



## planning, monitoring & evaluation

Department:  
Planning, Monitoring and Evaluation  
REPUBLIC OF SOUTH AFRICA

## DPME Evaluation Guideline 2.2.18

### Toolkit for addressing Evaluation Standard in the Management Performance Assessment Tool

Created: 20 December 2016

<b>Addressed to</b>	National and provincial departments and public entities
<b>Purpose</b>	To give practical guidance for evidence required for the MPAT 1.6 Evaluation Standard
<b>Policy reference</b>	1) National Evaluation Policy Framework 2) MPAT 1.6 Evaluation Standard
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## 1. Introduction

The overall aim of the National Evaluation Policy Framework is to institutionalise evaluation in government and to ensure that evidence from evaluations is used to improve government performance. The formal intention of institutionalising evaluations in government started in 2012, with the introduction of the annual and three year rolling National Evaluation Plans (NEPs) targeting priority evaluations at the national sphere of government. In 2013, the system was widened to include the provincial sphere. The Department of Planning, Monitoring and Evaluation (DPME) piloted the Provincial Evaluation Plans (PEPs) in Gauteng and Western Cape and later rolled them out to other provinces. In 2015, the focus widened to departments with the introduction of Departmental Evaluation Plans (DEPs). To this end, DPME and partners produced a guideline on how to develop DEPs with an aim of assisting departments in the developing DEPs. Municipal evaluation plans will be introduced in the next Medium Term Strategic Framework period.

In 2015 DPME decided to assess the readiness of departments in institutionalising the evaluation function in government by introducing a standard for evaluation in the DPME's Management Performance Assessment Tool (MPAT). The overall purpose of the tool is to assess the quality of management practices in departments in four management performance areas namely, Strategic Management, Governance and Accountability, Human Resource Systems and Financial Management. The underlying assumption is that improved management practices are key to improving government performance and service delivery. By introducing the evaluation standard within the Strategic Management Key Performance Area 1 (KPA) DPME's intention was not only to assess departments' readiness to roll out evaluations, but to widen the use of evaluation, promote the culture of evaluation and to initiate steps to institutionalise the evaluation function in government. This toolkit provides step by step guidance and practical examples on the requirements for the MPAT standard on evaluation.



## 2. Key findings from the pilot

The Evaluation MPAT Standard was piloted during the 2015 MPAT assessment cycle. This showed many challenges in terms of implementing the evaluation function in departments. Some of the challenges ranged from misunderstanding of terminology to submitting wrong evidence, which resulted in the general poor performance of most departments. The details on these challenges for each level will be discussed in the respective sections below.

Examples/specimens from departments that scored well (either 3 or 4) for each of the 4 levels within the evaluation standard have been used in this toolkit to assist departments to establish/strengthen their evaluation systems and to comply with the requirements of this standard.

## 3. What does MPAT Evaluation Standard entail?

The MPAT Evaluation standard consists of four levels / requirements expected from departments to institutionalise the evaluation function. The table below provides a brief explanation of the requirements for each level. It is important to note that, performance in each level has a ripple effect on the performance in the next level, which means that if the department does not meet the requirements of a lower level, it will automatically reduce the score at the next level.

**Table 1**

<b>Standards</b>
<b>Level 1</b> <ul style="list-style-type: none"> <li>Evaluations system in the department is not formalised and implemented</li> </ul>
<b>Level 2</b> <ul style="list-style-type: none"> <li>Department has planned capacity to manage/conduct evaluation</li> </ul>
<b>Level 2+</b> <ul style="list-style-type: none"> <li>Relevant staff are in place</li> <li>Department has approved or adopted guidelines that follow the national evaluation system</li> </ul>
<b>Level 3</b> <ul style="list-style-type: none"> <li>Multi-year evaluation plan that follows the national evaluation system</li> </ul>
<b>Level 4</b> <ul style="list-style-type: none"> <li>Department has undertaken at least 1 evaluation of a programme, policy, plan, project or system in the previous 2 years, or is currently undertaking one</li> <li>Each evaluation has a steering committee ensuring effective oversight of the evaluation process</li> <li>Each completed evaluation has an approved management response and improvement plan</li> <li>Departmental evaluations are made public on departmental websites</li> </ul>

