

# **GREENMATTER**

## **Independent Evaluation Report**

### **1. EXECUTIVE SUMMARY**

This report presents the findings of the GreenMatter Independent Evaluation Panel (GIEP). The GIEP was established by GreenMatter to undertake an independent review of GreenMatter's achievements to date, at the mid-point in its intended 20-year life cycle, as well as make recommendations on enhancing impact over the next decade. This evaluation of GreenMatter coincides with the mid-term review of the Biodiversity Human Capital Development Strategy (BHCDS) led by SANBI. The BHCDS review will provide an analysis of factors that have contributed to the Strategy's success and those that may have prevented more significant achievement. The review will also provide recommendations on the way forward for the following ten years, ending 2030. Thus, the 10-year independent evaluation of GreenMatter takes place in tandem with the review of the BHCDS and is intended to contribute to the BHCDS review process. The evolution of GreenMatter is detailed in the Self Evaluation Report (SER, Table 1, P.10) and will not be repeated here to save space.

The GreenMatter evaluation comprised a triangulation of a desk-top review of key documents to date, a set of interviews with a broad spectrum of stakeholders who have engaged with GreenMatter over the past 10 years, together with the professional expertise and insights of the Panel members. The Organisation for Economic Cooperation and Development (OECD) evaluation criteria were used to evaluate the progress made through GreenMatter interventions in achieving the four strategic goals. The criteria evaluated the relevance, effectiveness, efficiency, impact and sustainability of the GreenMatter initiative.

The GIEP's overall analysis is that GreenMatter's role in the biodiversity sector was highly effective. The GreenMatter Fellowship Programme (GFP) was well piloted, and properly rolled out over the years. The GFP assisted in filling the scholarship gap, providing career guidance and skills development as well as facilitating transformation through training of young blacks, particularly female blacks. Through the Imvelisi Enviropreneurs Programme (IEP), momentum has been created in human capacity development up to professional level, including entrepreneurship skills development. There has been empowerment of knowhow from ideation to markets and the programme is a confidence builder among young entrepreneurs. The Fundisa for Change Programme, which aimed at teacher environmental education was successful in providing environmental foundational knowledge with over 200 teachers trained. In terms of efficiency, across the board stakeholders were very positive that GreenMatter has done particularly well in terms of managing its resources and the initiative was highly complimented for the manner in which they operate. Overall, there was positive agreement that GreenMatter was a worthwhile investment for the biodiversity sector and that the impact to date in the biodiversity sector is commendable.

However, based on the stakeholder responses and an analysis of documents, there is a variation in the level of achievement of the four strategic goals, with goal 1 (increasing the number of talented black South Africans) and 2 (improving the quality, levels and relevance of skills) being excellent and goal 4 (creating enabling conditions for biodiversity skills development) reasonable. Goal 3 (improving the retention and effective deployment of skills in the sector) was difficult to assess due to the unavailability of track and tracing procedures available within the GreenMatter programme.

A number of concerns were raised, in particular the shift in the role of GreenMatter from catalysing and coordinating programmes into implementation, which placed them in competition with many other sectors. In addition, key performance indicators to measure the quality and quantity of outputs are not available and partner networks could have been strengthened. While GreenMatter did well on the supply side for jobs, more could have been done on job creation. Lack of sustainable funding, small pool of personnel, leadership vacuum and perceived

competition from other sectors are among the factors threatening the continued existence of GreenMatter.

In assessing future sustainability, three areas are addressed: sustainability of demand, of financial support and of sector acceptance of the initiative. In terms of demand, the National Biodiversity Assessment (NBA 2019) shows that the potential for employment growth within the biodiversity sector is immense. However, it is not just the potential for direct employment in the biodiversity conservation sector which can be expanded, but as is increasingly being recognised across the world, the growing requirement for improved, optimal management and restoration of our ecological infrastructure and biodiversity assets underpins the whole of global and national economies. This includes through provision of ecosystem services such as water, and agricultural pollination, sustainable management of marine resources, Nature-based Solutions (NbS) for climate change mitigation and adaptation, and in South Africa also our unique biodiversity-based ecotourism attractions.

A plethora of detailed analytical assessments and reports regarding the state of biodiversity and ecosystem services worldwide have recently been completed, showing unequivocally that nature in all forms, across every area of the globe, is undergoing a dramatic decline unprecedented in human history, and concluding that “transformative change is needed” in both policies and implementation, to halt and reverse this alarming decline. In unpacking the socio-economic impacts of biodiversity loss and ecosystem degradation the assessments highlight the need for, and cost-effectiveness of investing in natural capital. Specifically, for Africa, biodiversity is ‘economically, socially and culturally essential in providing the continent’s food, water, energy, health and secure livelihoods, and represent a strategic asset for sustainable development and achievement of the 2030 Sustainable Development Goals’. Unfortunately, the current loss and decline of biodiversity is ‘reducing nature’s contributions to people, and undermining human well-being across the continent’. Further, given Africa’s extreme vulnerability to the impacts of climate change, climate change is likely to be a dominant driver of much greater negative change in the future. Overall, it is obvious then that the potential need and demand for capacity in the sector has never been greater, most especially as the next decade coincides with the UN Decade

on Ecosystems Restoration, aimed at ‘preventing, halting and reversing the degradation of ecosystems worldwide’.

However, despite this mountain of evidence, the cross-sectoral underpinning of the total economy is not widely appreciated politically. It is thus critically important for GreenMatter to appreciate the massive need for advocacy around this ‘demand-side’ for skills and the fact that healthy and productive ecological assets underpin the whole national economy, from water availability, to agricultural production, to coastal and marine resources, through to tourism, is not widely recognised outside the sector. Thus, to realise its full potential as a catalyst for growing the transition to the ‘green economy’ in the national interest, GreenMatter must focus resources on driving the demand-side for skills in the sector, as well as playing its coordinating and catalysing role in meeting the supply-side needs.

In terms of financial sustainability, a great deal of concern was raised by stakeholders as to the current funding model, and future funding sustainability of GreenMatter. In contrast, right now, as outlined above, in an era of increasing recognition of the need for eco-centric development paradigms, of ‘green new deal’ economic stimulus packages to reboot national economies, the need for skills in the sector has never been greater. Thus, the need for a ‘GreenMatter-type’ initiative has never been greater, and tapping new and more stable conduits of funding has never been more opportune. This requires a bold and innovative funding strategy, based on national socio-economic needs, ‘green new deal’ opportunities and a concentrated approach by a broad cross-sector of partners in approaching national government and international funding agencies. Whilst developing this new advocacy strategy in order to grow support, it would be prudent for GreenMatter to seek continued committed operational funding (3 years at least) from the Lewis Foundation.

In terms of planning for the future, much has changed substantially since GreenMatter’s inception. The key strategic focus areas identified going forward include: i) national advocacy to build the green economy demand space; ii) embracing the digital world of the fourth industrial revolution (4IR); iii) understanding the changing aspirations of the future workforce to facilitate attracting them to the sector; and, iv) recognising the demand for broad-based skills and lifelong

learning in a rapidly changing world. In pursuing these strategic foci, GreenMatter will enable a larger ‘green economy-ready’ workforce that better represents the diversity of the population, and will help close the opportunity and employment gaps slowing transformation. A strong belief exists broadly across stakeholders that this expanded role will be needed for the foreseeable future, and thus certainly for the second 10 years of the GreenMatter Strategic Plan at least.

GreenMatter has successfully achieved the proof of concept of the catalytic role in the earlier years of the first 10 years of the programme, and in essence, GreenMatter will have to reinvent itself to do what it was created to do. GreenMatter is therefore strongly recommended to revert to their original mandate of acting as a catalytic organisation instead of implementing programmes. This will solve the problem of GreenMatter being regarded as a competitor by other organisations.

Apart from negotiating operational funding from the Lewis Foundation, based on certain criteria and deliverables, GreenMatter should immediately appoint an interim CEO, with a plan to appoint a substantive one within 6 months of this report. GreenMatter should initiate an aggressive campaign to both build a coalition and raise attention of the current global to national need to improve environmental management across the spectrum of natural resources, transition to green economies, reduce inequities and broaden the socio-economic benefits of development policies for GreenMatter to grow its relevance. Engaging the national government to financially support its programmes should be a priority, since the ultimate positive outcomes are cross-cutting in steering capacity development in different sectors of the green economy. Activities should also be benchmarked against set targets and the two programmes (Imvelisi Enviropreneurs and Postgraduate Fellowship) should be maintained and visibly positioned to support capacity development and Small, Medium and Micro Enterprises (SMMEs). Outreach and communication should be strengthened, advocating for South Africa’s economy as a leader in green thinking within the realm of the 4IR.

In summary, a clear consensus emerged amongst stakeholders that GreenMatter is at a cross-road; GreenMatter can potentially either gradually fade into obscurity through lack of focus, financial support and partner support, or strive to ramp up exponentially – figuratively ‘go big or

go home!’ The GIEP strongly encourages the Board to take these recommendations up and to “Go Big!”, to drive a ‘new improved GreenMatter’ which meets the needs of the country’s transformation to a green economy.

## 1.1. Acronyms & Abbreviations

4IR	Fourth Industrial Revolution
AI	Artificial Intelligence
BES	Biodiversity and Ecosystem Services
BHCDS	Biodiversity Human Capital Development Strategy
CBD	Convention on Biological Diversity
CBD COP	Conference of the Parties to the Convention on Biological Diversity
CEO	Chief Executive Officer
CETA	Construction Education & Training Authority
CPUT	Cape Peninsula University of Technology
CSIR	Council for Scientific and Industrial Research
CSO	Civil Society Organisation
DAC	Development Assistance Committee (of the OECD)
DBE	Department of Basic Education
DEFF	Department of Environment, Forestry and Fisheries
DHET	Department of Higher Education and Training
DSI	Department of Science and Innovation
DTI	Department of Trade and Industry
EFI	European Forest Institute
EPWP	Expanded Public Works Programme
F4C/FFC	Fundisa for Change
GBO5	Fifth Global Biodiversity Outlook
GCF	Green Climate Fund
GEF	Global Environment Facility
GFP	GreenMatter Fellowship Programme
GIEP	GreenMatter Independent Evaluation Panel
HCD	Human Capital Development
BHCDS	Biodiversity Human Capital Development Strategy
HEIs	Higher Education Institutions
IAIASa	International Association for Impact Assessment South Africa
IEP	Imvelisi Enviropreneurs Programme
IP	Implementation Plan
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
NBA	National Biodiversity Assessment
NBIF	National Biodiversity Implementation Framework
NBSAP	National Biodiversity Strategy and Action Plan
NDP	National Development Plan
NESS	National Environmental Skills Summit
NGO	Non-Governmental Organization
NPC	Non-Profit Company
NQF	National Qualifications Framework
NRF	National Research Foundation
OECD	Organisation for Economic Cooperation and Development
PhD	Doctor of Philosophy
RCCE	Research Chairs and Centres of Excellence
SA	South Africa
SANBI	South African National Biodiversity Institute
SANPARKS	South African National Parks

SDGs	Sustainable Development Goals
SER	Self-evaluation Report
SMMEs	Small, Medium and Micro Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
TUT	Tshwane University of Technology
UCT	University of Cape Town
UKZN	University of KwaZulu-Natal
UL	University of Limpopo
UN	United Nations
UNEP	United Nations Environment Programme
UNGA	United Nations General Assembly
WEF	World Economic Forum
WESSA	Wildlife and Environment Society of South Africa
WRC	Water Research Commission
WWF	World Wide Fund for Nature

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### **3. BACKGROUND TO THE EVALUATION**

#### **3.1. Introduction**

The idea to transform and improve the skills base of the Biodiversity Sector originated in 2005 through South Africa's National Biodiversity Strategy and Action Plan (NBSAP) and National Biodiversity Implementation Framework (NBIF, 2007). The South African National Biodiversity Institute (SANBI) was mandated to develop and implement the strategy and together with The Lewis Foundation, the Biodiversity Human Capital Development Strategy (BHCDS) was finalised in 2010.

The BHCDS is aimed at transformation in the biodiversity sector through the development of priority skills to strengthen the management, conservation and sustainable development of South Africa's biodiversity wealth. GreenMatter was officially established in 2011 as a direct outcome of the BHCDS, as a programme to help implement the BHCDS. GreenMatter was institutionally located as a programme of the Lewis Foundation and SANBI and was physically located in the Lewis Foundation offices between 2009 and 2017. Later, as an attempt to become independent of the Lewis Foundation and play a more effective role, GreenMatter was registered on 25 April 2017 as an independent Non-Profit Company (NPC). Details on the evolution of GreenMatter since inception are provided in the Self Evaluation Report (SER, Table 1, P. 10).

