

South Africa

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# **The Provincial Management Capacity**

## **Building Project**

### **(PMCBP)**

## **End of Project Evaluation Report**

**(A Partnership Between the SA Government,**

**UNDP, UNDESA, & COMSEC)**

## **Final Report**

**September 2000**

**Gauteng**

**(South Africa)**

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## Glossary of terms and acronyms used in this report Activity/les

- what steps will be taken to ensure that the output will be produced? **COMSEC** - Common wealth Secretariat

**DDSMS** - United Nations Department for Development Support and Management Services

**Development objective** - the high level strategic objective towards which this project will contribute

**Executing Agency** - the provincial Director General responsible for project accountability with respect to the project

**Government** - the Government of South Africa as envisaged in the Constitution

**IDCC** - International Development Co-ordinating Committee

**Immediate objectives** - those objectives prioritised for implementation by the project in contributing towards the development objective

**Inputs** - resources that are required and agreed that make the activity attainable

**Outputs** - what the activities envisaged within the immediate objective will produce - the tangible

**PGB** - the project governing board that is responsible for strategic direction of the project - consisted of the Directors General, the project manager, and UNDP, UNDESA and COMSEC participants

**PMCBP** - Project (the project) to strengthen management capacity through projects facilitating restructuring and rationalisation of administrative structures. **Project Steering Committee** - body of provincial representatives responsible to expedite the implementation planning for the project

**Project Document** - the document containing the agreement between funding/support agencies to the PMCBP outlining project objectives, outcomes, activities, time frames, resources, principles and stakeholders

**PMBOK** - Project Management Body of Knowledge - An international standard and repository of learnings informing project strategy, systems, structures, services, staff and skills, processes, technologies and methodologies for effective and efficient project planning, management, implementation, monitoring and evaluation

**R.D.P.** - Reconstruction and Development program of the government of South Africa; a community oriented and people driven process intended to guide the national, provincial and local government in undertaking developmental interventions with regard to meeting basic needs, human resource development, democratisation, and economic restructuring. **Success indicator** - the tangible and intangible measure used to track outputs produced to the satisfaction of the project aims.

**UNDP** - United Nations Development Program

**New Public Service Regulations** - legislation aligning the role, responsibilities, functions, and delegations in the transformed public serve - a policy and implementation guide. **UNDESA** - United

Nations Department of Economic and Social Affairs

**DG** - Director General - the accounting officer for a provincial administration within a legislated province

**HOD** - Head of Department - the accounting officer for a department of government **MEC** -

Member of the Executive Council

**ZIP** - the Government of South Africa framework for the delivery of goods and services - its focus is on collaboration, Cupertino, mutual best practice sharing, and improved service delivery. At its heart sits the citizen client as fundamental shareholders. It premises the requirement of strategic alignment, functional relationship development amongst stakeholders.

**The Evaluation Team** - Nathi Mazibuko ka Hlanti wakwa Radebe (Tsubella Consulting) and Gloria Mbokota (Tsimeni Consulting) also - refer to evaluation terms of reference **Roadshows** - A delivery process for capacity development that travels over the prescribed/preferred geographical locations to facilitate the attendance of participants from various provinces in training and development interventions

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**On site support** - Technical assistance provided on site with real-time situations, projects and issues

**Knowledge Manager** - An agent internal or external to the organisation whose primary role is to facilitate Organisational learnings through interventions that identify and take advantage of potential learning opportunities, using available resources. Largely an Organisational Development/ Organisational behaviour practitioner.

**Stakeholder** - common development usage identifies these as individuals, groups, collectives, Organisations, institutions, bodies etc who have an interest active or potential in the prospect and reality of the project. Their interest may be positive or negative and such they are considered to have the potential to benefit or detract from the project, process, content, outcomes, and inputs. They are considered initially for the purpose of inclusivity, then for risk management and in the ultimate instance for their potential contribution to the project success

**Beneficiary** - common development usage identifies these as individuals, groups, collectives, Organisations, institutions, bodies etc who have an interest active or potential in the prospect and reality

of the project in as far as the project would either in process or content lead to a positive change in the quality of social life or work - life.

**Project Partners** - common development usage identifies these as individuals, groups, collectives, Organisations, institutions, bodies etc who have an interest active or potential in the prospect and reality of the project in as far as the project propounds their policy, implements their strategies, and collaboratively managed and implemented. In the interest of their stake (see above), they take an active interest in the setting up maintenance and development of institution, to secure the outcomes upon which they are collectively agreed. **Project Manager** - individual whose primary function is to ensure the progression of an agreed set of plans (the project) from initiation, design implementation through closure. In the main, their expertise resides in management of the project process.

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## **Executive Summary**

This section presents a synopsis of the report attached. Read alone it will

- *Set out the project objectives,*
- *Briefly look at the project methodology and process,*
- *Outline the evaluation scope and terms of reference,*
  
- *Detail key findings of the evaluation team with respect to Design of the project, Project implementation and management, project effectiveness with respect to project objectives,*
- *List high level and priority project outcomes,*
  
- *Make succinct recommendations for future PMCBP concept success,*
  
- *In dosing the summary will outline the first steps required from the project partnership facilitating further discussion and planning for future implementation.*

## **Project Objectives**

The project aims at responding to broad capacity needs for provincial administrations faced with

development planning and implementation challenges. The intervention was initiated through collaboration of the South African Government, UNDP, UNDESA, and The Commonwealth Secretariat.

### **Project Context and Challenges**

The project has been characterised by environmental uncertainty, changes in policy and administration regulations, which have had a direct, and proxy implications and impact on its implementation, management and overall impact. These challenges include the following: -

- Effecting capacity development within a consistently unpredictable and emerging policy and strategy development environment
- A Director general cadre that has seen continuous changes in personnel

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- An extended debate around the role of provincial management and specifically the role of the Director General in relation to other structures of public government
- A shift away from policy alignment to implementation focus by both National and Provincial government structures
- The transformation of the public service as a whole.

### **Project Methodology and Design**

Project objectives would be achieved with and through the financial and technical assistance of the funding and supporting partners. In the main, the project would implement through the provisioning of advisory services and on site support, education training and development initiatives.

A Project Governing Board consisting Directors General of Provincial Administration with the secretariat support of the project manager was set up to input on strategic and policy level. A project manager for

project oversight and day-to-day management was recruited and placed initially within the Director Generals office in Bloemfontein.

Signed off by the then Minister for Constitutional Provincial Affairs and Constitutional Development 1997, project operations began in earnest in 1998. It has thus been in place to date and has largely produced a large part of its mandated outputs.

### **Findings Of The Evaluation Team**

The findings below are with respect to design of the project, project Implementation and management and project effectiveness with respect to project objectives.

