

Chapter 10. Case study 1: Implementing Logframes on SAWiC

10.1 Introduction

The aim of this chapter is to illustrate that, similar to a project or endeavour, an institution should be efficient in its daily processes and activities and should deliver a product or output. However, to be effective, outcomes should be stated under the objectives and the envisaged impact should be stated under the goal. Moving from process to outcome and impact is crucial to ensure development effectiveness.

The Logframe construct discussed in Chapters 6 and 7 will be illustrated in this chapter as a case study applied to an institution. The institution in this case study is the South African Women in Construction Association (SAWiC).

This design Logframe will be developed in line with the business plan prescriptions of international development finance institutions (DFIs) mentioned in Chapter 7.

10.2 Background of SAWiC

SAWiC is a national association of women construction entrepreneurs (SMMEs) of women employed in all areas of construction, from the skilled trades, to business ownership. SAWiC has international affiliation to the National Association of Women in Construction (NAWIC) in the USA and Canada. Originally a trust was founded as a product of the Development Bank of Southern Africa (DBSA) Specialist Business Unit development program for SMME construction entrepreneurs and later became an association (Verwey 2002: Interview).

SAWiC has as some of its objectives to assist women in protecting themselves against discrimination and oppression, to access contracts, create jobs, grow their businesses, enhance their entrepreneurial qualities and thus to survive and thrive in the construction industry dominated by males during the previous century. SAWiC has four membership categories namely, labour, trades, contractor and service provider. Men are welcome to join under the service category level (Verwey 2001; Verwey 2002: Interview).

SAWiC administers, intervenes, facilitates and negotiates to empower its members to gain access to jobs and contracts, finance, training and networks. SAWiC strives to create a positive image of the construction industry and the role of women SMMEs in this non-traditional field, as portrayed in the slogan, "constructing a brighter future" (SAWiC 2002).

10.3 Methodology

This chapter is designed in a case study format with the aim to apply the logical framework construct. The information on SAWiC was obtained from its annual reports, papers delivered by its founder and interviews with its founder (Verwey 2002: Interview) and board members. This case study should be viewed with Chapter 9 in mind where SAWiC's acceptability and utilization by its members were tested.

10.4 Goal of SAWiC translated into Logframe terminology

The Logframe Goal of the South African Women in Construction (SAWiC) as association is to contribute to development and poverty alleviation by promoting gender equality, employment equity, as demanded by the Equity Act, through training, networking, financial and job opportunity facilitation of Small Medium and Micro Enterprises (SMMEs) that are involved in construction and owned by women.

In analysing the above goal the major questions were answered in line with logframe terminology as follows:

The Goal	
of	<i>(which organisation?)</i>
the South African Women in Construction (SAWiC)	
as	<i>(legal status?)</i>
association	
is to	<i>(to do what?)</i>
contribute to development and poverty alleviation	
by	<i>(why?)</i>
promoting gender equality, employment equity, as demanded by the Equity Act	
through	<i>(how?)</i>
training, networking, financial and job opportunity facilitation	
of	<i>(where?)</i>
Small medium and micro enterprises (SMMEs)	
that	<i>(doing what?)</i>
are involved in construction	
owned by	<i>(by whom?)</i>
women.	

The above goal is also in line with SAWiC's slogan and vision of 'constructing a brighter future' for all in SA by empowering women.

10.5 Objectives of SAWiC translated into Logframe terminology

As explained in Chapter 7 the objective refer to outcomes and provide the crucial link between outputs and the goal. The most important elements of the outcomes concept are acceptance, utilization and client satisfaction.

SAWiC's objectives are that their sponsors, donors, international and national development fraternity, clients, communities, trustees; members, DBSA, board, clients & consultants, funding and development organizations, commercial banks, insurance companies, established and emerging contractor councils, associations, companies, major material suppliers and the government, will recognise, accept and support their outputs and activities, and that their clients, communities, and other beneficiaries, will accept and utilise their outputs of training, networking, financial and job opportunity facilitation.

