



Western Cape  
Government

Department of the Premier

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# PROVINCIAL EVALUATION PLAN

2013/14 – 2015/16

Updated: March 2015

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# Preamble



This plan is the second updated Provincial Evaluation Plan and constitutes part of the rolling three (3) year Provincial Evaluation Plan for 2013/14 -2015/16 that was approved by the Provincial Cabinet during March 2013.

The Western Cape Government takes pleasure in reporting that the National Evaluation System and its evolution at the provincial level have been aligned to its Province-wide Monitoring and Evaluation System. The Department of the Premier have also produced Annual Evaluation Updates wherein progress relating to the evaluations contained in the rolling three (3) year plan is reported.

This plan is compiled within the context of the National Evaluation Policy Framework and takes into account the Results based Monitoring and Evaluation approach as implemented and advocated by the Western Cape Government.

This focus for this updated Plan is on five (5) evaluations agreed upon as provincial priorities. The recommendations emanating from these evaluations will be used to improve performance and accountability; as well as to strengthen the Western Cape Government's evidence based decision making towards achieving the outcomes and impact of its provincial priorities.

A handwritten signature in black ink, appearing to read 'Brent Gerber'. The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

**Advocate Brent Gerber**  
Department of the Premier  
Western Cape Government

March 2015

# Abbreviations

AIMS	Agricultural Information Management System
AO	Accounting Officer
CASP	Comprehensive Agricultural Support Programme
COBIT	Control Objectives for Information and Related Technology
CPF	Community Police Forum
CSC	Corporate Services Centre
DAFF	Department of Agriculture, Forestry and Fisheries
DOA	Department of Agriculture
ERP	Extension Revitalisation Programme
HCDS	Human Capital Development Strategy
HET	Higher Education and Training
HR	Human Resources
ICT	Information Communications Technology
LRAD	Land Redistribution for Agricultural Development
NLSA	National Library of South Africa
NDP	National Development Plan
NO	National Outcome
NQF	National Qualifications Framework
PLAS	Proactive Land Acquisition Strategy
PMSC	Police Management Systems Corporation
PSG	Provincial Strategic Goal
PSO	Provincial Strategic Objective
RGDP	Regional Gross Domestic Product
RLCP	Rural Library Connectivity Project
SAET	Structured Agricultural Education and Training
SAPS	South African Police Services
SLA	Service Level Agreement
SOP	Standard Operating Procedures
WCG	Western Cape Government

# 1. Background and context

The Western Cape Government (WCG) Provincial Evaluation Plan (PEP) for 2013/14 – 2015/16 was approved by the Provincial Cabinet during March 2013 and was developed as part of the roll-out of the National Evaluation Policy Framework (NEPF). The focus of the PEP is in line with the NEPF and its six (6) recommended types of evaluations. The criteria and process used for the selection of evaluations for the WCG PEP is in line with the National Evaluation Plan (NEP). The roll-out of the NEPF was piloted in the WCG in 2012/13; and thus the first provincial evaluation plan was developed for implementation during the 2013/14 financial year. This plan consisted of 10 evaluations that were agreed upon as provincial priorities. An updated PEP was developed in the 2013/14 financial year and focused on six (6) evaluations that were aligned to key government interventions which placed an emphasis on the WCG provincial priorities.

Key achievements to date relating to the WCG PEP process are:

- The implementation of quality evaluations and the continuous reporting on the progress of these evaluations;
- Promoting the use of evaluations to improve the impact of government programmes; and
- Promoting the importance of evaluations for development and the linking of these evaluations to the government strategic planning and budgeting processes.

During the 2013/14 financial year, 11 evaluations were implemented consisting of four (4) implementation evaluations, six (6) impact evaluations and one (1) diagnostic evaluation. Five (5) evaluations are being implemented during the 2014/15 financial year consisting of two (2) implementation evaluations and three (3) impact evaluations. This demonstrates that in total, 16 WCG evaluations are being managed (2013/14 and 2014/15 financial years) for completion throughout this evaluation cycle and by the WCG Evaluation Technical Working Group.

The table below demonstrates a classified summary of these 16 evaluations.