A GreenMatter Independent Evaluation Panel (GIEP) was appointed in 2020 to evaluate GreenMatter's overall strategic role and programmes which had not been evaluated since inception. The evaluation of GreenMatter coincides with the mid-term review of the BHCDS, which is led by SANBI. The BHCDS review will provide an analysis of factors that have contributed to the Strategy's success and those that may have prevented more significant achievement. The review will also provide recommendations on the way forward for the following ten years, ending 2030. Thus, the 10-year summative independent evaluation of GreenMatter takes place in tandem with the review of the

BHCDS, covering the period 2009 to 2019, and it aims to contribute to the BHCDS review process.

The GIEP was provided with documents as well as an interview list of stakeholders to assist in the evaluation. Key amongst the documents were GreenMatter Annual Reports and most especially the GreenMatter Self Evaluation Report (SER), an internal review conducted as part of the 10-year review process. The SER, which provided key information regarding the progress of GreenMatter to date in achieving its goals, incorporated three distinct case studies detailing the Greenmatter Fellowship Programme (GFP), Imvelisi Enviropreneurship Programme (IEP) and the Fundisa for Change Programme (FFC). The scope of the self-evaluation therefore concentrated on these three main programmes of GreenMatter.

### **3.2. The Independent Evaluation Panel**

A GreenMatter Independent Evaluation Panel (GIEP) from the environmental sector was established to conduct the GreenMatter evaluation. As stated in the GIEP Terms of Reference (ToRs), the responsibilities of the GIEP were to:

1. Familiarise themselves with the evaluation terms of reference and revise these terms where necessary, to advance the achievement of the objectives of the evaluation;
2. Evaluate GreenMatter by:
  - a. Reading and interpreting the relevant documents provided for the evaluation;
  - b. Interviewing the stakeholders to source information that may assist them in their task; and
  - c. Giving verbal feedback of their findings and recommendations to the Board of Directors and GreenMatter Core Team in particular, and other interested parties in general, after all the interviews.

3. Draft and finalise the Independent Evaluation Report with concomitant recommendations within predetermined time-frames.

The following GIEP members were appointed:

1. Professor O. Mutanga - **Convener**; University of KwaZulu-Natal (UKZN)
2. Professor W.J. Luus-Powell - University of Limpopo (UL)
3. Professor F.D. Dakora - Tshwane University of Technology (TUT)
4. Professor N. King - North-West University (NWU)

### **3.3. Objectives of the Evaluation**

3.3.1. Take stock of the progress that GreenMatter has made over the past ten years in achieving its four strategic goals.

3.3.2. Apply relevant evaluation analytical frameworks to determine GreenMatter's effectiveness, relevance, coherence, efficiency, impact and sustainability.

3.3.3. Assess both the programmatic and strategic dimensions of GreenMatter's role as a catalyst for human capacity development in the biodiversity sector

3.3.4. Provide an analysis of GreenMatter's perceived role and mandate as articulated in the BHCDS and by the biodiversity sector partners, relative to the actual role that it played over the past 10 years; and

3.3.5. Offer recommendations on a way forward for GreenMatter in terms of its strategic role and its flagship programmes for the forthcoming period.

## **4. METHODOLOGY**

Time constraints and budget availability were major factors limiting the methodological approach followed in this study, which could have been enhanced by a fully-fledged, independent scientific research approach. This limitation was however addressed by drawing extensively on document analysis, and relying on carefully selected respondents who represented diverse sectors of the stakeholders in order to obtain a spectrum of different perspectives. The GreenMatter core team also assisted in directing the panel to the main issues of concern, thus a more focused approach was adopted.

Given the documentary information and the qualitative nature of the interview process requested of the panel, the methodological approach followed is not metric based but mainly based on synthesising people's perspectives, hence largely qualitative in nature. Therefore, the recommendations provided are a triangulation of information obtained through the Self-Evaluation Report (SER), other documents provided, open ended interviews as well as the GIEP's own professional expertise and experience. Nevertheless, the Organization for Economic Cooperation and Development (OECD) Evaluation Criteria was adapted to place the evaluation process within the generally acceptable international standards.

### **4.1 Interpreting the relevant documents provided for the evaluation**

A number of documents were provided for analysis in order to address the objectives of the evaluation as described in section 3.3. The following documents were provided to the IEP:

- a. The GreenMatter Self-Evaluation Report compiled by the GreenMatter Core Team;
- b. The Biodiversity Human Capital Development Strategy (SANBI, 2010);

- c. GreenMatter Annual Reports;
- d. GreenMatter programme activity reports;
- e. Evaluation reports on the three main programmes, including Fundisa for Change Programme report by Mandikonza and Mukute (2020) and an MSc dissertation by Songqwaru (2019)
- f. Relevant literature based on recent studies on biodiversity human capital development, such as Driver and Mukhadi (2019), the Biodiversity Jobs Study, and the Green Economy Learning Needs Assessment (PAGE and Rosenberg et al., 2015); and
- g. Interviews with a sample of strategic individuals amongst the broad spectrum of stakeholders, including network partners, past and present Board members, staff, and programme beneficiaries by an Independent Evaluation Panel.

## **4.2. The Organisation for Economic Cooperation and Development (OECD) Evaluation Criteria**

The purpose of an evaluation is to “enable the determination of the merit, worth or significance of an intervention” (OECD.Org). To implement this, a committee from the Organisation for Economic Cooperation and Development, the Development Assistance Committee (OECD-DAC), pioneered five criteria (Relevance, Effectiveness, Efficiency, Impact, Sustainability) to evaluate international development. These have been in existence since 1991 (Chianca, 2008). The five criteria from the Development Assistance Committee (DAC) have become a core reference for NGOs, government agencies and international organisations in evaluating developmental projects, programmes and policies. However, the criteria have been modified over the years to include other variables such as coherence. The GIEP was requested to adopt this approach to evaluate the progress made through GreenMatter interventions in achieving the four strategic goals. Table 1 provides definitions of the OECD-DAC criteria used in this evaluation.

**Table 1: Summary Table of OECD DAC Evaluation Criteria**

	Criteria	Criteria question	
1	Relevance	Is the intervention doing the right things?	The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
2	Coherence	How well does the intervention fit?	The compatibility of the intervention with other interventions in a country, sector or institution; preventing duplication of efforts.
3	Effectiveness	Is the intervention achieving its objectives?	The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
4	Efficiency	How well are resources being used?	The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
5	Impact	What difference does the intervention make?	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
6	Sustainability	Will the benefits last?	The extent to which the net benefits of the intervention continue, or are likely to continue.

### **4.3. Stakeholder interviews & Focus Group Discussions**

As previously outlined, a qualitative approach was conducted in this evaluation. A qualitative study is context specific in terms of institutional, social and environmental conditions that may influence the human behaviour and experiences. Thus the background of respondents, their action and expression was also taken into consideration when evaluating responses. Importantly, the open ended nature of questions facilitated a deeper and holistic discussion. Although the conversations were guided, they were fairly informal and flexible thereby allowing freedom of expression among the respondents. Respondents were also provided with questions in advance in order for them to prepare, therefore obtaining maximum input. A combination of one-on-one interviews and Focus Group discussions were conducted based on the predetermined DAC questions in Table 1. However, follow up questions were asked to the respondents to seek clarity on key

issues. Table 2 shows the evaluations questions that were asked to various stakeholders in order to get a better understanding of GreenMatter’s relevance, effectiveness, efficiency, impact, sustainability and the future outlook.

**Table 2: The GIEP Evaluation Criteria Questions**

<b>Relevance</b>	<ul style="list-style-type: none"> <li>● How would you describe the position of GreenMatter within the biodiversity sector and its role in facilitating social change in South Africa?</li> <li>● Are GreenMatter’s programmes aligned with its vision, mission, purpose and strategic goals?</li> <li>● Are GreenMatter’s programmes aligned with the BHCDS, the National Development Plan, the Sustainable Development Goals?</li> <li>● Has GreenMatter fulfilled its role in the way you understand it? Please elaborate?</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>● What do you believe has been GreenMatter’s role in the biodiversity sector?</li> <li>● How effectively has GreenMatter’s six programmes met its four strategic goals and the objectives of the BHCDS?</li> <li>● What are GreenMatter’s Strengths, Weaknesses, Opportunities and Threats to its effectiveness</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>● Has GreenMatter operated efficiently in its attempts to meet its strategic goals? Please elaborate</li> <li>● Has GreenMatter been a worthwhile investment by the sector? Please elaborate</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>● Do you feel that GreenMatter has achieved its intended impacts since its inception?</li> <li>● In your opinion, what may have contributed to this (the failures and/or the successes in terms of impact)?</li> <li>● What may have been some unintended impacts or consequences of the work carried out by GreenMatter in partnership with the biodiversity sector?</li> <li>● Has GreenMatter been consistent in monitoring, reporting and otherwise communicating its intended and realized impacts?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>● Has GreenMatter developed on a path towards becoming sustainable/self-sustaining? Should it?</li> </ul>
<b>The Future</b>	<ul style="list-style-type: none"> <li>● What do you think should be the future role of GreenMatter in the biodiversity sector?</li> <li>● How do you think GreenMatter would be best positioned to be able to make the greatest contribution to the sector?</li> <li>● What should GreenMatters priority areas of focus be in future, especially if funding is limited?</li> <li>● What could and should GreenMatter do differently in future?</li> </ul>

## 5. KEY FINDINGS

### 5.1 Progress made in achieving the four strategic Goals

The six GreenMatter programmes include: i) Postgraduate training through fellowships, ii) the Imvelisi entrepreneurs initiative, iii) the Fundisa for Change programme, iv) bridging-into-work or work integrated learning, v) national advocacy, and vi) organizational strengthening. An effective and successful implementation of the six programmes was designed to i) increase the number of black talented South Africans that get attracted to the environmental sector, ii) improve the quality, levels and relevance of skills available in the sector, iii) improve the retention and effective deployment of skills in the sector, and iv) create enabling conditions for skills development and evaluation.

Based on the stakeholder responses and an analysis of documents, there is a variation in the level of achievement of the four strategic goals (Table 3), with goals 1 and 2 being excellent and goal 4 reasonable. With the unavailability of track and tracing procedures available within the GreenMatter programme, it is difficult to assess performance on the retention and effective deployment of skills in the sector.

**Table 3:** The four Strategic Goals, with colour coding depicting understanding on how well these have been achieved; green = excellent; yellow = reasonable, with scope for improvement; orange = unknown, difficult to assess currently/with current information.

No.	Strategic Goal
1	Increasing the number of black talented South Africans attracted to the environmental sector;
2	Improving the quality, levels and relevance of skills available to the environmental sector;
3	Improving the retention and effective deployment of skills in the sector;
4	Creating enabling conditions for biodiversity skills development and evaluation.

In brief, the GreenMatter Fellowships Programme was well piloted, and properly rolled out over the years, but failed to scale up and collaborate with other fellowships initiatives.

The Imvelisi Enviropreneurs Programme has been a fantastic success, but also failed to link up with other entrepreneurship providers within the sector and beyond. Though also successful, Fundisa for Change was largely driven by Rhodes University and missed the opportunity to include other tertiary institutions.

It is critical to note that the four strategic goals were meant to be covered by the six programmes initiated. However, it appears that over time, due to lack of capacity and resources to focus on all six programmes, focussed effort went into implementation of only two programmes, and less or very little into the others. As described by one respondent, *“initially GreenMatter covered the broad spectrum of the programmes, but the wheels came off with time and they now covered only two (Fellowship and Imvelisi and to a lesser extent Fundisa). This led to failure to meet all the 4 strategic goals and also a loss of interest from some sector stakeholders”*.

The common consensus by many respondents is that GreenMatter was highly engaging with the sector in its first three years of existence, especially as the coordinator of the biodiversity human capital development strategy (BHCDS). However, as soon as GreenMatter drifted from being a collaborator and coordinator to implementer, SANBI’s initial strong support of GreenMatter, as well as other stakeholders started to decline. Table 4 summarises how well the different evaluation criteria have been achieved.

**Table 4:** The OECD DAC Evaluation Criteria, with colour coding depicting understanding on how well these have been achieved; green = excellent; yellow = reasonable, with scope for improvement; orange = unknown, difficult to assess currently/with current information.

	Criteria	Criteria question	
1	Relevance	Is the intervention doing the right things?	The extent to which the intervention objectives and design respond to beneficiaries’ global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

2	Coherence	How well does the intervention fit?	The compatibility of the intervention with other interventions in a country, sector or institution; preventing duplication of efforts.
3	Effectiveness	Is the intervention achieving its objectives?	The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
4	Efficiency	How well are resources being used?	The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
5	Impact	What difference does the intervention make?	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
6	Sustainability	Will the benefits last?	The extent to which the net benefits of the intervention continue, or are likely to continue.

To avoid unnecessary repetition, details on the progress of GreenMatter are availed through the OECD evaluation criteria in section 5.2.