## 4. MPAT Levels and evidence required

### 4.1 Level 1: *Evaluation system in the department is not formalised and implemented*

A department will automatically be scored 1 if there is no formalised evaluation system in place. Departments will also be scored 1 due to the following:

- If they do not score themselves
- If they do not submit evidence to substantiate their claims (eg existence of job descriptions)
- If they submit irrelevant evidence (i.e. research reports instead of evaluation reports)

This rating can be avoided if departments adhere to the requirements outlined below:

## **4.2 Level 2: Department has planned capacity to manage/conduct evaluation**

### **4.2.1 Requirements for Level 2**

The first layer of setting up an evaluation system in a department starts with planning for the necessary capacity to undertake evaluations. Level 2 assess whether there is planned capacity to manage or conduct evaluations in the department. The following is the required evidence for this level:

- Approved organisational structure and post is funded
- Job description or current performance agreement includes the evaluation function

### **4.2.2 Organisational structure**

The organisational structure is the starting point in planning for the necessary capacity to undertake the evaluation function in a department. Level 2 assess whether there is an evaluation unit or position in an approved and funded structure to carry out the evaluation function. Departments are expected to submit an approved structure of a unit responsible for carrying out the evaluation function. An example of an evaluation unit structure is in **Annex 1**.

### **4.2.3 Job description**

The approved structure should be accompanied by a detailed job description or performance agreement of an official that has been assigned with an evaluation role as one of the key functions of the job. As a multipurpose source of job information, job descriptions and job titles should be completed to assist job evaluation as well as the advertising and filling of posts.

Evaluation may be part of the responsibility or a dedicated focus. Refer to **Annex 2** for an example of a detailed job description which includes evaluation as the core function.

#### **Box 1: Issues to be considered to avoid low rating**

1. Unclear organisational structure and job descriptions
2. No clear indication that evaluation is a core function in the post
3. Focus of job description is more on policy, planning, monitoring and research

## **4.3 Level 2+: Relevant staff are in place and department has approved or adopted guidelines that follow the national evaluation system**

### **4.3.1 Requirements for Level 2+**

The level assesses two elements, namely: whether there are relevant staff in place to carry out the evaluation function and whether the department has approved guidelines that outline how evaluations will be conducted, following the NES. Evidence required:

- Filled post (current performance agreements or appointment letter)
- Approved departmental document using DPME evaluation guidelines or indication that they have formally adopted the use of DPME evaluation guidelines.

#### 4.3.2 Capacity in place to undertake evaluations

Departments should provide evidence to show that a post exists focusing on the evaluation function, which could be in the form of a signed performance agreement for the current financial year or an appointment letter.

There are instances where departments do not have a dedicated unit and/or official responsible for the evaluation function but have put measures in place to ensure that evaluations are done. In such cases, the planning/ research/monitoring unit can include the function as one of their key functions. The function may not be clear on the job description or performance agreement submitted as evidence, the department would then need to submit a letter or submission indicating that evaluation has been added as one of the key functions. An example of such a letter is attached as **Annex 3**. Departments should explore creative ways of ensuring that evaluations are done using existing staff even when faced with capacity constraints, e.g. using research capacity, planning or contracting in support. For example, Western Cape Department of Agriculture contracted an evaluation specialist three days a month to provide specialist input.

#### 4.3.3 Departmental Evaluation Guideline

The second element of the standard focuses on whether the department has an approved guideline detailing how evaluations are undertaken. This element was previously referred to as the Standard Operating Procedures but the name has been amended accordingly following some confusion during the pilot phase. Departments have two options in this regard:

**Option 1:** Simply adopt the DPME's NES guidelines as they are;

**Option 2:** Develop a Departmental Evaluation Guideline customised to be relevant to the needs of the department, building on the NES guidelines and detailing how evaluation are undertaken in the department.