In analysing the above objective the major aspects were dealt with in line with logframe terminology as follows:

SAWiC's objectives are that their

- sponsors,
- donors,
- international and
- national development fraternity,
- clients,
- communities,
- trustees,
- members,
- DBSA board,
- funding and development organizations,
- commercial banks,
- insurance companies,
- established and
- emerging contractor councils,
- associations,
- companies,
- major material suppliers and
- the government

will

- recognise,
- accept and
- support

their outputs of

- training,
- networking,
- financial and
- job opportunity facilitation.

10.6 Outputs of SAWiC (In order to reach the above objectives)

SAWiC provides:

- Contracts & job opportunities;
- Training opportunities;
- Financial access;
- Networks & assistance.

by means of the following tangible outputs:

- A structured organization;
- Established SAWiC secretariat;
- A trust as mechanism;
- A Strong SAWiC image;
- A marketing strategy;
- Provincial road shows;
- Provincial chapters;
- Registered members;
- Established database;
- Established website
- Formulated agreements;
- Structured workshops;
- Reliable sponsor pool;
- Videos of members' work;
- Trip & meeting reports;
- Quarterly reports;
- Annual report; and
- Auditor's report.

10.7 Activities of SAWiC (In order to reach the above output)

Contracts & job opportunities:

- Obtain tender bulletins from government departments, organizations, companies, etc.
- Distribute above to relevant members.
- Provide legal, costing, design, quantity surveying and other help in tendering process;
- Negotiate participation of women in existing contracts.
- Tracking and monitoring policy adherence and project implementation.
- Record and award positive achievements.

Training opportunities:

- Workshops;
- Courses;
- Conferences;
- Exchange programs;
- On site training;
- Course development in consultation with service providers.
- Continuously improve course contents.

Financial access:

- Negotiate with funding organizations.
- Keep track of performance.
- Address problem areas.
- Develop new financial mechanisms.

Networks & assistance:

- Organise overseas visits for networking.
- Organise overseas visitors.
- Arrange meetings with members.
- Arrange meetings with trustees.
- Arrange meetings with all other stakeholders.

Regarding SAWiC Secretariat:

- DBSA approval of preparation report;
- Negotiate & establish team;
- Draw up budget;
- Develop business plan;
- Implement business plan;
- Market SAWiC & chapters.
- All activities in support of the outputs described above.

Planning activities:

- Develop a business plan;
- Implement business plan;
- Market SAWiC.

Finance tasks:

- Budgeting.
- Negotiate with funding organizations.
- Develop new financial mechanisms.

Organise:

- Courses;
- Conferences;
- Exchange programs;
- On site training;
- Course development;
- Workshops;
- Database.

Monitor and evaluation tasks:

- Keep track of performance.
- Address problem areas.
- Include lessons learnt in database.

Networking assistance:

- Organise overseas visits for networking.
- Organise overseas visitors.
- Arrange meetings with SMMEs;
- Arrange meetings with Board;
- Arrange meetings with all other stakeholders.

All activities should be in support of the outputs described above.

Assumptions should state that the following would be in place:

- Honesty, integrity, trust and security.
- Accountability, credibility and transparency.
- Recognising of gender issues in all aspects of life.
- Promote a family sensitive industry.
- Pursue unity and excellence in the organisation.
- Ensure good governance practices.

