



# LIMPOPO

PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

## **Limpopo Provincial Evaluation Plan (PEP) 2015/16**

**Together we move South Africa forward**

## Foreword by the Premier

It is with great pleasure and enthusiasm that we present the first ever Limpopo Provincial Evaluation Plan (PEP). Evaluation enables us to demonstrate results, outcomes and impacts in the implementation of government service delivery interventions (policies, programmes, plans, strategies, projects, etc.). The findings from evaluation enable government to better communicate interventions' successes or impacts to our citizens, as well as informing policy-making and planning/programming decisions with regard to those interventions going forward.

In order to achieve this purpose, national government developed and adopted the National Evaluation Policy Framework (NEPF) in November 2011. Since the 2012/13 financial year, national government under the stewardship of the Department of Planning, Monitoring & Evaluation (DPME) has been implementing this Policy Framework through the development and implementation of the National Evaluation Plans (NEPs). Three annual NEPs have been developed and implemented to date and reports, with findings and recommendations, of completed evaluations, are available in DPME's Evaluations Repository. Provincial government can therefore learn from the experiences of national government in the institutionalization of the National Evaluation System.

Many thanks to all Provincial Departments for submitting proposals for consideration for evaluation, as reflected in this first Limpopo Provincial Evaluation Plan (PEP). A total of 12 proposals were received from 10 of our 11 Departments (votes). However, as guided by the selection criteria and due to limited financial resources, the province could only prioritise 06 evaluations for this current financial year (2015/16). The commitment of Departments to this undertaking ensured that we achieve this important milestone towards a development state.

I look forward to getting evaluations reports, with findings and recommendations, which will enable this provincial government to improve the performance on service delivery interventions. It therefore gives me an immense satisfaction to see that our first Provincial Evaluation Plan (PEP) for 2015/16 financial year has been finalized and is ready for implementation.




**Chupu Stanley Mathabatha**  
**Premier: Limpopo Provincial Government**  
**October 2015**

## Statement by the Acting Director General

It gives me a great sense of fulfillment to present to the citizens of Limpopo the first Provincial Evaluation Plan (PEP). I wish to thank our colleagues at the Department of Planning, Monitoring & Evaluation (DPME) at The Presidency who have worked tirelessly in the development of the first ever National Evaluation Policy Framework (NEPF) to guide the execution of evaluations in government. The NEPF is already being implemented by both national and provincial spheres of government. In addition to the policy framework, DPME also developed evaluation guidelines, standards and competencies for M&E Managers and evaluators. The work already done by the DPME has made the development of our PEP less challenging as we have learnt a lot on what they have been doing since the development and implementation of the National Evaluation Plans (NEPs) since the 2012/13 financial year.

As part of the institutionalization of the evaluation system in the Province, Office of the Premier will be supporting provincial Departments to develop their own Departmental Evaluation Plans (DEPs) as from 2016/17 financial year. The experience that officials are acquiring through the development and implementation of the PEP will be useful in supporting and capacitating provincial Departments' Monitoring & Evaluation (M&E) units. Other capacity building interventions are also being provided to M&E practitioners in Departments. The development and implementation of both the PEP and DEPs will also help us to learn if the service delivery interventions are bringing the desired change to lives of the people of Limpopo, and thus be in a better position to ensure accountability to citizens.



.....  
**Mr. Nape Nchabeleng**  
**Acting Director-General**  
**October 2015**

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## Glossary

CETA	Construction Education and Training Authority
CoGHSTA	Cooperative Governance, Human Settlements and Traditional Affairs
DAC	Development Assistance Committee
DPME	Department of Planning, Monitoring & Evaluation
DRDLR	Department of Rural Development and Land Reform
DPWRI	Department of Public Works, Roads & Infrastructure
DT	Department of Transport
DTI	Department of Trade and Industry
ESC	Evaluation Steering Committee
ETWG	Evaluation Technical Working Group
EXCO	Executive Council
FCG	Foster Care Grant
GEM	Global Enterprise Monitor
HODs	Heads of Departments
IDC	Industrial Development Corporation
LDA	Limpopo Department of Agriculture
LDP	Limpopo Development Plan
LDOH	Department of Health
LDSD	Department of Social Development
LEDA	Limpopo Economic Development Agency
LEDET	Limpopo Economic Development and Tourism
LTP	Limpopo Provincial Treasury
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEF	National Empowerment Fund
NEPF	National Evaluation Policy Framework
NEPs	National Evaluation Plans
NRTA	National Road Traffic Act
NYDA	National Youth Development Agency
NYS	National Youth Service
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation Development
OTP	Office of the Premier

PEP	Provincial Evaluation Plan
PPP	Public-Private Partnerships
SAPS	South African Police Services
SCM	Supply Chain Management
SEDA	Small Enterprise Development Agency
SEFA	Small Enterprise Finance Agency
SMME	Small Macro Medium Enterprise
TCCs	Traffic Control Centres
TORs	Terms of Reference

# EXECUTIVE SUMMARY

## I. Introduction

The National Evaluation Policy Framework (NEPF) was approved by National Cabinet on 23 November 2011. This set out the approach in establishing a National Evaluation System for South Africa. It sought to address the problem that “evaluation is applied sporadically and not informing planning, policy-making and budgeting sufficiently, so we are missing the opportunity to improve government’s effectiveness, efficiency, impact and sustainability”. The purpose underlying is:

- Improving policy or programme performance (evaluation for continuous improvement) – providing feedback to managers;
- Improving accountability for where public spending is going and the difference it is making;
- Improving decision-making e.g. on what is working or not-working;
- Increasing knowledge about what works and what does not with regards to a public policy, plan, programme, or project.

