

GAUTENG EVALUATION FRAMEWORK AND PROVINCIAL EVALUATION PLAN FOR 2012/13 TO 2015/16

Gauteng Planning Commission
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1. INTRODUCTION

To give effect to government's priority to develop an effective evaluation system in the country, the Gauteng Planning Commission (GPC) has developed a Provincial Evaluation Framework and Plan for consideration. The framework and plan are based on the National Evaluation Policy Framework and take into account evaluations planned at a national level.

Departments are requested to provide inputs into the draft framework and plan.

2. BACKGROUND

2.1. Framework for performance monitoring and evaluation

Government in the current term of office has placed particular emphasis on the importance of monitoring and evaluation (PME) in improving government's performance to achieve the country's developmental outcomes.

As indicated in the presentation by the Deputy Minister of Performance Monitoring and Evaluation to the Gauteng Executive Council in November 2011, the President created the Department of Performance Monitoring and Evaluation (DPME) in the Presidency to:

- Facilitate the development of plans for the cross-cutting priorities or outcomes of government and monitor and evaluate the implementation of these plans
- Monitor the performance of individual national and provincial government departments and municipalities including the state of management practices
- Monitor frontline service delivery
- Carry out evaluations
- Promote good monitoring and evaluation practices in government
- Implement interventions to address blockages in delivery, in partnership with delivery institutions.

In Gauteng, this mandate is championed by the Gauteng Planning Commission in the Office of the Premier. In line with this mandate, the key pillars of the performance monitoring and evaluation framework adopted across both national and provincial government (and increasingly at a municipal level) include the following:

- Outcomes-based planning, performance monitoring and evaluation
- Management Performance Assessment
- Frontline Service Delivery Monitoring

- Evaluation policy and plan
- Strengthening PPME systems.

These were further elaborated in the Gauteng Inter-governmental Planning, Performance Monitoring and Evaluation (GIGPPME) Framework presented at the Extended Executive Council Lekgotla in April 2012.

In putting forward a provincial approach to evaluation, the GIGPPME framework points to the National Evaluation Policy Framework, which was adopted by Cabinet on 23 November 2011 and released in December 2011. The framework pointed to the key aim of the evaluation policy to move beyond monitoring to ensure consistent, regular and quality evaluations of key government programmes, as an input into more effective policy, planning, implementation and ultimately achieving better outcomes and impacts.

The Gauteng framework identified different types of evaluations and further pointed to the following:

- the development of a provincial evaluation framework and evaluation plan for 2012/13 as well as an annual rolling three-year Evaluation Plan
- the importance of evaluations as part of the planned end of term 20-year review
- the need for an improved database of evaluations and other research conducted in the province and at national level
- the need to build independent evaluations capacity in the province, including a database of accredited evaluation practitioners
- the need to build further partnerships with academia and others in relation to evaluations.

The Gauteng Evaluation Framework further elaborates on the **evaluation pillar** put forward in the GIGPPME framework in line with the National Evaluation Policy Framework and plan.

The discussion which follows describes key elements of the National Evaluation Policy Framework and identifies the key principles and approach to evaluations. This is followed by a description of the Gauteng Evaluation Framework, which focuses on a provincial application of the national framework, as well as a proposed three-year rolling plan for evaluations for the province.

3. DISCUSSION

3.1. Framework for Evaluations in Government

The *Policy Framework for the Government-Wide Monitoring and Evaluation System* (GWMES) which was approved by Cabinet in 2005 describes three “data terrains” which underpin the monitoring and evaluation system, namely, programme performance information; social, economic and demographic statistics; and evaluation. While the Presidency is the custodian of the GWMES as a whole, National Treasury has published the *Framework for Programme Performance Information* and Statistics South

Africa has published the *South African Statistics Quality Framework* to provide policy frameworks for the first two terrains.

The *National Evaluation Policy Framework* completes the set of policies which make up the GWMES.

