delivery problems/challenges | 1 973 260 | Closed |
| 3 | TB/CFP/1/2014/0030 | DEA | Pre-conference work and National conference with all Government stakeholders on managing SA Government e-Waste | 2 000 000 | Closed |
| 4 | TB/CFP/1/2014/0054 | DEA | Integrated e-Waste Processing -Illembe municipality | 1 950 000 | Closed |
| 5 | TB/CFP/1/2014/0059 | DEA | New England road Landfill Waste beneficiation technology assessment and increase environmental and waste awareness and collection campaign | 1 930 000 | Closed |
| 6 | TB/CFP/1/2014/0083 | WC DoH | Catch and Match | 1 275 897 | Closed |
| 7 | TB/CFP/1/2014/0115 | CPSI | Energy saving and management model for state hospitals | 1 600 000 | Closed |

| 8 | TB/CFP/1/2014/0129 | Cape Winelands District Municipality | Research on long term settlement of farm workers | 1 300 000 | Closed |
|---|---|---|---|---|---|
| 9 | TB/CFP/1/2014/0130 | WC DoSD | Not for profit organization management system | 1 100 000 | Closed |
| 10 | TB/CFP/1/2014/0137 | DoST (Umkhanyakude district KZN) | Computer Assisted learning to support maths and science instruction | 2 000 000 | Closed |
| 11 | TB/CFP/1/2014/0152 | LEDET | Offline content to schools without internet connectivity | 1 456 000 | Closed |
| 12 | TB/CFP/1/2014/0154 | Matthew Goniwe School of leadership and Governance | Using technology to service special and full-service schools in Gauteng | 1 935 000 | Closed |
| 13 | TB/CFP/1/2014/0157 | Matthew Goniwe School of leadership and Governance | Towards an innovative service delivery model in education: the case for the simulation centre in education | 1 700 000 | Closed |
| 14 | TB/CFP/1/2014/0166 | Nelson Mandela Bay Municipality | LED street lighting | 1 986 019 | Closed |
| 15 | TB/CFP/1/2014/0170 | WC DoHS | GPS enhancement to the WC housing demand database (WCHDDB) | 446 333 | Closed |
| **2015 Call for Proposals** | | | | | |
| 16 | TB/CFP/2/2015/0225 | Ethekwini Metropolitan Municipality | Aquaponics Farm | 1 947 422 | Closed |
| 17 | TB/CFP/2/2015/0228 | Department of Cooperative Governance | Revitalisation of Distressed Mining Towns through Capacity Building of Front-line Municipal Officials | 1 687 000 | Closed |
| 18 | TB/CFP/2/2015/0229 | Nelson Mandela Bay Municipality (NMBM) | Community-based Model for Waste Bylaw Enforcement | 1 741 960 | Closed |
| 19 | TB/CFP/2/2015/0236 | South African Qualifications Authority | Digitization of pre-1992 Senior Certificate Records | 306 835 | Closed |
| 20 | TB/CFP/2/2015/0236 / EXTENSION | South African Qualifications Authority | Digitization of pre-1992 Senior Certificate Records | 1 693 040 | Closed |
| 21 | TB/CFP/2/2015/0308 | Department of Health KwaZulu-Natal | South African Sign Language (SASL) Training to Frontline Staff | 1 698 100 | Closed |

| 22 | TB/CFP/2/2015/0320 | Limpopo Department of Economic Development, Environment & Tourism (LEDET) | Biodiversity Information Management System (BIMS) | 1 380 500 | Closed |
|---|---|---|---|---|---|
| 23 | TB/CFP/2/2015/0321 | Limpopo Economic Development Agency | Development and population of the Limpopo Public Access Heritage Database | 1 546 000 | Closed |
| 24 | TB/CFP/2/2015/0324 | Sedibeng District Municipality | Vereeniging Licensing Centre; Licencing Revitalisation Program. Improving Citizen Experience, Layout of Facility and Citizen Flow | 1 961 040 | Closed |
| 25 | TB/CFP/2/2015/0331 | Limpopo Department of Public Works, Roads and Infrastructure (LDPWR) | Research on Alternative Building Construction Materials | 2 000 000 | Closed |
| 26 | TB/CFP/2/2015/0336 | Dr Beyers Naude Municipality (Camdeboo) | Water Conservation/Demand Management | 1 595 990 | Closed |
| 27 | TB/CFP/2/2015/0337 | City of Tshwane Metropolitan Municipality | Testing an ICT-Driven E-Bike project to improve Municipal Transport Service Delivery | 1 999 066 | Closed |
| 28 | TB/CFP/2/2015/0340 | City of Tshwane Metropolitan Municipality | Improve service delivery through use of hearScreen solution | 1 922 493 | Closed |
| 29 | TB/CFP/2/2015/0344 | City of Cape Town | Models for evaluating and improving Municipal Waste Collection | 925 000 | Cancelled |
| 30 | TB/CFP/2/2015/0359 | Dr Kenneth Kaunda District Municipality | Integrated Water Pump and Water Treatment plant Maintenance Management System Implementation | 1 997 400 | Closed |
| 31 | TB/CFP/2/2015/0369 | Centre for Public Service Innovation | Reduction and Prevention of Crime and theft of ICT Equipment in schools through Pro-activation of SAPS, CPF and mobilization of communities through ICT | 1 974 400 | Closed |
| 32 | TB/CFP/2/2015/0386 | Frere Hospital | Improving quality of patient care at FH by extending the Innovative Frere Clinical kiosk Platform to provide Medical Care Teams and Patients improved access to patient information | 834 340 | Closed |

| 33 | TB/CFP/2/2015/0387 | Department of Cooperative Governance | Integration of GAPSKILL and Water-skills skills Audit Systems | 1 900 000 | Cancelled |
|---|---|---|---|---|---|
| 34 | TB/CFP/2/2015/0390 | Frere Hospital | To provide more premature babies in the Central Region of the EC Province the opportunity to develop normally. | 1 368 400 | Closed |
| 35 | TB/CFP/2/2015/0391 | Human Sciences Research Council (HSRC) | Improving electricity and Water service Delivery in Gugulethu by strengthening Citizen Engagement (Cape Town) using the community scorecard approach | 1 706 480 | Closed |
| 36 | TB/CFP/2/2015/0421 | SALGA | Municipal Benchmarking Initiative for Water Services | 1 750 150 | Closed |
| 37 | TB/CFP/2/2015/0422 | WC Department of Cultural Affairs and Sport | Social Inclusion Programme | 1 050 192 | Closed |
| 38 | TB/CFP/2/2015/0429 | City of Cape Town | Withdrawn | | Withdrawn |
| 39 | TB/CFP/2/2015/0433 | City of Tshwane (Research and Innovation) | Tshwane Safety Mobile App | 2 000 000 | Closed |
| 40 | TB/CFP/2/2015/0443 | The Council For Scientific and Industrial Research (CSIR) | Indigent Register and Service Delivery Platform | 2 000 000 | Closed |
| 41 | TB/CFP/2/2015/0452 | National Department of Human Settlements | Training for Municipal Officials and Councillors on the Rental Housing Amendment Act | 1 483 000 | Closed |
| 42 | TB/CFP/2/2015/0455 | Lesedi Local Municipality | Lesedi Customer Service Centre | 2 000 000 | Closed |
| 43 | TB/CFP/2/2015/0464 | South African Qualifications Authority | Digitization of Records of Teacher Qualifications | 55 291 | Closed |
| 44 | TB/CFP/2/2015/0464 / EXTENSION | South African Qualifications Authority | Digitization of Records of Teacher Qualifications | 555 705 | Closed |
| **2015 Calls for Proposals Supplementary** | | | | | |
| 45 | TB/CFP/2/2015/0310 | Newcastle Local Municipality | Newcastle Municipal reporting system | 2 000 000 | Closed |
| 46 | TB/CFP/2/2015/0205 | COGTA Mpumalanga | Development of the e-participatory governance and land use management ICT system | 1 999 000 | Closed |