The NEPF focuses on different government interventions including policies, plans, programmes and projects. It envisages evaluation as a process carried out throughout the intervention lifecycle, including prior to development of an intervention (a diagnostic evaluation), to confirm the design (design evaluation), to assess progress and how implementation can be improved (implementation evaluation), to assess impact (impact evaluation), and to see the relationship between costs and benefits (economic evaluation). The NEPF envisages a three-year rolling Provincial Evaluation Plan (PEP) with key evaluations across government seen as a provincial priorities. However, during the first inaugural year (2015/16), the Province will develop a one-year plan.

The initial focus is on six evaluations agreed as provincial priorities to be implemented as part of a Provincial Evaluation Plan, which sets the benchmark for evaluations in the Province. Minimum standards and guidelines for evaluation have been developed by the Department of Planning, Monitoring & Evaluation (DPME), and these are being tested out and used in the National Evaluation Plans since 2012/13. Selection in the plan means support from Provincial Executive Council (EXCO) that the topic is important, that the Guidelines and minimum standards that have been developed for the National Evaluation System will be used, that the

evaluation might be made public, and that Office of the Premier will support the department concerned to ensure that the findings and/recommendations are implemented and used.

Selection of the evaluations for 2015/16 has been undertaken by a cross-government provincial Evaluation Technical Working Group (ETWG).

Office of the Premier will be undertaking an audit of evaluations commissioned since 2006 in the social, economic and governance sectors. Unless confidential, the actual evaluation reports will also be made available in the Provincial Research & Policy Repository that is being housed in the Office of the Premier.

## **II. Summary of evaluations for 2015/16**

The evaluations that will be conducted during the 2015/16 financial year include:

- Implementation evaluation of the Enterprise Development Programme – **Department of Economic Development, Environment & Tourism**
- Impact Evaluation of the services rendered to Children under the Foster Care Programme in Limpopo Province - **Department of Social Development**
- Implementation Evaluation of the models of laundry services that are being implemented in the public health facilities /hospitals of Limpopo Province - **Department of Health**
- Diagnostic Evaluation of Supply Chain Management Procurement Strategy - **Provincial Treasury**
- Impact/Implementation Evaluation of the National Youth Services (NYS) in Limpopo Province - **Department of Public Works, Roads & infrastructure**
- Impact Evaluation of the overload control measures (e.g. Road Weighbridges, etc.) in preventing damage to road infrastructure network and in improving road safety in Limpopo Province - **Department of Transport**

## **III. Outline of evaluations for 2015/16 and 2017/18**

For the 2015/16 PEP, there has not been time to develop the outlines for evaluations beyond the initial year. The call for evaluations for the 2016/17-2018/19 plan will be issued with the

tabling of this Plan. The three year (2016/17-2018/19) evaluation Plan will be produced by December 2015 as required by the National Evaluation Policy Framework (NEPF).

#### **IV. Key implementation issues**

Office of the Premier will work closely with the respective departments to implement these evaluations and to ensure they are good quality, and their recommendations are implemented. The reports of the evaluations might be made public, and for each evaluation an improvement plan will be developed. This PEP has had to be developed after the budget process for 2015/16 was already complete. Consequently, very few, if not none, departments do have budgets they can allocate for evaluation, therefore, the majority of the funding will be sourced from Provincial Treasury after consultation with the EXCO. However for the expensive impact evaluations donor funding might being sought, with the assistance of the OTP Official Development Assistance (ODA) Unit and the DPME.

Quarterly and annual reports will be provided to the HODs Forum and EXCO on progress with regard to the implementation of the PEP, highlighting key lessons, as well as emerging findings, and progress with implementation of improvement plans around each evaluation.

Since the Provincial Treasury will appropriate funds for the implementation of the 2015 PEP, to the Office of the Premier (OTP), the OTP will be responsible for the procurement for all evaluations for the 2015/16 PEP. However, in the subsequent financial years, Departments might be given a latitude to do their own procurement, but with guidance & supervision of the Office of the Premier to ensure that credible and experienced evaluators/serviced providers are appointed. Other decisions around implementation of the evaluations would still be made by the steering committees of each evaluation (which custodian departments chairs), together with the provincial Evaluation Technical Working Group (ETWG).

Departments should allocate programme managers (i.e. General Managers or Senior Managers) to chair or be part of the steering committees. This will make the work of managing the evaluation easier, and ensures the successful adoption and implementation of the recommendations of the evaluation.

# 1. INTRODUCTION

## 1.1 The National Evaluation Policy Framework

Evaluation is a process that critically examines interventions (i.e. policies, programmes, strategies, plans, projects, etc.). It involves collecting and analyzing information about a program's activities, characteristics, outcomes, and even impact. Its purpose is to make judgments about the intervention under study, to improve its performance and effectiveness, and/or also to inform policy-making, planning and programming decisions. Therefore, it is important to periodically assess and adapt your activities to ensure they are as effective as they can be, as evaluation can help to identify areas for improvement and ultimately help you realize your goals and outcomes more efficiently.