## 5.2 The OECD Evaluation Criteria findings

### 5.2.1. Relevance

This section defines the extent to which GreenMatter as an intervention responds to the needs of the beneficiaries. The assessment involves identifying any possible differences and trade-offs between the stakeholder requirements and priorities.

The evidence suggests that GreenMatter plays a critically relevant role in the Biodiversity sector by:

- i) Filling the Scholarships gap in the sector - the BHCDS had provided for at least 3 bursaries per annum as an indicator for success of the fellowship programme (Lewis & SANBI, 2010).
- ii) Providing career guidance and skills development (e.g. Funding & supporting the WESSA career development programme). The SER (P31) reports that 19 of the 26 respondents that were interviewed acquired more than one ‘soft skill’ through the

Fellowship programme. Skills included networking, emotional intelligence, leadership, communication, among others.

iii) Facilitating transformation through training of young blacks and female blacks “*Of 175 Fellows in the GreenMatter Fellowship Programme from 2012 to 2020, 132 were black and 43 were white*” (SER, P.20). In addition, the gender composition of fellows consisted of 63 black males, 69 black females, 15 white males and 28 white females (SER, P.21). One respondent stated that:

*“Biodiversity was largely white males but they changed the face through transformation”;*

iv) Coordinating the HCDS for biodiversity which did not exist before, even though this changed to implementation with time;

v) Through building partnerships and networking, ‘*they have not only empowered students but produced leaders that want to make a difference in the biodiversity arena*’.

One of the stakeholders commented that “*Globally biodiversity activities are underfunded – conservation is not a luxury but an essential component for sustainable development goals*”

This underscores the importance of funding students in this sector. Momentum has been created in HCD up to professional level, including entrepreneurship skills development through Imvelisi. There is knowhow from ideation to markets and the programme is a confidence builder among young entrepreneurs. The Fellowship Programme was “*also designed to provide financial support that was complemented by personal and professional development, networking and mentorship support*” and the annual workshops equipped students with soft skills such as emotional intelligence, which are not provided by institutions of higher learning. To confirm the success, one respondent stated that the GFP is;

*“one of the rare opportunities available for students to go for workshops at the beginning of the scholarships and interact with peers and mentors.*

*Students enjoy such an arrangement where there is cross-pollination of ideas”.*

The associated skills production will help drive social change in the country. Imvelisi and Fundisa Teacher programmes were successful with over 100 students trained over the years. The programmes facilitated advocacy and networking, which brought together sector partners who were not working together before.

#### **5.2.1.1 Vision and Mission Relevance**

The vision of GreenMatter is for “a higher quality of life and improved access to education for all people and the conservation of nature in perpetuity, and its mission is to develop human capacity for biodiversity conservation, in keeping with the Biodiversity Human Capacity Development Strategy”.

The stakeholders generally agree that GreenMatter’s programmes are largely aligned with the vision and mission. However, one of the interviewees argues that the vision statement is too broad and ambitious since quality of life can be interpreted differently, therefore does not capture the real mandate of the programme. However, the mission is more focused and speaks to what GreenMatter aims to achieve.

There was also a clear opinion distinction between the stakeholders, with students being very positive, while other stakeholders, including funders, although acknowledging some successes had more reservations. The argument of the reservationists is that the vision and purpose is not currently aligned with the HCDS. The following key concerns were raised:

- i) The purpose was for GreenMatter to be a catalyst in coordinating programmes, through engagement and communication rather than implementing programmes. Unfortunately, the original mandate fizzled with time and GreenMatter focused more on programme implementation.
- ii) Although there was an increase in student throughput, this needed to be benchmarked against set targets. However, there are no Key Performance Indicators

in order to measure the quality and quantity of outputs. E.g. graduates should not be measured in numbers only but quality as well. Quality could be measured in terms of priority skills that were developed and an evaluation of the extent to which these priority skills were successfully implemented. The SER (P. 17) states that bursaries were provided to priority skills areas, but there is no information as to what skills were targeted and whether the initially developed priority skills list was followed through over the years. No measures were put in place to monitor development in the skills priority areas. In addition, the statement in the SER that “the *idea was to draw Fellowship participants from a diverse range of organizations and sectors*” (SER p. 16) cannot be verified since no statistical data was provided as to where the participants were drawn from.

iii) The retention of people in the sector is also not measurable since there is no quantitative monitoring available to assess this,

iv) Partnership networks are weak and could also have been strengthened outside the sector e.g. GreenMatter could have engaged and participated in the Mining Sector Indaba.

v) GreenMatter could have done more on the demand side for employment. They did well in the traditional career development in traditional disciplines but less on the emerging new paradigms (i.e. Green economy and circular economy) and on job creation.

vi) There is a problem with the skills alignment – mismatch between the academic and action interface where good quality graduates do not directly translate into good quality employees. The whole value chain from academia to the workplace is not well addressed in order to achieve the transformation goal. There is a need to transform good quality graduates into high quality employees.

vii) Awareness raising and marketing of GreenMatter has been weak, where most students are not familiar with GreenMatter and the opportunities it presents.

#### **5.2.1.2. *Alignment with the National Development Plan and the Sustainable Development Goals***

Broadly speaking, there was a general consensus among stakeholders that there is an alignment of GreenMatter activities with the National Development Plan and the Sustainable Development Goals. As elucidated by the majority of respondents, GreenMatter has managed to build communities that support the growth of biodiversity skills and capabilities in response to the threats that global sustainability is faced with.

Success was also realised through the rigorous selection process within the fellowship programme by high profile scientists in the field, thereby making sure that projects that are directly related to South African problems at a national scale are covered.

However, a number of observations were made that affect this alignment;

- i) The SDGs are too broad and there is no mapping done to match the goals of GreenMatter with specific and selected SDG goals or targets in order to assist with the alignment.
- ii) There are no key indicators identified by GreenMatter that speak directly to the SDGs.
- iii) There was failure to engage holistically in the national transformation debate, including transforming the national economy hence affecting alignment with the NDP.

Overall, an expectation of GreenMatter to align with all the NDP and SDGs goals is deemed too ambitious since the whole success is determined by the structural issues in the green space as well as the national landscape situation, which is beyond the control of GreenMatter itself.

### **5.2.2. Effectiveness**

This section summarises the level of effectiveness of GreenMatter in delivering its mandate. According to many of the respondents, GreenMatter has achieved considerable success in its 10 years of existence. However, its effectiveness has remained narrow and limited due to poor dissemination of its highlights and success stories. Although the GFP has trained both job seekers and job creators, GreenMatter has achieved more with the job seekers than job creators in the green space. Without any tracking and tracing of alumni by GreenMatter, it has proven difficult to assess the organization's performance on the retention and effective deployment of skills in the sector.

### ***5.2.2.1 Highlights of the effectiveness of GreenMatter's role in the biodiversity sector***

Although there is no shared understanding and instruments for measuring the effectiveness of GreenMatter in transforming the biodiversity sector, some highlights of achievements as postulated by the interviewees include:

- Offering training and scholarships to previously disadvantaged blacks and females, some of whom have gone on to study for PhD degrees in the sector.
- Organising leadership and soft skills development workshops around biodiversity for Fellows who have been awarded scholarships.
- Identifying experienced academics with a passion for the sector to help select students for scholarships/fellowships. Here, student projects are linked to GreenMatter's strategy and the selection process is also linked to the vision/mission of GreenMatter.
- Connecting student projects to practical issues in the sector.
- Supporting Imvelisi students to start their own business and become entrepreneurs after their training.
- Increasing knowledge development and the training of environmental skills for the sector.
- Creating an enabling environment for previously disadvantaged groups to flourish, especially in the development of peoples' confidence.
- Assisting black and female youngsters to access study opportunities and jobs after their training.
- Bridging the gap between science and entrepreneurship, given that there are no such courses currently taught at university level in South Africa.
- Acting as a catalyst in energising the transformation of the conservation and biodiversity sector.
- Training of about 175 Fellows from Honours to postdoctoral level, many of whom are currently producing research outputs, and serving as brand ambassadors of GreenMatter.
- Providing professional development to youngsters, building alumni networks and mentorship support programs.
- Promoting the inclusion of biodiversity curriculum in the teaching material of about 2000 to 3000 teachers from various schools.

A SWOT analysis presented in Table 5 summarises the position of GreenMatter within the Biodiversity sector.

**Table 5. SWOT Analysis of GreenMatter**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>GreenMatter has been accepted by all stakeholders in the biodiversity sector as the coordinator of the biodiversity human capital development strategy.</li> <li>GreenMatter was started with strong funding support from the Lewis Foundation, which is a major player in the green space. This relationship can always be revisited and explored for continued funding.</li> <li>Young, enthusiastic and committed alumni, whose skills are waiting to be suitably utilised in the sector.</li> <li>Loyal, hardworking and committed staff,</li> <li>Though not explored and exploited to the fullest, GreenMatter has gained the acceptance and support of government departments such as the Department of Science and Innovation [which is funding the Imvelisi programme] and the Water Research Commission (which is interested in a collaboration with GreenMatter around water)].</li> <li>GreenMatter has a young Board that is enthusiastic, energetic and futuristic in thinking, and can therefore guide the organization to greater success.</li> <li>The timing of this independent evaluation, can help to guide GreenMatter's future operations to capitalise upon and take advantage of the opportunities emerging from the post Covid-19 economic recovery plan, which is centred around the green economy, biodiversity, climate and environmental crises.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Small manpower and limited, uncertain funding. Therefore, planning for the sector has been difficult to do without guaranteed funding for scholarships and other projects, which is a national challenge.</li> <li>GreenMatter has not engaged well in policy platforms, and is therefore not as effective as it should be.</li> <li>GreenMatter's overreliance on external funding can divert and/or change program focus.</li> <li>There is a perceived competition from bigger players in the sector such as WWF. There is also uncertainty between SANBI/GreenMatter relations which needs to be addressed, so that it does not affect the building of a positive and productive partnership/network.</li> <li>Financial sustainability is a major problem, especially at a time when there is a significant decrease in funding. As a result, the effectiveness of GreenMatter has been impacted by resource constraints, both human and financial, to the extent that the Board Chairperson became Acting CEO upon departure of the CEO.</li> <li>The results of the current Panel Evaluation of GreenMatter offer a great opportunity for it to refocus its approach.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Biodiversity is the foundation of all life. Therefore, GreenMatter must include economic aspects in its activities, especially highlighting the importance of resource economics.</li> <li>Partnering with other organizations in the biodiversity sector</li> <li>Working with Environmental Affairs could bring new opportunities</li> <li>SA's Green Economy planned for post Covid-19 recovery offers a great opportunity for GreenMatter to step in.</li> <li>The Imvelisi programme can also start SMMEs to benefit from the green economy.</li> <li>GreenMatter should identify innovative technologies and their contributions to the bio-economy, and strategically position itself to actively participate in the green economy.</li> <li>GreenMatter should broaden its scope beyond biodiversity to create new opportunities. For example, attending the annual Mining Indaba could open new doors of opportunity in the mining sector.</li> <li>New members on the Board are under 40 years of age and this could be an opportunity for the Board to turn things around, especially in fundraising.</li> <li>The environmental crises caused by Climate Change, especially on biodiversity, offer an opportunity for GreenMatter to seek funding for skills development towards finding solutions to these crises.</li> <li>International partners/donors are keen to work with GreenMatter, and this is an opportunity for GreenMatter to tap into.</li> <li>GreenMatter should lobby the National Research Foundation for a Research Chair in Environmental Entrepreneurship and Ecotourism</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Two years without a CEO is a major threat to the future of GreenMatter.</li> <li>GreenMatter has not been overly successful in leveraging partners and building networks, which is much needed for fundraising.</li> <li>DSI has been the biggest funder of the Imvelesi program, an indication that GreenMatter needs to get more partners.</li> <li>Staff employed by GreenMatter were on short-term contracts, and this could result in a loss of very committed workers.</li> <li>Biodiversity is at the heart of national interest. So GreenMatter's inability to attract funding from the government is worrisome, especially when the NGO is not doing enough lobbying for funds.</li> <li>Covid-19 is a threat, which requires GreenMatter to think out of the box for survival.</li> <li>The absence of clear-cut indicators to measure GreenMatter's success poses a threat to its performance reputation in the sector and continued funding support.</li> <li>GreenMatter's inability to demonstrate uniqueness in the sector is a potential threat to its survival and effectiveness.</li> <li>GreenMatter has not been adequately advertising its success stories. Therefore, lack of communication of success can become a threat.</li> <li>The power and influence of donors in the running of the organization affects the mandate of GreenMatter.</li> <li>The fuzzy pattern of restructuring and retrenchments within the organization deters skilled personnel</li> </ul>

<p>within the biodiversity sector in order to generate knowledge for use by its Imvelisi alumni.</p> <ul style="list-style-type: none"> <li>• Strengthening the strategic partnership and an endorsement of legitimacy by SANBI can potentially unlock funds and partnerships</li> </ul>	
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**5.2.2 Efficiency**

This section summarises the extent to which GreenMatter delivered results and operated efficiently in its attempt to meet its strategic goals.

