

National Evaluation System

Presentation: Launch of Repository by Department of Basic Education, Pretoria

9 September 2019



planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



Presentation Outline

BACKGROUND OF THE EVALUATION FRAMEWORK

- Defining evaluations, Rationale, Purpose, Applicability

CONCEPTUAL FRAMEWORK OF EVALUATION

- Types, Key Questions
- Evaluation in the Policy Cycle
- Links between Evaluation, Planning and Budgeting

IMPLEMENTATION OF EVALUATION & Progress Report

- Institutionalization, Evaluation Plans Undertaking Evaluations
- Problems & Achievements
- Evaluation Repository



Our understanding of evaluation

- Monitoring is necessary but not sufficient - it only asks **whether we are doing what we planned to do**
- In order to assess **whether or not our plans are resulting in their intended outcomes and impacts**, and the reasons for this, we need to carry out evaluations

In our Evaluation Policy Framework **evaluation** is defined as:

- *The systematic collection and objective analysis of evidence on public policies, programmes, projects, functions and organizations to assess issues such as relevance, performance (effectiveness and efficiency), value for money, impact and sustainability, and recommend ways forward.*

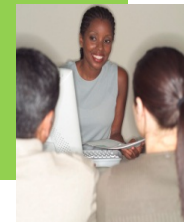


Conceptual Framework: Why Evaluate ?



Improving policy or programme **performance** (evaluation for continuous improvement):

Evaluation for improving **accountability**: where is public spending going? Is this spending making a difference?



Improving decision-making:
Should the intervention be continued?
Should how it is implemented be

Evaluation for **generating knowledge (for learning)**: increasing knowledge about what works and what does not with regards to a public policy, programme, function or organization.



Evaluation Criteria

- ☐ **Relevance:** measures suitability of the intervention to the priorities and policies of the target group.
- ☐ **Effectiveness:** measures of the extent to which an intervention attains its objectives.
- ☐ **Efficiency:** measures outputs in relation to inputs eg use of resources to achieve desired goals.
- ☐ **Impact:** measures positive and negative changes produced by an intervention, directly or indirectly
- ☐ **Sustainability:** Measuring whether the benefits of an activity are likely to continue.

Scope

- Government wide – three spheres of departments and State Owned Enterprises
- Focus/ object of evaluation:
 - ☐ policies
 - ☐ plans
 - ☐ programmes
 - ☐ projects
 - ☐ Sectors

Current Approach – ownership, credibility, learning and use



To ensure **ownership and use**:

- Departments participate in the evaluation process, from the design to the validation of findings , recommendations and improvement plans
- System largely voluntary : DPME issues a call for proposals and departments propose evaluations.
- Evaluations are managed collaboratively and in partnership with departments through Steering Committees (collaborative mechanism)
- Partnership includes co-funding
- Improvement plan system – tracked every 6 months

Current Approach – ownership, credibility, learning and use

To ensure **independence**:

- Independent external service providers undertake the evaluation, reporting to the Steering Committee
- The Steering Committees makes decisions on evaluation not department

To ensure **learning and not punishment**:

- Emphasis on promoting learning not compliance, fault finding and punishment
- The problem is not to make mistakes but not learning from your mistakes