Therefore, after realization of the need of evaluation of government performance, the national government through the Department of Performance Monitoring and Evaluation (DPME) developed the first National Evaluation Policy Framework (NEPF) that was approved by National Cabinet on 23<sup>rd</sup> November 2011.

The National Evaluation Policy Framework (NEPF) requires of provinces to develop their Provincial Evaluation Plans (PEP's) for 2015/2016 and beyond. The NEPF has been approved by the National Cabinet to deal with guidelines, types of evaluation, standards for evaluation, competencies for managers/officials and evaluators, and training to support the evaluation system. Therefore, the PEP's are based on the National Evaluation System; hence provinces are not required to develop their own guidelines. Consequently, provinces are expected to adopt the National Evaluation Policy Framework, and then use its systems and guidelines when they develop their Provincial Evaluation System and Plans.

The NEPF and the Concept for the National Evaluation Plan for 2015/16 were presented by the Department of Performance Monitoring and Evaluation (DPME) to the Provincial Heads of Departments (HODs) Forum in July 2013. It was also adopted by the Provincial Executive Council (EXCO) in March 2015 to be used as policy guideline for execution of evaluation as required by the ***DPME Evaluation Guideline 2.2.7 - How to develop a Provincial Evaluation Plan***. This set out the approach in establishing a National Evaluation System for South Africa that should also be replicated at the provincial level. It sought to address the problem that "evaluation is applied sporadically and not informing planning, policy-making and budgeting sufficiently, so we are missing the opportunity to improve government's effectiveness, efficiency, impact and sustainability".

The Policy Framework and the Provincial Evaluation System seek to:

- Foreground the importance of evaluation;
- Provide for an institutionalized system across government linking to planning and budget;
- Provide a common language and conceptual base for evaluation in government;
- Indicate clear roles and responsibilities in relation to evaluation;
- Improve the quality of evaluations; and
- Ensure the utilization of evaluation findings to improve performance.

The underlying purpose is:

- Improving policy or programme/project performance (evaluation for continuous improvement) - providing feedback to managers;
- Improving accountability for where public spending is going and the difference it is making;
- Improving decision-making e.g. on what is working or not working;
- Increasing knowledge about what works and what does not with regards to a public policy, plan, programme, or project.

Taking into cognizance that a fully-fledged working evaluation system will take some time to establish, and longer to become part of management culture, the initial focus is on evaluations agreed as provincial priorities to be implemented as part of a Provincial Evaluation Plan (PEP), which sets the benchmark for evaluations in the Province. Guidelines for evaluation, Standards for evaluation and Competencies for Evaluation Officials/Managers and Evaluators have been developed by the DPME, and these have been used in the National Evaluation Plans (NEPs) since 2012/13. This plan will be the first ever Provincial Evaluation Plan (PEP) in the Limpopo Administration since 1994.

The benefits for departments submitting evaluations for the PEP are that:

- Office of the Premier will be a full partner in these evaluations, helping to assure technical quality;
- Office of the Premier will in exceptional instances part-fund some evaluations (and in some cases is assisting in finding donor funding);
- The approval by Provincial EXCO will give political focus on these issues, as well as impetus in ensuring the findings and/or recommendations are followed up, and have the necessary & required political support;



- Particularly in the 2015/16 PEP, the evaluations will be used to test and develop the system, and so the departments will have the opportunity to participate in development of the evaluation system.

Selection in the Plan means that the Guidelines and Minimum Standards for Evaluations developed by DPME for both the National and Provincial Evaluation Systems are & must be used (for an example, that an Improvement Plan for each evaluation conducted must be produced), that the evaluation might be made public, and that Office of the Premier will support the department concerned to ensure that the findings and recommendations are implemented.

## **1.2 Purpose of the Provincial Evaluation Plan (EP)**

The purpose of the PEP is to summarise evaluations approved by the Provincial Executive Council (EXCO) as provincial priority evaluations to undertake in the 2015/16 financial year, and to package the work undertaken in the provincial evaluation system.

## **1.3 Criteria and process used for selection**

The Policy Framework puts the priority for evaluation of existing interventions, and on those that:

1. Are a provincial priority:

- Linked to the Limpopo Development Plan (LDP), National Development Plan (NDP), 14 Medium Term Strategic Framework (MTSF) national outcomes and the top five government priorities.
- Large & strategic, where it is important to learn.

Additional features to be considered include those interventions that:

2. Are innovative and where learning is important;
3. Are from an area where there is a lot of public interest;
4. Have a theory of change/logical framework. At this stage there are no minimum standards for implementation programmes so evaluations are not excluded if this is not the case;
5. Have not been evaluated recently;
6. Are at a critical stage where decisions are to be taken for which an evaluation is needed, and so it is important that it is evaluated now;

7. Ideally have monitoring data that can be used including background and previous documented performance, current programme situation;
8. Have a potential budget for evaluation from the department, Office of the Premier or donors. This is particularly important for 2015/16 where the Evaluation Plan has been developed late for the budget cycle. In future it will be developed at the same time.

The call for proposals was issued on 15 December 2014 through letters sent to all Heads of Departments in the Province. 12 proposals were received in total and selection of the successful six was undertaken by a cross-government provincial Evaluation Technical Working Group (ETWG) in May 2015, and will eventually be approved by the Provincial EXCO in June 2015.