The first option is to formally endorse the NES guidelines as a department. Evidence that should be submitted for this option is a signed submission or letter or minutes indicating that management of the department has adopted the DPME guidelines. The department should **not** submit the full set of guidelines. The second option involves reviewing the DPME's guidelines and adapting them to suit departmental purposes. If a department chooses the second option, they can use the template of a Departmental Evaluation Guideline attached as **Annex 4**.

### 4.4 Level 3: *Multi-year evaluation plan that follows the national evaluation system*

#### 4.4.1 Requirements for Level 3

In an effort to ensure that departments effectively plan for evaluations, a requirement for developing a multi-year departmental evaluation plan (DEP) was introduced in 2015. The multi-year evaluation plan is a requirement to score Level 3. The purpose of a Departmental Evaluation Plan, like the National and Provincial Evaluation Plans, is to provide details of



evaluations approved by departmental EXCO/top management as priority evaluations to undertake over a three-year period, which are linked with the budget process. A detailed Guideline on How to develop a Departmental Evaluation Plan can be accessed through the following link:

<http://evaluations.dpme.gov.za/images/gallery/DEP%20Guideline%2015%2007%2013%20FINAL.pdf>.

The Guideline provides a detailed outline on steps to be followed in developing a DEP. The Guideline also includes a template for the actual plan. A checklist for this plan is attached as **Annex 5**. Departments are encouraged to use the template in drafting their DEP. The NEPF states that one of the ways to assure quality is to avoid reinventing tools, particularly when there is limited capacity. In essence, the DEP should summarise the evaluations to be conducted over 1-3 years, details of the evaluation to be conducted, funding, roles, responsibilities and the evaluation system that the department is putting in place.

An example of the DPME DEP can be accessed at:

<http://www.dpme.gov.za/keyfocusareas/evaluationsSite/Evaluations%20Document%20Library/DPME%20Departmental%20Evaluations%20Plan.pdf> . It is important for departments to note that the National and Provincial Evaluation Plans will not be accepted as evidence for this level. All departments, be it at national or provincial departments need to develop their own DEPs.

#### **Box 2: Issues to be considered to avoid a low rating**

1. Not following the proper format leading to important elements being omitted.
2. Submitting the PEP/NEP, TORs, concept notes and other short documents that do not resemble a multi-year plan
3. Submitting research reports
4. Submitting TORs instead of Steering Committee minutes
5. Not submitting approved management responses and improvement plans
6. No evidence of that reports are publicly available on the website

## **4.5 Level 4: Evaluations are being implemented**

### **4.5.1 Requirements for Level 4**

- Department has undertaken at least 1 evaluation of a programme, policy, plan, project or system in the previous 2 years, or is currently undertaking one;
- Each evaluation has a steering committee ensuring effective oversight of the evaluation process;
- Each completed evaluation has an approved management response and improvement plan;
- Departmental evaluations are made public on departmental websites.

This level focuses on the operational level of conducting evaluations. The level measures if evaluations are being implemented, used and shared. There has been confusion amongst departments due to misunderstanding of terminology. **Box 3** section outlines expected from departments.



**Box 3: Level 4 Evidence Required from departments**

1. Approved terms of reference or proposal and budget is allocated
2. Approved evaluation report from the last 2 years)
3. Approved minutes of steering committee including the final meeting which approved the report
4. Management response and improvement plan for each evaluation and evidence of approval
5. URL Link plus screenshot of website showing availability of evaluation reports

**4.5.2 Evidence of approved terms of reference or proposal and budget is allocated**

The information needs for the evaluation are clarified, an outline methodology developed to answer those information needs, and where the key stakeholders in the intervention can agree what they want to get out of the evaluation on the evaluation terms of reference/proposal. This step is the starting point be it evaluations are done internally or externally. The evidence is needed to show if evaluations are underway. The detailed TOR Guideline can be accessed on: <http://evaluations.dpme.gov.za/images/gallery/Guideline%20for%20ToRs%2014%2007%2018.pdf>

**4.5.3 Evidence of an approved evaluation report from the last 2 years (not a research report, i.e. has recommendations for specific policies or programmes)**

It is important to note that we are not expecting a research report but an evaluation report with recommendations for specific policies or programmes. Examples of evaluation reports can be accessed on: <http://evaluations.dpme.gov.za/evaluations.aspx>.