Type of Evaluation	Number of Evaluations per type	Informing Provincial Strategic Goals
Implementation Evaluations	6	1, 3, 4
Impact Evaluations	9	1, 2, 3, 4
Diagnostic Evaluations	1	3

## 2. Summary of evaluations for 2015/16 financial year

Title of Evaluation	Implementing Department	Type of Evaluation	Strategic link	Type of Monitoring data	Implementation Year 2015/2016
An evaluation of the availability, extent and utilisation of agricultural economic databases	Department of Agriculture	Implementation Evaluation	PSG 3	The full series of agricultural databases will be made available in electronic format, including the enquiry database.	2015/2016
An evaluation of ten years of training of future agriculturists	Department of Agriculture	Implementation Evaluation	PSG 1	A list of all graduates and candidates that had been enrolled, with their last known contact particulars is available. The Department of Agriculture is confident that this list is of good quality.	2015/2016
An evaluation of the extension Revitalisation Programme	Department of Agriculture	Impact Evaluation	PSG 3	Quarterly and annual ERP reports; current business plan; Land Reform Evaluation Survey of 2014; WC DoA CASP impact evaluation report - DAFF.	2015/2016
An evaluation of the impact of broadband on library users in the Western Cape	Department of Cultural Affairs and Sport	Impact Evaluation	PSG 3	Lists with library names; Proof of hardware provided; and snap shots from the Team Viewer programme.	2015/2016
An evaluation of the Western Cape Government Corporate Services Centre	Department of the Premier	Implementation Evaluation	PSG 5	Annual Reports; CSC assessment and progress reports; historical reports, CSC Dashboard reports; Modernisation Blue prints; Service Schedules; SLA's; SOPs; CSC Audit Protocol; Internal Audit Quality Assurance Review Report; strategic HR assessments; and the COBIT maturity levels.	2015/2016

# 3. Concepts for evaluations

The section below outlines the concepts for evaluations proposed to be conducted during the 2015/16 financial year. These evaluations respond to the ‘Call for Evaluations’ made during July 2014 and is compiled in accordance with the criteria and content as set out in the submitted concept notes.

For ease of reference the criteria used remain in line with the NEPF. The WCG has placed the priority on the evaluations of the existing interventions and those that are:

- I. A Policy priority:
  - Linked to the five (5) Provincial Strategic Goals and the National Outcomes.
  - Large (programme budget of over R50 million or with a wide footprint, covering over 10% of the population);
  - Strategic, where it is important to improve and to learn.
- II. Innovative;
- III. Signify a keen public interest;
- IV. Have not been evaluated recently;
- V. Are at a critical stage, where decisions need to be taken for which an evaluation is required in order to provide the necessary data and information;
- VI. Have monitoring data and or spatial information in order to inform the evaluation process;
- VII. Have a potential budget for evaluation.

It should be noted that there are three (3) implementing departments that will drive the implementation of the evaluations contained in this updated Provincial Evaluation Plan in accordance with the evaluation cycle.

## 3.1 An evaluation of the availability, extent and utilisation of agricultural economic databases

### Implementing department: Department of Agriculture

#### Background and context of the intervention

In order to monitor trends and to make good decisions at all levels of responsibility, reliable and accurate data or statistics are necessary. It is unfortunate that for various reasons, the consistency of the agricultural economics database currently needs to be addressed as spurious claims are often made regarding various important agricultural issues. It is hence necessary to develop a comprehensive agricultural economics database in order to monitor certain actual trends in the agricultural sector. Trends are not enough to ensure sound decisions, but it is needed to distil the crucial variables and to evaluate the impact of these on the agricultural economy of the Western Cape. To this end, the first databases in its current format were started in 2000. Subsequent to these initial databases developed, an average of about three (3) databases were developed per annum; and populated mainly with timely and accurate data. These diverse set of developed databases originated from data/information enquiries received from a wide array of clients varying from ministerial level to farmers, consultants and academia. In an effort to manage these enquiries, an enquiry database has been developed which captures the number of enquiries, the source, the contact details, the type of data needed and the category of data and client requesting the data/information. As from recently, an added feature captures the response rate of the adherence to data requests. The ideal situation is where all data requests are dealt with in one (1) working day and the target for this is a success rate of 85%.