**5.2.3.1. Efficiency in terms of its operations**

During the interview process most respondents agreed that GreenMatter was very efficient in delivering results in an economic and timely way. Across the board, stakeholders were very positive that GreenMatter has done particularly well in terms of managing its resources and the initiative was highly complimented for the manner in which they operate; especially considering over recent years when funding has dropped dramatically and where the same amount of work was achieved by a smaller GreenMatter-core group. Thus, positive perceptions and experiences abound with regards to the way the organisation has used funding and resources efficiently.

One respondent explains ‘*Yes, too efficient sometimes. That could have come at a lot of stress and a lot of pressure on the team. They started dropping down to an implementation instead of the coordination role*’.

It was mentioned the GreenMatter instituted proper governance structures to provide overall risk and mitigation strategies. GreenMatter is efficient in their planning and conducting their meetings, as well as organising student events. It was suggested that supervisors also write a report and not only students; to get the supervisor also involved.

There were some concerns raised by some Board members that certain queries took time to be addressed but it was also mentioned that it is understandable with the small number of staff having to address all the different aspects (and currently no CEO appointed). Another view was that *‘Initially they were efficient, but not in recent years – in terms of fulfilling the strategic goals’*.

### **5.2.3.3 Worthwhile investment**

Overall, there was positive agreement that GreenMatter was a worthwhile investment for the biodiversity sector. GreenMatter has made great progress in terms of bringing the sector together and capacity development in the biodiversity sector. It was also agreed that GreenMatter was a worthwhile investment in terms of capacity development, upskilling and entrepreneurial support as they have supported students and professionals, as well as entrepreneurs within the sector. They have also impacted the lives of young students and entrepreneurs, and professionals in the sector. One key example mentioned was the participation in the Imvelisi mentorship programme, which helped link entrepreneurs with mentors which had good business knowledge to support and advise the beneficiaries. It was also mentioned that the mentors are available any time, even long after the programme has ended, and the participants still feel free to contact the mentor at any time for advice.

The following opinions are worth mentioning:

*‘They have successfully managed to build socially equitable and suitable young leaders within the environmental sector’*.

*‘GreenMatter has managed to make the dreams of so many students come true’*.

*‘Through the fellowship we not only learn professional skills but also social (networking)’*.

*‘They have managed to prepare the students for facing challenges outside their comfort zones as well as encourage them to leave their mark in biodiversity’*.

Another interviewee was of the opinion that GreenMatter is a worthwhile investment both for the students receiving scholarships and for GreenMatter themselves. The latter by investing in students/participants who become successful and thereby fulfilling part of GreenMatter’s mandate. *‘It cannot be said that the student was successful and continued in the field of biodiversity exclusively due to GreenMatter, but GreenMatter surely contributed’*. From the

interviews as well as personal experience, it is clear that the Fellowship beneficiaries are grateful for the opportunity to receive a scholarship. Some students would not have been able to continue with their studies if it was not for scholarships. *‘Scholarships to students mean the world to them. It also stimulates them to stay in the sector’.*

### **5.2.3 Impact**

GreenMatter strives towards resolving the environmental, social and economic potential of the country through the development of properly skilled biodiversity specialists (young and established researchers primarily from historically disadvantaged backgrounds). GreenMatter brings together networks of organisations, institutions and agencies to implement solutions that are aimed at addressing the challenges around developing relevant and quality biodiversity skills. *‘Developing the right people at the right time for the green economy’* ([www.GreenMatter.co.za](http://www.GreenMatter.co.za)).

A formidable question asked by all non-profit organisations after all the efforts of fundraising and logistical work is: ‘are we having a positive impact?’ Donors and funders are increasingly demanding evidence of impact. But how do you really measure impact? Do you look at numbers (e.g. how many people benefitted from the programme?) or should a cost-benefit analysis be done? The absence of distinct and clearly defined indicators to measure impact and how evidence should be collected by GreenMatter might be problematic for future impact assessment.

#### ***5.2.4.1. Has GreenMatter achieved its intended impact since inception***

There was overall consensus that GreenMatter has made a significant difference in the sector; however, some of that has been tailing off lately as they move from being a catalyst into implementation, meaning a loss of focus on the original mandate and all six programmes (although there was also impact in the implementation phase, e.g. the Fellowship Programme). All agreed that the impact to date in the Biodiversity Sector is commendable. GreenMatter has made a difference in ensuring people get an opportunity to continue in the field of biodiversity (without funding this might not have been possible for many students). In terms of numbers it cannot really be concluded as no specific numbers were originally set as targets. As previously mentioned, a total of 175 postgraduate fellowships have been allocated to date.

It was agreed that GreenMatter impacts positively on skills available in the sector, but it is difficult to say to what extent. There was some contribution to employment, directly and indirectly. But a question was raised on *'how does GreenMatter impact the wider economy, e.g. mining, banking, CETA partners'*. It was mentioned that GreenMatter have had impact in terms of the programmes they've been running and their associated services and that they provide a 'think-tank' for biodiversity skills and catalyse 'green skills work' within the biodiversity sector. One of the Fellowship beneficiary's view on GreenMatter's impact was: *'Yes. They have managed to prepare the students for facing challenges outside their comfort zones as well as encourage them to leave their mark in biodiversity'*. GreenMatter has successfully contributed to build a community of postgraduate biodiversity students that not only cares about obtaining their qualifications but deeply understands the dynamics behind their involvement in being leaders within the environmental sector. One interviewee commented: *'I believe that through building partnerships and networking they have not only empowered students but produced leaders that want to make a difference in biodiversity'*.

Consensus was reached that GreenMatter made a significant difference in the biodiversity skills development sector. It was mentioned that 75% of beneficiaries were black (see also the previous breakdown of gender and race). Most interviewees mentioned the success of the Fellowship Programme and the great impact of this programme. However, another opinion was *'I would give them a rating of 3 out of 5. They have not reached all the impacts they set for themselves'*.

Since its inception in 2009/2010, GreenMatter has impacted the biodiversity sector in the following way:

- Supported 175 GreenMatter Fellows
- Trained 206 teachers, 41 subject advisors and 160 partners (<http://www.greenmatterza.com/our-impact.html>)
- Catalysed funding to support over 900 unemployed youth through the Groen Sebenza initiative
- Identified 400 mentors in capacity development initiatives
- Engaged 12 South African universities on Careers for Biodiversity
- Engaged over 50 university partners on higher education and curriculum innovation

- Engaged over 2000 youth through online platforms and campaigns
- Developed career toolkits, mentoring toolkits, interactive tools and apps
- Developed 3 generic teacher modules and 32 exemplars
- Conducted workshops with over 120 youth on entrepreneurship opportunities in the water and biodiversity sector
- Through the National Environmental Skills Summit (NESS), GreenMatter has engaged about 400 partners (<http://www.greenmatterza.com/our-impact.html>)

#### ***5.2.4.2. Factors contributing to failures and/or successes in terms of impact***

Two different perspectives emerged on the success of networking in GreenMatter. On the one hand, certain respondents indicated that GreenMatter's network of stakeholders and partners was too limited and that some partners are purely working on a voluntary basis. One of the factors contributing to non-fulfilment in terms of impact is the capability to establish successful and sustainable networks (not enough networking was done). It was also mentioned that the GreenMatter name is not well known or recognised similarly in all the provinces (e.g. GreenMatter is well known in Gauteng but not as well known in the Western Cape).

On the other hand, some stakeholders felt that GreenMatter seems to be well-networked within the sector and they are connecting very well with the greater entrepreneurship environment.

One of GreenMatter's successes in term of impact is that they have a good understanding of the sector and the challenges faced in terms of skills development and transformation. Because of the constraints of funding, they moved away from their intended goals. That put a little bit of pressure on the staff. Instead of continuing the catalytic and coordinating role, they shifted to lead implementation in order to respond to the funding demand in order to showcase their flagship programme. The pressure could have been dealt with differently though.

GreenMatter has been successful in advocacy, campaigning and opening doors for professionals in the biodiversity sector and has also brought together various participants from the wide biodiversity sector. GreenMatter was instrumental in the national environmental skills summit.

However, GreenMatter have not contributed greatly into bringing other sectors together, other than the biodiversity sector (their sole focus has been the biodiversity sector).

One constraint is the current human resources capacity; it is evident that there is too much work for the number of core people. The staff tend to get overwhelmed with the amount of work and the number of people they deal with.

Another constraint mentioned is that the beneficiaries are not traced after completing their fellowship to monitor success and impact (and how this will be implemented). Reliance on outside funding, limits potential growth because you have to align growth to the funds received. As mentioned earlier, competition for funding with other organisations may be problematic in future. One interviewee mentioned the following: *'You cannot really call it a failure because it is understandable that funds should be secured before the scholarships can be advertised, but the time given to students to apply was not long'*. Thus short notice given to students can be seen as a shortcoming which could easily be addressed in future.

#### **5.2.4.3. Unintended impacts**

Overall most respondents indicated that there were no unintended impacts or consequences of the work carried out by GreenMatter in partnership with the biodiversity sector. It was however mentioned by one interviewee that GreenMatter was well established in the biodiversity sector, but has also formed partnerships with organisations and stakeholders outside the sector such as waste and environmental sectors. In addition, it was mentioned that Imvelisi was never planned from the beginning. *'I think it was a good impact because it's a new area of work and attracts a lot of young people'*.

#### **5.2.4.4. Monitoring, reporting and communication**

GreenMatter is consistent in sharing the annual reports with stakeholders as well as progress reports to funders and Board members. It was mentioned that GreenMatter was not consistent with writing newsletters (as planned) and has only written two newsletters.

There is little communication from GreenMatter on their success stories. GreenMatter needs to highlight the success and impact stories, especially on social media. It was mentioned that it will be good to know what happened to the alumni as they are the greatest resources and ambassadors of GreenMatter. One interviewee responded that *‘The only way I have come to know their impacts and reporting was when I was invited to advise on the steering committee. As a member of the public and participant in the sector, I don’t think they have communicated well’*.

GreenMatter attempts to post regularly on social media (Facebook and Twitter). One of the fellowship beneficiaries commented on GreenMatter’s visibility and communication by mentioning *‘I believe so since there is a lot of information on their website and it’s constantly up to date’*. Another interviewee mentioned that *‘the website of GreenMatter is well updated and all reporting and announcements are made there, newsletters, magazines and reports are available there for the public’*. It was also mentioned that GreenMatter kept in contact with Fellowship beneficiaries using a WhatsApp group. Through social media and other platforms, they have raised awareness of their programmes.

*‘Once you are a GreenMatter fellow, you remain part of the network even after the fellowship ends, this implies that you will be part of the GreenMatter member throughout, fellows continue to receive information such as job posts, training opportunities, workshops etc. To me this is some kind of sustainability. However, for it to be more sustainable GreenMatter could consider developing an exclusive alumni body which will function under its umbrella (this could be an important platform where new fellows could get information and build meaningful professional networks)’*.

The following opinions are highlighted: GreenMatter always indicates the objectives on their flyers and advertisements. They are consistent in selecting candidates for bursaries – they use the same criteria and make sure there is no bias.

Regular evaluation of the programme is something every organisation needs to look at. Going forward, it was recommended that there should be regular monitoring and evaluation of what GreenMatter does which should include independent evaluation of all activities.

## 5.2.5. Sustainability

Several areas of sustainability were unpacked through the review: sustainability of demand, financial sustainability, and sector ‘network’ sustainability i.e. the sector’s acceptance or otherwise of GreenMatter and its role.

### 5.2.5.1. *Sustainability of demand*

It is generally understood that biodiversity-related economic activity is based on a renewable resource that, if appropriately managed, will provide the basis for sustained economic activity over the very long term. A first national analysis of biodiversity-related employment in 2014 recorded approximately 390 000 jobs, representing 2.5% of national employment.<sup>1</sup> Building on this initial information, the 2018 National Biodiversity Assessment (NBA)<sup>2</sup> recorded that approximately 418 000 jobs nationally are directly related to biodiversity conservation and management. The NBA states that this compares very favourably for example with the mining sector, which in 2017 provided approximately 430 000 jobs, but which is a declining rather than a growing sector. The NBA shows further that the potential for employment growth within the biodiversity sector is immense.

