

THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PLANNING MONITORING AND EVALUATION

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Mr T Magwaza
Acting Director General
Department of Social Development
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Dear Colleague

Implementation Evaluation of the Expanded Public Works Programme (EPWP) Social Sector

As you are aware the Department of Social Development (DSD) and the Department of Planning, Monitoring and Evaluation (DPME) have been collaborating on the Implementation Evaluation of the Expanded Public Works Programme (EPWP) Social Sector which was approved in the National Evaluation Plan of 2014 to 2015. The evaluation purpose was to learn from implementation of phase two of the Social Sector EPWP to identify opportunities for expansion and strengthened implementation in Phase Three.

The final report was approved by the Evaluation Steering Committee on the 19th of June 2015. This is an approval that the evaluation is technically sound and that there are no factual errors, not necessarily agreeing with the content. I attach a copy of the Final Report. The recommendations have been extracted and are shown in Table 1 in Annex 1.

The next stages in the evaluation are to obtain a formal management response from the departments involved about the content, particularly the recommendations. To this end, I would like to invite you to respond officially within 30 days (response due by 09 November 2015), endorsing or disagreeing with the combined recommendations in the attached table in Annex 1. To simplify this process please endorse each recommendation (handwriting is fine) and indicate a substantive explanation if you disagree in the next column. Thereafter please initial and sign each page indicating your endorsement of the table that was completed by you.

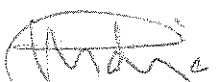
We will start the process of an independent quality assessment of the evaluation, which is based on the evaluation standards that DPME has developed.

After the 30 days the Final Report and Management Response will be presented by DSD to the relevant cluster and thereafter to Cabinet for approval. After approval it will be placed on the DPME website and will be sent to the portfolio committees. Please inform us if you have any security concerns about a particular section/s of the report.

The DSD and DPME have initiated the process to develop an improvement plan. A draft improvement plan was completed and is attached.

We look forward to your response.

Kind regards

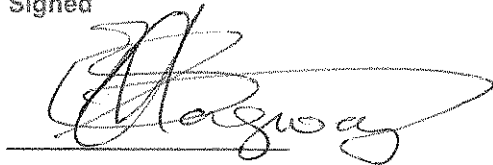


Mr Tshediso Matona

Acting Director-General

Date:

Signed



Mr T Magwaza

Acting Director General

Department of Social Development

Date: 27/1/2016

Cc Dr Ian Goldman, Head: Evaluation and Research, DPME
Cc Mr Rudi Dicks – Outcome Facilitator: Outcome 4, DPME
Cc Mr Nkere Skosana, Director, Strategy Integration: Special Projects Office, DSD

Attached:

Final report on the evaluation
Annex 1: Table showing recommendations

Table 1: Recommendations and management response

| | RECORD OF AGREEMENT OR DISAGREEMENT | REASONS FOR DISAGREEMENT |
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| <p>R1: Clarify institutional mandates and delineate roles of the DPW and DSD in the sector. The roles of these departments as well as national implementing departments should be reviewed in line with the experience in Phase Two and clearly spelled out in a Social Sector-specific responsibility matrix or similar document that is endorsed by senior managers and then integrated into departmental APPs and management performance contracts. Coordination of the Social Sector should be normalised within DSD through the establishment of a dedicated unit with appropriate resources, responsibility and accountability. As sector lead department DSD should be accountable for sector-wide performance and this should be integrated into DSD APPs and management performance contracts.</p> | | |
| <p>R2: Ensure strategic management engagement with EPWP-SS. For this to happen, stakeholders must agree on the EPWP-SS indicators against which senior managers must enable their departments to perform. Merely focusing on WOs and FTEs is likely to leave many implementation issues unaddressed. Once indicators are defined they can be included in departments' strategic plans and performance agreements.</p> | | |
| <p>R3: Improve monitoring and evaluation. EPWP-SS differs from the other EPWP sectors. Its programmes directly deal with vulnerable and poor people, and can have lasting effect in communities where they are implemented. The overarching EPWP monitoring and evaluation framework does not adequately cover or reflect all the EPWP-SS specificities. Therefore the</p> | | |