The objective of the intervention is to supply relevant and timely data to users that entails that the data should be diverse in nature and adhere to the following quality dimensions namely: be of sound quality, accessible and should be utilised. This will then enhance or complement improved rational decision-making from farm level up to the political and policy levels.

#### Importance of the Intervention for evaluation

At the provincial level, this intervention is primarily influenced by Provincial Strategic Goals 1: Create opportunities for growth and jobs; and 4: Enable a resilient, sustainable, quality and inclusive living environment. As the Western Cape is South Africa's major agricultural export area, this intervention is also linked to the goal of the Enterprising Cape as advocated in the One Cape 2040.

At the national level, this intervention responds to National Outcome (NO) 4: Decent employment through inclusive economic growth; NO 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all and NO 10: Protecting and enhancing our environmental assets and natural resources. The intervention is also linked to the National Development Plan's (NDP) Chapter 3: Economy and employment; Chapter 4: Economic infrastructure and Chapter 6: Inclusive rural economy.



In terms of innovation; in the quest for sourcing accurate spatial data, especially those of an infrastructural and cropping nature, consultants were used to conduct an aerial survey of the Western Cape that yielded up-to-date and relevant data. This census type of methodology applied proved to be relatively less expensive, quick and dependable.

The estimated budget for the intervention is R2.606million for the 2015/16 financial year and the number of people directly affected varies from farmers to policy makers and all decision makers within the agricultural sector.

In terms of the public interest, access to reliable data and information is a basic requirement for successful farming and should be acknowledged. All data and information requests are captured within a single database that provides proof of evidence of all related enquiries. This determines the data/information needs requested by relevant clients and stakeholders and results in demand-driven databases being developed for both future enquiries and also allows for the capturing of historical data in order to allow for trend analysis.

The intervention is now at a critical stage as these databases have never been evaluated before. It is thus deemed necessary to assess these databases and to take recommended corrective actions where it is appropriate to enhance service delivery to clients.

## **Purpose of the Evaluation**

The proposal is to evaluate the availability, extent and utilisation of agricultural economic databases. The key focus of the evaluation is to determine the extent of the diversity of the available databases within the Department of Agriculture and to determine the contribution it makes towards:

1. Adding value to the work of clients and stakeholders; and
2. Assisting and informing planning and decision-making.

## **Unit of Analysis for the Evaluation**

Programme Level: Agricultural Economic Services

Key questions to be addressed for the evaluation

- To what extent do clients (internal and external) know about the data/information available to enhance their decision making?
- Has the provision of data/information assisted clients in improving their decision making?
- What current and potential databases are of critical importance to clients?
- How can the availability and accessibility of databases be improved?

## **Key audience**

Farmers, policy makers, politicians, government officials, related stakeholders, civil society

## **Type of Evaluation**

Implementation Evaluation

## **Cost Estimate**

R500 000

## **Timing and Duration**

Three (3) months

## 3.2 An evaluation of Ten years of training of future agriculturists

### Implementing department: Department of Agriculture

#### Background and context of the intervention

The fundamental role of agriculture as stimulant of the economic development of the country in rural agricultural areas will only be realised if the rural population are equipped with the necessary and required knowledge and skills base. The Structured Agricultural Education and Training (SAET) programme facilitates and provides structured agricultural education and training in line with the Agricultural Education and Training Strategy to all participants in the agricultural sector in order to establish a knowledgeable, prosperous and competitive sector.

Within the SAET programme, the sub-programme: Higher Education and Training (HET) provides formal and non-formal training on post grade 12 level (NQF levels 5 and above) to anyone who qualifies and has the desire to study in agriculture and related fields. Graduates of the different training offerings should have the required knowledge and skills base to be easily absorbed by the sector either as employees or employers so as to ensure a vibrant and sustainable agricultural sector. Currently the SAET programme offers the following training programmes:

1. Two-year Higher Certificate (M+2) programme to afford prospective students without a matriculation exemption the opportunity to study agriculture on a post-matric level. On completion of the two-year course, graduates may continue to enrol for a third year, to obtain a Diploma in Agriculture or a Diploma in Cellar Technology (M+3).
2. Three-year B.Agric-programme to prospective students who have passed matric with a matriculation exemption.
3. One-year certificate in Horse Mastership.