3.2. The National Evaluation Policy Framework

3.2.1. Development of the National Evaluation Policy Framework

The National Evaluation Policy Framework (NEPF) is the result of extensive international research on government evaluation systems. Donor-funded study tours were undertaken to various countries internationally. The research, study tours and drafting of this framework was carried out by a joint team of officials from DPME, the Department of Basic Education, the Department of Social Development, the Public Service Commission and representatives from Offices of the Premier. In the case of Gauteng, the Gauteng Planning Commission represented the province in the development of the policy. National Treasury also helped to facilitate and participated in some of the study tours. Drafts of the framework were circulated to national departments and provincial governments, workshops were held on the drafts, and the final document incorporates the comments which were received.

3.2.2. Purpose of Evaluations

In line with government's outcomes-based approach, planning and implementation is directed toward, and structured according to priority outcomes. Government plans and their implementation are being consistently monitored against predetermined indicators and targets. While performance monitoring is useful in providing insights into whether implementation is proceeding according to plan, it provides limited feedback on whether implementation is having the desired effects or on the extent to which particular outcomes or impacts are being achieved and why. This requires evaluation. According to the National Evaluation Policy, '*Evaluations involve deep analysis of issues such as causality, relevance, effectiveness, efficiency, value for money and sustainability*'.

Evaluations provide the means and opportunity to reflect on what is being achieved against what was planned or intended, as well as why unexpected results may be occurring. The findings of evaluations allow for intervention and remedial action to be instituted. This has the potential to improve the likelihood of intended results being realized and to limit any possible negative impacts. The results of evaluations are therefore most valuable when they are used to inform improvements in plans and in implementation. This is a key thrust of the plan.

The purpose(s) of evaluations can therefore be summarized as follows:

- Improving performance (evaluation for learning);
- Improving accountability;
- Improving decision-making; and

- Generating knowledge (for research) about what works and what does not.

3.2.3. Purpose of the Framework

The National Evaluation Policy Framework seeks to address the use of evaluation to promote improved impact of government programmes, and at the same time increase transparency and accountability. While some departments have been undertaking evaluations, there has not previously been a standardised approach, nor a systematic approach to ensuring that all major and strategic programmes are evaluated periodically. The framework aims to foreground the importance of evaluation in policy-making and management, and link evaluation to planning and budgeting processes. It aims to improve the quality of evaluations undertaken and ensure that evaluation findings are utilised to improve performance.

The National Evaluation Policy Framework provides the basis for a minimum system of evaluation across government. Its main purpose is to promote quality evaluations which can be used for learning to improve the effectiveness and impact of government, by reflecting on what is working and what is not working and revising interventions accordingly. It seeks to ensure that credible and objective evidence from evaluations is used in planning, budgeting, organisational improvement, policy review, as well as on-going programme and project management, to improve performance. It provides a common language for valuation in the public service.

3.2.4. Scope and Application of the National Evaluation Policy Framework Document

The Framework's main target audience is political principals, managers and staff in government. The focus is on evaluation of policies, plans, programmes and projects, but not of organisations or individuals, as the latter are dealt with through other government policies.

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

Six specific types of evaluation are defined: Diagnosis, Design Evaluation, Implementation Evaluation, Impact Evaluation, Economic Evaluation and Evaluation Synthesis. These evaluations can occur at different stages – prior to an intervention, during implementation, and after implementation.

The framework further elaborates on the following key elements:

1. Large or strategic programmes, or those of significant public interest or of concern must be evaluated at least every 5 years. The focus will be on government's priority areas, which are currently the 12 outcomes, including the five key areas of health, crime, jobs, rural development and education.

2. Rolling three-year and annual national and provincial evaluation plans must be developed and approved by Cabinet and Provincial Executive Councils. These will be developed by DPME and the Offices of the Premier. These plans will identify the minimum evaluations to be carried out – departments will be free to carry out additional evaluations.
3. The results of all evaluations in the evaluation plan must be in the public domain, on departmental and DPME websites (excluding classified information).
4. Improvement plans to address the recommendations from the evaluations must be produced by departments and their implementation must then be monitored.
5. Departments will be responsible for carrying out evaluations. DPME and (in time) Offices of the Premier will provide technical support and quality control for evaluations in the national and provincial evaluation plans.
6. Appropriate training courses will be provided by PALAMA, universities and the private sector to build evaluation capacity in the country.
7. DPME will produce a series of guidelines and practice notes on the detailed implementation of the policy framework, to elaborate various aspects of the system, and to set quality standards for evaluations. (National Evaluation Policy Framework, 23 November 2011, DPME).