| 47 | TB/CFP/2/2015/0212 | North West University | we-DELIVER: holistic service delivery to older people in local government through ICTs | 1 800 000 | Closed |
|----|--------------------|-----------------------|---------------------------------------------------------------------------------------|-----------|--------|
| 48 | TB/CFP/2/2015/0214 | Stellenbosch Municipality | maximising social impact through participatory geo-mapping of community priorities | 1 910 000 | Cancelled |
| 49 | TB/CFP/2/2015/0223 | Joe Gqabi DM | Information systems development for enhanced service delivery | 1 944 700 | Closed |
| 50 | TB/CFP/2/2015/0266 | City of Tshwane | Batho Pele App | 1 849 700 | Closed |
| 51 | TB/CFP/2/2015/0271 | KwaZulu Natal Department of Health, Tele-Health and ICT | Research project for the empowerment of rural clinics (WoundHub) | 1 259 040 | Closed |
| 52 | TB/CFP/2/2015/0277 | KwaZulu Natal Department of Health, Tele-Health and ICT | Tele-radiology network (Radiology) | 1 998 000 | Closed |
| 53 | TB/CFP/2/2015/0278 | The Innovation Hub | Open Data SA - openness for impact | 2 000 000 | Closed |
| 54 | TB/CFP/2/2015/0300 | Pixley Ka Seme | Establishment of an Integrated Municipal Information Systems (IMIS) for Pixley Ka Sime District and upgrading of computer hardware in compliance with the Municipal Standard Chart of Accounts (MSCOA) | 2 000 000 | Closed |
| 55 | TB/CFP/2/2015/0307 | Lejweleputswa Development Agency | Technology Innovation Hub | 2 000 000 | Closed |
| 56 | TB/CFP/2/2015/0319 | Limpopo Economic Development Agency | Development of emerging farmers portal and mobile application | 1 845 000 | Closed |
| 57 | TB/CFP/2/2015/0320 | Limpopo Department of Economic Development, Environment & Tourism (LEDET) | Biodiversity Information Management System (BIMS) | 1 380 500 | Closed |
| 58 | TB/CFP/2/2015/0348 | Thaba Chweu Municipality | Customer care and contact centre | 2 000 000 | Closed |
| 59 | TB/CFP/2/2015/0381 | Ray Nkonyeni Municipality | Migration of Desktop GIS Enterprise GIS | 2 000 000 | Closed |

| 60 | TB/CFP/2/2015/0438 | Department of Water and Sanitation | piloting sanitation technologies that use greywater in an informal settlement | 2 000 000 | Cancelled |
|---|---|---|---|---|---|
| 61 | TB/CFP/2/2015/0440 | Nelson Mandela Bay Municipality | Local Governance Innovation System | 0 | Withdrawn |
| 62 | TB/CFP/2/2015/0441 | City of Tshwane | Smart Connect vNext | 1 879 400 | Closed |
| 63 | TB/CFP/2/2015/0460 | Lesedi Local Municipality | business improvement to Lesedi Local Municipality customer care | 2 000 000 | Closed |
| 64 | TB/CFP/2/2015/0461 | Cogta National | Closing the loop: Innovative ideas for an effective community complaints management system | 2 000 000 | Cancelled |
| **2016 Calls for Proposals Replication** | | | | | |
| 65 | TB/CFP/R/2017/0054/ R001 | Department of Environmental Affairs | Replication: e-Waste | 8 386 474 | Closed |
| 66 | TB/CFP/R/2017/0059/ R001 | Department of Environmental Affairs | Replication: Community Enterprise | 5 402 680 | Closed |
| 67 | TB/CFP/R/2017/0083/ R001 | Western Cape - Department of Health | Replication: Catch and Match | 3 568 276 | Closed |
| 68 | TB/CFP/R/2017/0130/ R001 | Western Cape - Department of Social Development | Replication: Not for profit (NPO) organization management system | 3 385 000 | Closed |
| 69 | TB/CFP/R/2017/0152/ R001 | Limpopo Economic Development Agency (LEDA) | Replication: Offline content to schools without internet connectivity | 8 290 175 | Closed |
| 70 | TB/CFP/R/2017/0170/ R001 | Western Cape - Department of Human Settlement | Replication: GPS enhancement to the WC housing demand database (WCHDDB) | 3 367 490 | Closed |
| 71 | TB/CFP/R/2017/0336/ R001 | Dr Beyers Naude Municipality (Camdeboo) | Replication: Water Conservation/Demand Management | 4 500 000 | Closed |
| 72 | TB/CFP/R/2018/0166/ R001 | Nelson Mandela Bay Metropolitan (NMBM) | Energy Efficiency Smart Grid Initiative | 9 884 259 | Closed |