| RECORD OF AGREEMENT OR DISAGREEMENT | REASONS FOR DISAGREEMENT |
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| <p>sector can benefit from a separate but nested Theory of Change and M&E framework. A Theory of Change has been developed as part of the evaluation. Though this focused on Phase Two, it may offer useful learnings and a basis for formulating the Social Sector's Phase Three problem statement, the logic of the intervention, assumptions made, outcomes sought and indicators of both performance and results in people's lives. It is important that stakeholders reach agreement on these, clearing out the lingering differences as to the purpose and intent of EPWP with regards to social protection, skills development, service delivery, and the potential tensions between these. Once the framework is agreed it must be clearly communicated to all stakeholders so that it can be understood and pursued at all levels. It should then be used to identify the indicators that need to be tracked, including informing the improvements currently being made to the DPW performance management system. Indicators tracked by this system and any others relevant to the EPWP-SS framework should be measured in a way that is aligned or compatible with it, and should be fully accessible to the DSD. Resources in DSD and participating departments should be assigned to this important function, including ensuring data quality and analysing trends to inform continuous learning and improvement.</p> <p>R4: Ensure adequate resources are in place to support the implementation and coordination of EPWP-SS. The evaluation identified resource constraints and inappropriate resource allocation in coordinating as well as implementing departments. It is recommended that coordinating departments</p> | |
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| | RECORD OF AGREEMENT OR DISAGREEMENT | REASONS FOR DISAGREEMENT |
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| <p>undertake a functional review, incorporating business process analysis, with a view to arrive at an optimal organisational design and resource allocations. In doing so it is important to note that increasing resources is not the only solution to implementation challenges related in this evaluation. Given the constrained fiscal environment the sector needs to think of ways to reduce inefficiencies and do more with little resources. The sector needs to also find ways of reducing unnecessary and unproductive expenditure and costs, including opportunity costs. Meetings and conferences can be streamlined to reduce the demand on human and financial resources but in doing so the sector should seek creative ways to maintain the sense of community of practice that it has built up over time. A clearly articulated Theory of Change can also provide implementer guidance on which activities are absolutely essential and which can be eliminated without undermining performance and likelihood of achieving results.</p> <p>R5: Prioritise training and skills development. Training should be prioritised in programmes where participants are not meeting the minimum qualifications set by national departments. Furthermore every implementing department should have a realistic long term training plan linked to the achievement of service quality objectives and sufficient human and financial resources. Training plans should wherever possible reflect the overlap between skills required in the programme and those required in the labour market.</p> <p>R6: Develop sound strategies for improvement of employability. Coordinators, SETAs, and national</p> | | |
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| <p>departments should work to address the need for general guidance in improving employability, for instance in a guiding document or a revised version of the Social Sector training manual. It falls within the mandate of the Training and Capacity Building subcommittee of the NSC and its counterpart subcommittees in provinces to coordinate such guidance. Implementing departments in turn will need to commit to this objective and task their programme managers with planning and implementing such strategies. Any work to improve employability should be grounded in sound research on the national as well as local/regional labour market and the characteristics of participants.</p> <p>R7: Identify and address the key implementation inefficiencies. The Sector has performed weakly on a number of fundamental aspects of implementation. The two most pressing concerns are timely stipend payments and communication with NPO managers and participants. The causes of problems leading to late stipends should be urgently identified and addressed. DSD should take the lead in monitoring this issue and holding implementing bodies to account; and all coordinating bodies should focus on ironing out common problems. The sector must make a concerted effort to communicate with NPO managers about topics including EPWP-SS; the MD and their responsibilities in this regard; training of participants; the expected mentoring and in-house training to be provided by the NPO; and how NPOs should support strategies for improved employability. All new participants should be formally inducted into EPWP-SS and existing participants should attend an information session. Participants should receive</p> | | |
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| | RECORD OF AGREEMENT OR DISAGREEMENT | REASONS FOR DISAGREEMENT |
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| effective verbal and written communication on the goals of EPWP-SS and their specific programme, as well as the Ministerial Determination. Other implementation issues to be addressed include bringing programmes in line with the MD and revising coordination structures. | | |