A distinctive characteristic of the SAET training offered is the emphasis on skills training with a 40:60 ratio of practical and theoretical training. The majority of practical training is offered on-site at the main campus at Elsenburg, with strong industry linkages and participation of different industries in the training of students.

The intervention, 'Structured Agricultural Education and Training (SAET)' plays a crucial role in implementing the Human Capital Development Strategy (HCDS) by ensuring a skilled and capable work force to support and inclusive growth path and vibrant, equitable and sustainable rural communities and food security for all. The intervention focuses on equipping the youth with the necessary knowledge and skills base to easily find employment in the agricultural and related sectors or to establish themselves as entrepreneurs/employers in the sector.

The outcomes of this intervention are skilled and capable graduates who will ensure a more sustainable Agricultural sector in terms of environmental, social and economic levels.

This intervention commenced in 1999. However, only training conducted during the period 1 January 2004 until 31 December 2013 will be evaluated.

## **Importance of the Intervention for evaluation**

At the provincial level, this intervention is primarily influenced by Provincial Strategic Goals 1: Create opportunities for growth and jobs; and 3: Increased wellness, safety and tackle social ills.

This intervention is also linked to the One Cape 2040 goal of the Enterprising Cape.

At the national level, this intervention responds to NO 7: Vibrant, equitable and sustainable rural communities and food security for all. The intervention is also linked to the National Development Plan's (NDP) Chapter 3: Economy and employment and Chapter 6: Inclusive rural economy.

In terms of innovation, the Elsenburg Agricultural Training Institute is the only agricultural college in the Western Cape Province. It is the only training institution with the primary objective of training future commercial farmers and farm managers.

The estimated budget for this intervention is R41 076 000 for the 2015/16 financial year and the number of people directly affected as medium-term targets are 380 students entering into accredited Higher Education and 100 students completing accredited Higher Education and training qualifications.

In terms of public interest, agriculture is one of the biggest contributors to the Regional Gross Domestic Product (RGDP) in the rural areas of the Western Cape Province and 40% of all South African agricultural exports originate from the province. In order for the agricultural sector to be competitive in international markets, it is critical that producers are equipped with the necessary skills and knowledge to compete nationally and internationally.

The intervention is now at a critical stage as the National Qualifications Framework (NQF) has recently been reviewed. As a result of this review, all formal qualifications should be realigned to fulfil the requirements of the new framework. In addition to this, a process of revitalisation of Agricultural Colleges was initiated by the National Department of Agriculture, Forestry and Fisheries in 2011. This required the realignment and re-evaluation of training offerings presented by the SAET programme and more specifically, the HET sub-programme.

## **Purpose of the Evaluation**

The proposal is to evaluate 10 years of training of future agriculturists. The key focus of the evaluation is to determine the extent to which the Higher Education and Training offerings promotes the needs of the sector and contributes to the employment of youth in the sector.

## **Unit of Analysis for the Evaluation**

Programme level: Structured Agricultural Education and Training

## **Key questions to be addressed for the evaluation**

- What were the social and economic impacts of the training programmes on participating candidates?
- To what extent and how did the acquired skills and knowledge of the students benefit their employability (also include employment ratios, type of occupation and group)/
- To what extent and how did the acquired skills add value to the skills base of the agricultural sector of the Western Cape and improved the sustainability of farms?
- What changes, if any, should be made to the current B-Agric, Higher Certificate and Diploma Programmes to improve?

## **Key audience**

Agricultural students, Farmers, farming entrepreneurs, Policy makers, government officials, civil society, business researchers, media

## **Type of Evaluation**

Implementation Evaluation

## **Cost Estimate**

R700 000

## **Timing and Duration**

Twelve months

## 3.3 An evaluation of the Extension Revitalisation Programme

### Implementing department: Department of Agriculture

#### Background and context of the intervention

Agricultural extension is there to help farmers to change their behaviour on a voluntary basis; it creates and shares knowledge; motivates, enables and provides insights, helps to inform opinions and assists better decision-making. It also assists with mutual and reciprocal learning, creates and shares new agricultural technologies and brings the world to farmers and farmers to the world. Given the finalisation of the norms and standards for Extension and Advisory staff in agriculture industry, the national Department of Agriculture, Forestry and Fisheries has introduced an initiative called the Extension Revitalisation Programme (ERP) with the focus on improving the service delivery ability of extension services.