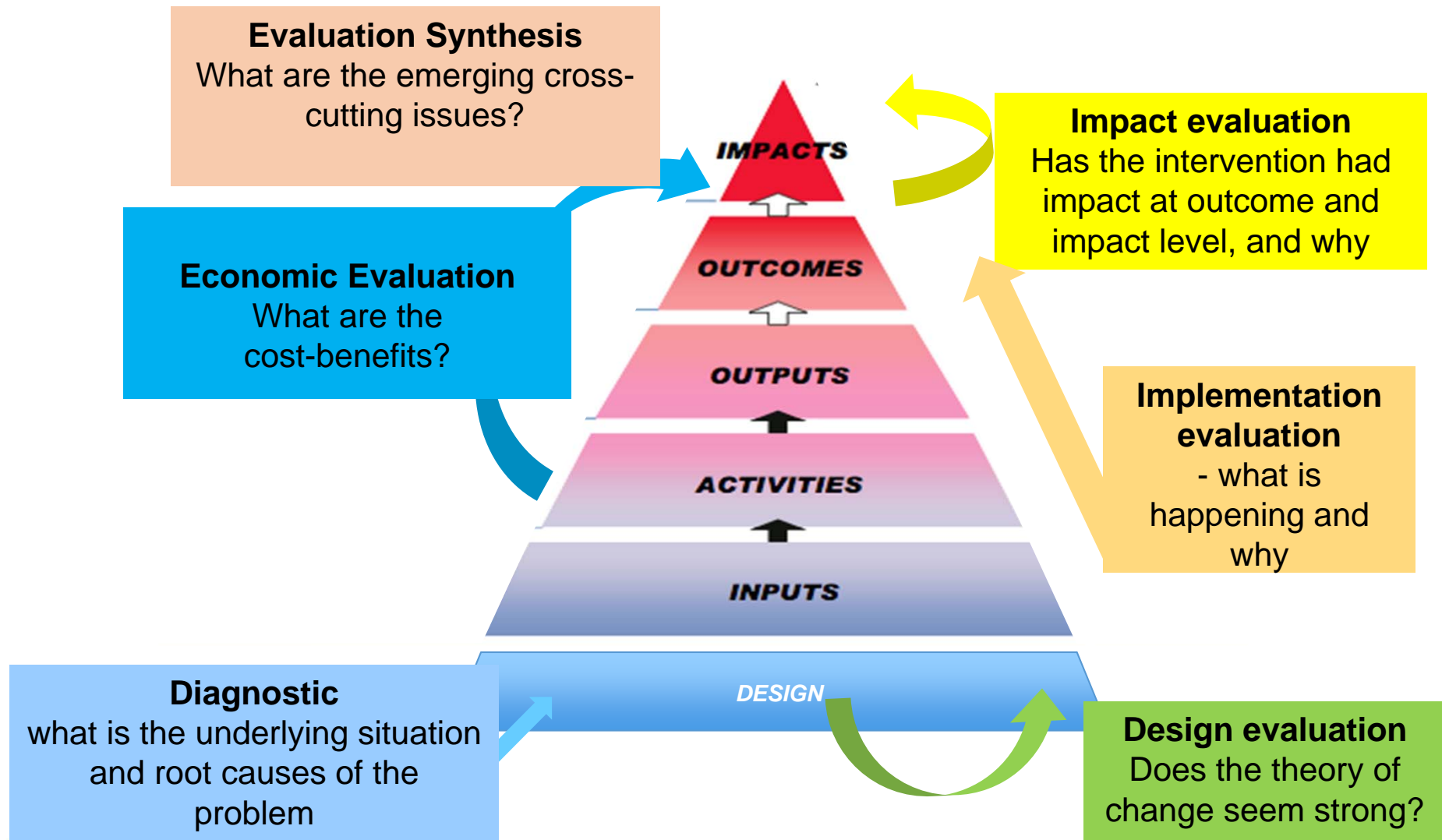
Current Approach – ownership, credibility, learning and use

Ensure **quality**:

If the evaluation is technically and methodologically sound and generally of good quality, programme owners are likely to believe in the findings and therefore use the evaluation;

- Design clinic with top national and international evaluators ;
- Peer reviewers (normally 2) per evaluation
- Comments by DPME evaluation team and entire Steering Committee
- Panel of service providers (now abolished)
- Conduct Evaluation Quality Assessment once completed – must score >3/5

Different types of evaluations related to questions around the outcome model



Some Evaluative Approaches

Rapid Evaluations

These are quick internally driven evaluations.

Benefits :

- provide quick response, especially in emergencies
- Smaller budgets

Disadvantages: Levels of reliability and validity is questionable.

Evaluative Workshops (Example of Rapid Evaluation)

Some Evaluative approaches

Sectoral Reviews

Sectoral Reviews take a holistic and long term strategic view on the entire sector (inclusive and long-term):

- They differ from programme evaluations which focus on narrow programme objectives.
- Sectoral Reviews measure performance of the whole sector over a long period of time.
- The Sectoral Plan/ Policy/ Strategy is the key building block for Sectoral Reviews

Some Evaluative Approaches

Gender Responsive Evaluations

Gender-responsive evaluation incorporates processes and methods that embrace gender equality, women's empowerment and human rights principles. It entails:

- Engendering the design of evaluations
- Engendering the terms of reference
- Wearing a gender lens when conducting evaluations.

