



University of Fort Hare
Together in Excellence

**PUB: 527 – PUBLIC SECTOR MONITORING AND
EVALUATION**

**Main Degree Examination, October/November 2025
2025**

Time: 3 Hours
Paper: Public Sector Monitoring and Evaluation
Marks: 100
Subject: Public Administration

This paper consists of 6 pages including the cover page

INTERNAL EXAMINER
Dr S. Lungisa [UFH]

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EXTERNAL EXAMINER
Mr J. Mudau [TUT]

INSTRUCTIONS

- (i) Answer **All** questions.
- (ii) All questions carry equal Marks.
- (iii) You are advised to spend at most, 1 Hour on each of the questions.
- (iv) You are expected to draw relevant examples and illustrations from research in the study and practice of Public Administration and South African Public Service.
- (v) Credit will be given for answers that clearly articulate the relevance and applicability of various research and epistemic traditions in the study and practice of Public Administration and South African Public Service.

QUESTION 1

33.3 Marks

Welisizwe Bridges

Bridges are more than crossings – they connect people and communities and multiply the potential for growth by expanding access to social economic and cultural opportunities.

In his 2022 State of the Nation Address, President Cyril Ramaphosa announced the fast-tracking of the construction of bridges especially in rural areas to address infrastructure backlogs and to ensure safer rural communities during floods.

A year later in 2023, President Ramaphosa reported that 17 bridges in Eastern Cape were under construction while a further 24 were in the stage of on-site preparations.

The Bridges are to be spread across five (5) district Municipalities in the Eastern Cape Province, 1 in Alfred Nzo; 4 in OR Tambo; 5 in Amathole; 3 in Joe Gqabi; and 4 in Chris Hani.

The bridge forms part of the Welisizwe Rural Bridges Programme aimed at addressing the infrastructure backlog in rural areas, especially bridges damaged by floods.

The persistent heavy rains in rural areas over the past few years has had a devastating effect, causing damage to roads and bridges. Making it impossible to cross rivers and forcing people and learners to stay at home as well as halting economic activities.

The construction of bridges in rural areas aims to improve communities' access to health facilities, schools and economic amenities. It is managed by the Department of Public Works and Infrastructure, the South African National Defence Force (SANDF) and provincial Transport Departments. The initiative forms part of the Strategic Integrated Project (SIP-25) and supports government's economic recovery programme.

In July 2020 a total of 62 Strategic Integrated Projects were gazetted and hold significant value in terms of growing our economy and driving development. These projects are being implemented across all three spheres of government, state-owned entities and the private sector.

The building of bridges in rural areas has created work opportunities through the Expanded Public Works Programme (EPWP). Each bridge site has five artisans and 40 EPWP workers, and skills which include welding, ground work and soil retention are being transferred to workers.

About 48 bridges will be constructed in each of the six provinces during the 2023/24–2025/26 period totalling 288 bridges by the end of the 2025/26. About 1045 job opportunities will be created in each province in one financial year comprising 64 artisans, 960 EPWP participants and 21 graduates.

Over and above the EPWP job opportunities, 136 artisans and professionals will be given experiential learning opportunities on 96 bridge sites.

Our infrastructure investments are at the heart of the Economic Reconstruction and Recovery Plan to improve economic opportunities in rural areas, standards of living and social cohesion. We are using this initiative to reverse the strangle hold that apartheid's policies had inflicted on the country's rural poor.

As government, we are proud of the work catalytic intervention to use infrastructure to create job opportunities and transform our economy. However, much more needs to be done and we need the help of all South Africans and all sectors of society to ensure that we unlock growth, create jobs and ignite hope for a better tomorrow.

Question 1.1

In view of the case study.

Using the information provided, develop a high-level Activity Breakdown Structure for the Welisizwe Bridges Programme.



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Question 2

33.3 Marks

Hypothetically using Youth Wage Subsidy Policy, Minister in the Presidency Maropene Ramakgopa responsible for Planning and Evaluation has tasked your firm to develop Monitoring and Evaluation System using and applying the Theory of Change and Systems Theory.

Question 3

33.3 Marks

The Chief Executive Officer (CEO) of the South African National Roads Agency SOC Limited (SANRAL), Reginald Demana, has launched a new R2.2-billion construction phase of the flagship N2 Wild Coast Road (N2WCR) in the Eastern Cape.

The SANRAL CEO today (Wednesday) concluded a three-day visit to inspect progress on the new N2WCR, during which he introduced the contractor for

Package Four, WBHO-Edwin Construction Joint Venture, to the community in Lusikisiki. Demana also visited the construction sites at the Msikaba and Mtentu mega-bridges, as well as Package Five, a 17km stretch of road between the two mega-bridges. He was accompanied by the Chief Construction and Maintenance Engineer, Dumisani Nkabinde, as well as the Regional Manager for the Southern Region, Mbulelo Peterson and the project management teams.