The evaluation process covers the different stages of evaluation, and includes a pre-design and design phase, including preparation, developing terms of reference, selecting service providers and issues of data quality, while the implementation phase includes an inception phase, advisory/steering group, and ongoing management and support.

3.3. The Gauteng Evaluation Framework and Plan

While the National Evaluation Policy Framework covers both national and provincial government, the Gauteng Evaluation Framework and Plan applies this policy within a provincial context, taking into account Gauteng specificities.

The discussion which follows outlines the following:

- the background to and context for the development of the plan
- the criteria for selection of programmes/ interventions to be evaluated
- priorities for institutionalising evaluation practice in the province and
- the draft rolling three-year evaluation plan

3.3.1. Background and context

The national policy mandates that rolling three-year and annual national evaluation plans will be developed by DPME and approved by national cabinet, starting with 2012/13. It specifies that, by 2013/14, provinces should draw up similar evaluation plans, as should national departments. It further indicates that Departments can choose to do additional evaluations over and above those to be coordinated by the centre of government departments.

In Gauteng, the Gauteng Planning Commission (GPC) in the Office of the Premier is mandated to champion the Evaluation Policy and Plan.

As part of the Gauteng Provincial Government (GPG) **Midterm Review** (MTR) process tabled in the Executive Council system in September 2011, the GPC identified the need for independent evaluations on the impact of key GPG programmes in priority outcome areas and four evaluations were agreed upon. This was in addition to various project reviews and case studies undertaken by departments.

Arising from the GPC's participation in the development of the national evaluation policy and in anticipation of national government's adoption of the policy, these four evaluations served as the province's first Provincial Evaluation Plan.

Given that evaluations are particularly resource intensive, it was decided to start with a limited number in the initial phase. The selection of the first set of evaluations was based on the five priorities emerging from the 2009 electoral mandate – health, education, crime, rural development/food security and employment, which had also formed the basis for the 8 provincial outcomes and key priorities identified by the Executive Council in that context. The selection was further based on:

- an analysis of **performance monitoring** reports in 2010/11, including the report on the implementation of the 2010/11 Gauteng Programme of Action (POA), which identified areas of under-performance requiring further intervention;
- key issues arising from the **outcomes-based planning and budgeting** process in relation to the development of the 2011/12 Gauteng POA, which had pointed to programmes and policies requiring further investigation in relation to value for money, cost-benefit, impact scale etc.

The following impact evaluations of key programmes were adopted as part of the initial rolling evaluation plan for 2011/12 and 2012/13:

- **Education:** The Master Skills Plan, with a focus on the Ithuthele Tiro project
- **Health:** Programmes to reduce the Maternal Mortality rate
- **Employment:** The Expanded Public Works Programme
- **Rural development/ food security:** The Siyazondla Food Gardens Programme.

These evaluations were largely conducted in line with the new national evaluation policy. Terms of reference for independent service providers to carry out these evaluations specified that evaluations were to be carried out in line with the policy.

Key elements of the National Evaluation Policy Framework were incorporated as part of these evaluations, including the collaborative development of Terms of Reference; a formal request to the responsible department to provide a Management Response to the draft evaluation report; participation in a consultative workshop on the report and its findings and further, recommendations that the relevant lead department develop an improvement plan in relation to the report's findings and recommendations.

In addition to the Provincial Evaluation Plan (PEP) put forward as part of the MTR, the province's approach to evaluations was further elaborated in the Gauteng Intergovernmental Planning, Performance Monitoring and Evaluation (GIGPPME) framework, which was widely consulted with provincial government departments and local government and presented at the April 2012 Extended EXCO Lekgotla.

Prior to 2011, evaluations in the province were undertaken in line with the 2009 Gauteng Monitoring and Evaluation Policy Framework, with a limited degree of standardization.

3.3.2. Selection of evaluations in the Gauteng Evaluation Plan

Given the importance of evaluations in improving government's performance and impact, and noting that evaluations are often resource intensive and will require the building of systems and capacity, the number of evaluations coordinated through the GPC as part of the PEP will be increased incrementally over time. The number of evaluations as per the PEP is as follows: two in 2011/12, four in 2012/13, six in 2013/14, eight in 2014/15 and ten in 2015/16. Attention should be paid not just to increasing the number of evaluations, but also to ensuring that the evaluations are of sufficient quality.