**4.5.4 Evidence of approved minutes of steering committee including the final meeting which approved the report (or if approval was via email, then another meeting)**

Departments should provide evidence of approval of the report which could be in form of signed minutes or submission. If approval was through round-robin, then an e-mail indicating approval should be attached.

**4.5.5 Evidence of approved management response and improvement plan for each evaluation (eg minutes, signature of DG etc)**

This section provides details on the evidence required for this level.

- **Management Response**

The purpose is to ensure departments have been afforded an opportunity to respond to the specific recommendations from the evaluation indicating whether they agree and disagree with recommendations and why. Departments are expected to provide copies of signed management responses. The detailed management response guideline can be accessed on: <http://evaluations.dpme.gov.za/images/gallery/Guideline%20202%205%2020Manag%20Response%2014%2006%2029.pdf>. An example of a section of a management response is attached as **Annex 6**.

- **Improvement Plan (IP)**

An improvement plan aims at ensuring that evaluation recommendations are implemented. A progress report on the IP is expected every 6 months over a period of 2 years. The progress report against the IP is done on the IP template on the last column. A detailed improvement plan guideline can be accessed on:

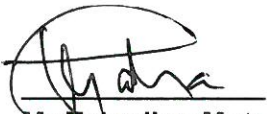
<http://evaluations.dpme.gov.za/images/gallery/Guideline%20%202%206%20Improvement%20Plan%2014%2007%2018.pdf>

An example of part of an improvement plan is attached as **Annex 7**. The evidence needed is of submission and approval, e.g. minutes, signatures