# 6   Equipment

| N° | Grant Agreement | Equipment type | Cost | | delivery date | | Remarks |
|---|---|---|---|---|---|---|---|
| | | Tangible and/or Intangible | Budget ZAR | Real Cost ZAR | Budget Date | Real Date | |
| 1 | TB/CFP/1/2014/0029 City of Tshwane Smart Connect - Resolving service delivery problems/challenges | Intangible: ICT Web Application | 1 973 260 | 1 236 500 | March 2015 | March 2017 | Real cost excludes man hours |
| 2 | TB/CFP/1/2014/0130   WC DoSD - Not for profit organization management system | Intangible: ICT Management System | 1 100 000 | 1 074 771 | March 2015 | July 2017 | Real cost excludes transport, training |
| 3 | TB/CFP/1/2014/0154 Matthew Goniwe School of Leadership and Governance - Using technology to service special and full-service schools in Gauteng | Intangible: SIASA Software (Learners with barriers to learning) | 1 935 000 | 1 260 000 | March 2015 | Jan 2017 | |
| 4 | TB/CFP/1/2014/0157 Matthew Goniwe School of Leadership and Governance - Towards an innovative service delivery model in education: the case for the simulation centre in education | Intangible: Simulation Centre | 1 700 000 | 1 597 120 | March 2015 | March 2017 | Real cost excludes WBS, Project Charter |
| 5 | TB/CFP/1/2014/0059 DEA - New England Road Landfill Waste Beneficiation | Tangible: Vehicle and Trailer. Safety Gear. Crane Scale. Platform Scale. | 390 000 | 253 727 | April 2015 | July & Aug 2015 | Equipment included in overall Equipment & Operating Costs |
| 6 | TB/CFP/1/2014/0083 WC DoH - Catch and Match | Tangible: Tablets and low-end Android Handsets | 135 120 | 32 000 | March 2015 | Feb & March 2016 | Budget for Assets included in Equipment and Supplies |
| 7 | TB/CFP/1/2014/0137 Department of Science & Technology KZN  Computer Assisted learning to support maths and science instruction | Tangible: Desktop Computers: 40 X each for four Mobile Laboratories | 1 221 852 | 1 238 884 | April 2015 | July & Aug 2015 | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 8 | TB/CFP/1/2014/0152 LEDET - Offline content to schools without internet connectivity | Tangible: Laptops, Projectors, External Hard Drives, Wireless Access Point and Tablets | 1 552 000 | 1 521 821 | March 2015 | Dec 2015 Oct 2016 | |
| 9 | TB/CFP/1/2014/0166 NMBM - LED street lighting | Tangible: High Mast Street Lighting 400W LED Floodlights | 479 520 | 479 520 | April 2015 | Aug 2015 | |
| 10 | TB/CFP/1/2014/0170 WC DoHS - GPS enhancement to the WC housing demand database | Tangible and Intangible: GPS Hardware, Desktop PC | 446 333 | 15 507 | April 2015 | July 2016 | The Trimble GEO devices; Field Inspector Hand-held software were supplied by the City of Cape Town not by TB |
| 11 | TB/CFP/2/2015/0205 COGTA Mpumalanga - Development of the e-participatory governance and land use management ICT system | Intangible: ICT System for e-Participatory Governance, Land Use Management | 1 999 000 | 1 204 000 | March 2017 | | Real cost excludes Project Planning, User and Business Requirements |
| 12 | TB/CFP/2/2015/0212    North West University | we-DELIVER: holistic service delivery to older people in local government through ICTs | 1 800 000 | 207 000 | March 2017 | Oct 2018 | Software Development included in the Training and Presentation Budget |
| 13 | TB/CFP/2/2015/0223    Joe Gqabi DM - Information systems development for enhanced service delivery | Intangible: Computer, Network, Server and ICT System | 1 944 700 | 1 606 597 | March 2017 | March 2018 | Real cost excludes Transport, Accommodation |
| 14 | TB/CFP/2/2015/0225 EThekwini Metropolitan Municipality – Aquaponics Farm | Tangible: Container office, office equipment, Aquaponics farm and related equipment | 839 000 | 855 000 | Aug 17 April 2019 | Feb 2019 | Budget for Assets included in Equipment and Supplies |
| 15 | TB/CFP/2/2015/0266 City of Tshwane – Mobile Batho Pele Application (Digital Platform for Public Participation) | Intangible: Mobile Application | 1 849 700 | 1 329 300 | July 2017 | June 2018 | Real cost excludes Human Resources, Knowledge Sharing |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 16 | TB/CFP/2/2015/0271   KZN DoH, Tele-Health and ICT Research project for the empowerment of rural clinics (Wound Hub) | Tangible: Installation of Wound Hub Machines, Medical Compressors, Instrument Sets, Digital Camera | 726 000 | 113000 | March 2017 | Dec 2018 | Budget includes patenting costs |
| 17 | TB/CFP/2/2015/0277   KZN DoH, Tele-Health and ICT – Tele-radiology Network (Radiology) | Tangible & Intangible: Purchasing  and installation of a Tele-radiology Network | 1 747 000 | 1 707 000 | March 2017 | April 2017 | |
| 18 | TB/CFP/2/2015/0278   The Innovation Hub - Open Data SA populated with Government Datasets made accessible to the public | Intangible: ICT Open Data Portal | 2 000 000 | 1 568 100 | March 2017 | Dec 2018 | Real cost excludes Sourcing & Cleaning of Datasets, Hackathons, Maintenance |
| 19 | TB/CFP/2/2015/0300 Pixley Ka Seme - Establishment of an Integrated Municipal Information Systems (IMIS and upgrading of computer hardware in compliance with the Municipal Standard Chart of Accounts | Intangible: Computer Equipment, Software, ICT Information System | 2 000 000 | 1 615 000 | March 2017 | Dec 2018 | Real cost excludes User Requirement Document, Training |
| 20 | TB/CFP/2/2015/0307 Lejweleputswa Development Agency    - Technology Innovation Hub | Tangible & Intangible: PC Hardware, Projector, Screen | 470 000 | 570 820 | March 2017 | Feb 2019 | Budget for Assets included in Equipment and Supplies for Furniture and Fittings |
| 21 | TB/CFP/2/2015/0310 Newcastle Local Municipality -Municipal reporting system | Intangible: ICT Reporting System | 2 000 000 | 1 050 000 | March 2017 | July 2018 | Real cost excluded Business & Technical Requirement, Awareness Campaign |
| 22 | TB/CFP/2/2015/0319    LEDA - Development of Emerging Farmers' Portal and Mobile Application for access to market information | Tangible & Intangible: Mobile Portal, Laptops, Server | 1 845 000 | 885 6000 | March 2017 | Dec 2018 | Real cost excludes User Requirement Specification, Training |

| 23 | TB/CFP/2/2015/0320   LEDET - Biodiversity Information Management System (BIMS) | Intangible & Tangible: Application Server, High-end Desktop Hardware, Database Design, Development | 1 380 500 | 1 324 500 | May 2016 | Jan 2019 | Real cost excludes Venue, Catering, Sundry Costs. Hardware was supplied by LEDET and not TB |
|----|----|----|----|----|----|----|----|
| 24 | TB/CFP/2/2015/0321 LEDA - Development and population of the Limpopo Public Access Heritage Database | Tangible & Intangible: Database Server, Application Server, GPS Equipment, Laptops, Scanners and Printers | 816 000 | 633 423 | July 2017 | July 2018 | Budget for Assets included in Equipment and Supplies |
| 25 | TB/CFP/2/2015/0336 Dr Beyers Naude Municipality (Camdeboo) - Water Conservation/Demand Management | Tangible: Water Metering Equipment | 1 595 990 | 45 640 | Aug 2016 | April 2017 | Budget for Services include Water Metering Equipment |
| 26 | TB/CFP/2/2015/0337  City of Tshwane - Testing an ICT-Driven E-Bike project to improve Municipal Transport Service Delivery | Tangible: Electric bicycles, GPS tracking devices, installation of racks and kiosk | 563 753 | 291 402 | May 2016 | Feb 2017 | Budget for Assets included in Equipment and Supplies |
| 27 | TB/CFP/2/2015/0340 City of Tshwane - Improve service delivery through use of hearScreen solution | Tangible & Intangible: Community-based Mobile Hearing Testing Services Equipment | 1 9221 492 | 1 190 739 | May 2016 | April 2017 | Budget for Assets included in Equipment and Supplies |
| 28 | TB/CFP/2/2015/0359 Dr Kenneth Kaunda District Municipality - Integrated Water Pump and Water Treatment plant Maintenance Management System Implementation | Tangible: Integrated Pump and Water Treatment Plant | 666 600 | 1 072 200 | Aug 2016 | May 2017 | |
| 29 | TB/CFP/2/2015/0369 CPSI - Reduction and Prevention of Crime and theft of ICT Equipment in schools through Pro-activation of SAPS, CPF and mobilization of communities through ICT | Tangible & Intangible: Personal Alarms, Police Sector Alarms, | 1 325 000 | 567 559 | Aug 2016 | April 2017 | Budget for Assets included in Equipment and Supplies |