### **1.4 Audit of evaluations**

Office of the Premier will undertake an audit of evaluations undertaken since 2006 in the social, economic and governance sectors. The list of identified evaluations from the audit and those that will be implemented through the PEP processes will be made available on the Provincial Research & Policy Repository that is being housed at the Office of the Premier website/intranet, with contact people; and unless the evaluations are confidential, the actual evaluation reports will also be made available on the Repository. This will greatly help in ensuring that existing work is used, and the results of evaluations are available for future planning, budgeting and evaluative processes.

## **2. WORK UNDERTAKEN ON THE NATIONAL EVALUATION SYSTEM**

### **2.1 Evaluation Guidelines**

The DPME has developed Guidelines and templates (available in the DPME website) that are required for the successful implementation of the National Evaluation Policy Framework and the Evaluation Plans. There are also guidelines of five of the six types of evaluations identified in the NEPF. M&E Officials in Departments have been urged and encouraged to familiarize themselves with most, if not all, of these guidelines to ensure that there is successful implementation of evaluations in all Departments.

## 2.2 Evaluation Standards & Competencies

As indicated above the Evaluation standards have been produced by DPME, based on the OECD Development Assistance Committee (DAC) standards.

Evaluation competencies for programme managers commissioning evaluations, government M&E advisors/managers and evaluators have also been produced by DPME.

These documents are also available in the DPME website.

## 2.3 Training

DPME has developed courses/modules for evaluations, the first one on Managing Evaluations, the second on Deepening Evaluations and the third on Evaluation Methodologies. For these courses the target group is both programme managers commissioning evaluations and government M&E advisors/managers/officials. These courses are being rolled out to National Departments and to some Provinces that are developing and implementing the Provincial Evaluation Plans (PEPs). Other courses are still in the development stage and will be rolled out once finalized.

Office of the Premier, together with DPME, has arranged training on the first two courses to be provided to Departments' M&E officials before the end of the financial year. The first training was offered in July 2015.

## 3. SUMMARY OF APPROVED EVALUATIONS FOR 2015/16 EVALUATION SYSTEM

Name of the Evaluation	Title of the Evaluation	Motivation of the evaluation
Department of Economic Development, Environment & Tourism (LEDET)	Implementation Evaluation of the Enterprise Development Programme	Outcome 4 of the 2014-19 MTSF which focuses on 'decent employment through inclusive growth' can only be achieved if there is proper and effective support to SMMEs. A number of research studies conducted revealed that one out of three

Name of the Evaluation	Title of the Evaluation	Motivation of the evaluation
		<p>businesses close every year. This study will be a formative evaluation aimed at uncovering implementation challenges and highlighting causes of SMMEs failure rate. It is aimed at improving the implementation of enterprise development programmes which include financial and non-financial support. It could also lead to the strengthening of the effectiveness of the implementation of the SMMEs development programme.</p>
Limpopo Department of Social Development (LDSD)	Impact Evaluation of the services rendered to Children under the Foster Care Programme in Limpopo Province	<p>According to the Children's Act (Act No. 38 of 2005 – section 181) the purposes of foster care are to protect and nurture children by providing a safe, healthy environment with positive support; promote the goals of permanency planning, first towards family reunification, or by connecting children to other safe and nurturing family relationships intended to last a lifetime; and respect the individual and family by demonstrating a respect of cultural, ethnic and community diversity. This is in sync with the social protection principles as outlined in chapter 11 of the National Development Plan. Social protection embodies the creation of an 'inclusive social protection system' that addresses all areas of vulnerability and is responsive to the needs, realities, conditions and livelihoods of</p>

Name of the Evaluation	Title of the Evaluation	Motivation of the evaluation
		<p>those who are most at risk', of which fostered children form an integral part.</p> <p>The evaluation is important in that its objectives include to establish the extent of adherence to the Children's Act with specific reference to foster care, as well as to assess the effectiveness/contribution of the Foster Care Grant (FCG) towards livelihoods of fostered children.</p>
Limpopo Department of Health (LDOH)	Implementation Evaluation of the models of laundry services that are being implemented in the public health facilities /hospitals of Limpopo Province	<p>For some time, the Department considered a variety of models for handling laundry. To this point, it has not been determined with certainty which model is ideal and suitable for the Department. It is also not known which method of procurement is ideal between direct purchasing and leasing of the equipment. It has been noted through reports generated from previous ventures that areas where the hospitals are vary in terms of suitability for the establishment of laundries due to circumstances such as insufficient water, hard water, etc. In such instances, the Department should be scientifically advised about the alternative methods for these hospitals.</p>
Limpopo Provincial Treasury (LTP)	Diagnostic Evaluation of Supply Chain Management Procurement Strategies of Limpopo Province	<p>Development of the procurement strategy that will be recommended by the evaluation will enhance the achievement of outcome 12: An</p>

Name of the Evaluation	Title of the Evaluation	Motivation of the evaluation
		<p>efficient, effective and development oriented public service. Procurement strategies will lead to elimination of market distortions created by exploitation of empowerment provisions in our legal regime.</p> <p>Predictability in the system which will unlock efficiency and enhance planning would flow from the procurement strategy. Ultimately we are likely to derive optimal value in allocated funds for procurement.</p>
Limpopo Department of Public Works, Roads & Infrastructure (LDPWRI)	Implementation / Impact Evaluation of the National Youth Services (NYS) in Limpopo Province	<p>National Youth Service (NYS) Programme concept is built around the involvement of youth with activities which provide benefits to the community and at the same time developing their abilities through services and learning. The NYS Programme is a government initiative aimed at engaging youth in the delivery of services to communities thus helping to meet the goals of creating a better life for all and fostering social cohesion. As we build the culture of patriotism and nation building, the NYS Implementation Plan observe, we should use youth service to build the capacity of youth to deliver quality service and to prepare them for sustainable livelihoods.</p>