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### **Project Conceptualisation**

The project conceptualisation was timely to support the transformative and implementation capacity requirements of provincial administrations. The design of the project overall was appropriate in that the project sought to carry out capacity development interventions informed by a situational analysis.

Shortcomings in design were the result of scope underestimation by all parties about target groups, resources available to the project, strategic vision, and systems to support the project. The absence of key institutional frameworks setting out relationships, values and project culture are evident and have had their share of impact on project implementation and management.

### **Project management**

The project management aspect suffered from a distinct lack of objectives based implementation



planning and management. Whilst therefore due consideration is had to the difficulty of project implementation in all provinces, it is the view that had the project partners focussed on developing and implementing basic Project Management Body of Knowledge principles and practices through out the project - the level of project successes and thus the impact of the project would have been much higher.

### **Project Outcomes**

The outcomes of the project include

The setting in place of a Director Generals forum and through this the evolution of inter DG camaraderie that cuts across provincial turf and terrain which facilitates and supports close collaboration of Provincial Heads of Government

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- The delivery of timely and relevant capacity development programs and on site advisory and support programs within provinces
- The identification of the need for focussed capacity development within senior the management echelon and the important realisation that capacity development sustainability is premised on the concept and programs towards Organisational and individual Knowledge Management. And to this end the requirement to put in place a concerted program of projects that will:

- **Place Knowledge Management firmly on Provincial capacity development Agenda**
- **Contribute to the design of a targeted process with specific present and future outcomes and impact**
- **Set in place required and relevant systems for project support whilst**
- **Institutionalising the project for long-team benefits and continuity.**

The project has substantially met its mandate albeit to an extent less than that originally envisaged. One

of the surprises in outcomes has in fact been that some of the above outcomes and benefits from the project were in fact not intended or planned for

### **Project Challenges**

Whilst the project has met its mandate the following limitations with respect to the project partners had a negative effect on project performance. It is worthy of note that the evaluation team found that the criticisms outlined below could not be put at the door of any one partner. The criticism assumes that all the partners were responsible for project success and stipulates that it was their obligation as a collective to give the project focussed attention, bring to the table their collective knowledge competencies and experiences. The extent therefore that they failed in this obligation is reflected in shortcomings in project success. These failures included:

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- ***The failure of the project to sort- up for an inordinate amount of Ume due to non - signature of parties - UNDESA and the South African Government***
- ***The inattention to pre - project preparatory work inter--alga to educate all stakeholders on the projects modalities -All stakeholders***
- ***The absence of a cogent project plan, work program, quality, quantity time and location driven outcomes and means of verification witfún the entire project- UNDP/ COMSECand UNDESA***
- ***The design of a project structure whose strategic and implementation capacity resided in the topmost level of provincial administration - this notwithstanding the project's understanding of the hectic schedules of these stakeholders - Project***

*Manager and UNDP/ COMSEC and UNDESA*

- *The failure to set in place an implementation focussed structure such as the steering committee and develop and delegate relevant implementation related mandates to ensure delivery on the ground - Project Manager and UNDP/ COMSEC and UNDESA*
- *Parties in not setting in place appropriate institutional agreements and arrangements to adequately support the program - Project Manager and UNDP/ COMSEC and UNDESA*
- *The project non definition of key concepts such as target groups competencies required, delivery methodologies - Project Manager and UNDP/ COMSEC and UNDESA*
- *The failure of partners to continuously keep project success at the heart of all activities and to this maintain clear and open lines of communication amongst all parties - UNDP/ COMSEC and UNDESA*

**What Are The Learnings From PMCBP?**

PMCBP has been a major Organisational Development learning curve. Looked at from systems and systemic approach it is not overly simplistic to wonder that it achieved the outputs that it has. From a development Best Practice approach, it is also noteworthy that the fundamentals were not in place - to the extent that would have made the project a success. There is no such thing as a perfect project and the best-laid plans do most often fall short of reality. The project partnership it is hoped draws the following lessons from the relationships, process, and methodologies that comprised PMCBP. Some of the key learnings are as follows:

*Strategy success is premised on amongst other things a consistent focus on a dedication to a systems approach to development intervention planning, management, implementation, monitoring and*

*evaluation.* In PMCBP given the system transition, change, transformation, development processes it was crucial that the systemic impacts were more strategically forecast, a management plan/contingency/fallback position at least shared amongst the partners.

Another key learning is that *systems create the repository of know/edge through recording, analysis, interpretation and reapplication of learnings from project process.* PMCBP had in a systemic and project management senses the scantiest of systems.

*Shared values are the basis of all human relations.* This premises the proposal that PMCBP had not the shared values required to keep the relationships intact internally, by extension this also implied that there was no agreements about the way we do things at PMCBP. This oversight continued throughout the life of the project surfacing as fingers in each other eyes, mistrust, tensions - all of which did not contribute to project success. Learning - There is a need for pre - project, in the life of the project and post project consistent and continuous focus on the values that drive the project, and inform the way things are done around here.

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*Projects re/y on people for SUCCESS* - technical assistance, funds and other resources are secondary to people. PMCBP needs to dedicate slightly more focus, resources on developing staff skills. Processes like recruitment, assessment, placement, management of project staff whilst requiring no real resource outlay go a long way in getting the best out of project staff

- they can see the projects' interest in their growth and feel at liberty to give of their best.

*Projects in which risks are not identified or are assumed, in which risk impact has not been placed on the priority agenda tend to suffer.* PMCBP need to take risk management rather more seriously and state, prioritise, contingently plan for, and manage risks to project success.

*The role of People as an essential RESOURCE to project success cannot be overemphasised - hypothetically*

*their development is in fact the success of the project.* PMCBP is likely to have learnt for instance that in an environment where people have a low level of awareness about the value that PMCBP would add to their competencies, work- life, the level of non cooperation, active/ and covert resistance, attendance of interventions, application of learnings at the work place are all correlated and should have formed part of a people development, involvement intention and process.

*Marketing much aligned as it stands today is central part of project success.* A *CURSORY* overview of the products, appropriate placement, investments required, promotion of the project, of PMCBP would have greatly benefited the project process.

*Project communications by token of informing, directing, measuring and creating an involving and empowering environment dictate the level of collaboration, participation and perceived value of the project*

*Structures it is said should follow function.* The present move towards project teams away from administrative constructs should afford PMCBP various multilevel learning opportunities in the design, management, and development of temporary teams. PMCBP should therefore look at what teams are required at various stages of the project, what the team content will be with regards to the outcome desired and what people development opportunities emerge as a result of this constant change in project requirements.

Finally, *the project belongs to the stakeholders* - Stakeholder interests and expectations require a focus in as much as the finances of the project do. PMCBP has friends and enemies - *is* PMCBP managing these camps effectively.