| 30 | TB/CFP/2/2015/0381 Ray Nkonyeni Municipality - Migration of Desktop GIS Enterprise GIS | Intangible: GIS Data Collection, Peripheral Hardware/Software | 738,000 | 561,847 | March 2017 | Aug 2018 | Real cost includes Testing, Testing Reporting |
|----|-----------------------------------------------|-----------------------------------------------|---------|---------|-----------|-----------|---------------------------------|
| 31 | TB/CFP/2/2015/0386 Frere Hospital EC - Improving quality of patient care through extending the Frere Clinical Kiosk Platform to provide improved access to patient information | Tangible & Intangible: Equipment Installation and Configuration | 693 400 | 747 604 | May 2016 | Aug 2017 | Real cost includes training |
| 32 | TB/CFP/2/2015/0390 Frere Hospital - To provide more premature babies in the Central Region of the EC Province the opportunity to develop normally. | Tangible & Intangible: Equipment for simulation and training (Computer, Desk, Chairs, Paediatric Equipment) | 1 228 800 | 1 228 744 | May 2016 | Nov 2017 | |
| 33 | TB/CFP/2/2015/0422 WC DoCAS - Social Inclusion Programme | Tangible: Sport Equipment | 448 000 | 359 355 | Aug 2016 | Dec 2017 | |
| 34 | TB/CFP/2/2015/0433 City of Tshwane (Research and Innovation) - Tshwane Safety Mobile App | Tangible & Intangible: Mobile Application, Computer Equipment, Flat Screen TV | 839 000 | 839 000 | May 2016 | June 2017 | |
| 35 | TB/CFP/2/2015/0441 City of Tshwane - Smart Connect vNext | Intangible: Software Development | 1 359 000 | 1 359 000 | July 2017 | Nov 2018 | |
| 36 | TB/CFP/2/2015/0443 CSIR - Indigent Register and Service Delivery Platform | Tangible & Intangible: Procurement of Kiosk and Handheld Device and set-up | 300 000 | 209 239 | June 2016 | April 2017 | |
| 37 | TB/CFP/2/2015/0455 Lesedi Local Municipality - Customer Service Centre | Tangible: Kiosk Equipment (Touch Screen Computer, PC Box, Kiosk Printer) | 250 000 | 244 266 | Aug 2016 | June 2018 | |
| 38 | TB/CFP/2/2015/0460 Lesedi Local Municipality - Business Improvement of | Tangible: Digital Analogue Equipment | 115 000 | 116 708 | March 2017 | June 2018 | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Lesedi Local Municipality Customer Care Centre | (Field Radios, Automation) | | | | |
| 39 | TB/CFP/R/2017/0054/ R001 DEA Replication: e-Waste | Tangible: Fitted Contai-ners for six waste sites. 20 Laptops for six schools | 6 468 750 | 6 165 056 | Nov 2017 | June 2019 Feb 2019 | |
| 40 | TB/CFP/R/2017/0059/ R001 DEA Replication: Community Enterprise | Tangible: Computers, Machinery, Equipment, Vehicles | 1 239 866 Updated PIP May 19 | 1 239 866 | Oct 2017 | Feb 2019 | |
| 41 | TB/CFP/R/2017/0083/ R001 WC DoH Replication: Catch and Match | Tangible & Intangible: Digital Health App, Computer Equipment, Medical Scales, Cell Phones, Projectors, Office Furniture | 321 462 | 321 462 | Sept 2017 | Dec 2019 | |
| 42 | TB/CFP/R/2017/0152/ R001 LEDA Replication: Offline content to schools without internet connectivity | Tangible: eLearning Resources, Laptops, Wireless Hubs, Data Projectors | 5 237 720 | 5 222 601 | Aug 2017 | Jan 2018 June 2018 | |
| 43 | TB/CFP/R/2018/0166/R001 NMBM Energy Efficiency Smart Grid Initiative | Tangible & Intangible: Equipment & Services, Configuration of Equipment | 7 238 122 | 7 238 122 | Oct 2018 | Feb 2019 | |
| 44 | TB/CFP/R/2017/0170/ R001 WC DoHS Replication: GPS enhancement to the WC housing demand database (WCHDDB) | Tangible and Intangible: Drones, Tablets, Laptops, Trimble, Data upload to Informal Settlement Register | 649 729 | 464 978 | Sept 2017 | Feb 2019 | |
| 45 | TB/CFP/R/2017/0336/ R001 Dr Beyers Naude Municipality (Camdeboo) Replication: Water Conservation/Demand Management | Tangible: Water Metering Equipment | 1 364 600 | 109 744 | Sept 2017 | Nov 2018 Jan 2019 | Budget includes Acoustic Leak Detection, Training of Local Plumbing Teams, Community Awareness |

# 7  Original Logical Framework from TFF:

Because of the nature of Tirelo Bosha the Strategic Orientation did not include a Logical Framework but rather an Intervention Strategy supported by specific Underlying Principles.

## 7.1  Intervention Strategy

The intervention strategy of Tirelo Bosha is to develop and implement a grant Facility that will support a range of targeted initiatives, aimed at building the capacity of the South African Public Service for improved frontline service delivery, i.e. services directly delivered to the public.

The Facility will become a national programme – called Tirelo Bosha - open to all spheres of government (i.e. national, provincial and local governments). The current Belgian contribution will serve to launch the new initiative but the programme will continue after the Belgian support has ceased. Hence sustainability of the programme will be an issue from the start. Other donors could join the Facility at any time.

The Facility will contribute to the improvement of frontline public service delivery by stimulating and supporting improvement initiatives at all levels, including capacity development and training, business processes and systems related to service delivery improvement. Whilst emphasis will be put on initiatives that introduce innovative ways of doing things, the overall emphasis of the Facility will be to support those initiatives that demonstrate sound and feasible support mechanism to improve frontline public service delivery in South Africa.

In this context "capacity" refers not only to increasing the individual capacities of public servants but also to strengthen organisations and build institutions (e.g. introducing new models, methods, technologies, systems, processes and strategies). The Facility will rather focus on the latter.

The Facility should be a flexible instrument that supports a wide range of initiatives, such as:
- studies (e.g. needs analysis, training gaps, feasibility, prospecting suppliers);
- exchange programmes & study tours;
- establishment of partnerships and technical networks;
- consultancies;
- training sessions;
- testing new or improved technologies;
- seminars / conferences / workshops

The Facility wants to learn from experiences, both successful and unsuccessful ones. The goal is not to support as many initiatives as possible (since this could lead to perverse selection) but to learn from the processes and results. The replication of successful improvement initiatives (roll-out, scaling-up) will be crucial for improved public service delivery, but this is beyond the facilities' mandate and responsibility.