Demana's announcement of the commencement of Package Four – construction of the N2WCR Section 20 between the Lingeni Intersection (km 15.40) and the Msikaba Bridge (km 33.02) valued at R2.2bn – is another major milestone for the project. In addition to the two mega-bridges, there are seven major construction packages on the N2WCR.

Demana says the N2WCR is making steady progress and, while the long-term benefits will be realised only once construction is completed, the project has already had a massive socio-economic impact on local communities.

"Construction on the N2 Wild Coast Road is advancing and the progress is visible, with significant milestones having been reached already. On a project of this scale, stretching for 110km across the Eastern Cape, there will no doubt be challenges such as the complexity of the engineering but it is clear that we are making steady progress," said Demana.

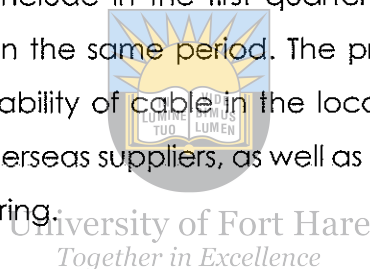
"The main reason for the N2 Wild Coast Road – and why our government deliberately made a decision to invest about R20 billion in this part of the country – is because it's a major connectivity road. It connects four provinces, that is the N2 starting in Cape Town in the Western Cape, running into the Eastern Cape and then on to KwaZulu-Natal and finally into Mpumalanga, which then further connects to neighbouring Mozambique. That illustrates the importance of the N2 Wild Coast Road, which is currently under construction."

"The significance of the investment here in the Wild Coast is that it reduces travel distance by 80km between Post St John's and Port Shepstone. It also reduces the travel time by up to two hours, depending on the type of vehicle

you drive. Obviously, with shorter travel distances it reduces transport costs or logistics costs. It's also flatter and therefore safer. We believe by doing that, we are enhancing the connectivity and also enhancing the ability to trade more efficiently.

"Obviously where we build projects, there is an immediate benefit in the form of jobs that we create. On the N2, we estimate that we will create about 8,000 to 9,000 full-time equivalent jobs, with between 22,000 and 28,000 indirect jobs. That amounts to a lot of immediate benefits."

The SANRAL CEO received a detailed briefing on the Msikaba Bridge, which is advancing well with the inverted-Y pylon structures having exceeded 90% toward completion on both ends of the bridge. Construction of the bridge deck is anticipated to conclude in the first quarter of 2025, with the cable installation expected within the same period. The project has suffered some delays due to the unavailability of cable in the local market which required that it be imported from overseas suppliers, as well as challenges related to the complexity of the engineering.



To date, the Msikaba Bridge contract has created opportunities for 44 local suppliers, 48 service providers and 61 subcontractors to the value of R665.6 million. Over R115 million in wages has been paid, while R76 million has been spent on generic and community training to fulfil the specific needs of the community.

Construction of Package Four is set to commence in January 2025 after a four-month mobilisation period and is anticipated to create 400 jobs to the value of R176 million (8% of the contract value). Thirty-five percent of the contract value (R700 million) has been set aside for Contract Participation Goals (CPG) to ensure participation by local targeted enterprises.

Package 5, the construction of the road connecting Msikaba Bridge (North bank) to Mtentu Bridge (South bank), awarded to WBHO-H&I Joint Venture for

R2.5 billion, commenced construction in April 2023 and is anticipated to conclude in the last quarter of 2027.

The contract has a Contract Participation Goal (CPG) value of R769 million, R2.6 million for training, R8 million for community development projects and R5.5 million for skills development for targeted enterprises. To date, the project has generated 445 job opportunities and appointed 41 targeted enterprises.

On the Mtentu Bridge project, R250 million has been spent on the contract to date and 248 local labourers have been employed. Construction of the access roads to the piers, third trial blasting operation and geotechnical investigative drilling for Pier 2 and Pier 11 is ongoing.

The CEO concluded his programme with a roundtable discussion with the Wild Coast Corridor Business Chamber where issues related to meaningful economic transformation were raised as a major concern across the N2 Wild Coast Road contracts. SANRAL was urged to intensify monitoring and evaluation on the ground to ensure that the impact of its transformation agenda is fully realised.


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In addition to SANRAL's Contractor Development Programme, which is in its final approval stages, SANRAL's Regional Manager for the Southern Region, Mbulelo Peterson, said that Packages 1, 2 and 3 of the N2WCR were in design and would soon be implemented, ensuring more opportunities for locals.

From the SANRAL Internal Article:

3.1 Advise the Eastern Cape Premier on what are the **"Indicators"**; **"Baselines"**; and **"Targets"** for each of the Mtentu and Msikaba Bridge.

- Output
- Outcome
- Impact

THANK YOU!!!