Name of the Evaluation	Title of the Evaluation	Motivation of the evaluation
Limpopo Department of Transport (LDT)	Impact Evaluation of the overload control measures (e.g. Road Weighbridges, etc.) in preventing damage to road infrastructure network and in improving road safety in Limpopo Province	Outcome 6 of the MTSF 2014-19 – ‘An efficient, competitive and responsive economic infrastructure network’ - Outcome also focuses on transport infrastructure network. When the province has the safer road then accidents will be limited and save the lives of breadwinners, by so doing preventing poverty. Instead of having vehicles overloaded the loads that need to be transported from point A to B will be distributed in more than one vehicle and that will also create employment. This is happening at all weighbridges in the province by the department’s traffic officials on a daily basis. All vehicles gets screened either electronically or physically. Therefore, it is necessary to conduct an impact study to assess the effectiveness and impacts of the overloading control measures.



## **4. CONCEPTS FOR EVALUATIONS FOR 2015/16**

### **4.1 Implementation evaluation of the Enterprise Development Programme**

**Implementing Department: Limpopo Department of Economic Development, Environment and Tourism (LEDET)**

#### **Background to the evaluation**

Since 1995, the South African Government has given priority attention to the development of vibrant small businesses throughout the economy. Comprehensive small business development policies have been formulated. Several institutions and programmes have been introduced in order to respond to the diverse support needs of small businesses. However, while much has been achieved, there is a common consensus that much still needs to be done.

The research by the Global Entrepreneurship Monitor (GEM) confirms that the survival rate for start-ups is low and that the opportunity for entrepreneurial activity is the lowest of all the reviewed developing countries (The Department of Trade & Industry (DTI) Annual Review of Small Business in South Africa – 2005-2007, pp. xxiv and xxv).

Also, it is alleged that there is lack of coherence amongst various implementers of SMMEs development programme. This led to duplication of services and misappropriation of funds as few SMMEs end up benefiting from various funders.

On the other hand the study conducted by DTI in 2009 revealed that the mortality rate amongst co-operatives is too high. The national mortality rate in 2009 was 88 percent which translate into 19 975 out of 22 619 co-operatives. In Limpopo Province the mortality rate in the same year was 78 percent (i.e. 1 474 out of 1 879 co-operatives). Only 405 co-operatives were considered active and surviving but generating low profits.

#### **Importance of the evaluation**

Outcome 4 of the 2014-19 MTSF which focuses on 'decent employment through inclusive growth' can only be achieved if there is proper and effective support to SMMEs. A number of research studies conducted revealed that one out of three businesses close every year. This study will be a formative evaluation aimed at uncovering implementation challenges and

highlighting causes of SMMEs failure rate. It is aimed at improving the implementation of enterprise development programmes which include financial and non-financial support. It could also lead to the strengthening of the effectiveness of the implementation of the SMMEs development programme.

### **Purpose of the evaluation**

To assess whether the Enterprise Development Programme is being implemented in accordance to policies in order to strengthen or enhance its implementation.

### **Key questions to be addressed**

1. How could the Enterprise Development Programme (EDP) implementation be strengthened to achieve its intended objectives?
2. Are the institutional arrangements and mechanisms to support the implementation of the Programme EDP efficient and effective?
3. Are implementers implementing the EDP as per their mandates?
4. How does Province coordinate, foster cohesion and integrate reporting by and amongst implementers of the EDP?
5. Are the targeted enterprises benefiting from the EDP intervention? To what extent is the programme (intervention) achieving its intended objectives or overall goals?
6. Are the resources expended towards EDP implementation yielding value for money?

**Principle Audience:** LEDET, LEDA, SEDA, NYDA, SEFA, IDC, DSD, LDA, NEF, CoGHSTA, DRDLR and Legislature

**Type of Evaluation:** Implementation evaluation

### **Management strategy**

Recommendations for improvement in the evaluation Improvement Plan will be used to strengthen implementation of the enterprise development programme.

**Timing and duration** The evaluation is planned to start in March 2016 and should be completed by August 2016.

## **4.2 Impact Evaluation of the services rendered to Children under the Foster Care Programme in Limpopo Province**

**Implementing Department: Limpopo Department of Social Development (LDSD)**

### **Background to the evaluation**

The Department of Social Development is mandated by the Children's act to provide care and protection services to needy children. The services are rendered through the social work services programme in partnership with civil society organisations and stakeholders. Foster care is one of the sub-programmes within the social work services programme which facilitates the placement of children in need of family care under foster parents. Through this programme, the department of Social Development has placed at least 67586 children in foster care to enhance their safety and wellbeing. In the preceding three years (2011/2012 to 2013-2014) a total of 22, 018 children (32.6%) in Limpopo province were placed under foster care.

While substantial improvement in the wellbeing of fostered children has been registered, there is a need to assess the contribution of the foster care services programme in order to ensure adherence to requirements of the children's act. It is against this backdrop that the evaluation is scheduled to be conducted.