However, it is not just the potential for direct employment in the biodiversity conservation sector which can be expanded, but as is increasingly being recognised globally and across the world, as evidenced by the special United Nations Biodiversity Summit recently convened<sup>3</sup> the growing

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<sup>1</sup> Driver A & Mukhadi F (2019) An initial assessment of biodiversity-related employment in South Africa. REDI3x3 Working paper 57. [www.EDI3x3.org](http://www.EDI3x3.org)

<sup>2</sup> Available at: <https://www.sanbi.org/wp-content/uploads/2019/10/NBA-Report-2019.pdf>

<sup>3</sup> UN General Assembly: In [resolution](#) A/RES/73/234, adopted on 20 December 2018, the UN General Assembly (UNGA) committed “to convene a summit on biodiversity at the level of Heads of State and Government,” ahead of the [15th meeting](#) of the Conference of the Parties to the Convention on Biological Diversity (CBD COP 15), “in order to highlight the urgency of action at the highest levels in support of a post-2020 global biodiversity framework that contributes to the 2030 Agenda for Sustainable Development and places the global community on a path towards realizing the 2050 Vision for Biodiversity”. [The Summit](#) theme is 'Urgent action on biodiversity for sustainable development'. In addition to the originally envisioned focus and purpose of the Summit, “the COVID-19 pandemic has further highlighted the importance of the relationship between people and nature.... An investment in the health of our planet is an investment in our own future.” The Summit [took place](#) as part of the UN's high-level week, on the margins of the UN General

recognition and requirement for improved, optimal management and restoration of our ecological infrastructure and biodiversity assets underpins the whole of global and national economies. This includes through provision of ecosystem services such as water, and agricultural pollination, sustainable management of marine resources, Nature-based Solutions (NbS) for climate change mitigation and adaptation, and in South Africa also our unique biodiversity-based ecotourism attractions. A plethora of detailed analytical assessments and reports regarding the state of biodiversity and ecosystem services worldwide have recently been completed to underpin decision-making at the summit, for framing of the Post-2020 Biodiversity Framework under the CBD and generating national commitments for greater investment into natural capital management and restoration. These include most notably the IPBES Global Assessment in 2019<sup>4</sup>, which headlines that nature in all forms, across every area of the globe, is undergoing a dramatic decline unprecedented in human history, with a million species at risk of extinction before 2050, and concludes that “transformative change is needed” in both policies and implementation, to halt and reverse this alarming decline; the Fifth Global Biodiversity Outlook (GBO5) of the CBD which highlights our collective failure as a community of nations to meet the Aichi 2020 Biodiversity Goals<sup>5</sup>, and WWF’s most recent Living Planet Report, which shows a 68% decline in megafauna populations globally in just the past 50 years<sup>6</sup>.

In addition, a number of new assessments unpacking the economic impacts of biodiversity loss and ecosystem degradation have also been conducted as a lead-in to the UNGA Biodiversity Summit and review of progress on the SDGs. For example, a recent report by McKinsey & Co highlights the need for, and cost-effectiveness of investing in natural capital across the whole physical environment<sup>7</sup> and a Swiss Re report also just released finds unequivocally that “Biodiversity and Ecosystem Services (BES) underpin all economic activity in our societies

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Assembly’s 75th general debate, on 30 September 2020. The leaders’ dialogues addressed: biodiversity loss and mainstreaming biodiversity for sustainable development; and harnessing science, technology and innovation, capacity-building, access and benefit-sharing, financing and partnerships for biodiversity, and culminated in the Leaders Pledge for Nature, “to Reverse Biodiversity Loss by 2030 for Sustainable Development”: <https://www.leaderspledgefornature.org/>

<sup>4</sup> IPBES (2019): <https://ipbes.net/global-assessment>

<sup>5</sup> UNEP (2020): <https://www.unenvironment.org/resources/report/global-biodiversity-outlook-5-gbo-5>

<sup>6</sup> WWF International (2020): <https://livingplanet.panda.org/en-za/>

<sup>7</sup> Swiss Re (Sept2020): <https://www.swissre.com/dam/jcr:a7fe3dca-c4d6-403b-961c-9fab1b2f0455/swiss-re-institute-expertise-publication-biodiversity-and-ecosystem-services.pdf>

globally and should be part of strategy discussions across financial services.”<sup>8</sup> For South Africa, the Swiss Re report, which bases the findings on their recently developed *Biodiversity and Ecosystem Services (BES) Index* at the national level, makes especially alarming reading: South Africa rates sixth in the world of all countries most impacted by degraded ecosystems, and with the national economy amongst the most heavily dependent on this degrading natural capital. Many other African countries fare little better, supporting the findings of the IPBES African Regional Assessment (2018)<sup>9</sup> that biodiversity and nature’s contributions in Africa are ‘economically, socially and culturally essential in providing the continent’s food, water, energy, health and secure livelihoods, and represent a strategic asset for sustainable development and achievement of the 2030 Sustainable Development Goals’. Unfortunately, the report also highlights that the current loss and decline of biodiversity is ‘reducing nature’s contributions to people, and undermining human well-being across the continent’. The regional assessment identifies unregulated land cover change, i.e. habitat loss and over-exploitation, as the primary cause of biodiversity loss and ecosystem degradation to date, but given Africa’s extreme vulnerability to the impacts of climate change, notes that climate change is likely to be a dominant driver of negative change in the future. Further, the report notes that the projected doubling of Africa’s population by 2050, coupled with rapid urbanization, will place tremendous additional pressure on the continent’s biodiversity and nature’s contributions to people. Overall, it is obvious that the potential need and demand for capacity in the sector has never been greater, most especially as the next decade coincides with the UN Decade on Ecosystems Restoration, aimed at ‘Preventing, halting and reversing the degradation of ecosystems worldwide’.<sup>10</sup>

However, despite this mountain of evidence, and whilst the NBA highlights both the degraded nature of South Africa’s natural environment, most especially our water resources, and the country’s stated intent for improving management of the sector, through a wealth of policy instruments such as the National Protected Areas Expansion Strategy, the cross-sectoral underpinning of the total economy is not widely appreciated politically. A number of stakeholders stressed that ‘the demand side is not very clear’; ‘we need to get people to

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<sup>8</sup> McKinsey & Co (Sept 2020):

<https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Sustainability/Our%20Insights/Valuing%20nature%20conservation/Valuing-nature-conservation.pdf>

<sup>9</sup> IPBES (2018) <https://ipbes.net/assessment-reports/africa>

<sup>10</sup> UN (2020): <https://www.decadeonrestoration.org/>

understand how the environment is the economy, and the green economy, the circular economy, and bio-economy’; ‘the need to broaden the definition of ‘biodiversity’ to include the environment, climate change, water, etc.’. It is thus critically important for GreenMatter to appreciate the massive need for advocacy around this ‘demand-side’ for skills and the fact that healthy and productive ecological assets underpin the whole national economy, from water availability, to agricultural production, to coastal and marine resources, through to tourism, is not widely recognised outside the sector. Thus, as a key part of a future sustainability strategy, and to realise its full potential as a catalyst for growing the transition to the ‘green economy’ in the national interest, GreenMatter must focus resources on driving the demand-side for skills in the sector, as well as playing its coordinating and catalysing role in meeting the supply-side needs. In addition to recent publications listed above, a plethora of new work is becoming available regarding the ‘how to do this’, for example, the World Economic Forum’s new ‘Future of Nature & Business Report’<sup>11</sup> and the European Forestry Institute’s new cross-sectoral “Investing in Nature as the true engine of our economy: a 10 point Plan for a Circular Bioeconomy of Wellbeing”.<sup>12</sup> All of these of course require the necessary human capital to be available, or if not available, to be built.

#### **5.2.5.2. *Financial Sustainability***

A great deal of concern was raised by stakeholders as to the current funding model, and future funding sustainability of GreenMatter. Whilst it was always intended that GreenMatter be self-standing, supported by the sector, it remained heavily reliant on philanthropic funding, most especially the Lewis Foundation, and over time, as intended, this funding has decreased significantly, without an alternative funding model in place. Many respondents felt that lack of funding is the critical constraint to bringing more people into the sector through GreenMatter. This view is supported by the fact that GreenMatter calls attract more respondents than can be accommodated. This is a good indication that with greater resource capacity, greater impact can be achieved. As outlined above, right now, in an era of increasing recognition of the need for eco-centric development paradigms, of ‘green new deal’ economic stimulus packages to reboot

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<sup>11</sup> WEF (2020): [http://www3.weforum.org/docs/WEF\\_The\\_Future\\_Of\\_Nature\\_And\\_Business\\_2020.pdf](http://www3.weforum.org/docs/WEF_The_Future_Of_Nature_And_Business_2020.pdf)

<sup>12</sup> EFI (2020): <https://efi.int/publications-bank/investing-nature-true-engine-our-economy-10-point-action-plan-circular-bioeconomy>

national economies, the need for skills in the sector has never been greater. The need for a “GreenMatter-type’ initiative has never been greater, thus tapping new and more stable conduits of funding has never been more needed. This requires a bold and innovative funding strategy, based on national socio-economic needs, ‘green new deal’ opportunities and a concentrated approach by a broad cross-sector of partners in approaching national government and international funding agencies. Whilst developing this new advocacy strategy in order to grow support, it would be prudent for GreenMatter to seek continued committed operational funding (3 years at least) from the Lewis Foundation, based on certain criteria and deliverables for years 1, 2 and 3, as outlined in S6 below.

#### **5.2.5.3. *Sector network sustainability***

A key measure of GreenMatter’s sustainability is whether it has, and increasingly is expanding the network of partners within and outside (the traditional confines of) the sector, as “a partner network set up by the biodiversity sector to help implement the biodiversity human capital development strategy (BHCDS)”. Whilst there is no doubt that GreenMatter has built such a network, no metrics exist as to how large it is, how representative it is, how it has grown over time, how it needed and needs to grow, and how ‘success’ as such a network can be measured. One such measure would be whether GreenMatter is being approached by unsolicited potential partners to join the network, participate in activities and fund activities. In contrast, a further measure, as GreenMatter has strayed from its original mandate of catalysing and convening this network, into implementation, raising concerns over it now becoming a competitor within this network, would be whether GreenMatter is losing traction and the network is in fact losing partners.

A second area of concern regarding network sustainability regards the value-add attributed to GreenMatter by the network regarding the strategic objective to ensure ‘improving the retention and effective deployment of skills in the sector’. This objective is impossible to measure without a concerted effort in tracking the beneficiaries of GreenMatter’s interventions as well as building feedback mechanisms within the network from partner organisations who absorb the capacity built. For example, whilst the GreenMatter SER states that “the GFP was designed to grow, over

ten years and more, a generation of leaders and change agents within South Africa’s biodiversity sector.” and “to build a core of high-level skilled biodiversity champions” (p16), with no tracking of GFP alumni, it is not possible to say with any certainty to what extent ‘retention and effective deployment’ have occurred. It appears that until the SER process was undertaken, there was no consolidated database of GFP alumni and their career paths (SER pg 16). It is now imperative that GreenMatter invest the resources into an alumni database in order to track metrics in this regard and be able to unequivocally show impact. This will also enable GreenMatter to better utilise alumni, most especially as role models. Part of GreenMatter contracting should in future include that alumni are required to undertake activities as ambassadors and advocates of GreenMatter, and for the sector, presenting to schools, HEIs, etc.

### **5.2.6. The Future**

Building on the above analysis, this section provides a high-level set of key strategic interventions for ‘the future’ for GreenMatter to focus on. It is tightly framed by the vision of the BHCDs which includes “...to optimally implement the sector’s expanding and increasingly complex mandate.” Over the past 10 years, since GreenMatter’s inception, the sector has indeed expanded and become increasingly complex, and also more widely recognised as underpinning socio-economic development as a whole, and as clearly outlined in S5.2.5 above, the need for skills and capacity has never been greater. The key strategic focus areas include: national advocacy to build the green economy demand space; embracing the digital world of the fourth industrial revolution (4IR); understanding the aspirations of the future workforce; and recognising the demand for broad-based skills and lifelong learning in a rapidly changing world.

#### **5.2.6.1. *National Advocacy***

The strategic goal of lowest impact to date appears to be in that of “creating enabling conditions for all the above through national level lobbying, coordination, monitoring and evaluation.” For many participants, a lack of awareness of GreenMatter prior to becoming a beneficiary, as well as a lack of understanding of the full scope of GreenMatter even whilst participating, was widely expressed. There are a number of government, labour and business conversations currently underway regarding how to reboot the national economy through ‘greening’ the COVID19

stimulus packages, but the CSO voice is largely absent from these strategic discussions. This national advocacy voice for greening the economy now needs to be a major focus for GreenMatter going forward. It is imperative that GreenMatter seek urgently to build a strong coalition of sector partners and beneficiary institutions, and then to focus on building wider partnerships, beyond the historically understood ‘boundaries’ of the sector, into business and all levels of government, to motivate for greater recognition and support for such green economy capacity building. Building the demand-side for BHCD is the surest way of ensuring support for and investment into the supply-side.