The Learnings above do not claim to be conclusive or all-inclusive. They merely serve to begin the thinking on aspects that were evidently lacking or not succinctly outlined as part of project success.

On the positive side - PMCBP has illustrated that it is possible to implement a Capacity Development intervention in a time of transformation and change - obstacles notwithstanding.

- PMCBP has also taught all parties that a perfect project is not a reality. Projects will either overachieve or under achieve within a systems and environmental context.
- PMCBP has evolved a process for people development likely to take South African administration into the third millennium
- PMCBP partners have learnt that success is possible - but requires slightly more attention than was initially thought
- The Directors General have found that they have a peer support network and it is their obligation to support it and contribute to it

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- Hopefully the Directors General have also learnt that there is a need to cascade the peer to peer networks down to the next level of organisation and constructively thinking of ways and means to achieve this.
- The project partners have learnt that development projects require more than just funds. They require a true dedication to the entire concept of development, strategic vision, guidance and policy, people development, setting in place cogent development systems, clarity of service and products, and a long-term commitment.

### **Recommendations For Future PMCBP Concept Success.**

Broadly, the DGs agree that the concept PMCBP should be continued. To this end, they make several important recommendations:

- That the project be housed within a single province or institution of government ensuring that all aspects are managed through a single desk
- That the project target group include, Directors general, Heads of Department and Directors of key departmental portfolios
- That the project be creative in delivery methodology and encompass the use of IT in convening, dissemination of information and delivery of training and development interventions
- That the project through internal and external integration at provincial, National and International levels have a deliberate focus on, the creation and maintenance of project supportive networks
- That one of the project objectives be the identification, collection, collation and containment of Organisational learning in an Organisational repository accessible to present and future provincial managers, government in general, institutions of governance education, and public interest groups
- That provinces are willing and able to contribute resources in various forms to a future capacity development initiative

These recommendations taken in total premise the proposal that provincial management capacity development needs to:

- Focus on building on experiences from PMCBP
- Through stakeholder and beneficiary participative process develop a succinct strategic vision of capacity development in a provincial management context for Organisational performance improvement in the short and medium term futures
- In order to set in place most importantly a project supportive set of values that will function as project guiding policy and institutional framework
- Create and maintain supportive networks for the internal and external integration and to access

support towards project objectives

- Set in place cogent project planning, implementation and management support systems
- That deliver relevant competency based capacity development interventions within context, in time, to specific target groups within provincial management

## **Section 1: Introduction and Background.**

### ***Purpose of the Evaluation***

This report serves as an End of Project evaluation facilitating review of project design, implementation, effectiveness, outcomes and results and a view of the future. It has been commissioned by PMCBP partners and facilitated by external National Consultants. The main focus of the evaluation is to by investigating the learnings from the PMCBP to date, map out the key building blocks for future success in Provincial Management Capacity Building for Provincial Senior Managers.



## ***1.2. Report Structure***

The first section of the report will briefly outline the Evaluation Terms of Reference, detail the competency of the evaluation team, enumerate the methodology, and process applied by the team. In the second section, the report will set out the project context and will focus on the dynamic impacts a rapidly changing and transforming government environment on a capacity development initiative such as PMCBP. The third section will be analytical in nature looking at important findings; consultant's analysis and conclusions with regard findings. The final section will comprise recommendations for future successes in provincial management capacity development.

## ***1.3. Evaluation Terms of Reference and Scope***

Whilst the detailed Terms of Reference for the Evaluation are attached under appendix A, here outlined is the core of the brief:

- To examine the performance of the project as it relates to meeting the objectives set out for the project
- Through a review and analysis of activities carried out to date and a consideration of the design, implementation, and management issues

- Making of recommendations with regard to the future of the project

#### ***1.4. The Evaluation Team***

The team consisted of national Consultants with a firm grounding and extensive experience in, Government in South Africa, Development Management, Project Management, project evaluation, Human Resource Management, Organisational Development, and Institutional Appraisal and Development.

#### ***1.5. Methodology and Process of the Evaluation***

The evaluation has been conducted, in line with the terms of reference, through the following process:

- A thorough review of project related documentation - see appendix C
- Carrying out interviews with Stakeholder representation- see appendix B

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- Analysis of information gathered from both sources
- Development of conclusions around project issues
- Identification of key learnings
- Creation of recommendations with respect to specific project issues inter alga, project design, implementation, improving effectiveness, project management et al.

The team was briefed by the UNDP assistant Country Representative and the Project Manager with

regards terms of reference, time frames, and administrative and logistical arrangements.

The team elected to carefully review documentation, establish a common framework for the interview process, carry out interviews to nourish their understanding of the project on the ground, continuously share among themselves perspectives gained from readings and interview process to develop a concise report.

### ***1.6. Mist Draft and Final Copy***

The first Draft of the report was sent out to the project partnership for commentary. On return of commentary the final report was drawn up, as reflective of all party inputs and will be tabled at the upcoming Project Governing Board meeting (29<sup>th</sup> September). It has been agreed in principle that the Evaluation team will present its findings at this meeting in order to take questions on issues arising from the report.

#### Section 2 : The Project Context 2.1. Onigín of the project

The project emerges from a consultative process between the Government of South Africa the UNDID and COMSEC in 1995. Negotiations closed with a signed Project Document in 1997. The project document outlined the agreement between the South African government, the funding/support agencies with regards the PMCBP, outlining project objectives, outcomes, activities, time frames, resources, principles and stakeholders.

There was an inordinate delay between the original project concept and design and actual project start up. This has had implications for the validity of project objectives, project implementation time frames and ultimately project impact.

#### 2.2. Project Objectives

The project Concept Document outlines the important objectives of PMCBP as:

- Addressing immediate and pressing managerial concerns of Provincial public services
- Providing a practical response to the challenge of ensuring representivity
- Building sustainable networks of strategic managers and change agents infra and inter provincially
- Developing sustainable linkages infra and inter provincially, nationally and international of agencies, institutions to facilitate access to best practices in management.

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- **Provide a flexible response to provincial public sector management issues and challenges in a context of rapid and continuous change**

This would be achieved with and through the financial and technical assistance of the funding and supporting partners. In the main, the project would implement through the provisioning of advisory services and on site support, education, training and development initiatives.

### ***2.3. The Project Environment***

An important consideration of the project context is the continuous change in the political and administrative imperatives in South African Government. Specifically the project was designed within a time of immense Political, Administrative, and regulatory framework shift. This shift has been characterised by contextualization of provincial challenges, a seemingly unending flow of national policy and guidelines, the affirmation of stabilisation and development priorities.

Add to this the challenges of provincial demarcation, the integration of pre-independence government and administrative structures, alignment of departmental and provincial strategies, policies, systems, and structures.