#### **4.5.6 Evidence showing availability of evaluation reports on website**

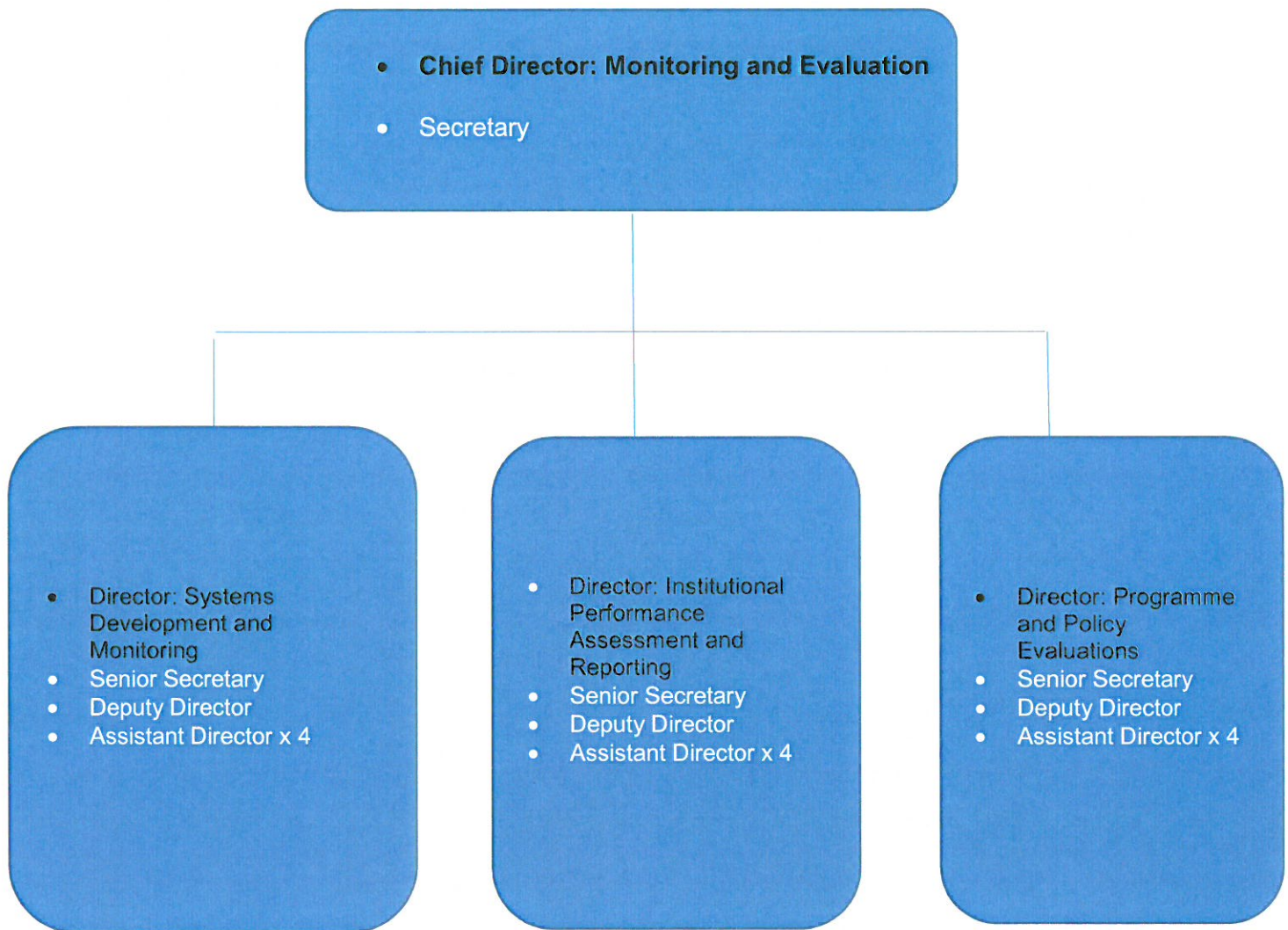
Departments are expected to upload approved evaluation reports on their departmental websites. The evidence needed is a URL link plus screenshot of website showing the evaluation reports.

Signed



**Mr. Tshediso Matona**  
**Acting Director-General**  
**Department of Planning, Monitoring and Evaluation**  
Date: 14/2/2017



**Annexure 1: Example of an evaluation unit structure****Chief Directorate: Monitoring and Evaluation**



**Annexure 2: Example of a detailed job description of an Evaluation Assistant Director**

JOB DESCRIPTION			
A: JOB INFORMATION SUMMARY			
Job Title	Assistant Director: Evaluation		
Branch / Component	Branch: Outcomes Monitoring and Evaluation		
Unit	Chief Directorate: Evaluation and Research		
Post reports to	Director: Evaluation		
Location	Pretoria		
Post grade	10	Date of last JE	29 September 2014
CORE	Management and General Support Personnel		
Career path	Compliance with the requirements of the higher post.		
B: PURPOSE AND DUTIES			
Purpose: To support evaluations and development of the evaluation system.			
Duties:			
<ul style="list-style-type: none"><li>▪ Supporting Evaluation Directors or the DDG by project management of specific evaluation assignments;</li><li>▪ Drafting terms of reference, project plans and SLAs;</li><li>▪ Commissioning evaluations, organising Steering Committee and other meetings, organising stakeholder workshops, minuting meetings, drafting contracts for peer reviewers;</li><li>▪ Undertaking research or analytical activities for evaluations, reviewing evaluation documents, monitoring improvement plans;</li><li>▪ Analyzing relevant data as required;</li><li>▪ Supporting one or more provincial evaluation plans;</li><li>▪ Presenting to provinces and reviewing evaluation concept notes;</li><li>▪ Initiating and undertaking certain evaluation assignments directly with some guidance;</li><li>▪ Initiating and undertaking development work towards technical elements of the evaluation system;</li><li>▪ Presenting as required on aspects of the evaluation system as required;</li><li>▪ Mentoring of Interns and indirect supervision of Evaluation Officers;</li><li>▪ Taking on specific responsibilities within the Evaluation and Research Unit.</li></ul>			
C: INHERENT REQUIREMENTS			
C1 Formal Qualifications			
Minimum requirement: A relevant 3-year tertiary qualification.			
Additional: Added advantage will be a master's degree.			
C2: Minimum Experience			
Minimum of 3 years' appropriate experience.			
C3: Skills			
1.	Overarching considerations		
1.1	Contextual Knowledge and Understanding		
-	Knowledgeable about certain sectors in South Africa (e.g. content, institutions, people and politics) and can appropriately relate		