Within this strategic focus on building the demand-side, a strong perception exists that this covers a far wider range of skills levels than previously considered under the BHCDS. This suggests that a ‘top-to-bottom’ and ‘bottom-to-top’ skills development focus is required, and that, whilst GreenMatter should continue to lead on the focus of “high level skills (NQF level 6 and up)”, a critical need exists for a greater liaison with those institutions working to build ‘biodiversity sector’ capacity at lower skills levels, such as the EPWP. This is thus equally an area for greater advocacy by GreenMatter, most especially to promote the case that, by linking ‘bottom-to-top’ these lower skills levels echelons can serve as a feeder conduit for those individuals with the aptitude and interest in pursuing higher-level career development in the sector but who would otherwise not receive the opportunity.<sup>13</sup> Finally in this regard, and as described in S5.2.6.2 below, the types of skills required in a digital world are changing rapidly, and future BHCD efforts must take this fully into account.

#### ***5.2.6.2. Go Digital and embracing the Fourth Industrial Revolution (4IR)***

While acknowledging the disparities in digital access among South African youth, particularly those living in remote rural areas, GreenMatter has the potential to provide digital access platforms in order to scale up not just overall access and participation, but also the participation from historically disadvantaged communities. It is not only the GFP which would benefit from an online and remote-learning shift in the design of the GreenMatter offerings, as suggested in the SER. The potential to offer a variety of skills development programmes that can reach more

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<sup>13</sup> Noting that the BHCDS identifies ‘that with regard to entry level skills, the majority of employees in the environmental sector are black’, thus building this pipeline will in itself help expand sector transformation, and aligns with the ‘systemic and ‘joined-up’ principles promoted in the strategy.’

significant numbers, across a broader breadth of geographical regions and higher education institutions, as well as for less formal skills development is huge and growing. The World Economic Forum's recent report on "The Future of Work"<sup>14</sup> highlights that more than 1 billion jobs, almost one-third of all jobs worldwide, are likely to be transformed by digital technology under the 4IR just in the next decade. We are, of course, already seeing this happen with an unprecedented and rapid rise in new kinds of digital jobs, and, for example, stakeholders identified that GreenMatter 'needed greater focus on 'new digital economy' skills and opportunities'. These reflect the adoption of new digital technologies, with innovations at the forefront of the Data and Artificial Intelligence (AI) economy being applied for example to ecosystems restoration, renewable energy and smart-grids, pollution avoidance and clean-ups, and water-use efficiencies, giving rise to greater demand for Green Economy jobs. Going online also allows for GreenMatter to reach beyond South Africa geographically, potentially for example becoming a HCD initiative benefitting the whole region. Given that environmental challenges such as biodiversity loss and climate change are by definition, transboundary governance challenges, this may potentially open doors to international funding initiatives such as the Global Environment Facility (GEF)<sup>15</sup> and Green Climate Fund (GCF)<sup>16</sup>.

The digital economy is also the area of greatest entrepreneurial potential. Stakeholders aware of the IEP have lauded it as an excellent initiative and an area which should be grown exponentially in future given its potential for both impact and job creation. Further, it was recognised that the IEP has expanded already beyond 'traditional' biodiversity into areas such as water and that this broadening is important for the future of GreenMatter. Most importantly, those who have successfully graduated from the IEP see themselves as, and are seen by others, as change agents. This is in contrast to the GFP graduates who tend to be job-seekers and tend not to see themselves as being change agents. Within the context of the 'changing world of work', it is critically important for GreenMatter to understand the aspirations of those now entering the job market. For 'Generation-Z' (GenZ)<sup>17</sup> the 'digi-generation', these aspirations include that two-thirds do not see themselves in formal employment and would rather start their own business,

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<sup>14</sup> WEF: <https://www.weforum.org/reports/jobs-of-tomorrow-mapping-opportunity-in-the-new-economy>

<sup>15</sup> <https://www.thegef.org/>

<sup>16</sup> <https://www.greenclimate.fund/>

<sup>17</sup> "Generation Z": those born between 1995 – 2015, who are currently the generation entering the workforce, and will be for the next decade. <https://www.fluxtrends.com/downloads/generation-z-a-flux-trends-report/>

that they see inequity, climate change and corruption as the biggest threats to society, that older generations have created problems they will have to deal with, and yet that they can ‘make an impact’ (be change agents). Aligning with stakeholder feedback that ‘the IEP is critical so that people are not dependent on formal employment’, expanding the IEP, and importantly, engaging IEP graduates as role models, is a critical area of focus and expansion for GreenMatter going forward.

### **5.2.6.3. *Broad-based skills***

Building on the above, and according to the WEF report, this ‘changing world of work’ means employers are increasingly looking for more than just task-oriented or technical skills, many of which are becoming automated in the 4IR. The report cautions that ‘using a four-year degree as a proxy for employability means relying on talent with potentially redundant skills rather than lifelong learners with ever-relevant skills’ and that employers are seeking people with ‘creative problem-solving skills, a collaborative mindset and an ability to deal with ambiguity and complexity’. The report suggests that these too are skills that can be learnt, often through mentoring or internship programmes. This ‘soft-skills’ area is an area for which GreenMatter has been lauded by participants, yet invariably with the addition that more should be done in this area, representing a key opportunity for expanding relevance of the programmes to the ‘future world of work’ i.e. both employers and employees seek greater focus on this. Stakeholders identified for example, that ‘soft skills of coordination, stakeholder engagement and similar are hugely necessary’; they are also looking for ‘building wider skills sets rather than just qualification, most especially greater personal development’. Through a broadening of focus from higher-level qualifications, to include skills needed across and indeed beyond the sector, given its increasing relevance across the whole of society, GreenMatter will enable a larger ‘green economy-ready’ workforce that better represents the diversity of the population, and will help close the all too familiar opportunity and employment gaps. An initiative recently launched in the US to respond to the ‘changing world of work’ and which can provide useful templates on approaches is the InfoSys Reskill & Restart initiative<sup>18</sup>: “The nature of work and careers is

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<sup>18</sup> <https://www.infosys.com/reskillrestart-america.html>

changing fast - and in the future, the right skills will be prized over academic qualifications alone.”

### **5.3. An analysis of GreenMatter’s role as a catalyst for human capacity development**

#### **5.3.1. Introduction**

In the opening paragraph of the GreenMatter Self-evaluation Report (SER; 2020), GreenMatter describes itself as: “...a biodiversity human capital development partnership network established in 2009-10.” Further, as part of the SER ToRs, is to assess “...GreenMatter’s role as a partner network set up ‘by the sector for the sector’ in biodiversity human capacity development.” In addition, the role of these evaluations is “...to ascertain whether GreenMatter has fulfilled its role as a partner network set up by the biodiversity sector to help implement the biodiversity human capital development strategy (BHCDS).”<sup>19</sup> *The following analysis is framed by this self-description of what GreenMatter is, or was intended to be.*

Overall, it is clear that GreenMatter is understood by stakeholders across the sector to have been a necessary intervention and that it has, at the very least, achieved proof of concept in the need for a catalyst for HCD in the biodiversity sector. Further, a strong belief exists broadly across the stakeholders that this role, and indeed an expanded role, as outlined in S5.2.5 above, is and will continue to be needed for at least the foreseeable future, and thus certainly for the second 10 years of the GreenMatter Strategic Plan at least. However, within this broad understanding of the ‘why’ the role is needed, is the need to clearly unpack the ‘how’ and ‘what’ of the role. Many stakeholders are unclear on the original mandate of GreenMatter and the operationalizing of the role. This is abundantly evident in the views that GreenMatter has in effect, ‘had two different roles in the first 10 years. Initially it was a catalytic and coordinating role, as mandated by the

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<sup>19</sup> “The ‘biodiversity sector’ was conceptualised as a network of biodiversity and environmentally focused organisations, institutions and professionals, including those employed in other sectors, who have a direct positive impact on biodiversity through their work and leadership.” (GreenMatter Self-Evaluation Report 2020, p16).

sector. However, GreenMatter then shifted more to an implementation role, for various reasons, mostly related to the practicalities of fund-raising, capacity and leadership'. In this regard, the very real need for broader as well as more focused communication and outreach emerged clearly from the review.

### **5.3.2. GreenMatter Fellowship Programme (GFP)**

Since its inception in 2012, the GFP is considered by all stakeholders to have made a significant contribution to GreenMatter's four strategic goals. In particular, the GFP is considered by the majority of stakeholders to be a key intervention towards improved race and gender balance within the biodiversity sector, seeking alignment with the national demographic profile. This is measurable through the proportionately higher number of black candidates, and especially black females who have been sponsored through the GFP towards furthering their careers in the biodiversity sector. The GFP is also lauded for its role in improving the skills set of both students and professionals in the sector. Further, GFP beneficiaries have also shown that the GFP provides a foundation for nurturing the professional development, skills, and networks of emerging talent and supports their preparation for the world of work in the environmental sector. In terms of building 'community', the GFP 'provided a nurturing community which not only led to increased support from friends and mentors, but also from each other'. This community also provided networking opportunities and safe spaces for personal growth: 'The activities GreenMatter offers to its Fellows are of paramount importance as students gain significant soft skills that the higher learning institutions don't provide.'

The life skills development and particularly mentoring was identified as hugely beneficial, given that the BHCDS identifies that, due to a combination of lower ages and qualifications entering the sector "limited mentoring capacity in the sector clearly emerges as a critical issue."<sup>20</sup> For some stakeholders, there was the view that GreenMatter 'no longer needs to implement the GFP, but does need to enable and build the mentoring and support on personal development for leadership in the green economy – a key component of transforming the sector' and 'the soft skills side is hugely important; the bridging into work is critical too'.

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<sup>20</sup> BHCDS 2007. Section3.4.6

### **5.3.3. Imvelisi Enviropreneurship Programme (IEP)**

The IEP received unanimous support as both an innovative and necessary addition to the GreenMatter stable of offerings, responding to the rapidly changing world of work and the aspirations of the next generation. However, with this acknowledgement, is also the appreciation that successful entrepreneurship requires more than just support for the ideation phase (the phase which focuses on generating, developing, and evaluating ideas for launching new, innovative businesses). Successful entrepreneurship requires support also for both the Incubation Phase - the phase which focuses on providing assistance towards the growth and success of a start-up business, such as advisors, mentors, administrative support, office space and equipment, training, capital, coaching, networking connections etc., i.e. the provision of business support resources and opportunities – as well as the Acceleration Phase – the phase that promotes the growth of start-up businesses within a short period, catapulting businesses forward to larger opportunities such as new investors. To date, the IEP has (understandably, given resource constraints) focused almost entirely on the ideation phase, to the detriment of ultimate success of these IEP initiatives. Overall, the consensus is that GreenMatter needs to broaden the IEP support platform through building a wider network of relevant incubators and business partners to support the additional phases. This appears to be currently planned and underway (SER Fig 9 p54) but without the requisite financial, human capacity and network support to make it happen.

### **5.3.4. Fundisa for Change**

The focus of the Fundisa for Change Programme is teacher environmental education. The intention was to strengthen capacity building of teachers, teacher educators and subject advisors to be more equipped to teach environmental foundational knowledge.

However, very few stakeholders are familiar with the FFC programme or felt qualified to express opinions as to its success or otherwise. Certainly, the understanding is that improved teacher education is obviously critical across the board in South Africa. When South African learners participate in international benchmark tests, the average results are shockingly low, and they are out-performed by learners in most developed and developing countries, including other African countries with far lower education budgets. The reasons for poor results are “multiple and systemic” and not for addressing here. However, the BHCDS talks about the ‘base of the

pyramid’ and that “the quality of schooling is such a significant factor in the quality of graduate skills”. Obviously building from the bottom-up is a critically important component of transforming the sector, but the question remains as to who should do this and how it should be funded. The national scope and scale are vast and any such interventions need to be supported by the National Departments of Basic and Higher Education (DBE; DHET), as recognized: “further support is necessary for a high level advocacy engagement at the level of the DBE and DHET to fully integrate the Fundisa for Change programme value into the national system of teacher education” (SER p70). Seemingly, good progress has been made in this regard, with the Fundisa for Change Consortium recognised as a National Professional Learning Community by the DBE and the DHET. However, because the programme has been difficult to ‘hold together’ without adequate core financial support and dedicated, sustained co-ordination, the potential scaled impact is not yet realised, especially through more sustainable partnerships with DBE and DHET and via more systemic integration into the national system of Continuous Teacher Professional Development. No clear picture emerged as to the optimal future for FFC, and the most suitable scenario at this stage seems to be to negotiate a return to fuller partnership with Rhodes University, which provided the initial implementation support services, within a context of how best to take advantage of the digital revolution and on-line learning.

