

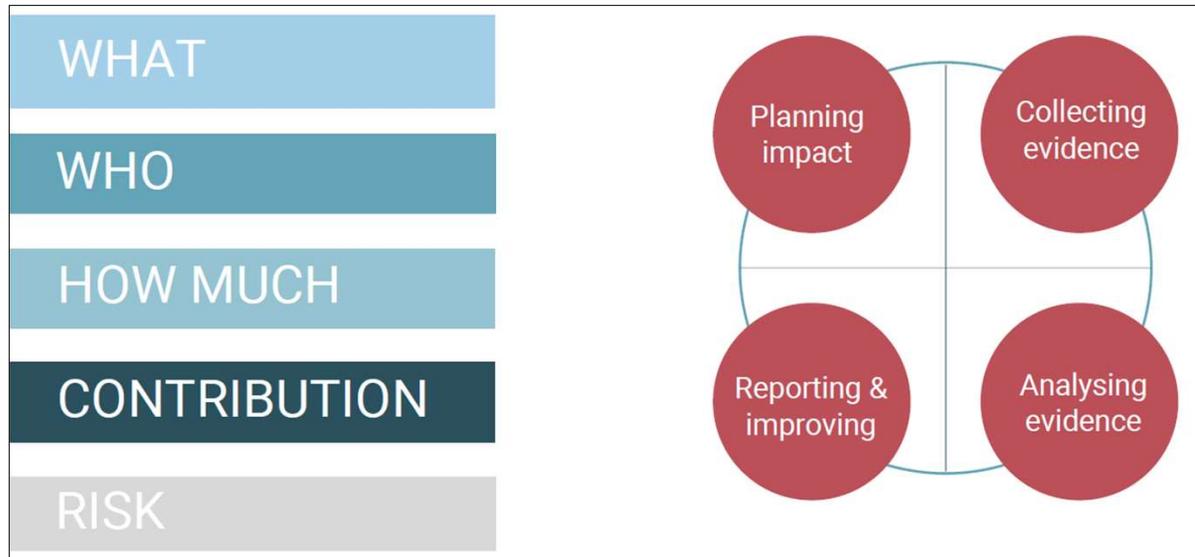
Connectors in Engagement: Workshop 3: Practical considerations and measuring impact

***Using Impact Measurement and
Management to monitor progress and
inform how programmes run
Case Study: Solidarity Fund Food Relief Programme
2020***

BEATRICE WATERMEYER CONSULTING

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Introduction to the IMM Framework

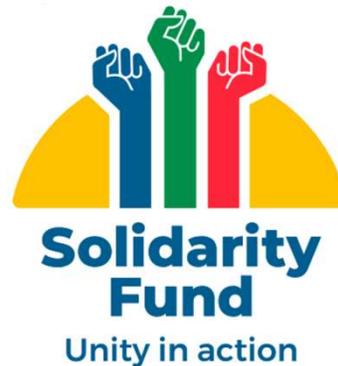


This is an example of an IMM framework which is based upon the impact management cycle that Social Value International offers. There are four stages: Planning impact, collecting evidence, reporting and improving. The word and depiction as a 'cycle' speaks to the practice of continual evaluating and learning.

Linked to this are the five dimensions of impact:

- WHAT outcomes occur and how valuable they are (the effects of activities)?
- WHO are the stakeholders that experience them?
- HOW MUCH change they experienced?
- Your CONTRIBUTION to these changes?
- RISK that you do you not create as much impact as you want or require.

Case Study: About the Solidarity Fund



The Solidarity Fund was created in 2020 as a platform for all South Africans, from the public and private sectors, civil society, as well as the general public, to unite the nation in our response to the COVID-19 crisis. The Fund was designed as a rapid response vehicle that aims to support the various government and non-governmental organisations in prevention, detection, medical care and humanitarian support.

Case Study: SF's Emergency Food Relief programme



The Fund's first humanitarian disbursement, announced on 18 April 2020, took the form of a R120 million funding commitment to provide emergency food relief to over 250 000 distressed households across South Africa. The relief effort was targeted at reaching the most vulnerable, marginalised and rural families, experiencing severe food insecurity during the lockdown period – while observing the rules of national lockdown. This short-term, immediate relief intervention was designed to be a stop-gap measure. The food parcels provided basic food relief for a household for two to three weeks (depending on household size).

The food relief effort aimed to reach 250,000 households through four pillars:

- *Pillar 1: Households reached through the Department of Social Development (DSD) Community Nutrition Development Centres (CNDCs)*
- *Pillar 2: Households reached through four large NPOs with a track record of delivering food across the country*
- *Pillar 3: Households reached through CBOs and FBOs – the Fund identified critical gaps in coverage in vulnerable areas, and worked with trusted partners to identify CBOs and FBOs to reach the most vulnerable and rural areas – last mile delivery.*
- *Pillar 4: Households reached through food vouchers – the Fund entered into partnership with the SACC to provide food relief to 23,500 HHs via a range of different voucher solutions*



Tshikululu Social Investments – alongside other service providers – offered its services pro-bono to the Solidarity Fund during this time to help run the Emergency Food Relief programme, as well as to monitor its impact.

Planning Impact

As a first step, we had to plan impact. This theory of change was developed by the Solidarity Fund and Tshikululu Social Investments and showed the four pillars of the Solidarity Fund: Prevention, Detection, Medical Care and Humanitarian Support; its activities, expected short to medium-term outcomes as well as how this would lead to the impact desired by the Solidarity Fund.