10.8 Implementing Logframe methodology on SAWiC

Table 10.1: Logframe matrix for an institution's design and appraisal phase

Description & Qualification	Indicators KPIs	Means of Verification.	Assumptions & Conditions
<p>Goal: (or Expected Impact) The Goal of the South African Women in Construction (SAWiC) as association is to contribute to development and poverty alleviation by promoting gender equality, employment equity, as demanded by the Equity Act, through training, networking, financial and job opportunity facilitation of Small medium and micro enterprises (SMMEs) that are involved in construction and owned by women.</p>	<p>#Women empowered: use as proxies: #Attendees at meetings. #Fully paid up members. #Marketing meetings. #Provincial chapters created.</p>	<p>=Employment Equity Act of 1998. =Attendance registers. =SAWiC database. =Minutes of SAWiC meetings. =Trip reports.</p>	<p>+ Demand for women in all sectors in line with Eq. Act. + Economic growth. + Women involvement without fear. + Provincial interest in SAWiC affiliation.</p>
<p>Purpose: (or Objectives & Outcomes) SAWiC's objectives are that their sponsors, donors, international and national development fraternity, clients, communities, trustees; members, DBSA, board, clients & consultants, funding and development organizations, commercial banks, insurance companies, established and emerging contractor councils, associations, companies, major material suppliers and the government, will recognise, accept and support their outputs and activities, and that their clients, communities, and other beneficiaries, will accept and utilise their outputs of training, networking, financial and job opportunity facilitation.</p>	<p><u>Non-quantifiable:</u> *Stakeholder feedback. *Visibility in publications. *Tangible support. <u>Quantifiable:</u> #R received from Donors. #Sponsored items. #Extractions distributed. #Pamphlets distributed. #Contracts obtained. #Training sessions. #Finance & Bridging finance done. #Nat&Internat networks.</p>	<p>=Budgets approved. =Feedback at meetings minuted. =DBSA annual reports. =PwC audit. =Debansa & other publications. =SAWiC database. =OEU rapid assessment. =Minutes of SAWiC meetings. =Attendance registers. =SAWiC database.</p>	<p>+ DBSA managerial support & commitment. + Sufficient funds allowed for efficiency. +Infrastructure and support functions for SAWiC. +Commitment of trustees. +Stakeholder participation.</p>

Abbreviations: # : Number of; = : To be found in; + : Positive assumption

Supply driven: Products of SAWiC trust, association, secretariat

Description & Qualification	Indicators KPIs	Means of Verification.	Assumptions & Conditions
<p>Outputs: (or Results) <u>Empower members with the following tangible outputs:</u></p> <ol style="list-style-type: none"> 1. Contracts & job opportunities; 2. Training opportunities; 3. Financial access; 4. Networks & assistance. <p><u>Regarding SAWiC Secretariat development there will be:</u></p> <ol style="list-style-type: none"> 1. A structured organization; 2. Established SAWiC secretariat; 3. A trust as mechanism; 4. A strong SAWiC image; 5. A marketing strategy; 6. Provincial Road shows; 7. Provincial chapters; 8. Registered members; 9. Established Database; 10. Established Website 11. Formulated Agreements; 12. Structured Workshops; 13. Reliable Sponsor Pool; 14. Videos of members' work; 15. Trip & meeting reports; 16. Quarterly reports; 17. Annual Report; 18. Auditor's report. 	<p>#Secured. #Training workshops. #Contacts.</p> <p>Following documents be in place: *Agreements. *Trust deeds. *Strategies.</p> <p># Members. # Road shows. #Sponsors. #Videos made. #Banners, Brochures. #Reports distributed. #Positive findings in audit report by PwC.</p>	<p>=Course feedback evaluation forms</p> <p>=Minutes of SAWiC meetings. =SAWiC database.</p> <p>=Legal Documents. =Minutes of SAWiC meetings. =Attendance registers. =SAWiC database. =Auditors report from PwC.</p>	<p>+Successful creation of infrastructure, funding and support functions for SAWiC.</p> <p>+That the SAWiC founder will receive sufficient administrative support, in order to run an efficient secretariat, which will produce the adjacent Output, in order to support the above Objectives & ultimate Goal.</p>
<p>Activities: (& inputs)</p> <p>1. Contracts & job opportunities:</p> <ul style="list-style-type: none"> • Obtain tender bulletins from government departments, organizations, companies, etc. • Distribute above to relevant members. • Provide legal, costing, design, quantity surveying and other help in tendering process; • Negotiate participation of women in existing contracts. • Tracking and monitor policy adherence and project implementation. • Record and award positive achievements. 	<p>#Obtained. #Distributed. #Helped. #Negotiations. #Tracked. #Awards.</p>	<p>=UBSA Board Documentation</p> <p>=SAWiC Reports and Database. =SAWiC Reports and Database. =SAWiC Reports and Database. =SAWiC Reports and Database.</p>	<p>+ Creation of infrastructure, funding and support functions for SAWiC.</p>