Further, the criteria for the selection of evaluations to be conducted as part of the evaluation plan should be carefully determined to ensure that they are in line with government's priorities. The selection of Gauteng evaluations to be coordinated centrally by the GPC in the Office of the Premier should take the following into account:

- Priorities arising from the **electoral mandate** and approved **provincial outcomes**
- **large-scale** programmes/ interventions which impact on a significant proportion of the population and with significant budget allocations, particularly those which have not been evaluated for some time
- programmes/ interventions which are **strategic** in nature in terms of their projected impact
- programmes/ interventions of significant **public interest** including those entailing public commitments
- programmes/ interventions where significant concerns have arisen or which have been identified as **under-performing** through performance monitoring processes
- programmes/ interventions which have importance in relation to women, youth and people with disabilities (**Geyodi**)
- programmes/ interventions which are **innovative** in nature and which offer lessons for best practice and service delivery improvements in other areas
- programmes/ interventions which are at a critical **stage of development** in respect of which decisions have to be made.

These criteria are in line with the national approach, which includes a score sheet for the selection of proposals for evaluation (attached).

3.3.3 Selection process and timeframes

The selection process leading to the development of the Provincial Evaluation Plan includes the following key milestones:

- A call for proposals by the GPC
- The submission of proposals by lead Departments
- Interaction with the relevant Departments and an initial assessment of proposals by GPC
- Based on the above, lead Departments will be requested to complete a concept note on the proposed evaluation and submit this to GPC by a specified deadline
- The GPC together with the Gauteng Evaluations Technical Working Group (GETWG) will review the proposals and make recommendations on evaluations to be included in the plan
- The GPC will further make a submission to the Executive Council for consideration and approval.

The key timeframes for the process in relation to the 2013/14 Provincial Evaluation Plan is as follows:

Action	Responsible	Date
Call for proposals	GPC	10 July 2012
Initial identification of evaluations by GPC & lead Departments	Depts	30 July 2012
Interaction with Departments	GPC	August 2012
Workshop with Departments & municipalities	GPC	24 August 2012
Preparation of formal concept notes	Depts	August/ September 2012
Submission deadline of concept notes	Depts	24 September 2012
Consolidation of concept notes	GPC	28 September 2012
Review of proposals and recommendations made	GPC-GETWG	10 October 2012
2013/14 PEP proposal finalized for submission to Exco system	GPC	20 October 2012

3.3.4 Priorities for institutionalizing evaluations

While important inroads have been made, the evaluation system within the province and in South Africa in general is still in its infancy. Deliberate efforts are required to build the foundations for an effective system and institutionalise evaluations in Gauteng in the short to medium term. The following priorities have been identified in institutionalising evaluations in the province in line with the national framework:

- Evaluations should be incorporated into **management** functions as a way to continuously improve performance.

- Departments and municipalities should develop **evaluation plans** and allocate **evaluation budgets** linked to major programmes and a rolling plan over three years for which evaluations will be undertaken. The 2013/14 Gauteng planning and budgeting process should take this into account.
- Each Department should allocate **responsibility** for evaluations, preferably within the Strategic Planning, Monitoring and Evaluation units, and ensure the necessary expertise, skills and capacity. The PME units should work closely with programme managers in this regard.
- Departments should further develop **databases** of evaluations and related research to be forwarded to GPC to develop a centralised database of evaluations for the province as a whole. These will in turn form part of the national database.
- **Evaluation results** should be discussed in the relevant management forums within departments to support evidence-based policy making and be used to guide decision-making. Evaluation results will be tabled within the EXCO system and lead departments will develop **improvement plans**, indicating how the key findings and recommendations would be addressed (including responsible officials and timeframes). Evaluation results should inform provincial policy, planning and budget decisions, as well as other decision-making processes. The implementation of the recommendations will be monitored by the GPC and where relevant incorporated within the annual programme of action and related planning processes.
- GPC in the Office of the Premier will coordinate evaluations in the province and work towards the development of the necessary **capacity** to support and advise departments and municipalities in this regard, working closely with DPME as the custodian of the evaluation system at national level. DPME at a national level and GPC at a provincial level will further issue specific guidance notes and guidelines setting standards for evaluation to complement the evaluation framework.
- GPC will further enlist the assistance of the Gauteng City Region Academy (GCRA) in the design and execution of **capacity-building** for officials in the field of evaluation, working with PALAMA at a national level where relevant.
- To further strengthen the capacity for independent evaluations in the province, the GPC will work to strengthen the **community of practice** on evaluations working with academia, the GCR Observatory and the relevant professional bodies. The province will also draw from the national evaluation panel in this regard.
- Evaluations will be a standing item on the agenda of the **Provincial PME Forum**, which will also serve as a learning network on evaluations and provide ongoing strategic support and guidance in this regard. The GPC will further arrange targeted workshops to embed the approach across government in the province.

