



The Presidency  
Department of Planning, Monitoring and Evaluation

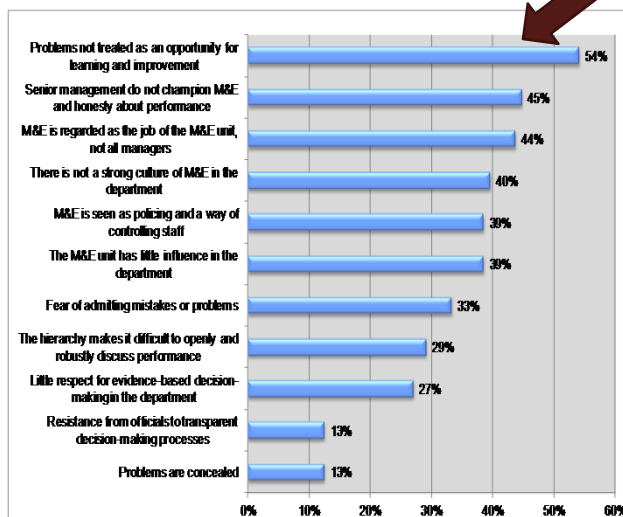
# Taking forward evaluation in South Africa

OECD Workshop  
Ian Goldman and Thabani Buthelezi  
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## Background

- Compliance culture of M&E
- Evals happening but no system
- Major drive from 2009 - M&E seen as means of improving public sector
- Policy Framework November 2011
- National Eval System established from 2012



## Overall situation with evaluations

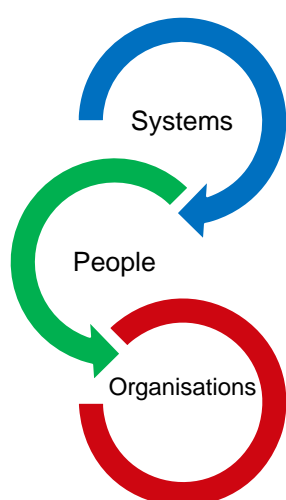
- 39 evaluations completed or underway covering \$5 billion
- 11 selected for 2015/16, covering additional \$2,5 billion
- 16/46 national departments now involved in evaluations

Improvement plans being implemented	Served at Cabinet	Approved reports	Research underway	TORs approved	Preparation stage	Stuck
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## How do we see capacity



**Capacity =  
deliver and  
use**



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## National evaluation system



### Approach

**Unit of analysis** - programmes, plans policies and systems

**Focus** – importance of progs

**Types of evaluation** – diagnostic, design, implementation, impact, economic – different stages of programme cycle

### Systems

**Evaluation Plans**

**18 guidelines, standards,** competences, 5 training courses, trained >600 people, emphasising use **Repository** (currently 119 evaluations)

### People and organisations

**Evaluation & Research Unit** in DPME to drive the system

**M&E units** in departments – but most people monitoring skills

Cross-gov **Evaluation Technical Working Group** to support

**Senior Managers** to demand evidence



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## Use evaluations for change