This process will be financed from the national and provincial budget of South Africa. It does not exclude the role of the private sector and other actors interested in taking the improvement initiatives forward.

## 7.2  Underlying Principles

The underlying principles of the Facility are:

- To install a demand driven approach in order to assure that local stakeholders are engaged in the determination of needs and strategies;
- To focus on supporting pilot improvement initiatives during a limited duration which should render results within 18 months;
- To accept a degree of risk and failure as a way to promote learning and innovation;

- To assure a degree of flexibility in order to be able to respond rapidly to challenges and opportunities;
- To support initiatives that have the potential for replication, roll-out and/or scaling-up (applicability / multiplier effect / transferability);
- To assure equal access for all spheres of government (national, provincial & local governments);
- To foster institutional cooperation and the development of long-lasting partnerships (development of partnerships) in support of national, regional and international technical networks;
- To aim for an efficient management of the fund;
- To integrate the Facility within the South African system and align with its institutional priorities;
- To develop implementation modalities that
  o are fully aligned to the institutional context of South Africa
  o support local ownership and leadership;
  o enhance management capabilities and technical expertise of South African institutions and individuals.

# 8   Tools and products

*In this annex, mention any material on the effects of the intervention or any experiences gained with the application of specific methods or tools.*

A Tirelo Bosha Knowledge Management Expert was contracted to develop and implement a Knowledge Management Strategy and provide technical assistance for the Tirelo Bosha (TB) Program that will allow for shared knowledge and lessons learned and leverage this knowledge management strategy to introduce niche areas and tools to enhance visibility of the Program.

- The Council for Scientific and Industrial Research - Indigent Register and Service Delivery Platform
- Limpopo Economic Development Agency - Development of emerging farmers portal and mobile application- Frere Kiosk
- Joe Gqabi District Municipality - Information systems development for enhanced service delivery
- Human Sciences Research Council - Improving Electricity and Water service Delivery in Gugulethu by strengthening Citizen Engagement (Cape Town) using the community scorecard approach
- Limpopo Economic Development Agency Replication: Offline content to schools without internet connectivity
- North West University, Vaal Triangle Campus - we-DELIVER: holistic service delivery to older people in local government through ICTs PSC and Tirelo Bosha Bosha Overview
- Western Cape Department of Social Development - Replication: Not for profit (NPO) organization management system
- Western Cape Department of Health - Catch and Match
- Frere Hospital EC - Improving quality of patient care through extending the Frere Clinical Kiosk Platform to provide improved access to patient information

Document on M&E approach/system of such a program;

Annual reports.

# Annex 1: Assets

1 A: Detailed List of Intangible Assets

1 B: Detailed List of Tangible Assets


Because of the size of Annexure 1, it is attached to the Final Report as a separate document.


Summary of the funding of Equipment by Tirelo Bosha:

Intangible Assets:  ZAR 26,233,119

Tangible Assets:    ZAR 23,277,723

Total:              **ZAR 49,510,842**

## Annex 2-1: Summary of findings- OECD-DAC criteria

| Result area | OECD-DAC Criteria | Score | Explanation |
|---|---|---|---|
| 1: A grant facility to support initiatives to improve public service delivery *is established and implemented* | Relevance | A | Highly relevant within the context of South Africa's move towards both improving service delivery and responding to the fourth industrial revolution. Successful projects illustrated a significant contribution to a need |
| | Efficiency | B | The PMU was not adequately staffed to effectively support the number of projects selected for funding, but within these constraints, were open and supportive to the needs of the project implementers |
| | Effectiveness | A | The outcome to pilot new ways of delivering public services by funding improvement initiatives was achieved. Outcomes were largely positive and responsive. |
| | Impact | A | Overall the PMU has successfully supported projects to test innovative ideas and show positive impact on front line service delivery (Frere Hospital projects and Tele-radiology). |
| | Sustainability | B | While the model is replicable for other multi-sector government interventions, some adjustments will need to be made. The project needs a committed champion within government and ring-fenced funds to remain sustainable as a model |
| 2: New and Innovative ways of public service delivery are *piloted* | Relevance | A | The themes for the calls for proposals were in general relevant to the government's service delivery mandate and aligned with the government's commitment to both improve front line service delivery and to engage effectively in the "4th industrial revolution". The project innovations have been well-conceptualised and designed to establish service delivery improvements within the context (rural, peri-urban and urban). |
| | Efficiency | B | The innovation criteria, although equitably applied, could perhaps have considered reach and applicability within the possibilities of technology |
| | Effectiveness | A | Grant proposals were directly aligned to the development issues in South Africa as well as those pronounced in the National Development Plans and the State of the Nation Address |
| | Impact | B | The indicators were largely target based and could have been more focused on the objectives of the intervention. However, the outcomes of the |

| Result area | OECD-DAC Criteria | Score | Explanation |
|---|---|---|---|
| | | | successful (as well as the non-successful) pilot projects have illustrated that the model directly aligns with the need to find more innovative ways of delivering front line service |
| | Sustainability | A | Good practice and lessons learnt are well documented and illustrated in practice. The project has provided many examples of projects that can and should be replicated and up-scaled. The Knowledge Management reporting, however, pointed out that a key barrier to the execution of the TB communications plan has been the lack of capacity at the DPSA. |
| 3: Sound practices and lessons learned for improved public service delivery are enhanced and sustained | Relevance | B | While the study for replication of projects was considered based on the GTAC report, the criteria for replication were not sufficiently clear. |
| | Efficiency | B | The extent to which the grant funded interventions have been integrated into departmental standard operations, is not easily measurable within the constraints of this review, but clear examples of integration exist, specifically where the project has impacted at a systems level |
| | Effectiveness | A | The opportunity for testing innovative ideas or for expanding on opportunities has provided a sound base for good practice and replicability options |
| | Impact | B | Where replications enjoy support in the government partner and has a champion, the projects will be successfully rolled-out. However, in the absence of the buy-in and support of the partner institution problems will be encountered. In many of the pilots that have been completed, sustainability is possible but evidence is limited. |
| | Sustainability | B | Where projects (processes, systems, etc.) are absorbed into the standard operations of the departments, they will be sustained. This is however, dependent on the relevant department creating the budget line for continuation of the intervention and including it in the government plans and strategies |