### **Importance of the evaluation**

According to the Children's Act (Act No. 38 of 2005 – section 181) the purposes of foster care are to protect and nurture children by providing a safe, healthy environment with positive support; promote the goals of permanency planning, first towards family reunification, or by connecting children to other safe and nurturing family relationships intended to last a lifetime; and respect the individual and family by demonstrating a respect of cultural, ethnic and community diversity. This is in sync with the social protection principles as outlined in chapter 11 of the National Development Plan. Social protection embodies the creation of an 'inclusive social protection system that addresses all areas of vulnerability and is responsive to the needs, realities, conditions and livelihoods of those who are most at risk', of which fostered children form an integral part.

The evaluation is important in that its objectives include to establish the extent of adherence to the Children's Act with specific reference to foster care as well as to assess the effectiveness/contribution of the Foster Care Grant (FCG) towards the livelihood of fostered

children.

### **Purpose of the evaluation**

To assess whether the Child Foster Care Programme is leading towards the achievement of sustained impacts to the general well-being of targeted children/beneficiaries.

### **Key questions to be addressed:**

1. Is the Child Foster Care Programme achieving its intended objectives as envisaged?
2. Has the lives of targeted beneficiaries (i.e. foster children) improved or changed due to the contribution of the Foster Care programme?
3. Do foster parents understand and fulfil their responsibilities towards the fostered children as stipulated by the Children's Act? Do they understand their responsibilities with regard to foster care children?
4. Are the institutional arrangements that have been put in place to implement the programme effective and efficient in supporting the implementation processes as envisaged?
5. What could be improved in the implementation of the programme to ensure that it achieves the necessary and required impacts?
6. Are there adequate resources to implement the programme?

**Principal Audience:** Provincial and National Departments of Social Development, South African Social Security Agency, Department of Monitoring and Evaluation, Office of the Premier.

**Type of Evaluation:** Impact Evaluation

### **Management strategy**

Following the final report, recommendations will be reflected in the evaluation improvement plan and will be used to reinforce and strengthen adherence and implementation of the Children's Act as prescribed in relation to foster care.

**Timing and duration** The evaluation is planned to start in February 2016 and should be completed by July 2016.

### **4.3 Implementation Evaluation of the models of laundry services that are being implemented in the public health facilities /hospitals of Limpopo Province**

#### **Implementing Department: Limpopo Department of Health (LDOH)**

#### **Background to the evaluation**

Laundry Service is one of the core services in patient care in all hospitals. Over a stretch of period exceeding twenty years, Laundry service has been left exclusively under the care of individual hospitals. There has not been any coordination of the service from the top two tiers of the Department, namely, District Office and Provincial Office.

The service has not received any priority status in that although it was having a pool of close to two thousand posts on the organizational structure, which is indicative of the size of the service; it was made to report to other units such as Logistics Management and Supply Chain Management. Such reporting further made the service subsidiary or secondary. The low recognition is also seen in the levels of personnel which range predominantly between salary levels 2's and 3's.

It is not known what could be the ideal or appropriate method/model of laundry services for procurement between the direct purchasing and leasing of the equipment. This needs to be scientifically established.

#### **Importance of the evaluation**

For some time, the Department of Health considered a variety of models for handling laundry. These included the PPP project and the Centralization per District approach. Historically; the majority of hospitals had their own in-house laundry facilities. In the time when hospitals were doing their own laundries, there was no widespread adverse issues around the service. Machinery seemed to be functioning well as they were apparently still within their lifespan, receiving timely maintenance and repair services. The care of the machinery gradually died off as service contracts expired, the system of government changed where oversight services were withdrawn probably unconsciously.

The models explored by the Department, i.e. Public Private Partnership and the establishment of central laundries in each District were not pursued further due to probable high costs. As a consequence to these thoughts, some of the hospitals that were established at the time were not provided with laundry services. Other models explored previously by the Department included Public-Private-Partnership and the establishment of central laundries in each District. Neither of the two was pursued further due to probable high operational costs. As a consequence of these considerations, some of the hospitals that were established recently do not have laundry facilities.

To this point, it has not been determined with certainty which model is ideal and suitable for the Department. It is also not known which method of procurement is ideal between direct purchasing and leasing of the equipment. It has been noted through reports generated from previous ventures that areas where the hospitals are vary in terms of suitability for the establishment of laundries due to circumstances such as insufficient water, hard water, etc. In such instances, the Department should be scientifically advised about the alternative methods for these hospitals.

### **Purpose of the evaluation**

To assess the performance and operations of various models of laundry services that are being implemented, and then recommended appropriate and suitable model/s for the public health facilities of Limpopo Province.

### **Key questions to be addressed:**

1. What are the current models of laundry services that are being implemented in the public health facilities? What is SWOT analysis for the existing Laundry Service models?
2. What are other implementation models of laundry services that are available in the market that can be possible be adopted in the public health facilities?
3. What laundry services model/s will be the most appropriate or suitable for the Department, i.e. public health facilities?
4. Are the institutional arrangements that are in place for the execution/provision of laundry services in public health facilities of Limpopo Province effective and adequate?
5. Why were recommendations of the fact finding mission on laundry services models undertaken in 2005 on various models of laundry services in the three provinces not implemented?

**Principal Audience:** Limpopo Department Health, Office of the Premier, National Department of Health, Provincial EXCO, Provincial Legislature and the General Public.

**Type of the Evaluation:** Implementation Evaluation

**Management Strategy:** Recommendations from the findings of the evaluations will be part of the Implementation Plan for the recommended model/s of laundry services.