The intervention, 'Extension Revitalisation Programme' is an intervention that can assist farmers to achieve a better quality of life and quantity and quality of product. The key focus of the intervention relates to the recruitment and training of extension officers by providing bursaries to them and supplying them with appropriate information and communication technologies. The outcome of this programme relates to well trained, up-skilled and well-resourced extension staff that are able to deliver the best advice and services to all clients. This, in turn improves the quality of services rendered by the extension offices which improves the production rate as well as the quality and safety of agricultural products.

This intervention commenced during the 2008/2009 financial year and is currently still continuing.

#### Importance of the Intervention for evaluation

At the provincial level, this intervention is primarily influenced by Provincial Strategic Goals 1: Create opportunities for growth and jobs; and 3: Increased wellness, safety and tackle social ills. This intervention is also linked to the One Cape 2040 vision that fosters the creation of a resilient, inclusive and competitive Western Cape with higher rates of employment, producing growing incomes, greater equality and an improved quality of life.

At the national level this intervention is linked to National Outcome (NO) 7 (Rural development). The intervention is also linked to Chapter 6 (inclusive rural economy) of the National Development Plan (NDP) and more specifically Output 1 (improved land administration and spatial planning for integrated development in rural areas) and Output 4 (smallholder producers' development and support [technical, financial and infrastructure] for agrarian transformation).

In terms of innovation, a number of innovative interventions were developed as part of the Extension Revitalisation programme to support extension officers. These include the Agricultural Information Management System (AIMS), capturing data through a 'smart pen' system, the 'Manstrat' information system, Agri Touch electronic information distribution system and aerial data surveying.

The estimated budget for the intervention is R23.421million for the 2015/16 financial year. The number of beneficiaries for this intervention is 49 officials appointed through the Extension Revitalisation Programme.

In terms of public interest, farmers have been growing crops and tending livestock for approximately 10 000 years. Throughout this period, farmers have continually adapted their technologies, assessed the results and shared what they have learned with other members of the community. It is well documented that over the year's agricultural policies, documented practical knowledge and disseminating advice to farmers had started more than 2 000 years ago. This serves as a priority to agriculture in South Africa as extension ensures the sustainability of land reform and other agricultural projects, especially in rural areas.

The intervention is now at a critical stage as in the coming years more emphasis will be placed on extension support services to the Proactive Land Acquisition Strategy (PLAS) and Land Redistribution for Agricultural Development (LRAD) beneficiaries and communities that grapple with food security. Furthermore, there is going to be a sharp focus on extension, given the objectives of the National Development Plan on land reform, i.e. 20% target and creation of one million jobs within the agricultural sector. The challenge is to meet this growing demand through existing resources and to respond to the development of smallholder farmers towards the creation of jobs within the agricultural sector.

## **Purpose of the Evaluation**

The proposal is to evaluate the Extension Revitalisation Programme. The key focus of the evaluation is to evaluate the impact of the Extension Revitalisation Programme.

## **Unit of Analysis for the Evaluation**

Programme level: Extension Revitalisation Programme

## **Key questions to be addressed for the evaluation**

Did the Extension Revitalisation Programme lead to a more effective extension service?

- How did the advice provided by the extension service lead to more sustainable farming operations of its clients (sustainable is defined in the context of people, planet and profit)?
- How did the advice provided by the extension service lead to the achievement of government objectives?
- To what extent was the training and resources provided to the extension officers appropriate, of the right quality and good value for money?
- How should the Extension Revitalisation Programme be changed to become more efficient?
- How has the Extension Revitalisation Programme addressed the extension officer: farmer ratio in the Western Cape?
- To what extent has the Extension Revitalisation Programme addressed training needs of extension officers?

## **Key audience**

Policy makers, government officials, commodity organisations, farmers and farmer organisations.