**Utilisation = own + learn + believe + follow-up**

**Own = depts propose + select together + pay + participate**

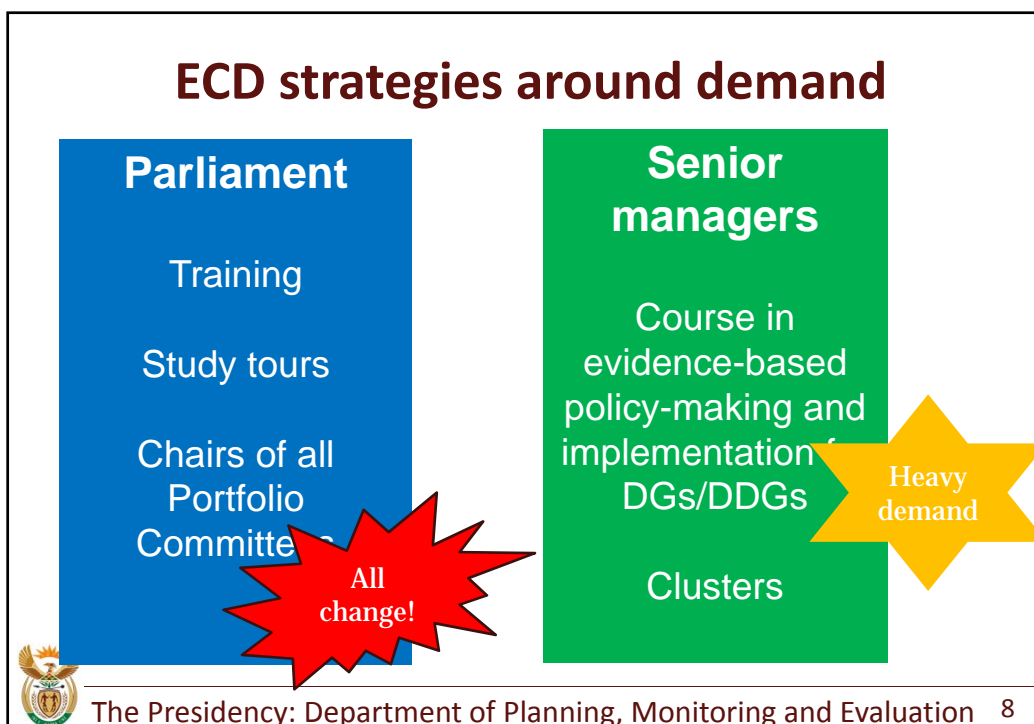
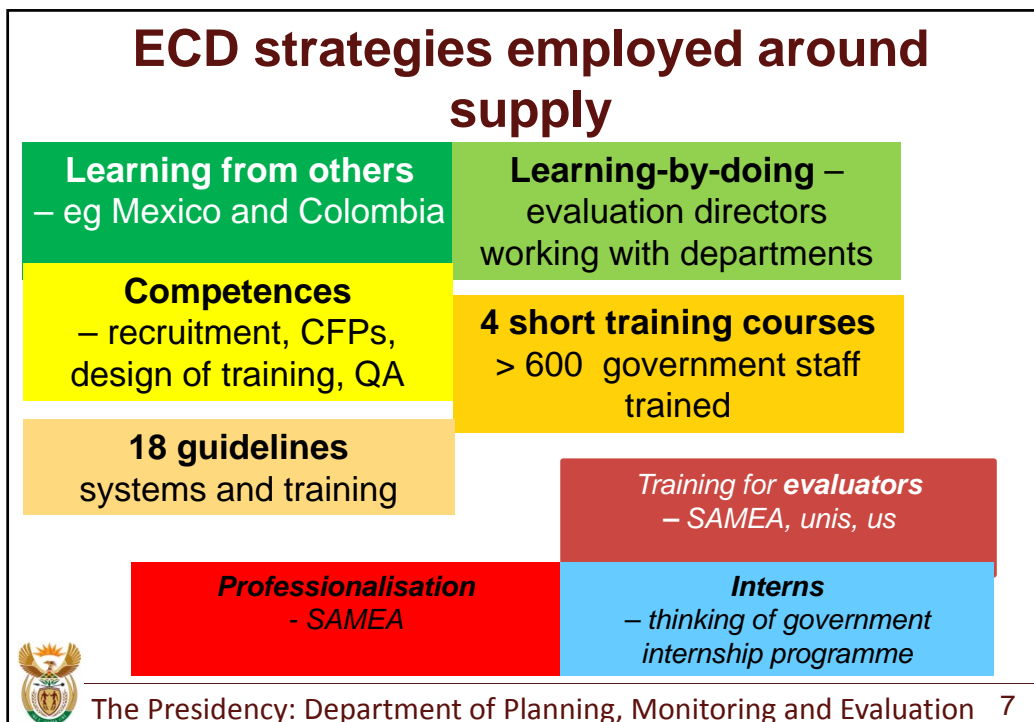
**Learn = change culture = accept mistakes but learn**

**Believe = credible + independent (SP+DPME)**

**Follow-up = public + improvement plans + monitoring**



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## Progress with National Evaluation System

- **3 National Evaluation plans** to date, 4<sup>th</sup> NEP just been approved
- **18 guidelines**, evaluation **standards**, competences, trained >600 government staff
- Building **demand** – emphasising learning, reports to Cabinet, working with Parliament, publicising reports, training for DGs/DDGs in use of evidence
- **Evaluation Repository** – audit of evaluations since 2006, plus new – 90+ evaluations on the website
- **2 provincial evaluation plans** (WC and GP), working with 4 more provinces, and 5 departments have departmental evaluation plans, eg DSD developing coordinated evaluation agenda with provincial departments of SD.
- **Cabinet** focusing on results of evaluations