# Annex 2-2: Overall assessment in relation to the theory of change

| Project element | Score | Explanation |
|---|---|---|
| ***Overall project objective (Impact):*** Front-line public service delivery is improved | A<br>Very good | Frontline service delivery was clearly shown to have been improved where certain pilot projects were implemented and are in line with government priorities. Successful pilot projects can effectively be used as examples of good practice and recommendations are drawn from these. Successes were found in all three levels of government |
| ***Specific Objective (Outcome):*** New ways of delivering public services by funding improvement initiatives are piloted | A<br>Very good | Projects testing innovative ways of delivering services were piloted |
| ***Result Area 1:*** A grant Facility to support initiatives to improve public service delivery is established and implemented | A<br>Very good | The grant facility was established and implemented, and targets reached:<br><br>• Calls for proposals launched<br>• Applications approved for funding<br>• Monitoring and Evaluation plan developed |
| ***Result Area 2***: New and innovative ways of public service delivery are piloted | A<br>Very good | New and innovative ways of public service delivery were piloted, and targets reached:<br><br>• individual results frameworks developed<br>• site visits conducted<br>• pilots selected for replication |
| ***Result Area 3:*** Sound practices and lessons learned for improved public service delivery are enhanced and sustained | C<br>Problems | Evidence found sound practices and valuable lessons learned, but it is unclear the level to which these were / will be enhanced and sustained:<br><br>• projects meeting criteria for replication (no target established)<br>• users of data management system (no DMS established)<br>• pilots selected for replication<br>• publications (some publications, but no target identified)<br>• pilots upscaled by government (unclear)<br><br>*(Please refer to the PMU's response to this finding under the sections on Knowledge Management which provides details of the work done in building a knowledge management base for the TB Facility in terms of knowledge harvesting, transfer, storage and sharing. The PMU believes that the overall assessment should be scored "B".)* |

## Annex 3: Overall summary evaluation

| DAC criterion | Score | Explanation |
|---|---|---|
| **Relevance** | **A**<br>**Very good** | The TB Facility was well placed and highly relevant in relation to the South African government's policies, strategies and priorities, and its efforts to streamline public service delivery and to integrate and harness the potential of technology. Tirelo Bosha aligned well with the NDP vision that the national system of innovation is about networks and partnerships[2] as well as with the DPSA Strategic Plan 2015-2020 of investigating appropriate and alternative pubic administration delivery models through knowledge management and best practices, as well as leading the Public Service in the e-Enablement of five services for improved service delivery and access by 2020[3]. |
| **Efficiency** | **B**<br>**Good** | The TB Facility demonstrated that it was an efficient mechanism for facilitating the development, testing and implementation innovative projects to improve front line service delivery that could be used more widely and scaled up where necessary. Some improvements could be made in relation to finding ways to circumvent bureaucratic processes and in equipping the PMU with sufficient staff and an effective data / project management system. Bureaucratic delays might have been mitigated with more innovative "future" planning at the outset |
| **Effectiveness** | **B**<br>**Good** | With regard to providing the space to test and innovate service delivery improvement projects, the TB Facility was highly effective. Successes demonstrated how innovation could be used to streamline a system and to use evidence for effective planning. Some improvements could be made in relation to knowledge sharing and information dissemination. The Theory of Change (ToC) was found to be somewhat limited and could have been developed in a way that foregrounded the service delivery changes that were desired to ensure that the intended service delivery improvements were achieved. |
| **Impact** | **B**<br>**Good** | Where projects were successful, positive and sustained impact can be illustrated – particularly, where the project was able to impact at a systems level. Valuable lessons have been learned and there are several examples of good practice that can be replicated. Several successful projects should be scaled up to broaden the impact. Although the impact is rated good there is at present insufficient evidence to be able to analyse and appreciate any degree of impact. While individual projects have brought about important institutional, |

| DAC criterion | Score | Explanation |
|---|---|---|
| | | operational and implementation changes the actual effects on users (beneficiaries) have not been fully tested. In retrospect the limitations identified in the Theory of Change for the TB Facility meant that measurement beyond the outcome level of results would not be possible. |
| **Sustainability** | **C**<br><br>**Problems** | **At the project level:** Where projects have intervened at a *systems* level, they will be sustained (e.g. Frere hospital). Projects with a champion or driver within government will find traction. Projects lacking an interested and committed partner appear to struggle to remain functional (aquaponics, hospital energy consumption). Clear agreements need to be made with private sector partners at the outset to ensure continued use of developed products (HearScreen).<br><br>**At the Facility level:** Without government commitment and a focused approach to promoting innovation using the Tirelo Bosha model, the TB Facility has little chance of being sustained and this needs to be addressed. Elections will take place on the 08th May 2019 and it is likely that an incoming government will be restructured to meet contemporary governance needs. The current president is committed to the concept of the 4th Industrial Revolution and this may offer possibilities of a Tirelo Bosha-type facility under the next MTSF for 2019-2024.<br><br>*(Please refer to the PMU's response to this finding under Section 3: Sustainability)* |

# Annex 4-1: External Audit Moore Stephens April 2015

The Auditor raised the following issues to which TB responded:

- Financial Finding 1: DEA Applicant implementation not in line with the application guidelines ZAR 168,150.

  Response to FF1: The finding is noted. DPSA will communicate with the Department of Environmental Affairs. However, according to the Service Level Agreements between SDB Holdings PTY LTD and Department of Environmental Affairs signed on 16 April 2015, SDB was engaged as a project management and administration vehicle for the department on the three projects. SDB could not have been mentioned in the application because at the time of signing of the agreement, the SDB contract was being discussed. We have subsequently received all documentation that was unavailable during the audit from the Department of Environmental Affairs.

- Financial Finding 2: All financial reports provided for all three projects by the DEA all included VAT.

  Response to FF 2: The subject Vat claim was not submitted to DPSA for processing and in terms of the agreement, any VAT claim that is received from the beneficiary will be disallowed.

- Financial Finding 3: Interest received not disclosed in project's accounts Amounts unspecified.

  Response to FF 3:
  •At Grantees Level, the Agreement and the Procedure Manual are silent on this matter. DPSA will incorporate the interest clause in future agreements.
  •At Bilateral Level, interest received is dealt by Article 9.5 of the Specific Agreement.
  •DPSA will contact National Treasury for an update on the current interest earned and to also formalize the process of adding these interest amounts to the project budget.

- Management Finding 1: Transactions not supported by documentation

  Response MF 1: The issue of lapsed dates of two agreements will be dealt with at the PSC meeting. DPSA is in communication with the beneficiaries in question. During the last PSC meeting held on 29 September 2015, a decision was taken to extend the expiration dates of all agreements by 3 months because of the 3 months payment delay at the beginning of implementation period.

- Management Finding 2: Lack of monitoring of the grants

  Response MF 2: Since the audit site visit, additional number of reports were received which reduced the number of outstanding reports per this finding.

  1st Quarter Reports not yet received to date represent 13% (2/15) of beneficiaries and, 2nd Quarter Reports not yet received to date represent 20% (3/15) of beneficiaries.

  The PMU will devise a system that will remind it to timeously request reports from grantees and also ensure that grantees comply with the request. The response to the matter of 2 projects whose implementation period has elapsed has been dealt with under Management Control finding no.1

- Management Finding 3: Weaknesses within the call for proposal leading to non-transparency issues

  Response to MF 3:
  1. It is not necessary for the Call to be advertised on National Treasury website, however, the Procedure Manual will be amended as appropriate (see management control finding No.5)
  2. Finding is noted. However, PMU had staff challenges as there was only one employee at the time.