## **Type of Evaluation**

Impact Evaluation

## **Cost Estimate**

R1 million

## **Timing and Duration**

Twelve months



## 3.4 An evaluation of the impact of broadband on library users in the

### Western Cape Implementing department: Department of Cultural Affairs and Sport

#### Background and context of the intervention

South Africa has two (2) national libraries situated in Cape Town and Pretoria respectively 1900 public libraries and 3 000 school libraries. The Bill and Melinda Gates Foundation have given the National Library of South Africa (NLSA) a R32 million grant to pilot the Gates Foundation Libraries Project over the next two (2) years. This project includes the training of library staff in Information and Communication Technology (ICT), expanding the ICT in public libraries, introducing new library services to support community development and redesigning library interiors.

Library week was celebrated across the country from 17 to 22 March 2014. This theme of this year's celebrations focused on the theme 'Check in @ your library'. This theme presented the ideal opportunity for attention to focus on showcasing libraries as places where people can connect with each other, their communities, the government and the world.

The intervention, 'Implementation of free internet at Libraries in the Western Cape (Rural Library Connectivity Project)' aims to provide rural communities access to the Internet as well as providing a computerized library and information system (CPALS) that ensures that these rural communities gets access to electronic information resources and that communities are empowered to acquire ICT skills. The intervention focuses on increasing opportunities for rural and previously disadvantaged communities through modern ICT technologies including free access to the internet.

The planned outcomes of this intervention are as follows:

- Transformed information services delivered to rural communities;
- An improved library infrastructure;
- Improving staff capacity to respond appropriately to community knowledge and information needs;
- Creating opportunities for library users to gain access to modern technology;
- Increased entrepreneurial involvement;
- Improving community social awareness and social inclusion and promoting the culture of learning; and
- Improving educational outcomes.

The Rural Library Connectivity Project was established by the Western Cape Government during the 2007/2008 financial year and there has been a continuous annual increase of 20 libraries spread across the Western Cape Province each year since then.

## **Importance of the Intervention for evaluation**

At the provincial level, this intervention is linked to the following Provincial Strategic Goals: 1: creating opportunities for growth and jobs; 2: improving education outcomes and youth development; 3: increasing wellness, safety and reducing social ills and 5: embedding good governance and integrated service delivery through partnerships and spatial alignment. The main link of this intervention is to PSG 2 especially as it relates to expanding ICT and e-learning, creating/ applying for job opportunities through the use of the internet, assisting learners with projects and assignments through the internet and assisting senior citizens with becoming computer literate by creating e-mail accounts.

One Cape 2040 highlights the socio-digital transition and the role of technology as a driver of economic growth that links directly to the 'connecting Cape' through which a high level of local connectivity and global market fluency is recommended.

At the National level, this intervention is linked to NO 1 (quality basic education); NO 4 (decent employment through inclusive economic growth); NO 5 (a skilled and capable workforce to support an inclusive growth path) and NO 14 (nation building and social cohesion). This intervention also speaks to the National Development Plan (NDP) as it is directly linked to an efficient information infrastructure that promotes economic growth and greater inclusion requiring a strong broadband and telecommunications network and lower prices.

In terms of innovation the provision of ICT and free internet in libraries in the Western Cape will serve to extend connectivity opportunities to rural and previously disadvantaged communities through modern ICT technologies.

The estimated budget for the intervention is R3 994 975 consisting of the Conditional Grant amounting to R3 314 975 and the Broad band funds amounting to R680 000. This project has been operative since 2007/2008. The people directly affected are the municipal library staff and the Western Cape Province library users.

In terms of public interest, ICT connectivity is of immense interest to the citizens of the Western Cape Province. The effect that this intervention has had over the course of the project duration can be seen in the number of users visiting the libraries through the user statistics available as well as the analysis of the types of data being accessed and used.

The intervention is now at a critical stage as the roll out is currently being expanded to include a further 76 sites. It is envisaged that a total of 200 sites will be on-line by March 2015.

## **Purpose of the Evaluation**

The purpose of the evaluation is to assess the usefulness of the Rural Library Connectivity Project and to recommend the expansion of broadband opportunities to rural and previously disadvantaged communities through modern Information and Communications Technologies (ICT), including free internet services.