- Linked to the above, a **Gauteng Evaluation Technical Working Group (GETWG)** will be established to support GPC, provincial departments and municipalities in the province. This should include representatives from provincial treasury and the Department of Local Government as well as experienced officials from other departments and municipalities. This will be linked to the National Evaluation Technical Working Group established to support DPME in taking forward evaluations nationally. The national working group includes the main departments with evaluation capacity, including sector departments, the PSC, as well as DPSA, National Treasury and the Auditor General. The GETWG will play a key role in processing proposals and making recommendations on evaluations to be conducted as part of the Provincial Evaluation Plan.

3.3.5 Roles and responsibilities

In addition to the measures outlined above, the following key roles and responsibilities are relevant in implementing the Evaluation Framework.

At a **national level**, DPME in the Presidency is the overall custodian of the evaluation system. Other key role players supporting the evaluation system include the DPSA, the Public Service Commission (PSC), Treasury, PALAMA, Department of Cooperative Governance (DCOG) and the Auditor General.

At a **provincial level**, the GPC in the Office of the Premier is the custodian of the evaluation system, with other key players being GPG departments and municipalities, Provincial Treasury, the Gauteng Department of Local Government, the GCR Observatory and the GCR Academy.

It is envisaged that the GPC will over time play a similar role at provincial level to that being played by DPME at a national level, accessing support from DPME and external experts as needed. This role is expected to include the following:

- **Leadership** and promotion of evaluation in government at provincial level, including implementation of policy, vision and championing the discipline
- **Standard setting**, with the development and publication of suitable standards and guidelines
- **Pooling of knowledge** emerging from evaluations and publishing evaluations;
- **Quality assurance** of evaluation processes and products
- Facilitating **funding** for some evaluations in the provincial evaluation plan
- **Capacity building** and technical assistance, ensuring suitable courses are established and providing technical assistance to departments
- **Monitoring of progress** against the provincial evaluation plan and in relation to intervention plans.
- **Evaluating** the evaluation process itself to ensure it is adding value and that the benefits outweigh the costs
- Reporting to the Executive Council and national government on progress with evaluation.

The **Executive Council** has overall decision-making powers on key evaluation matters, including the approval of the Provincial Evaluation Plan.

For each evaluation, at evaluation project level, a **Project Steering Committee** will be established to play an oversight role in relation to a specific evaluation.

GPG **Departments** are required to ensure the following:

- A plan over three years identifying which evaluations will be undertaken, and the form of evaluation
- An evaluation budget for key programmes to be evaluated
- PME officials entrusted with the evaluation role, and with the required capacity and skills
- The results of evaluations to be used to inform planning and budget decisions, as well as general decision-making processes. Thus the results of evaluations must be discussed in management forums and used to guide decision-making.

Provincial Treasury has the responsibility to ensure value for money when it allocates budgets. To this end it needs to see that:

- Plans and budgets are informed by evidence, including from evaluations;
- Cost-effectiveness and cost-benefit analyses are undertaken and that interventions are providing value for money.

The **GCR Academy** is responsible for developing capacity-building programmes across government and in particular on evaluations capacity, working in partnership with GPC.

Through the **GCR Observatory**, existing links will be facilitated and new linkages established with academia and other researchers as a potential future source of accredited evaluators. GCRO will further assist in relation to quality assurance, including in the initial phases of the evaluation process. Universities are an important actor and, together with other research service providers, will supply many of the evaluators, particularly where sophisticated research methodologies are needed, e.g. for impact evaluations, and undertake research which is closely allied to evaluation, and can help to inform research processes.