Annex B: Example of Management Response

| RECOMMENDATION FROM THE ECD EVALUATION STEERING GROUP | RECORD OF AGREEMENT OR DISAGREEMENT | REASONS FOR DISAGREEMENT |
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| services, showing models of good practice. | | |
| 15. Under-used space in community halls, traditional authority offices, schools, clinics, churches and homes can all be used to run home- and community-based programmes. | Agree with recommendation. | |
| HUMAN RESOURCES, TRAINING AND CAPACITY BUILDING | | |
| 16. The National Curriculum Framework should take into consideration age ranges, ECD settings and, learning programme as articulated in Children's Act and NPECD review recommendation. | Agree with recommendation. In addition to this recommendation it is also recommended that a decision should be taken on which department's responsibility the ECD Practitioners should be. Their basic conditions of employment needs attention. | |
| 17. A human resource development strategy should be developed for all staff working in the ECD sector to improve staff qualifications, professionalise ECD, provide a career path and assist with retaining ECD workers. This should consider the different packages of services for different age groups. This should include staff working in | Agree with recommendation. | |

2nd Draft Improvement Plan for the Implementation Evaluation of the Expanded Public Works Programme-Social Sector

1 Improve implementation and coordination of the sector

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| Recommendation 1 | <p>R1: Clarify institutional mandates and delineate roles of the DPW and DSD in the sector. The roles of these departments as well as national implementing departments should be reviewed in line with the experience in Phase Two and clearly spelled out in a Social Sector-specific responsibility matrix or similar document that is endorsed by senior managers and then integrated into departmental APPs and management performance contracts. Coordination of the Social Sector should be normalised within DSD through the establishment of a dedicated unit with appropriate resources, responsibility and accountability. As sector lead department DSD should be accountable for sector-wide performance and this should be integrated into DSD APPs and management performance contracts.</p> |
| Recommendation 4 | <p>R4: Ensure adequate resources are in place to support the implementation and coordination of EPWP-SS. The evaluation identified resource constraints and inappropriate resource allocation in coordinating as well as implementing departments. It is recommended that coordinating departments undertake a functional review, incorporating business process analysis, with a view to arrive at an optimal organisational design and resource allocations. In doing so it is important to note that increasing resources is not the only solution to implementation challenges related in this evaluation. Given the constrained fiscal environment the sector needs to think of ways to reduce inefficiencies and do more with little resources. The sector needs to also find ways of reducing unnecessary and unproductive expenditure and costs, including opportunity costs. Meetings and conferences can be streamlined to reduce the demand on human and financial resources but in doing so the sector should seek creative ways to maintain the sense of community of practice that it has built up over time. A clearly articulated Theory of Change can also provide implementer guidance on which activities are absolutely essential and which can be eliminated without undermining performance and likelihood of achieving results.</p> |
| Recommendation 7 | <p>R7: Identify and address the key implementation inefficiencies. The Sector has performed weakly on a number of fundamental aspects of implementation. The two most pressing concerns are timely stipend payments and communication with NPO managers and participants. The causes of problems leading to late stipends should be urgently identified and addressed. DSD should take the lead in monitoring this issue and holding implementing bodies to account; and all coordinating bodies should focus on ironing out common problems. The sector must make a concerted effort to communicate with NPO managers about topics including EPWP-SS; the MD and</p> |

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| | <p>their responsibilities in this regard; training of participants; the expected mentoring and in-house training to be provided by the NPO; and how NPOs should support strategies for improved employability. All new participants should be formally inducted into EPWP-SS and existing participants should attend an information session. Participants should receive effective verbal and written communication on the goals of EPWP-SS and their specific programme, as well as the Ministerial Determination. Other implementation issues to be addressed include bringing programmes in line with the MD and revising coordination structures.</p> |
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| Intervention Objective 1 (Improvement area) | | Address implementation inefficiencies and improve coordination of the sector | | | | | | |
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| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/Institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/Progress Report |
| 1.1. Improved sector coordination | | 1.1.1. Review the roles of DSD and DPW. Need to clarify these at strategic and operational level. | Lead: DSD and DPW | September 2015 | A revised and approved model for coordinating the sector informed by evaluation evidence and lessons from DEA. A revised responsibility matrix | | | Processes are underway to consult with DEA to learn from their model. There might be resource implications for normalising coordination in the DSD. Need to consider this |
| | H | 1.1.2. Consider DEA model and draw lessons from there on how DSD can institutionalise the coordination role | Lead: DSD Supported by DPW | August 2015 | | APP | N/A | |
| | H | 1.1.3. Cost the resources requirements both for DSD and within the sector | Lead: DSD Supported by NT | April 2016 | | APP/SP | | |

| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
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| | H | 1.1.4. Develop and approve a model for coordinating EPWP-SS. This will be presented to heads of EPWP. This will be strengthened by lessons drawn from DEA. | Lead: DSD | Dec 2015 | | APPs | N/A | Work is underway. This will involve OD, work has been done with DSD HR |
| 1.2. Improve strategic input/participation in EPWP-SS | M | 1.2.1. Make periodic presentations on the EPWP SS to existing strategic/cooperation (i.e. PEP IMC and the TT IMC, Clusters) structures at high level to get strategic inputs in EPWP SS | Lead: DSD Support: DPW | Continuous | Continuous update of strategic management on EPWP-SS | APPs | N/A | This areas has been weaker in phase two and will be strengthened in phase 3. |
| | H | 1.2.2. Link EPWP-SS to outcome 13 reporting | Lead: DSD Support: DPW, Labour, | Dec 2015 | Clear articulation of EPWP and its contribution to outcome 13 | | N/A | Work is currently underway to develop a M&E Framework for Outcome 13. There is an opportunity to elevate EPWP-SS through this reporting framework. |
| 1.3. Address implementation on inefficiencies | | 1.3.1. Develop norms and standards for activities in the sector. I.e. communication, training, payment of stipends, etc. This will include engagements with programmes. It should integrate or use existing N&S from programmes. | Lead: DSD Support | 2016 | N&S for the sector to guide implementation of training, payment of stipend, communications | | | There are guidelines that can be provided by the sector. DPW is in the process of developing guidelines for the sector to address Targeting/recruitment, communication, Those that affect |

| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/Institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress report |
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| | | | | | | | | programmes should be developed with programmes. |
| | M | 1.3.2. Provide better guidance for inclusion of people with disability. Should work with DSD people with disability to develop practice notes. This can improve inclusion. This will have to be mainstreamed. | Lead: DSD | March 16 | Clear plan on how to include people with disabilities and targets | DSD APPs | N/A | Work is underway. Disability forum. |
| 1.4. Address late payment of stipends | H | 1.4.1. Review current approaches to paying stipends considering the viability of using Persal (pay them as temporary work) or outsource to NPOs. DSD and DPW must consider creating standard practice for the sector to protect participants against late payments. 1.4.2. Problems in GP and NW with late payments need to be addressed ASAP. DSD as a lead and DPW as a EPWP coordinator need to intervene to assist the provinces. | Lead: DPW | June 2016 | Standard and simple practice in the sector for paying stipends | DPW APP DSD APPs | R300 000 | |
| | | | Lead: DSD | December 2015 | Intervention to assist Gauteng and North West to resolve severe challenges faced with payment of stipends | | | |
| | M | 1.4.3. DSD needs to monitor payments of stipends and report on quarterly. | Lead: DSD | April 2016 | | DSD monitoring framework and APPs | | |

| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
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| 1.5. Adequately resourced EPWP implementation and coordination | H | 1.5.1. Departments need to institutionalise EPWP. EPWP should be included in departments APPs. DSD to work with sector departments to include EPWP in their plans. This should be included in the Sector Plan 2014-2019 to be taken to Cab committee. This work must be reported to the PEP IMC. | Lead: DSD | March 2016 | Each department will have EPWP targets included in their APPs | Social sector implementing dept both APPs Nat, Prov And IDPs | N/A | Process is currently underway to address this. |
| | H | 1.5.2. Sector departments to integrate MTEF budgeting for EPWP at National level. For ns to 2016/17 plans DPW will work with departments to consolidate presentation to PEP workstream. 1.5.3. In 2017/18 DPW will attempt this more systematically. | Lead: DPW | 1 st attempt July 2015 July 2016 | Consolidated MTEF for the sector | Social sector implementing dept ENE and MTEC both Nat, Prov | N/A | This was attempted before it was problematic. But needs to be revisited. DPW should indicate the implications of EPWP on departmental resources. Problems exist as NT has indicated there will not be new money for PEP. |
| | M | 1.5.4. Consult implementation departments on EPWP. The implications of the evaluation must be shared with all implementing departments. | Lead: DSD Support DPW and DPME | August 2015 | Consensus on the implication of the evaluation for the programmes under EPWP-SS | DPME Reports | R50 000 | Consultation has so far been with EPWP coordinators/programme managers and not with senior managers. |
| 1.6. MD compliance | | 1.6.1. The sector needs to develop a position on UIF and | Lead: DPW | March 2017 | Consensus in the sector about the | Phase three | N/A | There is some resistance and complication to |

| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/Institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
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| | | COIDA. 1.6.2. Once this is done compliance to MD needs to be monitored. NEDLAC and DSD want stipends to be increased. | | | two elements of the MD | Sector Plan | | implementing UIF. |
| | | 1.6.3. Length of employment needs to be reviewed and implications of this for government's decent work programme and quality of services provided understood. DPW should engage with Department of Labour on this issue. | Lead: DPW Support: implementing departments (programme managers) | March 2017 | Clear guidance on length of EPWP-SS employment taking into consideration legal and ethical implication | DSD APP DPW APP | N/A | |

2 Improve access to appropriate training and skill development

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| Recommendation 5 | <p>R5: Prioritise training and skills development. Training should be prioritised in programmes where participants are not meeting the minimum qualifications set by national departments. Furthermore every implementing department should have a realistic long term training plan linked to the achievement of service quality objectives and sufficient human and financial resources. Training plans should wherever possible reflect the overlap between skills required in the programme and those required in the labour market.</p> |
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| Recommendation 6 | <p>R6: Develop sound strategies for improvement of employability. Coordinators, SETAs, and national departments should work to address the need for general guidance in improving employability, for instance in a guiding document or a revised version of the Social Sector training manual. It falls within the mandate of the Training and Capacity Building subcommittee of the NSC and its counterpart subcommittees in provinces to coordinate such guidance. Implementing departments in turn will need to commit to this objective and task their programme managers with planning and implementing such strategies.</p> |
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| | Any work to improve employability should be grounded in sound research on the national as well as local/regional labour market and the characteristics of participants. |
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| Intervention Objective (Improvement area) | | Improve service quality and employability of participants | | | | | | |
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| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/Institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
| 2.1.Address the deskilling of the social services | H | 2.1.1. DSD should work with the sector to develop the plan (long term) for training at programme levels. The plan should recognise (1) Market needs ;(2) requirements of different programmes. For some programmes accredited training has to be mandatory; (3) the low levels of basic education of EPWP participants; (4) include both unaccredited on the job training and specialised training. | Lead: DSD Support: DPW, Labour, and DHET Critical players: Implementing departments | August 2016 | A plan for training. This should indicate number and type of training to be provided and in which programmes and the outcomes aimed. | SETA sector skills Plans DSD APP DPWP APP NDSS 3 | R500 000.00 | This has always been planned and there were challenges in Phase two. Agreements with SETAs for training. Caution raised about the costs/resourcing for training. What is Core in terms of PEP programmes. Developmental outcomes. |
| | H | 2.1.1. DPW and DSD should consult with programmes/implementing departments on the provision of skills development. Programmes needs should determine skills that are developed. | Lead: DPW | March 2016 | | APPs NSDS 3 | | This has to be addressed as there are long term implications of unskilled people providing specialised services to poor communities |

| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/Institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
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| | H | 2.1.2. DPW should work with DHET to make it easier for programmes to access the NSF. NSF should move away from funding skills programmes which are inappropriate for EPWP participants and do not effectively improve levels/quality of service delivered. Should explore providing budgets to Departments directly from NSF ring-fenced for training. HRD units within the departments can then assist in planning training. | Lead: DPW | March 2016 | An easier way to access NSF developed. | DPW and DHET APPs NSDS 3 SETA Sector Skills Plans | N/A | |
| | H | 2.1.2. Hold a roundtable with the SETAs. SETAs to need to target their budgets for unemployed individuals to EPWP participants. | Lead: DSD Support: DPW, DHET, DPME, Implementing Departments | Dec 2016 | Alignment between SETAs and EPWP-SS skills development plans | SETAs Sector Skills Plans | N/A | Meetings are already taking place. Caution: Last round table did not produce any change. Need to find effective way to get SETAs more involved. |

4 Improve monitoring and evaluation

Recommendation 3

R3: Improve monitoring and evaluation. EPWP-SS differs from the other EPWP sectors. Its programmes directly deal with vulnerable and poor people, and can have lasting effect in communities where they are implemented. The overarching EPWP monitoring and evaluation framework does not adequately cover or reflect all the EPWP-SS specificities. Therefore the sector can benefit from a