The promulgation of the New Public Sector Regulations was also a major determinant in outlining provincial administrative roles, responsibilities, and in this regard particularly those sections that dealt with the role of the office of the Director General.

The overall challenge has been to move from a policy stabilisation frame of reference to one whose focus is implementation of the development imperatives on the ground to improve the quality of life of the South African people.

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The project related challenges have been:

- Effecting capacity development within a consistently unpredictable and emerging strategy and policy environment
- A Director general cadre that has seen continuous changes in personnel
- An extended debate around the role of provincial management and specifically the role of the Director General in relation to other structures of public government
- A shift away from policy alignment to implementation focus by both National and Provincial government structures
- The transformation of the public service in general.

## **2.4. Project Management**

Management of the project was designed inter alia to ensure senior management buy in, facilitate the implementation of various interventions by the provinces involved, and the central management of project strategy and implementation management. To these ends these structures and mandates were agreed.

### **2.4.1. The Project Governing Board**

Strategic Project Leaders - Project steering and prog - Liaison with funding partn - Provincial implementation

### **2.4.2. Project Managem**

Day to day project manag ment

ip and Guidance ess monitoring rs

Administrative and logisti Management of local and Secretariat support to the Project financial manage

Project related records ke

I arrangements for interventions nternational Technical Assistance project

governing board ent

ping including reportage

## **Section 3: Findings Of The Evaluation Process**

This section will focus on analysis of the design, project implementation, effectiveness, and outcomes of the project. The approach taken is to establish what the evaluation team found, analyse the implication of the finding and draw conclusions and recommendations with respect to the finding.

### ***3.1 Protect Conceptualisation and Design***

#### **3.1.1. Timeliness of Project Conception**

The conception of the project was appropriate given the demands and challenges faced by provincial public administrative. The time called for a broad intervention to identify and prioritise the capacity requirements of newly established and yet to be developed administrative capacity. Emergent national and provincial development imperatives and realities demanded a concerted shift away from policy development and alignment to a clear and dedicated focus on implementation.

#### **3.1.2. Scope and Objectives**

In design terms there was a requirement for the outline of broad objectives for the program in order to contain the variation, depth, and width of the challenges experienced by administrative structures on the ground. Whilst then it appears that the objectives had been rather broadly described initially, the projects intentions were in line with realities. The project, rather than narrow the objectives initially chose to at least identify key challenges, work with these and where dictated by implementation reality, discard those that became non-priorities or some reason not feasible to pursue.

### **3.1.3 Stakeholder Participation**

The participation of Directors General in the conceptualisation and design of the project enhanced their understanding of the projects objectives, initiated and put into practice the concept of problem and idea sharing, whilst giving the project a collegiate home in which solutions would in the future be sounded out for implementation.

Subsequently Directors General have played a key role in the strategic guidance of the project, identifying and removing constraints, facilitating province local implementation through resource provision and support.

An essential output of the involvement of the Directors General has been the inclusion of the project in mainstream Director General responsibilities. This has had the effect of bringing the project in from the cold - to the extent that it is presently seen as part of government's key activities and not an appendix to be paid scant attention.

The structural design of the project was appropriate for this phase of the project as it allowed for crucial decision making by the Directors General, facilitated project implementation by the project manager whilst mobilising project technical assistance from funding partners.

### **3.1.4. Conclusion with regard to project concept and design**

The project concept and design were appropriate with respect to timeliness of the project, its sitting within the governments concerned and involvement of key decision-makers therein, and the definition of the organisation and implementation structures.

The inclusion of and participation by stakeholders within the project was impeded by a too broad



definition of beneficiaries. The project concept document in no way attempts to assist define who a beneficiary is in as much as it fails to identify, other than at a very high level, some stakeholders. This lack of succinct stakeholder and beneficiary identification carries

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impacts on the processes of needs analysis, solutions development, and intervention implementation and impact evaluation.

The project has however benefited from its experiences and through the P.G.B. expressed its intention to, in the future, focus on the highest management structures and to this effect has turned its focus on Directors General in this phase.

### **3.2. Project Integration**

Integrating the project has presented challenges not immediately foreseen by the project concept document. The evaluation team found that there should have been an attempt to integrate the project at various levels, internally and externally.

#### **3.2.1. Internally**

Integration of the project within provinces - inter alga making it part of the core business of provincial government and relevant departments and units within those departments. Whilst successfully integrating the project via director General support and participation the project will in the future require to be more deeply integrated within departments. The project will in integration target receiving support from and providing support to ongoing capacity development initiatives within provincial governments and structures.

#### **3.2.2. Externally**

The project lack of external integration implied a project - in a vacuum. This has major implications for

project support, learnings from similar projects, and the accessing of readily available resources including TA from ongoing projects.

It is recommended that the project set in place an intention, strategy and process for fuller integration with national and International interventions of the same nature, with a view to

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developing relationships, accessing through those relationships, technical and other collaboration agreements and providing itself as support to national and provincial interventions in capacity development and eliminating duplication. For instance looking at similar work being done in the country by development, HRD, management development agencies.

### ***3.3. Project Gender Sensitivity***

It is alarming at least to note that the project whilst broadly identifying Equity and Affirmation issues in its objectives, then does not go on to identify mandatory projects to attain this objective. There is scant sense throughout the project of any focus on this imperative. This oversight may only be temporary and be a result of time and place considerations. It is the recommendation of this team that, given the en masse entry into state infrastructure of persons from designated groups, more importantly from non supportive backgrounds, the need for affirmation and equity development is acute and requires more structured and focussed interventions to be put in place. It is worthy of note that at the time of the projects implementation a National focus was on the setting in place of National Office on the Status of Women in the Presidents Office to foster gender development as a National Priority.

Particularly, the project could have:

- Considered the composition of the board - currently 1 female.
- Considered that the committee be more representative
- The plethora of existent and ready pool towards and from which support could be garnered and received

- Specifying participant ratio with regard gender (and disability?)
- Setting in place Women at Work type programs for gender development

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### **3.4. Project Effectiveness and Efficiency**

Efficiency and Effectiveness with respect to PMCBP has been defined to include the following key considerations:

- Broad project objectives
- Resources availed to the project
- Overall cost of project
- Outcomes
- Impact and Benefits of the project

Broadly, the following were the immediate objectives of PMCBP

1. Situational Analysis of managerial problems
2. Clarification of roles and responsibilities
3. Improve productivity and staff morale
4. Develop Cohesive management through team development
5. Improve performance management
6. Improve utilisation of information technology
7. Improve financial and budget management

#### **3.4.1 Situational Analysis of managerial problems**

The project has ably reviewed and prioritised provincial management and administrative problems and issues. This will enable the development and implementation of a menu of possible solutions under very specific headings. The Zimbali Lodge document built on the initial findings with regards problems and

issues and further suggested categorisation viz. Governance, Management, and Capacity.