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## First signs of impacts


- **ECD** – new ECD policy been developed including new focus on children from conception, rather than 2 years
- **Grade R** – not having impact in poor schools - moving from emphasis on quantity to quality
- **Nutrition for Under 5s** – increased emphasis, target to reduce stunting from 21-10% in MTSF
- **Business Process Outsourcing Scheme** – scheme redesigned and relaunched
- **Gov Coordination Systems** (clusters) – developing new guidelines, strengthening secretariats and increasing role of Presidency, incorporated in 5 year targets of government
- **8 improvement plans** being implemented so far



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**Inadequate supply of skilled evaluators**  
*DPME working with universities and World Bank*




**M&E staff not trained in evaluation**  
*Universities to expand scope of training in evaluation*

**Departments fearing the findings**

Some sectors/outcomes not proposing evaluations  
*Where gaps asking Cabinet to propose.  
 Training in evidence for DGs*

Delays with evaluations and improvement plans  
*DPME will bring if takes longer than 4 months.  
 Include in MPAT standards and discuss with AG.*

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**Weak programme planning**

*Cabinet approved Guideline on Programme Planning. Develop standards to drive change.*

*Training*




**Capacity to drive change across the system**

*Extending to provinces and departments*

*Starting, but capacity limitations*


Seeing what action happens as a result of the evaluations – early signs that are being implemented but.....



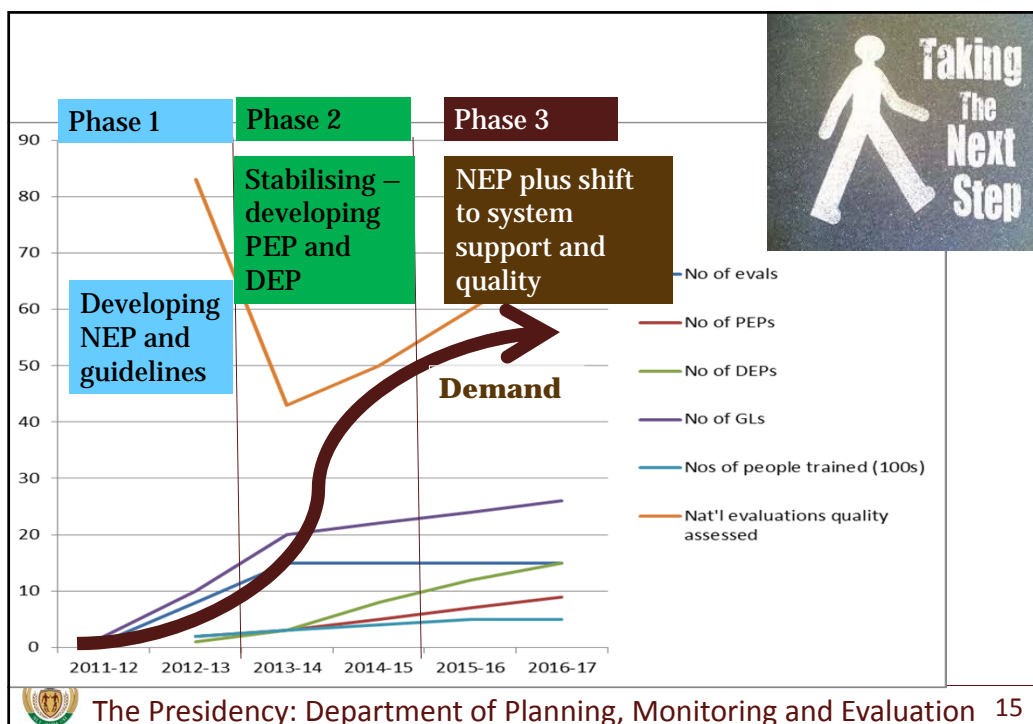
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## Lessons from NES to date

1. **Utilisation focus** is key - keeping a demand-driven approach helps to ensure buy-in and likely use of findings
2. Must have **political will** to face challenges otherwise rather focus on monitoring
3. Need to work at **supply and demand** ends
4. Not just about doing evaluations but need **systems** – (standards, guidelines, training...)
5. Need to develop **capacity of evaluators**, as well as government staff to manage system
6. **Don't go too quickly** (in retrospect we had too many in year 2/3 and developed bit of backlog) – need to maintain quality
7. Important to have a **coalition** across government to support evaluation, eg Evaluation Technical Working Group – promotes collaboration and feeling that all contributing to establishing the system
8. Need to see **evaluators as partners** in the system – eg getting their feedback on how to strengthen the system