**Timing and Duration** The evaluation is planned to start in February 2016 and should be completed by July 2016.

#### **4.4 Diagnostic Evaluation of Supply Chain Management Procurement Strategies of Limpopo Province**

**Implementing Department: Limpopo Provincial Treasury (LTP)**

##### **Background to the evaluation**

The Constitution of the Republic of South Africa, prescribes key principle that underpins the functionality of an efficient SCM system in the public sector. Value for money is of the variables that that should always be considered when procuring in the public sector.

Designing and employment of a feasible procurement strategy will unlock the value inherent in our procurement budget. Our procurement strategy could change the perception of suppliers which is usually to exploit government in procurement space. The procurement strategy will bring predictability and standardization which could help with procurement planning and budgeting.

##### **Importance of the evaluation**

Development and implementation of the procurement strategy will enhance the achievement of outcome 12: An efficient, effective and development oriented public service.

Procurement strategies will lead to elimination of market distortions created by exploitation of empowerment provisions in our legal regime.



Predictability in the system which will unlock efficiency and enhance planning would flow from the procurement strategy. Ultimately we are likely to derive optimal value in allocated funds for procurement.

### **Purpose of the evaluation**

To determine and identify multiple procurement strategies for selected commodities (i.e. schools, roads, medical equipment and office space) to optimize monetary value for the provincial government.

### **Key Questions to be addressed**

1. What are the current procurement frameworks and strategies that are being implemented in the Provincial Administration?
2. Are the existing procurement frameworks and strategies effective in achieving the intended objectives and impacts?
3. What are the key challenges that are being encountered in the implementation of the existing procurement frameworks and strategies?
4. What are other appropriate/suitable procurement frameworks and strategies that are available in the market and/or are being utilized in other Provinces?
5. What could be the appropriate/suitable procurement framework and strategies that should be implemented in the Provincial Administration?

**Principal audience:** EXCO, Provincial Departments and Municipalities, oversight bodies and the general public

**Type of Evaluation:** Diagnostic Evaluation

### **Management strategy**

Strategies and recommendations for improvement will be embedded in the Annual Performance Plan (APP) for LPT.

**Timing and Duration:** The evaluation is planned to start in February 2016 and should be completed by July 2016.

## **4.5 Impact / Implementation Evaluation of the National Youth Services (NYS) in Limpopo Province**

### **Implementing Department: Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI)**

#### **Background to the evaluation**

National Youth Service (NYS) programme is a component of the implementation of the Expanded Public Works Programme (EPWP). The NYS Programme focuses on developing the unemployed youth between the ages of 18 to 35 years with the intention of obtaining sustainable jobs. It was implemented in 2007 in the Limpopo Department of Public Works.

The Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) is mandated to coordinate the implementation of EPWP in the Province. The EPWP was introduced since the dawn of democracy as an endeavour to reduce unemployment by providing temporary employment opportunities to job seekers at the same time improving their knowledge and skills level to be traded in the formal economic sector i.e. increasing their employability. EPWP are labour intensive i.e. utilization of labour as opposed to capital or machinery.

National Youth Service (NYS) is a national programme that is aimed at empowering young people in SA. The key elements of the programme are as follows:

- It is a 12-month programme incorporating 3-6 months of theoretical training and 6-9 months of on-site training.
- Learners are recruited per district in consultation with Municipalities and the provincial office of the National Youth Development Agency (NYDA) [formerly the Limpopo Youth Commission].
- Learners receive stipend for the 12 months.
- The programme is implemented in partnership with Construction Education and Training Authority (CETA) and the Department of Labour.
- Learners are trained on various trades, viz. Bricklaying, Carpentry, Electrical, Mechanical, Painting, as well as Landscaping.

From 2007 to 2014 an estimated 1 974 youth have been trained through the National Youth Service (NYS) Programme in the province by the Department.

## **Importance of the evaluation**

The National Youth Service (NYS) programme that is under the EPWP is directly linked to Outcome 4 of the MTSF (2014-19) and the National Development Plan (NDP). It is also aligned to the priorities of the Limpopo Development Plan (LDP) /LEGDP/PGDS, that is, job creation and poverty alleviation. The NYS Programme concept is built around the involvement of youth with activities which provide benefits to the community and at the same time developing their abilities through services and learning. The NYS Programme is a government initiative aimed at engaging youth in the delivery of services to communities thus helping to meet the goals of creating a better life for all and fostering social cohesion. As we build the culture of patriotism and nation building, the NYS Implementation Plan observe, we should use youth service to build the capacity of youth to deliver quality service and to prepare them for sustainable livelihoods. Therefore, it is imperative to conduct an evaluation to assess and ascertain if the anticipated impacts of this programme in changing and improving the lives of the youth of Limpopo are being achieved.

## **Purpose of the evaluation**

To assess the implementation and impact of the National Youth Service (NYS) programme towards the intended beneficiaries within Limpopo Province.

## **Keyquestions to be addressed**

1. Is the NYS Programme achieving its intended goal of addressing the skills shortage amongst the unemployed youth within the built environment?
2. Is there any NYS exit strategy in place for youth that are in the programme?
3. Are the institutional arrangements that are in place for the implementation of the NYS effective, efficient and adequate?
4. Is the programme adequately funded?
5. Did the NYS programme changed the lives of the young people in the Province?
6. What is the effect of the programme in the community?