## **Unit of Analysis for the Evaluation**

Programme level: Library services

## **Key questions to be addressed for the evaluation**

- How have communities benefited from the Rural Library Connectivity Project (RLCP)?
- What impact did the RLCP make on the community?
- What activities are performed on the computers (e.g. compiling CV's, job searching, etc.)?
- What is the quality of the internet connectivity and is more IT support needed?
- How can the service be enhanced (e.g. Wi-Fi, more workstations, IT staff helping users, etc.)

## **Key audience**

Policy makers, government officials, municipal libraries, Western Cape Broadband initiative, Mzansi Libraries online (Bill and Melinda Gates foundation)

## **Type of Evaluation**

Impact Evaluation

## **Cost Estimate**

R800 000

## **Timing and Duration**

Nine (9) months

## 3.5 An evaluation of the Western Cape Government Corporate Services

### Centre Implementing department: Department of the Premier

#### Background and context of the intervention

Cabinet approved the Programme: Modernising the public service institutions of the Western Cape Government (WCG) in 2009. The Organisation Design Work stream was then mandated to assess the establishment of a transversal Corporate Services Centre (CSC) based on the fact that a number of transversal support services were already provided by the Department of the Premier.

The initial problem related to whether a separate corporate services unit would be feasible; and if so, the design of its organisational form, its functional content and the organisational establishment aligned to it. Analysis conducted highlighted the division of the roles and responsibilities of the various stakeholders in respect of the recommended functional areas. The assessment recommended the adoption of a new organisation and establishment which included the institutionalisation of a CSC within the Department of the Premier, effective 1 April 2010. This resulted in the approval of Cabinet and implementation of the WCG Policy for the rendering of Corporate Services.

Subsequent to the implementation of this policy, service level agreements and service schedules were developed. This indicated that there are 78 services that are being delivered by the CSC together with 78 service standards associated with these services. Some of these services have evolved into detailed standard operating procedures. This currently serves as the implementation structure of the CSC policy.

The intervention, 'Western Cape Government Corporate Services Centre' sets out to achieve effective, efficient and professional corporate services with excellent people, processes and technology to optimise service delivery to the Western Cape Government. This will enable departments to improve its core business focus by allowing it to focus on its primary line functions. The intervention focuses on ensuring that uniformity in respect of corporate services policies and practices are fostered across provincial departments to ensure that all provincial employees are treated equally and equitably.

This intervention started in 2010 and still continues.

#### Importance of the Intervention for evaluation

At the provincial level, this intervention links to Provincial Strategic Goal 5: Good governance and integrated service delivery through partnerships. This intervention is specifically aligned to Outcome 1 of PSG 5 that strives towards enhanced governance through efficient, effective and responsive provincial governance.

One Cape 2040 highlights the institutional transition to the Leading Cape which caters for open and collaborative systems.

At the national level, this intervention links to the outputs of NO 12 (an efficient, effective and development orientated public service that is strongly aligned with enhanced governance). These outputs include service delivery quality and access, human resource management and development, business processes, systems, decision rights, accountability and corruption tackled effectively.

This evaluation also then aligns to the following chapters in the National Development Plan: Chapter 3 where the recommendation is made to strengthen public service capabilities and Chapter 13 that focuses on the following areas where targeted action is important:

- Stabilising the political administrative interface;
- Making the public service a career of choice;
- Developing technical and specialist professional skills;
- Strengthening delegation, accountability and oversight;
- Improving inter-departmental co-ordination;

and Chapter 14 that speaks to promoting accountability and fighting corruption.

In terms of innovation, this policy position is in line with emerging national and international good practices (from both an academic as well as a practical feasibility point of view), which dictates that cost-efficiency and effectiveness can be promoted through the creation of so-called 'corporate service centres'.

The estimated budget for the intervention is R800 000. The number of people directly affected or enrolled is all the government officials who are currently being serviced by the Corporate Services Centre.

In terms of public interest, there is a growing demand on government to improve the quality and the quantity of public services delivered. Government however is aware that there is growing pressure to fulfil such expectations with limited resources.