Partnerships will be formed with **professional associations**, including the South African M&E Association (SAMEA) as the national association of people and organisations involved in M&E. They can support the development of systems and capacities, and are an important forum for learning and information sharing.

The **Auditor-General** is an independent body and an important player in its role of performance audit and related functions.

The Gauteng **Department of Local Government** is responsible for M&E of local government and will play a role in relation to evaluations at a municipal level, as indicated in the GIGPPME framework.

Municipalities will be responsible for developing their own evaluation plans, undertaking evaluations and cooperating with GPC, other municipalities and departments in evaluation processes and systems.

Consultation with the above stakeholders will be pursued in line with activities outlined in the Plan.

3.3.6 Planning and budgeting for evaluation

The National Evaluation Policy Framework estimates evaluation costs at 0.1%-5% of an intervention's budget, depending on size (large programmes need proportionally less). This needs to be factored into annual budgets and the MTEF.

This is particularly important where large budgets are needed, e.g. for impact evaluations. The cost of an evaluation will depend on its complexity. Frequent small evaluations which provide feedback immediately into implementation may be more useful than large ones, particularly for complex interventions where the future is unclear.

Key evaluations should be factored into the 2013/14 planning and budgeting process.

4 GAUTENG EVALUATION PLAN

Out of the five key electoral mandate areas, evaluations have been completed in 2011/12 or are underway in 2012/13 in the areas of education, health, rural development/food security and employment. This leaves crime/ safety as the key electoral mandate area in which no evaluation in line with the new NEPF has yet been carried out. It is therefore proposed that this be prioritized for the remainder of 2012/13 and further that an impact evaluation of programmes aimed at reducing **Violence Against Women and Children** be conducted.

Following the completion of evaluations on EPWP and food gardens in 2011/12, in 2012/13, an evaluation on the Master Skills Plan has been completed and an evaluation on the reduction in the Maternal Mortality Rate is expected to be completed by the end of the 2012/13 financial year.

Other possible areas for consideration include the following:

- An evaluation to be undertaken in the areas relating to the outcome on **developmental public service**. Among the interventions to be evaluated are those aimed at achieving provincial affirmative procurement targets or the electoral mandate priority area of anti-corruption initiatives.
- An evaluation relating to the decent work outcome. This could focus on either the critical **Green Economy** projects or the priority area of **infrastructure** planning, development and maintenance.

A further set of evaluations will be selected as part of the **20-year review process**. A proposal in this regard is to be tabled within the Executive Council system for consideration.

The attached tables outline further details on the evaluation plan for Gauteng, as follows:

- the three-year timeline for the development and implementation of evaluation policy and systems in the province in the period to 2014/15 (Table 1)
- National and provincial evaluations for the period 2011/12 to 2015/16, including evaluations already completed as well as those planned.

ANNEXURE A: NATIONAL EVALUATION POLICY FRAMEWORK

ANNEXURE B: GAUTENG EVALUATION PLAN 2012/13-2014/15 (Table 1 & Table 2)