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| | <p>separate but nested Theory of Change and M&E framework. A Theory of Change has been developed as part of the evaluation. Though this focused on Phase Two, it may offer useful learnings and a basis for formulating the Social Sector's Phase Three problem statement, the logic of the intervention, assumptions made, outcomes sought and indicators of both performance and results in people's lives. It is important that stakeholders reach agreement on these, clearing out the lingering differences as to the purpose and intent of EPWP with regards to social protection, skills development, service delivery, and the potential tensions between these. Once the framework is agreed it must be clearly communicated to all stakeholders so that it can be understood and pursued at all levels. It should then be used to identify the indicators that need to be tracked, including informing the improvements currently being made to the DPW performance management system. Indicators tracked by this system and any others relevant to the EPWP-SS framework should be measured in a way that is aligned or compatible with it, and should be fully accessible to the DSD. Resources in DSD and participating departments should be assigned to this important function, including ensuring data quality and analysing trends to inform continuous learning and improvement.</p> |
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| Intervention objective (improvement area) | Improved monitoring and evaluation including data collection, data governance, data quality and management |
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| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
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| 4.1. Improved M&E framework and system | H | 4.1.1. Clarify intent of EPWP-SS: poverty alleviation or skills development or income support or both? The ToC developed for the evaluation should be first step. DSD should lead the revision of the ToC to make it applicable to phase three. DSD will hold a day workshop to address this. | Lead: DSD Support: DPW, Implementing Departments, Municipalities, NPOs | Sept 2015 | Sector plan for phase three should have a Social Sector Logframe and ToC. Revised/embedded EPWP SS M&E framework | Sector Plan Departmental APPs Municipal Plans | N/A | EPWP phase 3 frameworks exist for the entire EPWP. Need to consider Social Sector specific requirements |

| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
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| 4.2. Improve data management and data governance | H | 4.1.2. Develop new set of indicators to track the entire results chain. This should be in line with the revised logframe and ToC. DSD Monitoring unit should assist the sector. | Lead: DSD Support: DPW, Implementing Departments, Municipalities, NPOs | Sept 2015 | Revised Indicators of performance for the sector | Sector Plan Departmental APPs Municipal Plans | N/A | |
| | H | 4.2.1. DPW should improve data management system (IT component) and ensure the system collects all the data that the sector needs. DPW should make it easier for departments to report and improve data governance to reduce data manipulation/errors. | Lead: DPW Support: DSD and implementing departments | Sept 2016 | Operation data collection and management system | DPW APP | DPW budget | DPW is in the process of developing the data system. Reduce proliferation of data management systems. Improve interface between the manual and electronic data management. |
| | | 4.2.2. Baseline demographic data including households income, poverty levels, educational background should be collected on all new recruits. | Lead: DSD Support: DPW, DPME and implementing departments | Sept 2016 | Adequate monitoring data collected for EPWP-SS | Phase 3 Sector Plan | N/A | Social sector to make inputs to the refinement of the electronic system New information system is addressing these requirements. However the new system has problems which DPW still need to resolve. The new system is resource intensive (requiring photographs). |
| | | 4.2.3. Monitoring data (WO, training provided) should be pegged on individuals. Should record exit/career pathing. | Lead: DSD Support: DPW, DPME and implementing departments | Sept 2016 | Adequate monitoring data collected for EPWP-SS | Phase 3 Sector Plan | N/A | |
| | | 4.2.4. DPW needs to relook the system and system requirement to reduce reporting burden. | Lead: DPW Support DSD and Implementing | July 2015 | Revision to the system based on experiences of | APP | | New system is creating problems for implementing |

| Outputs to achieve the objective | Priority L/M/H | Activity to achieve output | Person/Institution responsible | By when? (Deadline) | Target | Embedded where | Budget available | Current situation/ Progress Report |
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| | | Data collection and reporting is resource intensive. This is worsened by the introduction of the new system. | Departments | | implementers | | | departments. Departments will not be able to report progress for Q1. |
| | | 4.2.5. DPW should make interim plans for reporting as new system will not be functional. The DPW should pilot the new information system before rolling it out. Introduction of the system should be phased in. | Lead: DPW Support DSD and Implementing Departments | July 2015 | Interim plan and a completed testing phase | DPW APPs | DPW budget | |

Endorsed by



Mr Thokozani Magwaza

Acting Director-General: DSD

Date: 1/2/2016