<p>2. Training opportunities:</p> <ul style="list-style-type: none"> • Workshops; • Courses; • Conferences; • Exchange programs; • On site training; • Course development in consultation with service providers. • Continuously improve course contents. <p>3. Financial access:</p> <ul style="list-style-type: none"> • Negotiate with funding organizations. • Keep track of performance. • Address problem areas. • Develop new financial mechanisms. <p>4. Networks & assistance:</p> <ul style="list-style-type: none"> • Organise overseas visits for networking. • Organise overseas visitors. • Arrange meetings with members; • Arrange meetings with trustees; • Arrange meetings with all other stakeholders. <p><u>Regarding SAWiC Secretariat:</u></p> <ol style="list-style-type: none"> 1. DBSA approval of Prep. Report; 2. Negotiate & establish team; 3. Draw up Budget; 4. Develop business plan; 5. Implement business plan; 6. Market SAWiC & chapters. <p>All activities in support of the 18 outputs described above.</p>	<p>#Participated. #Accredited. #Attended. #Participated. #Participated. #Consultations. #Improvements</p> <p>#Negotiations. #Loans. #Meetings. #Mechanisms. #Testimonials & references given.</p> <p># visits. # visitors. # meetings. # meetings. # meetings.</p> <p># reports. # reports. # visits.</p>	<p>=Feedback reports. =Course feedback evaluation forms. =Financial records. =Minutes of meetings. =Feedback reports. =Minutes of meetings. =DBSA Board Documentation. =SAWiC business plans.</p>	<p>+ Creation of infrastructure, funding and support functions for SAWiC.</p>
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Abbreviations: #: Number of; =: To be found in; +: Positive assumption

10.9 Conclusions

The versatility of the Logframe as a design tool is evident from the above illustration. If the Logframe is not used, institutions easily formulate their business plans only in a process mode, without asking the questions WHY or SO WHAT. Institutions, corporations and government bodies can get so involved in processes and daily activities that they easily forget the reason for their existence.

Logframes should never replace business plans. A good business plan is still crucial for any institution, but with a Logframe construct in mind the output of an endeavour or of an institution will be seen in a wider context of acceptability, utilization, responsibility, accountability (AA), corporate tolerability and good citizenship.

Chapter 10 developed and illustrated a design Logframe for an institution, while Chapter 11 will develop and illustrate a design and an evaluation Logframe for a construction project.

11.2 Background

The Pretoria Technikon construction of a +R50m administration building is used as a case study. Technikon Pretoria needed an administration building because the administrative functions were accommodated in decentralised buildings designed for academic purposes. The project consisted of an 11 430m² building with six levels and a basement. Building operations commenced on 5 November 1998, and the first staff started occupying the building during March 2001. The contract documentation was completed before the funding was available. The Technikon and contractor made special provision to meet the development conditions. More than 800 unskilled people were employed and trained. The site and new building is a focal point among the buildings on the Technikon's Campus. The slope was difficult to deal with but the multi-level design successfully integrated the new building with the rest of the buildings. Aesthetically the building is the flagship of the Campus and engenders a sense of excitement similar to that of an airport terminal. The building and the landscaped areas are coping effectively with large numbers of people daily. Cognisance has been taken of the needs of the handicapped and that access for people in wheelchairs and suitable toilets have been provided. The quality achieved in the construction of the building is high despite the fact that some compromise on quality was inevitable given the SMME developmental approach that was adopted. The building incorporates many features to improve its thermal performance.