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It is the evaluation teams recommendations that a process of project visioning, the development of a clear mission and more sharply focussed objectives be set in place to give project planning, implementation and facilitate outputs driven monitoring and evaluation guidance for the future.

#### **3.4.2. Clarification of roles and responsibilities**

The NPSR process has shed some light on this aspect, as did the discussion held before and at Zimbali Lodge. What has emerged has been a clear acceptance of the role of the provincial Director General coupled with recommendations with regard to suitable, strategic, systemic, structural, service and staff competency considerations. Directors general with this guidance can focus on non-turf issues and dedicate resources to implementation planning, development, and monitoring.

#### **3.4.3. Improve productivity and staff morale**

One of the projects key uses of resources has been the removal of provincial silos at DG level. Interviewees reflected a distinct mellowing in relations, the removal of a sense of being in this alone, and isolationist tendencies. There is increasingly a warming of Directors General towards each other, a willingness to understand the issues faced by distinct provinces and to suggest and assist the development of solutions. The camaraderie is palpable with little notion of separation of priorities, turf, and ideological divides. This has improved DG level morale tangibly, as there is a sense that there is a safety net and a place where management and administrative issues and problems can be tabled openly discussed and solutions proposed.

#### **3.4.4 Develop cohesive management through team development**

Whilst the project has not identified key team building initiatives and interventions to develop teams within the provincial framework - if the responses of interviewed DGs is anything to

go by - there is a definite sense of a DG network and team working to implement National and Provincial imperatives. The consistency of PGB meetings, the DG workshops and seminars and the continuous communication of DGs on various issues and problems has contributed to this sense and needs to be acknowledged as one of the key benefits the program has had. The projects' dynamic of rotation of interventions and shared responsibility has had the effect of sharing the development cake with all provinces getting the opportunity to host, facilitate and thus contribute to the overall project outputs.

#### **3.4.5. Improve utilisation of information technology**

The technical support, specifically on site and advisory services brought on board by the project have had a direct impact on the development and institution of the National State Information Technology Agency (SITA). There is reason to believe that this process has had an impact also on the understanding of the value, the required processes and recommended methodologies to develop provincial Information Technology capacity. The DG of the Northern province for instance speaks of an information intensive and supported government - no doubt further advisory services and on site support will be greatly beneficial to this process.

#### **3.4.6. Improve financial and budget management**

The project provided both Training and Development and Technical assistance in a timely manner to provinces most needing support.

#### **3.4.7. Conclusion**

The project resources have in general been adequately utilised. Some wastage is typical in projects where the risks generated by policy and strategic development and shifts have not been fully anticipated and were thus not adequately managed. To its benefit however the project given the environmental impact of this instability has consistently used the resources

for the broad and specific objectives intended and with this regard has ably applied limited resources to an immense set of problems and issues.

The inputs of the project inter alia Technical Assistance, finances of the project, the project management infrastructure were applied conscientiously throughout the life of the project and have largely brought about the desired outcomes.

It is worthy to note here that serious impediments to the projects greater success number amongst them:

- The inordinate delay in project start up
- The availability of provincial government staff for development interventions
- A high turnover of Directors General
- The sitting of financial support within project partner control
- The consistent flow of policy, strategies and priorities from the national level

The conclusion the team draws is that the project has therefore been largely effective in reaching the objectives as set out.

### ***3.5. Project Output relevance***

The relevance and utility of the project outcomes can only be illustrated by examples and to this end we would point out the timeliness of

- The records management intervention in a time where the province was merging and aligning varied administrative and management structures
- The Information technology advisory service in a time of SITA conceptualisation and implementation
- The HRD strategy-planning seminar in support of the IIP.
- Project management competency development in a time where government has stipulated that in the future government will be project driven
- Communications and Change management in the context of service orientation, accountability and managing internal administration, and external service demand management
- The Director General capacity development seminars when role clarification, identification of key competencies is a priority

### **3.5.1 Conclusion with respect to Project Output relevance with regard meeting needs**

The project has overall been timely in delivery of products and services required on the ground. The project outcomes have largely been relevant to the intended beneficiaries and the inputs from a technical assistance, on site support and competency development perspective suitable for the project objectives and contributed towards intended outcomes.

## ***3.6. Project Implementation and Management***

### **3.6.1. Findings with respect to project implementation and management**

Project implementation encompasses those activities intended to operationalise project objectives. Project management includes the planning, organisation, leadership, and control of the project activities as outlined in the project plan.

Whilst the project has met its mandate the following limitations with respect to the project partners had a negative effect on project performance. It is worthy of note that the evaluation team found that the criticisms outlined below could not be put at the door of any one partner.

### **3.6.2 A critique of PMCBP project implementation and management**

The criticism assumes that all the partners were responsible for project success and stipulates that it was their obligation as a collective to give the project focussed attention, bring to the table their collective knowledge competencies and experiences. The extent therefore that they failed in this obligation is reflected in shortcomings in project success. These failures included:

- **The delay of the project to start - up for an inordinate amount of time due to non - signature of parties - UNDESA and the South African Government**



- **The inattention to pre - project preparatory work inter alia to educate all stakeholders on project modalities - All stakeholders**
  
- **The absence of a cogent project plan, work program, quality, quantity time and location driven outcomes and means of verification within the entire project - Project Manager and UNDP/ COMSEC and UNDESA**
  
- **The design of a project structure whose strategic and implementation capacity resided in the topmost level of provincial administration - this notwithstanding the project's understanding of the hectic schedules of these stakeholders - UNDP/ COMSEC and UNDESA**
  
- **The failure to set in place an implementation focussed structure such as the Steering committee and develop and delegate relevant implementation related mandates to ensure delivery on the ground - UNDP/ COMSEC and UNDESA**
  
- **Parties not setting in place proper institutional agreements and arrangements to adequately support the program - Project Manager and UNDP/ COMSEC and UNDESA**
  
- **The project non definition of key concepts such as target groups, competencies required, delivery methodologies - Project Manager and UNDP/ COMSEC and UNDESA**
  
- **The failure of partners to continuously keep project success at the heart of all activities and to this maintain clear and open lines of communication amongst all parties - UNDP/ COMSEC and UNDESA**

## **Section 4 :The future of the PMCBP Initiative**

This section will assume that it is desirable that the project enters a new phase. The section will therefore:

- Identify key learnings from both project successes and impediments
- Outline a high level strategic approach to meet Provincial Administration management needs
- Propose an approach to the creation of a PMCBP supportive policy framework
- Initiate discussion on the institutionalisation and capacity development for future PMCBP
- Identify key structural, systemic and methodology requirements for PMCBP future success
- Identify first steps to set in place an outcomes driven, project managed program and projects for Provincial Management Capacity Development.