ANNEXURE C: TABLE FOR PROPOSALS ON EVALUATIONS FOR 2012/13-2015/16

ANNEXURE B: GAUTENG EVALUATION PLAN 2012/13-2014/15

Table 1: Three-year timeline for Evaluations

2012/13	Development of Plans and Systems	Implementation of Plans and Systems
2011/12	<ul style="list-style-type: none"> ▪ Evaluations identified by GPC as part of MTR ▪ Evaluations completed 	<ul style="list-style-type: none"> ▪ 4 Evaluations identified by GPC as part of MTR <ul style="list-style-type: none"> ○ 2 Evaluations completed ○ 2 Evaluations to be completed in 2012/13
2012/13	<ul style="list-style-type: none"> ▪ 2012/13 Evaluations to be completed by GPC ▪ Evaluations to be identified as part of 20-year review ▪ 3-year and annual evaluation plan developed ▪ Evaluation Policy Framework and Practice notes cascaded to PME Officials on key elements including TORs, contracting, and the different evaluation types ▪ GCRA courses designed to support this approach to evaluation ▪ Panel of evaluators created: GPC in collaboration with Gauteng City Region Observatory (GCRO) ▪ Develop Data-base of Research and evaluation studies 	<ul style="list-style-type: none"> ▪ 4 Evaluations to be completed by GPC: <ul style="list-style-type: none"> ○ 2 evaluations to be completed (Maternal Mortality Reduction and Master Skill Plan) ○ 2 evaluations to be initiated (Violence Against women and children and one other) ▪ 2-4 Evaluations to be identified as part of 20-year review ▪ Evaluations implemented as per the 3-year and annual evaluation plan (2013/14 – 1016/17) ▪ Evaluation Policy Framework and Practice notes applied to all evaluations ▪ GCRA course designed piloted and finalised ▪ Panel of evaluators accessed when GPG departments source evaluation expertise ▪ GPG Departments to submit copies of <i>all</i> Research and evaluation studies undertaken
2013/14	<ul style="list-style-type: none"> ▪ Evaluations identified for completion by GPC ▪ 3 year and annual evaluation plan updated ▪ Evaluation Policy Framework and Practice notes cascaded – ongoing ▪ GCRA courses rolled out to officials to support this approach 	<ul style="list-style-type: none"> ▪ Departments to make submissions to GPC on 2013/14 evaluations by 26th July 2012 ▪ 3 year and annual evaluation plan updated (2014/15 – 2016/17) ▪ Evaluation Policy Framework and Practice notes cascaded – ongoing GCRA courses rolled out to officials to support this approach to

	<p>to evaluation</p> <ul style="list-style-type: none"> ▪ Panel of evaluators utilised in evaluations: GPC in collaboration with Gauteng City Region Observatory (GCRO) – ongoing ▪ Update Data-base of Research and evaluation studies ▪ Provincial Technical working group established 	<p>evaluation</p> <ul style="list-style-type: none"> ▪ Panel of evaluators utilised in evaluations: GPC in collaboration with Gauteng City Region Observatory (GCRO) – ongoing ▪ GPG Departments to submit copies of <i>new</i> Research and evaluation studies undertaken – ongoing ▪ Provincial Technical working group ToRs developed, participants identified and working group report on the conduct of provincial evaluations
2014/15	<ul style="list-style-type: none"> ▪ Evaluations identified for completion by GPC ▪ 3 year and annual evaluation plan updated ▪ Evaluation Policy Framework and Practice notes cascaded – ongoing ▪ GCRA courses rolled out to officials to support this approach to evaluation ▪ Panel of evaluators utilised in evaluations: GPC in collaboration with Gauteng City Region Observatory (GCRO) – ongoing ▪ Update Data-base of Research and evaluation studies ▪ Provincial Technical working group report on the conduct of provincial evaluations 	<ul style="list-style-type: none"> ▪ Departments to make submissions to GPC on 2013/14 evaluations by 26th July 2012 ▪ 3 year and annual evaluation plan updated (2015/16 – 2016/17) ▪ Evaluation Policy Framework and Practice notes cascaded – ongoing ▪ GCRA courses rolled out to officials to support this approach to evaluation ▪ Panel of evaluators utilised in evaluations: GPC in collaboration with Gauteng City Region Observatory (GCRO) – ongoing ▪ GPG Departments to submit copies of <i>new</i> Research and evaluation studies undertaken – on-going ▪ Provincial Technical working group ToRs developed, participants identified and working group report on the conduct of provincial evaluations

ANNEXURE C: TABLE FOR PROPOSALS ON EVALUATIONS FOR 2012/13-2015/16

NAME OF DEPARTMENT	NAME OF INTERVENTION	TITLE OF EVALUATION	YEAR OF IMPLEMENTATION (2012/13, 2013/14 or 2014/15)	METHODOLOGY	KEY MOTIVATION FOR THIS EVALUATION INCLUDING SCALE (EG BUDGET, BENEFICIARIES)
EXAMPLE: Social Development	Child Support Grant	Impact evaluation of the child support grant		Rigorous quasi experimental research design following a mixed method. Preliminary work needed in order to inform the quantitative study with regards to impact pathways	This is a major social benefit for poor people, reaching 10.4 million children per year, and with an annual budget of R90 billion in 2011/12. No rigorous impact evaluation conducted previously.