**Principle Audience :** All Limpopo Provincial Departments, District and Local Municipalities, Public Entities, NGOs, CBOs and International Labour Organisation

**Type of Evaluation:** Impact /Implementation Evaluation

## **Management strategy**

Recommendations for improvement in the evaluation Improvement Plan will be used to strengthen implementation of National Youth Service.

**Timing and duration** The evaluation is planned to start in February 2016 and should be completed by July 2016.

## **4.6 Impact Evaluation of the overload control measures (e.g. Road Weighbridges, etc.) in preventing damage to road infrastructure network and in improving road safety in Limpopo Province**

**Implementing Department: Department of Transport**

### **Background to the evaluation**

Overloading Control at Traffic Control Centres (TCCs) is one of the initiatives in the Department of Transport to protect road infrastructure and to reduce road crashes. Overloading Control at the different TCC's are not limited only to the weighing of vehicles at weighbridges, it also includes:

- Inspection for roadworthiness of vehicles
- Driver fitness, inclusive driving under the influence of any narcotic substances
- Inspection of Dangerous Goods Vehicles
- Monitoring of overloaded pickup trucks (bakkies) through Operation Malayisha
- Compliance with all aspects of the National Road Traffic Act (NRTA) 93 of 1996

Vehicles get weighed at the weighbridges to ensure compliance with the National Road Traffic Act (NRTA) and vehicles get tested for roadworthiness and the programme protection of road infrastructure and road safety.

### **Importance of the evaluation**

Outcome 6 – 'An efficient, competitive and responsive economic infrastructure network' - of the MTSF 2014-19 also focuses on transport infrastructure network. When the province has the safer road then accidents will be limited and save the lives of breadwinners, by so doing preventing poverty. Instead of having vehicles overloaded the loads that need to be transported from point A to B will be distributed in more than one vehicle and that will also

create employment. This is happening at all weighbridges in the province by the department's traffic officials on a daily basis. All vehicles gets screened either electronically or physically. We prevent overloading control by ensuring that vehicles are according to the prescripts. This is happening at all weighbridges in the province by the department's traffic officials on a daily basis. All vehicles gets screened either electronically or physically. Therefore, it is necessary to conduct an impact study to assess the effectiveness and impacts of the overloading control measures.

### **Purpose of the evaluation**

To assess whether the overloading control measures (e.g. weighbridges and other related traffic control measures) are achieving their intended impacts of helping to reduce road infrastructure damages and in improving/promoting road safety.

### **Key questions to be addressed**

1. Are the overloading control measures programme helping in reducing damages in the road infrastructure network?
2. Is the programme assisting in improving and ensuring road safety?
3. What is or not working well in the implementation of the programme?
4. Is the existing management model appropriate and cost-effective?
5. Are there effective institutional arrangements in place for the implementation of the programme?

**Principle Audience:** Limpopo Department of Transport, Municipalities, SANRAL, National Department of Transport, Office of the Premier, Provincial Legislature, the General Public.

**Type of Evaluation:** Impact/Implementation Evaluation

**Management strategy** The findings and recommendations of the evaluation will be used to improve the implementation and performance of the programme. An improvement plan will be developed to monitor the implementation of the recommendations from the evaluation.

**Timing and duration:** The evaluation is planned to start in February 2016 and should be completed by July 2016.

## **5. OUTLINES OF THE EVALUATIONS FOR 2016/17 AND 2017/18**

For the 2015/16 PEP, there has not been time to develop the outlines for evaluations beyond the initial year. The call for evaluations for the 2016/17-2017/18 Plan will be issued with the tabling of this Plan in September 2015, and the 2016/17-2017/18 Plan will include the one& half page concepts for the first year and outlines for evaluations in the subsequent two years.

## **6. KEY IMPLEMENTATION ISSUES**

### **6.1 Reporting on the Plan, and reviewing the Plan**

Quarterly and annual reports will be provided to the Provincial EXCO on progress with implementation of the Plan, highlighting key lessons, as well as emerging findings, and progress with implementation of each evaluation.

The development of future Evaluation Plans will be linked to the budget process so that departments budget for evaluations at the same time as they are submitting them to be considered for the multi-year annual plan. With the tabling of this Plan, the 2016/17 -2018/19 PEP development process will start with a call for evaluations for the three-year plan. The 3-year plan will be reviewed and updated annually. It is anticipated that the 2<sup>nd</sup> PEP will be finalized by November 2016 as required by the NEPF.

### **6.2 Funding of the evaluations in the Plan**

This Plan has had to be developed after the budget process for 2015/16 was already complete. Few, if not none, departments have resources available to fund the evaluations. Therefore, funds will be made available by the Provincial Treasury to implement the Plan, after consultations with the Provincial EXCO. Additional funding might be sourced from other sources, e.g. donors.

### **6.3 Next Steps**

The Provincial Evaluation Plan (PEP) has been submitted to the Heads of Departments (HODs) Forum, Cluster Committees (e.g. G&A Cluster) and subsequently to EXCO for approval and adoption on 02 September 2015. From that approval, Departments with the guidance of Office of the Premier have developed Terms of Reference (TORs) for each

evaluation, in the process thinking through more carefully the methodological aspects of each evaluation.

The Evaluation Steering Committee (ESC) for each of the six (6) evaluations that are in the PEP have since been established. Evaluation Steering Committees are comprised of the main departments and agencies involved in the intervention in question. The primary role of the Evaluation Steering Committee is to oversee and take decision on the overall evaluation process.



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