The intervention is at a critical stage as it seeks to determine the extent to which the establishment and functioning of the CSC aligns to its original intended purpose. At the start of a new term and on the brink of a new 5-year Strategic Plan is an opportune time to conduct this evaluation. This would enable, if necessary policy decisions by mid-term relating to the establishment and functioning of the CSC.

## **Purpose of the Evaluation**

The proposal is to evaluate whether the provincial policy for the rendering of corporate services by the CSC has been effectively implemented as per the original intent as adopted by Cabinet.

## Unit of Analysis for the Evaluation

Policy level

### Key questions to be addressed for the evaluation

The following categories of questions will be addressed:

#### Establishment

- Is the location of the Corporate Services Centre (CSC) in the administration correct?
- Were the resources allocated during this period (2010 - 2014) sufficient to enable full implementation of the policy intent and to execute the policy mandate?
- Is the funding model under which the CSC resides appropriate to the policy intent?
- Are the assumptions used when developing the criteria to determine if a functional area qualified as a corporate service still relevant/correct or do they need to change?
- Are the correct organisational structures in place to deal with the demand of the corporate services?
- Are the relevant governance sub-structures established and are they operational/effectively functioning i.e.:
  - CITCOM
  - PMSC
  - Client Relations Units
- Have the statutory/policy committees (e.g. HR Planning, Health, Safety, Security, Bursary and Job Evaluations) as per the policy been established (both in the CSC and in the Departments) and are they operational/effectively functioning at minimum level (in terms of its relevant Terms of Reference)?

#### Roles and responsibilities

- Are the concepts of shared responsibility and accountability understood and brought into by all role players?
- Do the roles and responsibilities as defined in the various governing documents respond to the separation of accountability of Accounting Officers (AO's) in terms of the legislative framework and the responsibility now vested in the CSC as a result of the policy?
- Are the delineation of roles and responsibilities in the various governing documents clear?
- Were these roles operationalized and was it taken (i.e. understood and implemented) up to the various parties as per the governing documents?
- Are the demarcation of roles and responsibilities as per the policy and other governing documents still relevant or should changes be effected?
- Is the execution of the roles and obligations by the various parties measured and monitored?
- Is the current scope of work and responsibilities still in line with the original intent of the policy (i.e. the additional responsibilities that were added over time - is it in line)?

## **Readiness for implementation**

- How effective was the change management process during implementation?
- Were any pre-implementation assessments conducted and if so, were the resultant recommendations implemented?
- Was an implementation plan developed and executed? How effective was its implementation?

## **CSC implementation/governing instruments**

- Do the key implementation/governing instruments respond fully to the policy intent?
- Are processes in place to monitor compliance with Service Level Agreements (SLA's, service schedules, Standard Operating Procedures (SOPs)?
- Are reporting structures in place and does reporting take place?
- Was the implementation of the CSC Audit protocol successful?

## **Key audience**

Policy makers, government officials (national and provincial), CSC clients

## **Type of Evaluation**

Implementation Evaluation

## **Cost Estimate**

R800 000

## **Timing and Duration**

Eight (8) months

# 4. Conclusion

This updated Provincial Evaluation Plan will be implemented during the 2015/16 financial year. It is imperative to note that this updated plan is the final annual updated plan relating to the Provincial Evaluation Plan 2013/14 to 2015/16. During the 2015/16 financial year, the next 3-year plan for the financial years 2016/17 to 2018/19 will be developed.

The key implementation issues related to this updated plan will focus on:

- **Reporting on the Plan**

- Progress relating to the implementation of this updated plan for the 2015/16 financial year will be provided to the relevant management structures in the WCG. Progress reporting will also highlight key lessons learnt as well as monitoring the improvement plans for each evaluation conducted during the pilot period (2013/14).
- Technical briefing sessions and relevant capacity building will be conducted through the Evaluation Technical Working Group.

- **Funding of Evaluations in the Plan**

- Implementing departments have factored the funding of evaluations in their 2015/16 departmental strategic planning processes. The Department of Provincial Treasury is a strategic partner; and the evaluation findings and recommendations will be used as an evidence base for integrated planning and budgeting processes.



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