As part of Planning Impact, a number of indicators that we could use to measure our theory of change were developed. For more information on this please feel free to access the Solidarity Fund Impact Framework which is publicly available at https://solidarityfund.co.za/media/2020/07/SF_Impact_Framework_2020-1.pdf



The Fund will have effectively and meaningfully contributed to South Africa's ability to respond to the COVID-19 pandemic

Collecting Evidence

This was a huge task! Every single organisation involved in the effort had to report every two days on how many food parcels they had delivered by Area/Town/Village. This had to be accompanied by qualitative data which included: Challenges/Successes; photographs; videos testimonials and any other information they wanted to provide.

Date	Area/Town/Village	Local Municipality	District	Province							
19th April 2020	Alexandra	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						144	
	Alexandra	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						223	
	Diepsloot	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						250	
20th April 2020	Hillbrow	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						199	
	Orange Farm	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						250	
	Mtsheni	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						422	
	Masiphumulele	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						145	
	Dunoon	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						150	
21st April 2020	Alexandra	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						189	
	Diepsloot	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						100	
	Hillbrow	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						51	
	Orange Farm	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						99	
	Mtsheni	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						434	
	Imizamo Yethu	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						250	
	Masiphumulele	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						103	
	Dunoon	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						135	
	Msinga Local Municipality	Msinga Local Municipality	Umtshini	KwaZulu-Natal		250					
	Richards Bay	uMhlatuze Local Municipality	King Cetshwayo	KwaZulu-Natal		1500					
	Kabokweni	City of Mbombela Local Muni	Ehlanzeni	Mpumalanga			99				
	Nkomazi Local Municipality	Nkomazi Local Municipality	Ehlanzeni	Mpumalanga			68				
	Watevel Bowen	Emakhazeni Local Municipality	Neargala	Mpumalanga			69				
	22nd April 2020	Alexandra	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						862
		Diepsloot	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						276
Hillbrow		City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						360	
Orange Farm		City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						470	
Mtsheni		City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						332	
Tembisa		City of Ekurhuleni Metropolita	City of Ekurhuleni Metropolita	Gauteng						411	
Masiphumulele		City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						352	
Dunoon		City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						63	
Msinga Local Municipality		Msinga Local Municipality	Umtshini	KwaZulu-Natal		500					
Tugela Ferry		Masinga Local Municipality	Umtshini	KwaZulu-Natal		1000					
Dundee		Endumeni Local Municipality	Umtshini	KwaZulu-Natal		1500					
Unknown Gauteng		Unknown Gauteng	Unknown Gauteng	Gauteng						250	
Makanye Village		Potlakoane Local Municipality	Capricorn	Limpopo						250	
Ga-Makgatle		Ephraim Mogale Local Municipality	Sekhukhune	Limpopo						250	
Bushbuckridge		Bushbuckridge Local Municipality	Ehlanzeni	Mpumalanga			109				
Alexandra	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						1045		
Diepsloot	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						449		
Hillbrow	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						553		
Orange Farm	City of Johannesburg Metro	City of Johannesburg Metro	Gauteng						384		
Mtsheni	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						384		
Dunoon	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						350		
Imizamo Yethu	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						250		
Masiphumulele	City of Cape Town Metropoli	City of Cape Town Metropoli	Western Cape						263		
Tembisa	City of Ekurhuleni Metropolita	City of Ekurhuleni Metropolita	Gauteng						89		
Carletonville	Merafong City Local Municipality	West Rand	Gauteng						34		
Mamelodi	City of Tshwane Metropolitan	City of Tshwane Metropolitan	Gauteng						86		
Esikhawini	uMhlatuze Local Municipality	King Cetshwayo	KwaZulu-Natal		1500						
Greytown	Umvoti Local Municipality	Umtshini	KwaZulu-Natal		250						
Impendle	Impendle Local Municipality	Umtshini	KwaZulu-Natal		250						
Ga-Manoke	Fetakopomo Tubatse Local Municipality	Sekhukhune	Limpopo						250		
Kgobokwane	Elias Mtofoledi Local Municipality	Sekhukhune	Limpopo						250		

This is an example of the 'collecting evidence' spreadsheet that was inputted daily by the Solidarity Fund team.

Reports were submitted to a specific inbox which was manned by a team who were allocated specific projects. The reports were cleaned up and then the quantitative data was captured into a spreadsheet. Each parcel had to be tracked by its delivery in their Area/Town/Village, Local Municipality, District, Province in order to *correctly* feed onto Google Maps (accuracy was vital). Some areas/villages were so new they didn't yet exist on Google Maps and had to be tracked out by their closest Local Municipality or District! Qualitative data was stored on Tshikululu's systems ready for analysis.

Analysing evidence

QUANTITATIVE DATA ANALYSIS

- Quantitative data was put into a pivot table
- Descriptive analysis produced showing:
 - Breakdown of food parcels per province
 - Breakdown of food parcels per pillar
 - Breakdown of food parcels per area mapped onto Google Maps

This helped identify areas that weren't being targeted or could be being missed out on

QUALITATIVE DATA ANALYSIS

- Qualitative analysis included gathering themes in order to identify:
 - Successes
 - Challenges
 - Early outcomes (impact of the project) based on feedback and case studies
 - Key lessons (especially around delivery)

Reporting & Improving

A consolidated report was required by the Solidarity Fund three times a week to track deliveries and solve problems around delays and security of the participants.

While this was a short term project, the **continual reports showed us how we could continually improve**, and while most interventions wouldn't require this on such an extreme basis, this case study shows how the **cycle of continual impact measurement and management can continually guide the programme to be better.**

Outcomes of the Solidarity Fund Food Relief Programme

As of 30 November 2020

300,187

food parcels have been delivered to households across the country

P1: 59,433 via CNDCs

P2: 154,276 via NPOs

P3: 69,008 via CBOs

P4: 17,470 via vouchers

As of 30 November 2020 Number of parcels delivered per province