evaluations to the current political, policy, and governance environments and issues.

- Can act in an appropriate cross-cultural role with cultural sensitivity and attends appropriately to issues of diversity.

### **1.2 Ethical Conduct**

- Operates in an ethical manner.

### **1.3 Interpersonal Skills**

- Operate in a co-operative and respectful manner.
- Able to communicate effectively in writing, on the telephone

### Leadership

- Able to make sound decisions that incorporate evaluative and critical thinking in planning and decision making processes.
- Taking initiative but work well in a team.
- Drive to solve problems.

## **3. Evaluation craft**

### **3.1 Evaluative Discipline and Practice**

- Analytical approach, and able to use evidence-based data.
- Acts professionally, achieves and modules high standards of integrity, independence and quality.

### **3.2 Research Practice**

- Good understanding of evaluation and research methodology.
- Able to use specific research methods and tools relevant to evaluation, this may include qualitative, quantitative or mixed methods.
- Able to systematically gather, analyse, and synthesise relevant evidence, data and information from a range of sources, identifying relevant material, assessing its quality, spotting gaps.
- Able to interpret the findings and reach valid, defensible, and transparent findings that address the evaluation questions.

## **4. Implementation of evaluation**

### **4.1 Evaluation planning**

### **4.2 Evaluation management**

- Ability to manage different aspects of the evaluation from government's side, from drafting TORs, commissioning, through to completion.

### **4.3 Report writing and communication**

- Ability to communicate with diverse audiences, e.g. selecting and presenting findings to different stakeholders.
- Able to express themselves in writing, e.g. drafting letters for signing by the DG, writing operational reports for the director, develop analytical reports on different aspects of evaluation.
- Attention to detail and good completer-finishers.
- Can critique and provide constructive feedback on reports.

### **4.4 Improvement**



	<ul style="list-style-type: none"> <li>- Able to develop Management response and Improvement Plan and link to organisational processes.</li> </ul>
5	<u>General management skills</u> <ul style="list-style-type: none"> <li>- Able to manage a component of a project to a high standard.</li> <li>- Able to follow government financial procedures.</li> <li>- Good computer literacy - very comfortable in Microsoft Word and PowerPoint. Familiarity with Excel would be an advantage.</li> </ul>
<b>C4. Other Requirements</b>	
<ul style="list-style-type: none"> <li>▪ Frequent travelling</li> <li>▪ Driver's Licence</li> </ul>	
<b>D: WORKING CONDITIONS</b>	
<b>General :</b> Office Environment	
<b>Type / level of disability that can be accommodated:</b>	
<b>E: KEY RELATIONSHIP INTERFACES</b>	
<b>Internal Clients</b>	<b>External clients</b>
<ul style="list-style-type: none"> <li>- All internal units/components</li> </ul>	<ul style="list-style-type: none"> <li>- Government departments across the three spheres</li> <li>- International organisations (donor funding)</li> <li>- Academic Institutions</li> <li>- Research institutions</li> <li>- Service providers</li> </ul>
<b>F: AMENDMENTS TO JOB DESCRIPTION</b>	
The Head of the Department or delegated reserves the right to make changes and alterations to this job description, as he / she may deem reasonable, after due consultation with the post holder.	
<b>G: PERFORMANCE AGREEMENT</b>	
The Performance Agreement of the post holder forms an integral part of the description.	