In summary, a clear consensus emerged amongst stakeholders that GreenMatter is at a crossroad; it can potentially either gradually fade into obscurity through lack of focus, financial support and partner support, or strive to ramp up exponentially – figuratively ‘go big or go home!’ For most stakeholders the recognition is there that there is no longer a ‘biodiversity sector’, and a ‘water sector’ or a ‘development sector’ but rather an integrated system of people and planet, but with the important proviso that the wellbeing of people, and their socio-economic development, are dependent on the planet, and its healthy, functioning ecosystems. This is depicted in the ‘cascade of dependencies’ of the SDGs, whereby it is now well recognised (as described in S5.2.5.1) that the wellbeing of society (Society SDGs) is dependent on the health of the biosphere (Biosphere SDGs), and the success of the economic SDGs is dependent on both of the former (See Fig1).

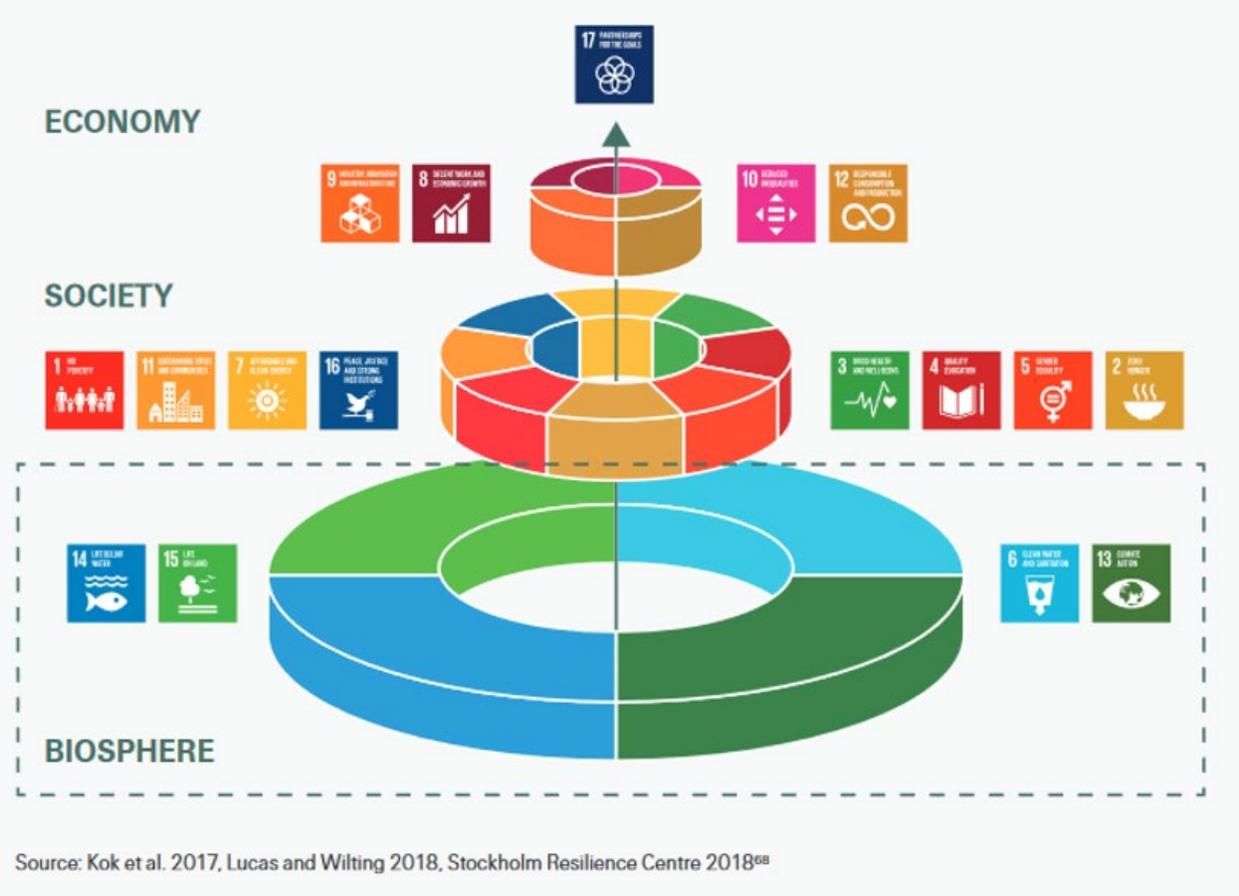


Figure 1: The ‘cascade of dependencies’ layers of the SDGs that form the basis for improved and sustained human wellbeing and a circular bioeconomy.

## 6. CONCLUSIONS & RECOMMENDATIONS

The following section synthesises the most important strategic interventions identified by the GIEP’s review, and is essentially framed by the phrase “**Go big or go home!**”. A common thread across the spectrum of stakeholders is that the existence of GreenMatter has been hugely beneficial for the sector and that it undoubtedly should continue for the foreseeable future, and indeed, not just continue but ramp up activities exponentially. In particular, GreenMatter’s role in fostering transformation in the sector should be applauded and therefore highly encouraged to continue along that trajectory. However, stakeholders hold some diverse perspectives as to how this should best be done, and this review has revealed a number of key strategic areas needing revisiting. Much has changed in the external operating context since GreenMatter’s inception, and in order to both ramp up impact and ensure a wider relevance and credibility than currently, GreenMatter must show relevance to current challenges, most especially right now regarding the COVID19 economic stimulus packages, and the concept of ‘building forward better - greener, fairer, smarter’, which encapsulates the needs for fully greening the economy, ensuring more equitable access to opportunities, and embracing the 4IR. Critically, a lack of Monitoring & Evaluation of key impact metrics, including the lack of tracking of alumni means the wider impacts regarding retention and career development and impact within and beyond the sector are currently unknown, most especially as over time, alumni progress further in their careers, and especially those who enter leadership roles. This impact factor needs urgently to be developed.

### 6.1. Recommended Key Strategic Actions

#### 6.1.1. Immediate Strategic Interventions

- i) ***Interim Funding:*** Negotiate a commitment of necessary operational funding (3 years at least) from the Lewis Foundation, based on certain criteria and deliverables for years 1, 2 and 3, as outlined below. The new conversation and engagement with the Lewis

Foundation should be built around redefining GreenMatter's role in the sector, as described in this report, in order to facilitate the necessary continued support in future.

- ii) ***Interim CEO:*** Appointment of a highly competent interim CEO on a full-time basis for 6-12 months to kickstart all recommended strategic actions, most especially building the 'advocacy coalition' so as not to lose the current 'green economy stimulus package' opportunity. Negotiating a secondment of an individual from their current place of employment would be optimal; this could be either a current Board member or past Board member or senior employee with the requisite strategic skills and intimate knowledge of GreenMatter, its origins, mandate and track record.
  
- iii) ***Advocacy for the green economy and demand side of green skills:*** Initiate an aggressive campaign to both build a coalition and raise attention of the current global to national need to improve environmental management across the spectrum of natural resources, transition to green economies, reduce inequities and broaden the socio-economic benefits of development policies for GreenMatter to grow its relevance. There has never been a better time to build a coalition of partners across the spectrum of stakeholders, including government departments, business initiatives, conservation agencies, parastatals, donors and CSOs for green skills advocacy, for approaches to policy fora such as the NPC, to business fora in respect of corporate supply chains linked to the circular economy, to relevant government departments (eg. water, agriculture, fisheries, energy, mining) regarding ecosystems restoration and rehabilitation and to the national Treasury most especially as regards the EPWP, and in all the above to form more strategic partnerships to build these greater opportunities for job creation and a transition to an eco-centric economy.
  
- iv) ***Recruitment of new CEO:*** Initiate a professional recruitment process to have a new CEO in place within a maximum 3 – 6 months post BHCDS review evaluation completion in 2021. Ideally, the ToRs should include the necessary 'big hitter' reputation, experience across educational and training sector, government, National Planning sector, biodiversity/green economy/entrepreneurship/incubator; business sector; strategic

planning, change leadership; and preferably a SA citizen with a wide network of the necessary contacts amongst the listed institutions. GreenMatter needs a leader who can straddle between the environmental sector, HCD needs, academia, the private and public sectors, and with experience in public sector partnerships, negotiations, marketing, deal-making, and mobilizing funding.

### **6.1.2. Short-term to Long-term**

#### **i) Refocus GreenMatter's role: Pursuing the catalytic vs implementation role**

GreenMatter was highly engaging and well received by the sector in its first three years of existence when it played the role of coordinator of the biodiversity human capital development strategy (BHCDS), but lost that admiration and support when it drifted from being a catalyst for collaboration and coordinator to an implementer. GreenMatter is therefore strongly recommended to revert to their original mandate of acting as a catalytic organisation instead of implementing programmes. This will solve the problem of GreenMatter being regarded as a competitor by other organisations. GreenMatter has successfully achieved the proof of concept of the catalytic role in the earlier years of the first 10 years of the programme, and in essence, GreenMatter will have to reinvent itself to do what it was created to do.

ii) **Sustainable funding:** The GIEP recognises that it is very difficult to secure funding within the catalytic and coordinating role of GreenMatter since direct outputs are far more difficult to realise compared to implementation. Nevertheless, with the benefits of reverting to its original catalytic role as noted in (i) above, GreenMatter is strongly advised to engage national government to financially support its programmes, since the ultimate positive outcomes are cross-cutting in steering capacity development in different sectors of the green economy. While the national government should be lobbied to provide ongoing baseline operational support, implementation funding for the organization should be sought through international partnerships and donor agencies.

iii) **Outreach & Communications:** It is recommended to design a senior portfolio to support the CEO in an aggressive outreach and communications strategic approach to

government and business based on the strategic principles that new successful economies will be increasingly green, advocating for building SA's economy as a leader in green thinking, from the 4IR and digital revolution green technologies such as renewable energy, through the biodiversity sector and related tourism growth, to the blue economy, to eco-agriculture, to water resources management, to NbS for climate change mitigation and adaptation. Building a strong outward looking strategy, seeking to lead conversations on these broad new areas of work and the capacities needed to succeed in them, and building the strategic networks of partners, looking to close the gaps between government, corporate, and NGO sectors, including for example a broad coalition of the NPC, DTI, DEFF, Departments of Health, Minerals & Energy, Agriculture, Transport, and HEIs, the CSIR, SANBI, SANPARKS, WRC, and IAIAsa. GreenMatter must seek to play a key role in the design of the future green economy.

- There is also a need to improve the communication strategy through press releases, updated websites and development of podcasts to publicise the role of GreenMatter which is not known to the general public.
- There should be an increase of GreenMatter's visibility at school level through roadshows, especially through use of alumni;
- Results from PhD supervision needs to be made more widely accessible to society through community outreach, workshops with communities and publications in non-academic journals that can easily be accessed by users e.g. newspapers, roadshows, social media etc.

iv) **Review of activities against the mandate:** It is recommended to initiate an in-depth internal review of GreenMatter's original mandate against the changed external context as well as activities and impacts to date. As highlighted by stakeholders, "*COVID19 means every entity has to reinvent itself and offer true value and whether it is essential; what is the value-add of GreenMatter, what is unique so that GreenMatter is the preferred partner; my understanding is that its original intent was distinct, to catalyse and coordinate the implementation of the BHCDS – and not to implement itself....*". What should GreenMatter's mandate be in the world we currently live in?

As part of the next phase of this strategic review, it is recommended that the Board and Staff of GreenMatter, unpack firstly the Implementation Plan<sup>21</sup> as outlined in Table 3 below. This will allow for reviewing which priority activities were implemented, and how successfully, which were not, and why, and how much the changing external context influenced these outcomes. In adhering to the principle that ‘form follows function’, this should then be followed by analysing the GreenMatter Implementation Structure<sup>22</sup>

**Table 6: High-level analysis matrix for Implementation Plan (IP) review**

	Planned	Unplanned
Done	<p><b><i>Deliberate Interventions:</i></b></p> <p>Actions that were planned and implemented; were all <i>deliberate interventions</i> implemented according to the specified requirements?</p>	<p><b><i>Emergent Interventions:</i></b></p> <p>Issues that emerged during the life of the IP and were addressed in some way; did <i>new issues</i> emerge which the organisation needed to respond to, and did?</p>
Not done	<p><b><i>Unused Deliberate Interventions:</i></b></p> <p>Planned actions that were not implemented; what were the reasons for <i>not implementing</i> any deliberate interventions (if any)?</p>	<p><b><i>Unrecognised Issues:</i></b></p> <p>Issues that emerged which were not addressed in any way; could the organisation have been better at <i>horizon scanning</i> and picking up unrecognised or emergent issues, and responding to them?</p>
<p>Overall, did any <i>unforeseen</i> or <i>unintended consequences</i> occur, either positive or negative, which need to be accounted for and could aid effectiveness and/or efficiencies?</p>		

- v) **Strengthening institutional linkages:** GreenMatter needs to be involved in interdisciplinary and transdisciplinary collaboration with national and international institutions. For example, the African Leadership University School of Wildlife

<sup>21</sup> BHCDS Ch8: Implementation Plan

<sup>22</sup> BHCDS Ch7: Implementation Structure; the GIEP understands this structure to have been the basis for the structure of GreenMatter

Conservation in Rwanda and the Wildlife Economics Institute in Stellenbosch will provide the necessary support on leadership skilling and capacitating the scarce Resource Economics skills. A key strategic partnership recommended to be explored further, is with the Centre for Environmental Rights (CER). The CER recently also celebrated its 10th anniversary, and was able to boast an incredible track record of achievements across the environmental rights sector, including building significant skills capacity in professional environmental law portfolios through to extensive and widespread local community environmental rights training, and significant transformation of the sector, most especially with young, black females. Further, beyond building extensive civil society capacity, this track record includes advocacy at the highest political and business levels in the country, as well as significant national and international fund-raising. A strategic partnership with the CER could be hugely advantageous for GreenMatter going forward.