#### **4.1 Introduction**

The PMCBP initiative has had several intended and unintended benefits. One of the unintentional benefits has been the creation of a thirst for learning within the Director General Cadre. A second unintended benefit has been the recognition by DGs that for capacity development success, particularly as it relates to implementation of provincial directives, a basic requirement is that future capacitating efforts target senior managers in provincial administration. A final capacity benefit, albeit unintended, has been an inexorable paradigm shift within the DGs towards a realisation that capacity development is not about training - it is about Knowledge management in its broadest context and sense.

PMCBP in its present shape and form, and relations is winding down. The project has in fact run the full cycle and it is the practice for project partners to evaluate and make decisions on their future role within a project at this stage. UNDESA and the UNDP have essentially noted an intention to withdraw their current format of support for the project. This given their circumstance is understandable. COMSEC however is still on board.

The question has been how does PMCBP or similar concept build on its learnings, develop its strengths, eliminate and or mange weaknesses and risks, and deliver capacity development within a knowledge management context?

#### **4.2. What are the Learnings from PMCBP?**

PMCBP has been a major Organisational Development learning curve. Looked at from a systems and systemic approach it is not overly simplistic to wonder that it achieved the outputs that it has. From a development Best Practice approach, it is also noteworthy that the fundamentals were not in place - to the extent that would have made the project a success. There is no such thing as a perfect project and the best-laid plans do most often fall

short of reality. The project partnership it is hoped draws the following lessons from the relationships, process, and methodologies that comprised *PMCBP*.

Strategy success is premised on amongst other things a consistent focus on a dedication to a systems approach to development intervention planning, management, implementation, monitoring and evaluation. Inattention to the environment that comprises the system unmanaged assumptions and risks about the system in which the project is placed will unkindly impact on the project. In *PMCBP* given the system transition, change, transformation, development processes it was crucial that the systemic impacts were more strategically forecast, a management plan/contingency/ fallback position at least shared amongst the partners.

Strategy success benefits from selecting and recruiting powerful friends. This reduces the level and intensity of hostilities, access the project to resources otherwise untapped and creates a buffer zone in which the project will operate.

In the past two to three decades the shift away from dumping knowledge on the poor underdeveloped has been underlined by a systems, sustainability, capacity development approach to development. This implies that the primary interest of the project is to eliminate the need for development aid and support. This implies therefore that unless a project delivers real skills for stakeholder, beneficiaries, partners and serves as a learning template for all other similar and dissimilar projects - that project is considered an outright disaster. Systems create the repository of knowledge through recording, analysis, interpretation and reapplication of learnings from project process. *PMCBP* had in a systemic and project management senses the scantiest of systems.

Shared values are the basis of all human relations. They are in fact the fabrics of souls. Individuals groups and entire nations have given their lives in defence of values. This premises the proposal that *PMCBP* had not the shared values required to keep the

relationships intact internally, by extension this also implied that there was no agreements about the way we do things at PMCBP . Given the fact that PMCBP comprised two policy strong entities (UNDP/COMSEC) whose values on development processes and methodologies may have had to be aligned initially amongst themselves before aligning these with their common client - the SA government. This oversight continued throughout the life of the project surfacing as fingers in each other eyes, mistrust, tensions - all of which did not contribute to project success. Learning - There is a need for pre - project, in the life of the project and post project consistent and continuous focus on the values that drive the project, and inform the way things are done around here.

Projects rely on people for success technical assistance, funds and other resources are secondary to people. People are most productive in challenging and growing opportunities. PMCBP needs to dedicate slightly more focus, resources on developing staff skills. This taken with the earlier assertion about systems, shared values, initiates the idea that for project success - project success is required to answer the question, what is in this for me. Processes like recruitment, assessment, placement, management of project staff whilst requiring no real resource outlay go a long way in getting the best out of project staff - they can see the projects' interest in their growth and feel at liberty to give of their best.

PMCBP it is suggested needs to indicate a staff development intention, outline the mandates of the various staff, detail functional guides for all project staff and consistently access its staff to development benefits - learning, participation, growth.

Projects in which risks are not identified or are assumed, in which risk impact has not been placed on the priority agenda tend to suffer much. Inevitably not asking the what if, and what will we do, how do we react to type questions means that contingencies have not been drawn up and rainy days will find the project in its birthday suit. PMCBP need to take risk

management rather more seriously and state, prioritise, continually plan for, and manage risks to project success.

The role of People as an essential resource to project success cannot be overemphasised - hypothetically their development is in fact the success of the project. Rather be taught how to fish than hope that the free goods basket will return. All level of participants at - collaborate, beneficiaries; stakeholders require some capacity development. PMCBP is likely to have learnt for instance that in an environment where people have a low level of awareness about the value that PMCBP would add to their competencies, work - life, the level of non co-operation, active/ and covert resistance, attendance of interventions, application of learnings at the work place are all correlated and should have formed part of a people development, involvement intention and process.

Marketing much maligned as it stands today is central part of project success. Project success evidence illustrates that unless the project is sold on all its strengths and benefits to the various stakeholders it will achieve limited success. A cursory overview of the products, appropriate placement, investments required, promotion of the project, of PMCBP would have greatly benefited the project process. Beneficiaries especially in a Education Training and Development context attach great value to their perception of the quality of the intervention and as such simple things like consistent branding of the PMCBP interventions will make a tremendous difference on how the learnings are acquired, applied and evaluated.

Project communications by token of informing, directing, measuring and creating an involving empowering environment dictate the level of collaboration, participation and perceived value of the project. Between information technology based and simple one page information sheets PMCBP will have to find a way of communicating its plans, its problems, its progress and bring on board all stakeholders to celebrate its successes.

Structures it is said should follow form. The present move towards project teams away from administrative constructs should afford PMCBP various multilevel learning opportunities in the design, management, and development of temporary teams. PMCBP should therefore look at what teams are required at various stages of the project, what the team content will be with regards to the outcome desired and what people development opportunities emerge as a result of this constant change in project requirements. Single content, monolithic, centralised homogenous teams have their place in context, content, time and place. Development projects especially multifaceted development projects in a constantly changing strategic, policy and technology environment require a different team paradigm and process.

Finally the project belongs to the stakeholders - stakeholder involvement is not a luxury. It has to be planned for managed and developed. The resources, ideas, energy that these parties bring to the party cannot be understated and left untapped. Stakeholder interests and expectations require a focus in as much as the finances of the project do. PMCBP has friends and enemies - is PMCBP managing these camps effectively.

The Learnings above do not claim to be conclusive or all-inclusive. They merely serve to begin the thinking on aspects that were evidently lacking or not succinctly outlined as part of project success.