**Annexure 3: Example of a letter/submission indicating that evaluation has been added as one of the key functions**

**Memo**

**To: MPAT Management Team**

**From: DDG**

**Subject: Confirmation of that the evaluation function is**

**Dear Sir/Madam**

This memo serves to confirm that the department of X has a Directorate titled (X). This Directorate, which is headed by ....., is charged with the responsibility of coordinating the evaluation function in the Department while the relevant Unit is being set up.

Kindly note that the "Evaluation" function is being undertaken by Ms/Mr....., who is (post title) in the said Directorate.

Signed

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**Ms/Mr**  
**DDG**  
**Department of X**  
**Date:**



**Annexure 4: Checklist for a Departmental Evaluation Guideline**

The table below is a checklist of key issues a departmental evaluation guideline should cover

Check list	Yes	No
1. Cover page with the title, name of the Department , logo, contact person and Financial Year		
2. Glossary of terms		
3. Background		
4. Introduction		
5. Purpose		
6. Objectives of the department of (x) evaluation activities		
7. What is evaluation?		
8. The need for conducting evaluations within the department of .....		
9. Summary of types of evaluations across government		
10. Different approaches for evaluation within (department x)		
11. Planning for evaluations		
12. Designing an evaluation process		
13. Collecting information for evaluation purposes		
14. Analyzing information for evaluation		
14.2. Data interpretation and drawing conclusions (evaluating)		
15. Evaluation and research information flow process		
16. Recommendations and management response		
17. Communicating results		
18. Conclusion		
19. List of sources consulted		

**Annexure 5: Checklist for a Departmental Evaluation Plan**

No.	Item	Meet requirements		Comment
		Yes	No	
1.	<b>Cover page with the title, name of the Department , logo, contact person and Financial Year (s)</b>			
2.	<b>Introduction</b>			
3.	Department's approach to evaluation (and research)			
4.	<b>Purpose of the Departmental Evaluation Plan (DEP)</b>			
5.	<b>Linkages to wider evaluation plans and systems</b> 5.1 Linkage to (national or provincial) evaluation plans 5.2 Linkage to planning 5.3 Link to the departments M&E framework			
6.	<b>Departmental evaluation system</b> 6.1 Resources & structure of the department to support evaluation Departmental evaluation cycle			
7.	<b>Departmental evaluations (and research) undertaken in the last 3 years</b>			
8.	<b>Summary of evaluations (and research) proposed for 2016/17 to 2015/16</b> 8.1 Criteria and process used for selection for the Departmental Evaluation Plan Summary of evaluations proposed for the Departmental Evaluation Plan			
9.	<b>Detailed concepts for evaluations (and research) for 2016/17</b> 9.1 List the evaluations			
10.	<b>Key implementation issues</b> 10.1 Capacity to undertake the evaluations 10.2 Institutional arrangements 10.3 Funding of the evaluations in the Plan 10.4 Follow-up to the evaluations 10.5 Next steps once the plan is approved			
11.	<b>Conclusion</b>			

The detailed Guideline which includes the full template can be accessed on:

<http://evaluations.dpme.gov.za/images/gallery/DEP%20Guideline%2015%2007%2013%20FINAL.pdf>



**Annexure 6: Management Response Template****Recommendations and management response (example from ECD)**

RECOMMENDATION FROM THE ECD EVALUATION	RECORD OF AGREEMENT OR DISAGREEMENT	REASONS FOR DISAGREEMENT
<p>1. <b>A country strategy for ECD should be developed</b> based on a National Integrated Regulatory framework for ECD, from which each department (DBE, DSD, DoH and if relevant other departments) should develop an implementation programme for their component. A Task Team should be established to produce the Strategy – with clear roles and responsibilities of key players and government departments. The country strategy should be submitted to Cabinet for approval.</p>		
<p>2. <b>The national strategy should</b> include a common definition of ECD; agreed provisioning based on age, stage of development, socio-economic circumstance and needs (including delivery services to reach poor and vulnerable children, and promoting universal access); multidisciplinary and inter-sectoral teams with funding streams &amp; mechanisms in line with outcomes and results; specific institutional arrangements of interdepartmental and inter-sectoral cooperation with clear protocols; mechanisms for information sharing.</p>		
<p>3. <b>etc</b></p>		