ECD + 2012/13 NEP

Completed

Dropped !

Department	Title of evaluation	Progress
DSD/DBE/DoH	Diagnostic Review of Early Childhood Development	Completed June 2012
Trade and Industry	Implementation/design evaluation of the Business Process Services Programme	Final report approved
Basic Education	Impact Evaluation of Grade R	Final report approved.
Rural Development	Implementation Evaluation of the Recapitalisation and Development Programme	Final report approved
Rural Development	Implementation Evaluation of the Comprehensive Rural Development Programme	Final report approved.
Health	Implementation Evaluation of Nutrition Interventions addressing under 5s	Complete in February 2014
Human Settlements	Implementation Evaluation of the Urban Settlements Development Grant	SP appointed. Complete May 2014
Human Settlements	Implementation Evaluation of the Integrated Residential Development Programme	Underway. Complete August 2014.
Basic Education	Impact Evaluation of the National School Nutrition Programme	Stopped. Reallocated to 2014/15



NEP 2013/14

Completed

Dropped

Dept	Title of evaluation
Presidency	Implementation Evaluation of Government's Coordination Systems
dti	Evaluation of Export Marketing Investment Assistance Incentive programme (EMIAI)
dti	Evaluation of Support Programme for Industrial Innovation (SPII)
dti	Impact Evaluation of Technology and Human Resources for Industry Programme (THRIP)
Military Veterans	Evaluation of Military Veterans Economic Empowerment and Skills Transferability and Recognition Programme.
DST	Evaluation of National Advanced Manufacturing Technology Strategy
SARS	Impact Evaluation on Tax Compliance Cost of small businesses
COGTA	Impact evaluation of the Community Works Programme (CWP)
DRDLR	Evaluation of the Land Restitution Programme
DAFF	Impact Evaluation CASP
DAFF	Implementation Evaluation of MAFISA
DHS	Baseline for informal settlements targeted for upgrading
DHS	Evaluating interventions by DHS to facilitate access to the city.
DHS	Diagnostic of whether the provision of state-subsidised housing has addressed asset poverty for households and local municipalities
DPME	Impact Evaluation of the Outcomes Approach



& evaluation

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2014/15

Completed

Underway

Dropped

Dept	Evaluation
DEA	Evaluation of the Effectiveness of Environmental Governance in the Mining Sector (EEGM)
DHET	Design Evaluation of the Policy on Community Education and Training Colleges (PCETC)
DHS	Impact Evaluation of the Social Housing Programme (SHP)
DST	Evaluation of the Indigenous Knowledge Systems Policy (IKSP)
DSD	Diagnostic Evaluation/Programme Audit for Violence Against Women and Children (AVAWC)
DSD	Diagnostic Review of Coordination of the Social Sector Expanded Public Works Programme
SAPS	Economic Evaluation of the incremental investment into the SAPS Forensic Services
DAFF/DRDLR	Impact Evaluation of the Ilima Letsema Programme
DAFF	Impact evaluation of MAFISA (quantitative) – through 3ie
DAFF/DRDLR	Policy Evaluation of Small Farmer Support
DBE	Evaluation of the Funza-Lushaka Bursary Scheme
DBE	Impact evaluation of National School Nutrition Programme
DRDLR	Impact evaluation of Land Restitution Programme – through 3ie
DPME	Impact/implementation evaluation of the MPAT system
DPME	Implementation evaluation of the dept strategic planning and APP



NEP 2015/16

Completed

Underway

Dropped

DAFF	Agricultural Extension Recovery Plan
DBE	Evaluation of CAPS/New School Curriculum
NPA	• Evaluation of the Asset Forfeiture Unit Sub-programme
DSD	Diagnostic evaluation of the Non-Profit Organisations Regulatory Framework and Legislation
DSD	Implementation Evaluation of the National Drug Master Plan in addressing all forms of Substance abuse
DHET	Evaluation of the National Qualifications Framework Act (NQFA)
DBE	Evaluation of Early Grade Reading in SA
DMR	Implementation evaluation of the mining charter
DPSA	Service Delivery Improvement Planning System
DPME	Implementation evaluation of citizen-based monitoring (CBM)
DPME	