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3. Finding is noted. Special care will be taken to ensure that all forms are secured after been signed.

4. Finding is noted. Special care will be taken to ensure that all forms are secured after been signed.

5. Finding is noted. Although members of the PSC are not required in terms of the procedural manual to sign confidentiality, the issue will be raised in the next PSC and resolved.

6. Finding is noted. The Procedure Manual will be amended to reflect new changes including signing of letters by the DG to participating departments.

7. Finding is noted. All clarifications, whether done by phone and/or email, will be documented and filed in the future.

8. Finding is noted. The listing of approved applications (including name and number) by the PSC will be made in future PSC minutes.

9. Finding is noted. The chairperson of the PSC will approve all evaluation reports.

10. Finding is noted. All decisions on re-scoring will be done and documented in the future

11. Finding is noted. PMU will double check the calculations of evaluation committee to ensure that points add up in the future

12. Clarifications of budgets that are not in line with grant agreements will be documented in the future

13. Finding noted; Grant Agreement templates will be amended accordingly.

- Management Finding 4: Failure of administration check not reported

Response to MF 4: Finding is noted. PMU will make sure that changes to amounts are documented and filed.

- Management Finding 5: Updating of the Procedure Manual

Response to MF 5: The findings are noted. Once relevant departments have been identified by the PMU, signed letters by the DG are sent to these departments asking them to nominate officials who will serve on the evaluation committee/s.  The departments then send names which are reviewed by the PMU.  During the PSC meetings, the evaluation report, which includes these names, is presented. By approving the evaluation report, the PSC also approves the given names. The Procedure Manual will be amended to correct the discrepancies.

- Management Finding 6: Updating of the Grant Agreement

Response to MF 6: The findings are noted. Grant Agreements templates will be amended to incorporate the findings.

- Management Finding 7: Weaknesses within the filing system

Response to MF 7: Finding is noted and the subject finding has been rectified. The weakness in both manual and electronic filing will be rectified.  It should be noted that the PMU is short-staffed.  The administration assistant was only appointed on 18/08/2014.

- Compliance Finding 1: Pre-financing not paid within 45 days from the date of a signed and original payment request

Response to CF 1:  The finding is noted. Legal articles will be complied with in the future.

## Annex 4-2 : External Audit Moore Stephens April 2017:

The Auditor raised the following issues to which TB responded:

- Financial Finding 1: Ineligible VAT included in the costs of the project amounting to € 845,44

  Response to FF1: Finding is noted. The VAT amount of € 845,44 charged to the project will be reversed by 30th November 2017. In addition, the PMU will identify if additional VAT amounts were charged to the Facility and reverse them as appropriate

- Financial Finding 2: Two items of expenditure on PMU costs not for project purpose

  Response to FF 2: The finding is noted. The stipulated amounts will be reversed by 30th November 2017.

- Financial Finding 3: Amounts disbursed but not used by the sub-grantee

  Response to FF 3: Finding is noted. DPSA periodically reviews and adjusts its accounting records on a monthly basis. A schedule of de-commitments was approved during the Facility Programme Steering Committee (PSC) meeting held on 11 August 2017. Draft minutes of the meeting were forwarded to the Auditors by BTC South Africa. It is imperative to note that the PSC approves all commitments and therefore, all de-commitments need to be first approved by the PSC before adjustments can be made. The amounts listed as "Balance paid back to project" were used to fund 2 new agreements with South African Qualification Authority and the Project Financial Report was adjusted accordingly on 31 August 2017. We therefore, recommend that: (a) the amounts above be revised to reflect the correct figures and (b) the finding be expunged as the issue has been dealt with and closed.

- Financial Finding 4: Overstated commitments

  Response to FF 4: Finding is noted. DPSA periodically reviews and adjusts its accounting records on a monthly basis. A schedule of de-commitments was approved during the Facility Programme Steering Committee meeting held on 11 August 2017. Draft minutes of the meeting were forwarded to the Auditors by BTC South Africa. It is imperative to note that the PSC approves all commitments and therefore, all de-commitments need to be first approved by the PSC before adjustments can be made. The amounts listed as Balance were de-committed and the Project Financial Report was adjusted accordingly on 31 August 2017. We therefore, recommend that: (a) the amounts above be revised to reflect the correct figures and (b) the finding be expunged as the issue has been dealt with and closed.

- Management Finding 1: Inadequate visibility

  Response to MF 1: The comment is noted. DPSA will ensure that BTC name is mentioned in the future.

- Financial Finding 5: Grants - It appears that no financial control of any grant ever took place.

  Response to FF5: Where the grantee (government entity) procures goods and services directly, DPSA requires submission of supporting documentation before payments can be made. The process for payments is detailed below.

  The DPSA Payment process for the payment of Grants:
  1. Grant Disbursement Request Form is completed and signed by Grantee and PMU.
  2. Internal Memo from PMU requesting approval for release of funds is written and signed as proof that all necessary documents were received and checked including deliverables.
  3. Transmittal letter is received from the Grantee certifying that services were rendered / goods were received.
  4. Deliverables are reviewed before payment can be processed.

5. The PMU signs a letter approving that deliverables were received and reviewed and that they comply with the terms of the Project Implementation Plan (PIP).

6. The PIP together with the Grant Agreement are attached on the payment batch.

7. Invoices and other supporting documents are checked against the deliverables on the PIP and once these are validated, payment process resumes.

8. In cases where there is a disallowance (i.e. due to Vat, invoice not submitted or previous tranche not spent in full etc.), this is indicated on the Reconciliation of Invoices and deducted in from the payment.

9. Final payments are only made once all supporting documents have been received and reconciled with the approved budget.

Documents required for the payment of the second tranche

1. Grant Disbursement Request Form signed by Grantee and PMU.
2. Internal Memo from PMU requesting approval for release of Funds.
3. PIP
4. Grant Agreement
5. Transmittal Letter from the Grantee indicating their satisfaction on services rendered/Goods delivered
6. Attachment A from PMU indicating that deliverables were reviewed by the PMU
7. Deliverable(s)
8. Invoice(s)
9. Sundry Payment Advice

Documents required for the third tranche

1. Grant Disbursement Request Form signed by Grantee and PMU
Letter from PMU approving requesting approval for release of Funds
2. PIP
3. Grant Agreement
4. Transmittal Letter from the Grantee indicating their satisfaction on services rendered/Goods delivered
5. Attachment A from PMU indicating that deliverables were reviewed by the PMU
6. Deliverable(s)
7. Invoice(s)
8. Sundry Payment Advice
9. Final and Cumulative Financial Report which is reconciled with the approved budget
9. Final and Cumulative Narrative Report


Final Reconciliation

All invoices are reviewed and reconciled with the approved budget. Disallowances as explained above are deducted from the final payment. In cases where there are disallowances or the Grantee was unable to spend the allocated budget, the remaining amount is de-committed and is no longer available for use by the Grantee.