The relationship between GreenMatter and SANBI needs to be re-ignited and redefined. GreenMatter should play a key role as a strategic partner of SANBI in catalyzing the implementation of the BHCDS. The symbiotic relationship can be defined through GreenMatter playing a catalytic role while SANBI, together with other organizations facilitate the implementation. Together, with SANBI they can lobby central government and the NRF to fund GreenMatter activities.

- vi) **Establishing Benchmarking standards:** GreenMatter's activities need to be benchmarked against set targets. This requires establishing Key Performance Indicators in order to measure the quality and quantity of outputs. For example, graduates should not be measured in numbers only but quality as well. There is a need for a database to trace the students' success and their impact. GreenMatter needs to measure their own success i.e. throughput quantification, the number of entrepreneurial businesses successful per year. The priority skills as initially defined in the priority skills list need to be reviewed and monitored in the next 10-year period. Skills success can be measured by incorporating skills development metrics, which include skills attainment, workplace application, individual and team behavioral change, and performance against set targets over a period of time.

- vii) **Alignment with the NDP and SDGs:** It is apparent that further work needs to be done on partnering and collaboration with the National Planning Commission in order to ensure improved NDP alignment and relevance. GreenMatter should develop key indicators that speak directly to the NDP and to the SDGs. A mapping exercise should be done to match the goals of GreenMatter with specific and selected NDP and SDG goals or targets in order to assist with the alignment.
- viii) **Streamlining the Programmes:** While GreenMatter's six programmes cover the whole spectrum from postgraduate training to entrepreneurship, advocacy and organisational strengthening, only two programmes (Imvelesi and Fellowships) were an excellent success and should be the main focus going forward. This will facilitate the mobilisation of resources on focused programmes for an improved impact. Imvelisi should be visibly positioned to be the anchor of SMMEs in the sector in order to benefit from the green economy.
- ix) **Scope:** GreenMatter should broaden its scope beyond the narrow confines of biodiversity to create new opportunities through linkages, networks and collaborations with other players/stakeholders in the sector. For example, attending the Annual Mining Indaba could open new opportunities in the mining sector for GreenMatter. The same applies to linking up with Nature Conservation, Environmental Affairs and hotspots of eco-tourism in the country.
- x) **Research Chair:** GreenMatter should lobby the National Research Foundation to create a Research Chair in Environmental Entrepreneurship and Eco-tourism as a source of new knowledge to drive the businesses of alumni and other entrepreneurs in the sector.
- xi) **Alumni:** A strong networking strategy with alumni who can act as ambassadors of Greenmatter is recommended. There is therefore a need to monitor student development and placement in the sector by tracking and tracing where GreenMatter alumni are, and

the roles they play. They can be used in assisting awareness of GreenMatter to all stakeholders within the sector and beyond, including marketing the programme at schools and other institutions.

## **7. ACKNOWLEDGEMENTS**

The GIEP acknowledges the time and valuable input of all stakeholders and interviewees. Prof Rosenberg is thanked for the information and presentation on the BHCDS review. The members of the Board of Directors, especially Prof Shafika Isaacs (former Chair of GreenMatter Board of Directors) as well as the GreenMatter Core Team are thanked for their time and advice to the GIEP. Mr Tumelo Masilela is acknowledge for the valuable logistic support and administrative assistance.

## 8. ANNEXURES

### 8.1. Stakeholders interviewed individually

	Name	Organisation	Designation	Context	Interview Date
Funding and Implementation Partners	Dr Henry Roman	DSI	Acting Chief Director: Sector Innovation & Green Economy	Donor of the Imvelisi programme and member of the Advisory Committee	26 August 2020, 14H00
	Ms Lameez Eksteen	WESSA	Project Manager: WESSA International Schools Programme	Previous implementing partner in the Nedbank Emerging Leaders Fellowship	25 August 2020, 09H00
	Dr Valerie Naidoo	Water Research Commission	Executive Manager	Funding partner of the GreenMatter WRC DSI Water Fellow programme, under the GreenMatter Fellowship	01 September 2020, 14H00
	Ms Yolán Friedman	Endangered Wildlife Trust	CEO	Key implementing and strategic partner in the GreenMatter Fellowship Programme's Masters fellowship funded by the Mapula Trust and the Imvelisi Enviropreneurship Programme	19 August 2020, 10H00

	Mr Garth Barnes	Department of Environmental Affairs	Deputy Director	Key partner in the Imvelisi programme	04 September 2020, 09H00
	Prof Joseph Kioko	CPUT	Acting: Dean of Applied Sciences	Implementing partner of GreenMatter's Work Integrated Learning Programme	Did not respond to the interview invitation.
GreenMatter Staff and Former GreenMatter Staff	Ms Chantal Ramcharan-Kotze	Water Research Commission	Stakeholder	Former Business Development and Strategic Partnerships Co-ordinator at GreenMatter	09 September 2020, 15H00
	Dr Sibusiso Manzini	GreenMatter	Former CEO	CEO since 2017. Executive Programme Director since 2015. Resigned February 2019	Declined the interview invitation.
GreenMatter Programme Beneficiaries	Dr Nancy Job	SANBI	PhD Fellow	Beneficiary of the Lewis Foundation GreenMatter Fellowship	08 September 2020, 13H00
Former GreenMatter Board members and Fellowship Selection Committee Member	Dr Ali Halajian	Bayer Animal Health	Strategic Operations and Risk at Bayer Animal Health	Stakeholder - Fellowship selection committee member	17 August 2020, 14H00
	Dr Lucille Meyer	Chrysalis Academy	CEO	Former Board member of GreenMatter. Resigned in 2019	01 September 2020, 15H00

	Dr John Hanks	Mapula Trust	Stakeholder	Liason and Mapula Trust representative between the Mapula Trust and GreenMatter. Founding Board member of GreenMatter NPC. Resigned as Board member in 2019	25 August 2020, 11H00
Current GreenMatter Board Members	Prof Shafika Isaacs	University of Johannesburg	Associate Professor of Practice	Chair of the GreenMatter Board of Directors since 2017	26 August 2020, 15H30

## 8.2. Stakeholders interviewed in focus groups

	Name	Organisation	Designation	Context	Interview Date
Founding Partners: Lewis Foundation	Ms Lindy Rodwell van Hasselt	Lewis Foundation	Relationship Director	Founding partner and principal donor of GreenMatter since inception and funder of the GreenMatter Evaluation and the BHCDS Review	31 August 2020, 10H00
	Mr Brian Goodall	Lewis Foundation	Chair	Founding partner of GreenMatter and Main Donor Partner	
	Mr Derek Engelbrecht	Lewis Foundation	Trustee	Lewis representative on GreenMatter Board	
Founding Partners: SANBI	Ms Carmel Mbizvo	SANBI	Acting CEO	Founding partner of GreenMatter	02 September 2020, 14H00
	Ms Vivian Malema	SANBI	Director: Biodiversity Education & Empowerment	GreenMatter Board of Directors since formal inception in 2017 involved in GreenMatter since inception in 2010 on behalf of SANBI	
GreenMatter Staff and Former	Ms Janavi Da Silva	GreenMatter	Programme Manager	Employee of GreenMatter since 2015	25 August 2020, 14H00

GreenMatter Staff	Ms Neo Ntshobane	GreenMatter	Office Manager	Employee of GreenMatter since 2015	
	Ms Moshadi Mashangoane	GreenMatter	GreenMatter Intern	Employee of GreenMatter since 2019	
	Ms Vuyelwa Masango	GreenMatter	Junior Project Coordinator	Employee of GreenMatter. Coordinating the Imvelisi Entrepreneurship Programme since 2019	
GreenMatter Programme Beneficiaries	Mr Oscar Mohale	Endangered Wildlife Trust	Senior Field Officer, Wildlife and Energy Programme	Beneficiary of the Nedbank Green Trust Emerging Leaders fellowship programme	The discussion, schedule for 03 September 2020 at 14H00, could not take place due to loadshedding affecting both the respondents and panel members. The respondents were requested to submit written responses instead.
	Ms Kirtanya Lutchmarayan	WWF	Conservation Project Officer WWF	Beneficiary of the Lewis Foundation GreenMatter Fellowship	
	Ms Ndoni Mcunu	Black Women in Science	Founder & Director	Beneficiary of the Lewis Foundation GreenMatter Fellowship	
	Mr Siviwe Babane	Agricultural Research Council	Aquaculture Research Technician/Hatchery Manager	Beneficiary of the Nedbank Eyethu Community Trust Masters fellowship from 2017-2018.	

	Ms Aphiwe Moshani	UCT	Masters candidate	Beneficiary of the Nedbank Eyethu Community Trust honours fellowship in 2017.	
	Mr Thabo Hlatshwayo	University of Venda	Masters candidate	Beneficiary of the Mapula Trust Masters fellowship	
	Mr Simphiwe Makapela	The Hamlin	Founder & Director	Beneficiary of the Imvelisi Entrepreneurship programme	26 August 2020, 11H00
	Mr Kylie Davids	Shanti Naturals	Founder & Director	Beneficiary of Imvelisi Entrepreneurship Programme	
	Ms Lesego Seloane	Rowena Creations	Co-founder & Director	Beneficiary of the Imvelisi Entrepreneurship programme	
	Mr Buyani Zwane	Breakthrough Development (Pty) Ltd	CEO	GreenMatter Board of Directors since 2019	
Current GreenMatter Board Members	Dr Makobetsa Khati	NRF	Executive Director of the Research Chairs and Centres of Excellence (RCCE)	GreenMatter Board of Directors since 2019	02 September 2020, 10H00

### 8.3. Evaluation deliverables and timeframes

<b>Timeframe</b>	<b>Activity</b>	<b>Deliverable</b>
20 March 2020	GreenMatter Programme Manager and Board members to send letters and terms of reference to prospective Evaluation Panellists and establish the IEP	Letters to IEP
6 April 2020 – 24 July 2020	GreenMatter Core Team hires a research assistant by 6 April 2020 and compiles a draft Self-Evaluation Report.	Research Assistant Contract Self-Evaluation Report Draft
24 July 2020	Core Team and Board of Directors reviews and finalizes the Self-Evaluation Report	Self-Evaluation Report Draft
30 July 2020	Final Self Evaluation Report sent to IEP	Final Self Evaluation Report
24 July 2020	IEP participate in a briefing meeting and is provided with the Self-Evaluation Report	IEP Briefing Meeting minutes Final Self-Evaluation Report
	IEP assign one of the panellists, the role of Convener	IEP Briefing Meeting minutes
17 August – 09 September 2020	IEP conduct interviews over four weeks, with relevant stakeholders	IEP Stakeholder Engagement Schedule
10 September 2020	IEP meets to for a plenary session on data consolidation and report writing	List of Stakeholders List of Questions for Stakeholders

28 September 2020	IEP meets to discuss the approach to the meeting with the GreenMatter Board of Directors on the 30 <sup>th</sup>	Recordings of Stakeholder Engagement  Minutes of IEP meeting with GreenMatter and Partners
30 September 2020	IEP meets with GreenMatter Board of Directors, GreenMatter Core Team and partners to report back on the interview process and discuss the compilation of the Evaluation Report	
05 October 2020	IEP members submit their individual reports based on their allocated tasks	First draft of the Evaluation report
07 October 2020	IEP meets to discuss the individual reports and finalise the first draft report	
20 October 2020	IEP submits the first draft report to the GreenMatter Board of Directors	GreenMatter Evaluation Report Draft 1
30 October 2020	GreenMatter Board of Directors provide comments on the draft report by 30 October 2020	GreenMatter Evaluation Report with Comments
15 November 2020	Independent Evaluation Panellists submit the final report to the GreenMatter Board of Directors	Final GreenMatter Evaluation Report
20 November 2020	The Board of Directors and GreenMatter Core Team submits final evaluation report for inclusion in the BHCDS review process	Final GreenMatter Evaluation Report appended to BHCDS Review Report
	Mini Skills Summit to discuss BHCDS Review and GreenMatter Evaluation Findings and the way forward for the biodiversity human capital development sector	Communique on GreenMatter Evaluation Findings