NEP 2016/17

Completed

Underway

Dropped

DHET	Evaluation of TVET) Colleges Expansion and Capacity Development Programme
Justice	Implementation Evaluation of the Integrated Justice System
DSD	Implementation Evaluation of Older Persons Act
Treasury	Evaluation of City Support Programme
DHA	Evaluation of Birth Registration Programme
DEA	Implementation Evaluation of the Environmental Impact Assessment (EIA) process
DST	Design and Implementation Evaluation of the National Space Strategy
NT /DPME	Government Business Incentives
DPME	Implementation Evaluation of the National Evaluation System



NEP 2017/18

Completed

Underway

Dropped

DSBD	Evaluation of the Integrated Strategy for the Promotion of Small Businesses
SAPS	Implementation Evaluation of Detective Services
DSD	Implementation Evaluation of the Integrated Social Crime Prevention Strategy
DPME/DO H/ DSD etc	Rationalisation of community-based worker models
DBE/DOT	Scholar Transport
DPW	Accommodation Provision Programme



DPME Evaluation Repository

- ❑ DPME has created a centralised web-based repository of evaluation reports, which have been quality assessed.
- ❑ Officially launched at the SAMEA conference in Johannesburg in September 2013.
- ❑ Already around 31 March 2015, there were 121 evaluations and 2800 visitors to the site.
- ❑ 83% of the visitors are local (SA) with hits also from the UK, USA, Australia, Switzerland, France, and the Netherlands.
- ❑ Currently, we have over 600 evaluations
- ❑ The Evaluation Repository can be accessed <http://evaluations.dpme.gov.za/sites/EvaluationsHome/SitePages/Home.aspx>

Current status of evaluations

No of evaluations in NEPs	Dropped	Active	Approved reports	Improvement Plans being implemented
67	8	59	45	23



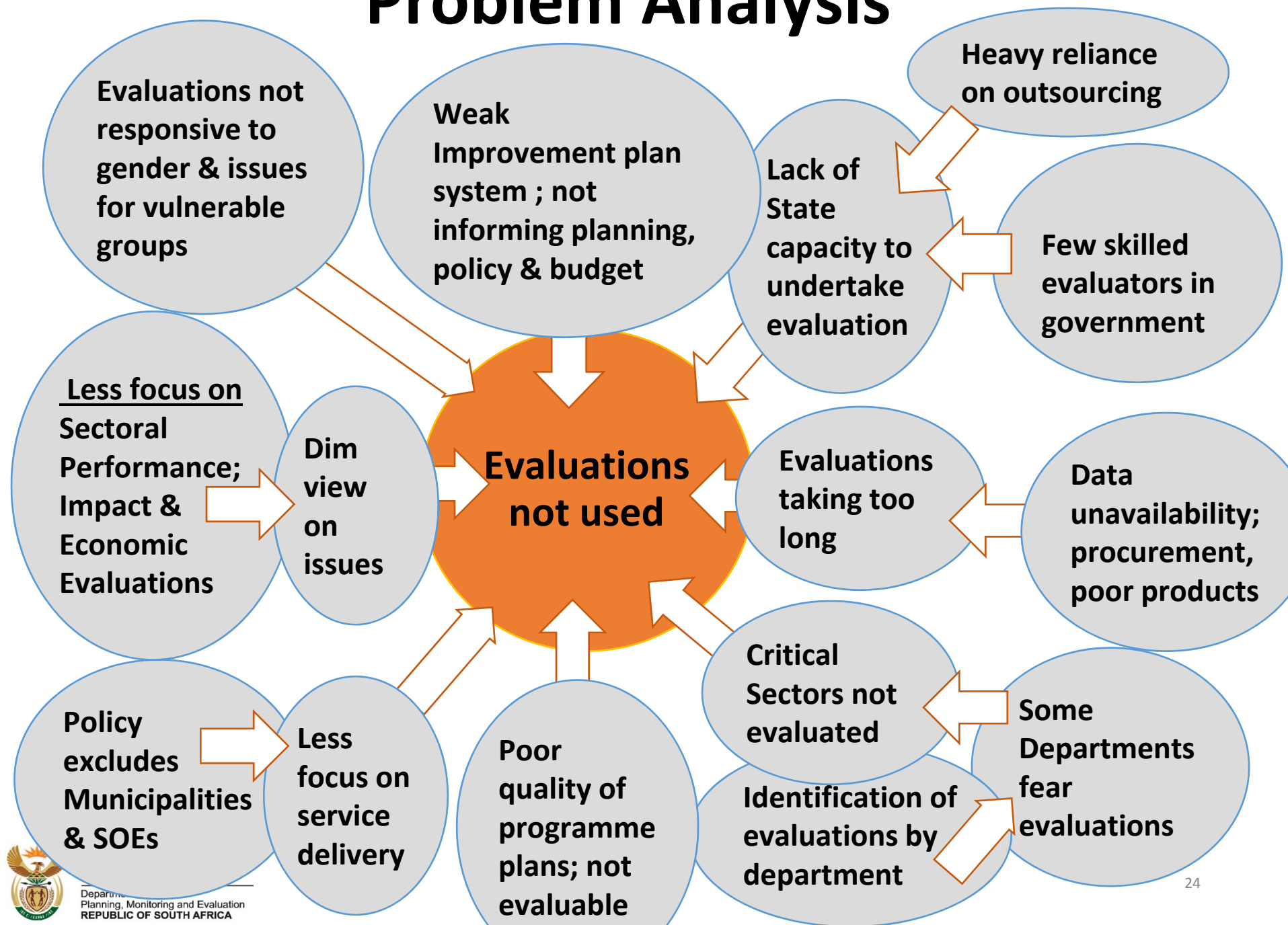
SECTION 1: Achievements (2011/12 – 2017/18)