## Annex 5: Enabel HQ Mission to Analyze BCoA Findings April 2018

The objective this mission was:
• To analyze the finding and recommendations of the BCoA;
• To gather the needed data's in order to support the analysis;
• To complete the audit action plan with the representation;
• To analyze the corrective measures implemented since the audit took place;
• To amend the financial follow up procedures of the grants if needed

The Mission detailed their analysis for each finding and provided evidence to support their conclusions. The general conclusion is that the PMU conducts financial controls for grants that are completed. However, Enabel identified that these controls could be improved and suggested recommendations in that respect.

1) Control of the Grantees

Enabel discussed the grant selection mechanism with the PMU and analyzed the control process from the call for proposal, the evaluation and grant management in terms of monitoring and controls. Considering the CDC/BDO report and the term of references, Enabel focused on the grant management, and specifically on the controls the PMU performs during the grant life.

Recommendations:

- It is recommended that the grantees submit the supporting documentation when they request the Tranche 2 disbursement. The PMU will check and approve these invoices before proceeding to the payment. The Tranche 3 disbursement will be made as described above;

- It is recommended that the Enabel Project Officer appointed in november 2017 to support the PMU ensures that the PMU implements the recommendations issued in this report.

2) Human Resources expenditure on Grantee level

The grantees which reported human resources costs provided time sheets and internal document from their accounting system showing the hourly/daily rates. However, they did not provide documentation supporting the calculation of these rates (contract, pay slips, or payroll).

Recommendation:

It is recommended that the grantees provide evidence of these hourly/daily rate calculations in addition to the time sheets. These could be the public entity salary grid, pay slips, contracts and/or approved payrolls.

3) Procurement process

It was established that grantees provide the invoices of the expenditure they claim and the PMU checks them. However, Enabel noted that the grantees do not submit evidence of the underlying procurement procedure. As mentioned in the TFF, the project is implemented according to South African regulations, which follows the Public Finance Management Act (PFMA). According PFMA legislation, the DPSA does not have the mandate to audit/control other public bodies. Such controls/audits are the responsibility of the South African Auditor General. According to the discussions and work, Enabel could confirm that South African legislation requires an annual audit by the Auditor General of each public body on an annual basis. The Auditor General's report clearly mentions whether or not the entity is compliant the PFMA. The Auditor General's report is included in the entity's Annual Report and published on its website.

Recommendation:

- It is recommended that the grantees submit to the PMU the Auditor General's report at the end of each fiscal year. The PMU should review the report of the relevant government

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institution and in the event the Auditor General's report provides a qualified audit opinion or it highlights some material instances of non-compliance with legislation, the PMU should investigate the reasons why and submit to the PSC a detailed analysis.

- The PMU should also collect the Auditor General's reports for the previous fiscal years and analyze them.

The selection process is done and managed by the grantee. According to the discussions, the selection process is done either through a tender or a call for proposal. A Service Level Agreement is then signed between the grantee and the third party; the third party could either be a public or private partner.

As for the procurement, the PMU did not receive the documentation supporting the selection process. As for procurement, it is not the mandate of DPSA to check the process but it is the Auditor General's one. The selection process is part of the Auditor General audit.

4) Third Party Selection

The SLA Enabel reviewed stipulates that the third party is paid on the basis of the deliverables. As a result, it provides the grantee with the deliverable evidence and an invoice stating it achieved the objective. The grantee pays on that basis. There is no control of the underlying expenditure and supporting documentation. Enabel discussed the matter with DPSA and Enabel staff and concluded that depending on the process the grantee followed to select the third party, the nature of controls that can be conducted is different:

- If the third party is selected after a procurement tender, the third party becomes a contractor. The selection process is checked as part of the Auditor General's work. As a result, the third party can be paid on the basis of the deliverables. In that case, there is no need to control the underlying expenditure and supporting documentation;
- If the third party is selected after a call for proposal, the third party becomes a sub-grantee. In that case, the third party cannot be paid only on the basis of the deliverables. The grantee should check the third party expenditure eligibility and the DPSA should ensure that the grantee conducts these controls.

Recommendations:

It is recommended that the PMU applies the following controls to third parties expenditure depending on the process the grantee followed to select the third party:

- Contractor/Service Provider:

• A composite invoice from the grantee; submission of deliverables; and a statement from the grantee certifying that they are satisfied with the services provided by the 3rd party will be sufficient for DPSA to process payment;
• DPSA should notify the grantee that it should keep all supporting documents from the third party on file for audit purposes and review by DPSA;
• There is no need to control the underlying expenditure and supporting documents; and
• After payment, DPSA will visit the grantee to review and verify the supporting documents.

- Sub-Grantee:

• If a Sub-Grantee was selected after a call for proposal, the grantee should check the third party expenditure eligibility and the DPSA should ensure that the grantee conducts these controls;

- The PMU should review the Auditor General's report of the government institution and in the event the Auditor General's report provides a qualified audit opinion or it highlights some material instances of non-compliance with legislation, the PMU should investigate the reasons why and submit to the PSC a detailed analysis.

Additional Control Evidence

In addition to the direct formal financial controls the PMU performs as explained above, Enabel also noted additional control tools such as Grant Tracking Tool (Excel spreadsheet designed to track grants), Bi-weekly PMU Meetings and a Risk Management in which the PMU allocates a risk level to each partner (from low to high) and identifies the actions to take to mitigate/monitor the risks identified.

The PMU also conducts site visit of each grantee. The PMU developed a travel plan, which covers a 6-month period.  A report is written which is filed in in the partner specific file. Visits mainly relate to operational monitoring and to a lesser extent, financial monitoring. Following the BCoA audit, the PMU developed a checklist that lists the tasks/subjects that should be conducted and/or covered during these visits. We reviewed it and it includes a part on financial management. In case a non-finance staff visits the grantee, he will have to conduct financial control and to document them.

Recommendations:

- It is recommended that the PMU issues formal meeting minutes.
- It is recommended that the finance controls conducted during the site visits are well documented. In that respect:
  - A sample should be designed;
  - An Excel sheet should show the control conducted on the sample.

5) Overhead

According to this Mission's work, the Grant Agreements and/or Technical & Financial File and Procedure Manual do not set a limit on allowable overhead rate.

Recommendation:

- It is recommended that the PMU pays attention to the expenditure reported to ensure any potential double funding does not happen.

Accounting documentation for expenditure in 'Regie'

Enabel had access to the accounting files relating to the expenditures incurred in own management and found the following processes to be in order:
- The project uses the Representation bank account;
- The folders were well organised and archived;
- The folders indicate the project reference;
- The monthly FIT reports and the supporting documentation are fully completed and easy to go through;
- The main expenditure relating to the per diem and accommodation costs as well as to HQ invoicing are all properly supported by appropriate documentation.
- At the end of December 2017, the amount spent in Régie is EUR 74 081.

6) Interest earning

Enabel was informed that at the end of February 2018, the Interest at National Treasury amounted to ZAR 5.690.251, 75 (EUR 380.700). Enabel concurs with the BCoA/BDO recommendation that since Interest is a form of compensation which is not permitted by Belgian accounting Law, Interest must be booked as financial income in Enabel's accounts.