On the positive side - PMCBP has illustrated that it is possible to implement a Capacity Development intervention in a time of transformation and change - obstacles notwithstanding.

PMCBP has also taught all parties that a perfect project is not a reality. Projects will either overachieve or under achieve within a systems and environmental context.

PMCBP has evolved a process for people development likely to take South African administration into the third millennium

PMCBP partners have learnt that success is possible - but requires slightly more attention than was initially thought

The Directors General have found that they have a peer support network and it is their obligation to support it and contribute to it

Hopefully the Directors General have also learnt that there is a need to cascade the peer to peer networks down to the next level of organisation and constructively thinking of ways and means to achieve this.

Our partners have learnt that development projects require more than just funds. They require a true dedication to the entire concept of development, strategic vision, guidance and policy, people development, setting in place cogent development systems, clarity of service and products, and a long term commitment - this is not fiscal commitment - commitment to periodic post project monitoring, facilitating access to potential partners and relationships.

#### ***4.3. Stakeholder Recommendations With Regard Taking PMCBP Into The Future.***

Broadly, the DGs agree that the *concept*PMCBP should be continued. To this end, they make several important recommendations:



~ That the project be housed within a single province or state institution ensuring that all aspects are managed through a single desk

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- That the project target group include, Directors general, Heads of Department and Directors of key departmental portfolios
- That the project be creative in delivery methodology and encompass the use of IT in convening, dissemination of information and even training and development interventions
- That the project through internal and external integration at provincial, National and International levels have a deliberate focus on the accessing of best practices models, and open the way for more on site support
- That one of the project objectives be the containment of Organisational learning in an Organisational repository accessible to present and future provincial managers, government in general, institutions of governance education, and public interest groups
- That provinces are willing and able to contribute resources in various forms to a future capacity development initiative

These recommendations taken in total premise the proposal that provincial management capacity development needs to:

- Focus on building on its experience in PMCBP

- Through stakeholder and beneficiary participatory process develop a succinct strategic vision of where capacity development in a provincial management context will be in the short and medium term future
- In order to set in place most importantly a project supportive set of values that will function as project guiding policy and institutional framework

- Create and maintain supportive networks for the internal and external integration of the project and to access support towards project objectives
- Set in place cogent project planning, implementation and management support systems
- That deliver relevant competency based capacity development interventions within context, timeously, to specific target groups within provincial management

#### ***4.4. Recommendations with regard the planning, implementation and management of future provincial management capacity development***

##### ***4.4.1. Setting in place a Provincial Management Capacity Development Strategy***

***That the strategic focus be on the initiation, implementation, management and consistent monitoring of Knowledge Management in Provincial Government and to this end,***

***That a process be set in place to review the capacity implications of working within the IIP framework and Identify generic and specific administrative capacity needs, to more accurately identify a core target group, develop***

*competency models and identify delivery and support methodology*

*That the strategic choice be made that ensures direct relevance of capacity development interventions to National imperatives, provincial programs and specific projects being undertaken, by the target group, in a time and*

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*place context providing competencies as required to best fulfil capacity requirements of development interventions*

*That the strategy development and broad program planning process will put in context the systems,, structures, values, and policies required for required for program and project success*

#### **4.4.2. A project implementation Structure informed by the capacity requirements for project success**

*That the project structure is determined by the objective requirements for successful delivery and as such should answer the question - what structure is best suited to meet project objectives at this stage?*

*That in all options the focus should be on maximising the contribution of provinces to project support*

*That the project structure should aim at bringing in expert competencies, whilst taking full advantage of competencies existing within the provincial administrations*

#### **4.5. Stakeholder Inputs With Regard Structural Options For PMCBP**

It is recommended that the project initiate and maintain inclusive and participatory process with regards strategy development and that the proposed Steering Committee be part of the discussion Viz. Suitable institutional, system, structure and competency requirements for project success.

Stakeholders have, in the interview discussion process suggested several options in considering

of a project supportive structure for successful PMCBP. It is worthy of

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**note that these options share a focus on institutionalisation of the project, creating a resource base and enhancing overall delivery capability.**

##### **4.5.1 Option 1**

**The emplacement of the project within existing constructs whose core business is in fact Government capacity development for instance SAMDI.**

##### **4.5.1. (a) Advantages to this approach**

- **As the capacity development services provider to Government SAMDI would provide a contextualised home for future PMCBP**
- **SAMDI has to a large extent the systems required to facilitate delivery of development interventions**
- **There are in place substantial parts of needs analysis being momentarily carried out by SAMDI that would be of direct benefit to the project**

- **It may be less complex for SAMDI to develop and co-ordinate international relations and networks for project support given its image as the central agency for government capacity development**

#### **4.5.1(b) Disadvantages**

- **The image of SAMDI within prospective target groups is one of an organisation yet to show its capacity to deliver capacity development in the millennium**
- **SAMDI transformation is itself in progress and the wisdom of adding such an important imperative to SAMDI undertakings needs specific attention**

- **There are questions amongst the remaining stakeholders with regard to SAMDI capacity to ably project manage an undertaking of this scale**

#### **4.5.2. Option 2**

The placement of PMCBP within existing Provincial Administration - the N. Cape Option. This involves the delegation of project responsibility to a high-ranking Senior Manager within the ambit of the DGs office. Such officer with project manager support to have oversight responsibility and function as accounting officer for the project.

#### **4.5.2. (a) Advantages**

- **The option places PMCBP firmly within the ambit and responsibility of provincial administration**
- **Some basic project support infrastructure is available to the project**

- **All responsibilities, project management, fiscal accountability, et al are housed within a single central site and this makes for ease of management coordination**
- **The managing province will develop its capacity, systems and staff competency to manage projects of this scale**

#### **4.5.2. (b) Disadvantages**

- **Provincial capacity to manage the project successfully is not presently available**

- **Senior managers in Provincial Administrations have indicated that there is already a sense of overload - this raises the prospect that taking on PMCBP responsibilities would spread their competencies and resources even more thinly**
- **There is the ever present possibility of the project perceptions shifting towards - its not my problem - frame of reference, this would debilitate the camaraderie that had taken a tremendous effort to develop.**

#### **4.5.3. Option 3**

**The engagement of a stand alone, independent Knowledge Management facilitator (or consortium) whose sole responsibility is to plan, implement, manage, monitor and evaluate the project.**

#### **4.5.3. (a) Advantages**

- **The independence of the project from potential political dabbling and interference**
- **Implementation of the project by competent facilitators and managers**
- **The mandatory and measurable transfer of tested competencies from project managers to project partners**
- **Audit ready project evaluation, measuring outputs, benefits, impact, value added in relation to resources applied and cost.**