- The National Evaluation System is gaining traction with Departments both at National and Provincial spheres following the system in undertaking evaluations.
- Some evaluations at improvement plan development stage have been used – policy guidelines have been reviewed.
- The system is **Utilisation Focused**, requiring involvement of programme management in each step of the evaluation process for ownership and use.
- Seven multi-year National Evaluation Plans were developed with **67 evaluations** undertaken
- In total, 8 out of **9 provinces have Provincial Plans**
- 61 departments have Departmental Plans;
- A suite of **8 courses** offered to **1 989 officials**
- DPME has also developed **18 guidelines and 9 templates** on various components of the system during the same period.

Success factors for the current system

- **Use of Incentives (Soft and Hard / Carrot and Sticks)**
 - **Carrots:** Co-funding evaluations; technical support from DPME team, funding of peer reviewers; political/ Cabinet support);
 - **Sticks :** Following the system; objective process – approval by Steering Committee not custodian department; use of independent evaluators;
- **Central Champion** driving the system (DPME Evaluation Unit)
- **Co-ownership of the system** (collaboration) eg Evaluation Technical Working Group (ETWG); Co-managing evaluations through Steering Committees
- **Use of departmental Champions** – some M&E Officials others programme Managers - exercising influence on significance of evaluation in their departments
- **Piloting systems** before rolling to scale eg ECD; GP and WC around PEPs etc
- **Evaluative thinking** - system is taking root with some departments taking initiative for their own evaluations & embedding evaluations in their management cycle

Problem Analysis



CRITICAL ASPECTS IN UNDERTAKING EVALUATIONS and INSTITUTIONALISATION

INSTITUTIONALISATION OF EVALUATION

- Develop Evaluation Plan
- Ensure evaluation **budget** for key programmes and a **plan** over 3 YEARS;
- Ensure there are **specific people with skills** entrusted with the evaluation,

UTILISATION FOCUS

- Involve users in **every step of the evaluation process** to ensure ownership
- Ensure quality and credibility through peer review and quality assessment
- Ensure results of **inform decision-making**

OPTIMISE LIMITED CAPACITY

- Roll-out evaluation trainings
- Decentralize training
- Use of local unemployed graduates; tertiary institutions; former senior public servants; Civil Society

NGIYATHOKOZA DANKIE KE A LEBOGA
NGIYABONGA
NDIYABULELA
INKOMU NDI KHOU
LIVHUHA
Thank you



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