### Annexure 7: Improvement Plan, example from Evaluation of Early Childhood Development (ECD)

<b>Title of Evaluation</b>		<b>Date of Publication of Evaluation Report</b>	
<b>Name of lead Department</b>		<b>Date of Approval of Improvement Plan</b>	
<b>Contact Person</b>		<b>Position</b>	
<b>Telephone</b>		<b>Email</b>	

<b>Date of report</b>				
<b>Quarter:</b> mark with an X	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

### Improvement Plan for ECD Diagnostic Review/ECD Conference/NIPECD Review

#### A Legislation and policy

<b>Improvement Objective 1</b>	<b>A country strategy for ECD</b> is developed to submit to Cabinet and the Children's Act is revised. The strategy should include a common definition of ECD; agreed provisioning based on age, stage of development, socio-economic circumstance and needs (including delivery services to reach poor and vulnerable children, and promoting universal access); multidisciplinary and inter-sectoral teams with funding streams & mechanisms in line with outcomes and results; specific institutional arrangements of interdepartmental and inter-sectoral cooperation with clear protocols; mechanisms for information sharing.				
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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. An ECD policy framework developed	H	1.1.1 Establish inter-departmental task team as successor to evaluation steering committee, chaired by DSD.	DGs of DBE, DSD, DoH and DWCPD and DPME, led by <b>DSD</b>	30 November 2013	Interdepartmental mechanism for coordination of ECD operational by 30 November 2013	APP of DBE, DSD, DoH, WCPD, DPME	n/a	NIPECD committee exists Interdepartmental steering committee for the ECD Diagnostic review.



# Annexure 8: Evidence Checklist

Standards	Evidence	Yes	No
<b>Level 1</b>			
<ul style="list-style-type: none"> <li>Evaluations system in the department is not formalised and implemented</li> </ul>			
<b>Level 2</b>			
<ul style="list-style-type: none"> <li>Department has planned capacity to manage/conduct evaluation</li> </ul>	Function including evaluation mandate and expertise		
	Job description or current performance agreement includes evaluation		
<b>Level 2+</b>			
<ul style="list-style-type: none"> <li>Relevant staff are in place</li> <li>Department has approved or adopted guidelines that follow the national evaluation system</li> </ul>	Filled position (Evidence of appointed staff with an evaluation responsibility)		
	Approved departmental document using DPME evaluation guidelines that indicates how they undertake evaluations.		
<b>Level 3</b>			
<ul style="list-style-type: none"> <li>Multi-year evaluation plan that follows the national evaluation system</li> </ul>	Current approved multiyear departmental evaluation plan (DEP) that follows the guidelines on the DEP		
<b>Level 4</b>			
<ul style="list-style-type: none"> <li>Department has undertaken at least 1 evaluation of a programme, policy, plan, project or system in the previous 2 years, or is currently undertaking one</li> <li>Each evaluation has a steering committee ensuring effective oversight of the evaluation process</li> <li>Each completed evaluation has an approved management response and improvement plan</li> <li>Departmental evaluations are made public on departmental websites</li> </ul>	<p>Evidence of approved terms of reference or proposal and budget is allocated</p> <p>An approved evaluation report from the last 2 years (not a research report, i.e. has recommendation for specific policies or programmes)</p> <p>Approved minutes of steering committee including the final meeting which approved the report or if approval was via email, then another meeting)</p> <p>Copy of management response and improvement plan for each evaluation and evidence of approval (e.g. minutes, signatures of DG etc)</p> <p>URL link and screenshot of website showing availability of evaluation reports on the departmental website</p>		