#### **4.5.3 (b) Disadvantages**

- **Cost of suitable knowledge manager (or consortium) may be prohibitive**
- **The project may revert to appendix status with provinces giving only the required attention**
- **Unless properly monitored skills transfer may not in fact occur to the extent that is desirable for future project sustainability**

#### **4.5.4 Option 4**

**Engagement of a UN specialised agency to plan, implement, monitor and evaluate the project under provincial guidance**

##### **4.5.4 (a) Advantage**

**Lower project costs - UN is non-profit making.**

#### ***4.6. The integrated option***

**The following assumptions and important considerations were found common in all tabled options to date and serve as the premise for this option**

- **The interest of stakeholders is largely in the outputs**
  - **Brings to the fore the requirement for external Knowledge management and project management expertise for project success**
- a Recognises the need for the project to be institutionalised in a government context and**

- **Avoids the creation of an appendix and new layer of bureaucracy for the project.**

#### ***4.7. Evaluation Team Recommendation***

- **That the project be placed within the entity whose core business is management capacity development (SAMDI)**
- **That the resources contributed by project partners, funds, human resources, expertise etc be ring - fenced from the normal SAMDI budget and be project dedicated**
- **That the project employs a Knowledge Management/ Project Management expert/s with relevant competencies in Knowledge Management, Development Management and Project Management whom, housed within SAMDI and having direct access to the Project Chair, the PGB and the Steering Committee has overall project implementation responsibility.**



- That within the overall project values and policy there be focussed attention on the need to set quality, quantity time cost and location requirements in the design, implementation and evaluation phases of the project in order to best monitor progress, facilitate steering, measure performance impact of target groups and functionally evaluate the project.

#### ***4.8. Systems for project Success***

Stakeholders have pointed out a need to investigate the systemic requirements for a future PMCBP. Inter alla, they point to a need for:

- A systemic approach to PMCBP i.e. that PMCBP be contextualised, target group relevant, timely , national program and provincial objectives supportive and focussed on project specific capacity development
- Stakeholders pointed out a desire that the intervention methodology for capacity development be under the ambit Knowledge Management and thus systems be developed that will facilitate the creation of a learnings and knowledge repository for government at all levels, accessible to all stakeholder groups equally
- That delivery systems for capacity development interventions, training, on site development, advisory services, networking and team development etc, take advantage of Information Technology in the Knowledge Management context. Specifically that IT is deployed to reduce costs, create access, and encourage communication.

***4.9. Recommendation with regard capturing individual, team and Organisational /earnings, experiences, and developing a future search capacity*** Organisations that are successfully

focussing on future competitive advantage are continuously learning, questioning present modus operandi, reviewing their vision of the future, clarifying for themselves what competencies they will need in the future and creating within themselves a capacity to cope with what that future will require of them. They do this mainly through Knowledge Management, which inter alia encompasses

- **Identification of Organisational capacity deficiencies in relation to generic and specific Organisational and individual performance improvement**

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- **Consistent evaluation and improvement of organisation and individual resources deployed to remove competency deficiencies**
- **Identifying, recording and disseminating learning experiences of the organisation and individuals within the intervention target groups and work environment**
- **Consistently focussing on Organisational and individual performance improvement as a measure of impact of the experiences and learnings of the target groups from applying competencies to the workplace**

**It is our recommendation that the foregoing premise the systems development process for the project and particularly that the project systems planning process pay attention to systemic project/ intervention development and to this end;**

- **Contextualise IIP and similar policy by working through, programmatic, projects and project team competency requirements**

- **The development of a realistic set of capacity development priorities with broad generic and locally specific outcomes and competencies attached**
- **That delivery methodology to meet identified competencies be outlined, prioritised and a preliminary investigation be carried out with regard to its feasibility within project resources**
- **That a key focus of the delivery system be the identification, prioritisation, capturing and dissemination of individual and Organisational learnings and experiences**

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- **That a faint but distinct line differentiate project management systems and Knowledge Management systems within the broader Knowledge Management Framework**

#### ***4.10. Findings regarding Institutionalisation, Shared Values and a***

##### ***Policy guide.***

A refrain throughout the project records and in interviews echoes around the absence of even the most rudimentary set of cultural guides - how this project does what it does. In the second, instance the common error of substituting an organisational unit for the project institution comes through. Finally the rules, regulations, agreements with respect inter alia to interests, obligations, contributions and expectations with respect to stakeholders, beneficiaries and partners are not in place at any point in the project.

##### **4.10.1 Recommendations with regard project institutionalisation**

That the project institution be perceived to include the values, cultural system, and the agreements with regards expectations, obligations, and contributions of all the stakeholders and interest groups and

project partners.

The project set out to identify its partners, important stakeholders, and beneficiaries through a facilitated process. The process should aim at identifying, prioritising, recording and dissemination of

- The interests of stakeholders in the success of the program
- Values that support project success that stakeholders and partners will bind themselves to in ensuring project success

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- The expectations of partners with regard program implementation modalities including outcomes, timeframes, quality and quantity considerations

#### ***4.11. Recommendations with regard deployment of Knowledge management and Project Management and related information technologies to ward project success***

- That **Knowledge Management Technology** is deployed to best capture the processes of:
- **Needs analysis**, target group specification, assessment, placement, development, redeployment and support in the workplace with a consistent focus on the application of those competencies within the workplace and their transfer to the working environment
- **Developing a relevant Capacity Development program** including competency sets, curriculum management, materials and resource development
- **Program deployment and delivery management** i.e. getting the competencies to the target group

on time to impact on the relevant tasks including pre - project preparation, project relevant competencies, training and development, on site support, ongoing in - the life of the project development support, and post training and development support

- **Facilitating supported idea generation and sharing** with respect to individual, team organisation experiences, and learnings about performance improvement efforts for project related future success.

#### ***4.12, Important First Steps***

- 1. A process to create a succinct and guiding Program Vision**
- 2. The agreement of an institutional framework including expectations, obligations, interests, structural considerations, system requirements and values to support project success**
- 3. The development of a project plan including Initiation, Design, Implementation and Closure phases in a work breakdown format**
- 4. The preparation and presentation of the project proposal to present and potential support partners and stakeholders to activate project support and stakeholder buy in**
- 5. The initiation of the project and contracting of a Knowledge Management facilitator/s and**

**their resourcing**

- 6. A needs confirmation, alignment and benchmarking process using data from all stakeholder and partner resources**
- 7. The development of competency models, curriculum and materials and their short term testing**
- 8. The development/ deployment of supportive IT systems both for project management and capacity development deployment**
- 9. The identification, assessment and recruitment of target groups for development interventions**

## **10. Project Implementation and Management**

**Note: The process outlined here are not sequentially defined: a large majority of these have to be run in parallel process thus giving and taking support from each other and completing the systemic design cycle**

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