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## Role of donors in evaluation in SA

- Donors have funded some evaluations – (DFID, UNICEF, 3ie) probably around 10% of NEP, so not a major role in SA
- Also funded evaluations of own projects
- Individual depts eg DSD have had donor support for large evaluations eg Child Support Grant
- Donors also funded development of parts of the national evaluation system especially around capacity development and quality assurance
- Very much a supportive role with us in the driving seat
- While donor role has been limited it has been important





## Suggestions for collaborative donor-partner work going forward

- A regional project in Africa around M&E is being developed by SA, Uganda, Benin..., supported by DFID with CLEAR and 3ie, which will also have global linkages (eg to Mexico and Colombia). Room for other donors to support
- 3ie playing a key role internationally re impact evaluation (supported by several donors, especially DFID/Gates). Room for more support to 3ie by donors, and for middle-income countries to cost share
- Room for collaboration across countries supported by donors eg on standards, guidelines, capacity development, supporting learning and sharing as well as developing shared tools (eg improvement plan tracking system)
- Countries must want to share what they do and avoid re-inventing wheels
- Donors to use emerging country systems for their own evaluations in country
- Donors to part-fund evaluations in country



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Thank you

Ian Goldman [ian@po-dpme.gov.za](mailto:ian@po-dpme.gov.za)

Thabani Buthelezi: [buthelezit@dsd.gov.za](mailto:buthelezit@dsd.gov.za)



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## Additional slides



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### NEP 2012/13

Completing

Underway

About to start


Delays!

Dept	Title of evaluation	Status as of May
dti	Implementation/ design evaluation of the Business Process Services Programme	Final report approved. Report on way to Cabinet
DBE	Impact Evaluation of Grade R	Final report approved. Report been to Cabinet
Health	Implementation Evaluation of Nutrition Programmes addressing Children Under 5	Final report approved
DRDLR	Implementation Evaluation of the Land Reform Recapitalisation and Development Programme	Final report approved
DRDLR	Implementation Evaluation of CRDP	Final report approved
DHS	Implementation Evaluation of the Integrated Residential Dev. Programme	Evaluation underway. DHS procurement has delayed
DHS	Implementation Evaluation of the Urban Settlements Development Grant (USDG)	Evaluation underway. DHS procurement has delayed
DBE	Impact Evaluation of the National School Nutrition Programme (NSNP)	DBE requested to drop. Reallocated to 2014/15.




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<b>NEP 2013/14</b>		Completing by August	Underway	About to start	Delays!
Dept	Title of evaluation				
Presidency	Implementation Evaluation of Government's Coordination Systems				
dti	Evaluation of Export Marketing Investment Assistance Incentive programme (EMIAI)				
dti	Evaluation of Support Programme for Industrial Innovation (SPII)				
dti	Impact Evaluation of Technology and Human Resources for Industry Programme (THRIP)				
Military Veterans	Evaluation of Military Veterans Economic Empowerment and Skills Transferability and Recognition Programme.				
DST	Evaluation of National Advanced Manufacturing Technology Strategy				
SARS	Impact Evaluation on Tax Compliance Cost of small businesses				
COGTA	Impact evaluation of the Community Works Programme (CWP)				
DRDLR	Evaluation of the Land Restitution Programme				
DAFF	Impact Evaluation of CASP				
DAFF	Implementation Evaluation of MAFISA				
DHS	Baseline for informal settlements targeted for upgrading				
DHS	Evaluating interventions by DHS to facilitate access to the city.				
DHS	Diagnostic of whether the provision of state-subsidised housing has addressed asset poverty for households and local municipalities				
DPME	Impact Evaluation of the Outcomes Approach				

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<b>2014/15</b>		Underway	TORs developed	No TORs yet	Delays!
Dept	Evaluation				
DEA	Evaluation of the Effectiveness of Environmental Governance in the Mining Sector (EEGM)				
DHET	Design Evaluation of the Policy on Community Education and Training Colleges (PCETC)				
DHS	Impact Evaluation of the Social Housing Programme (SHP)				
DST	Evaluation of the Indigenous Knowledge Systems Policy (IKSP)				
DSD	Diagnostic Evaluation/Programme Audit for Violence Against Women and Children (AVAWC)				
DSD	Diagnostic Review of Coordination of the Social Sector Expanded Public Works Programme				
SAPS	Economic Evaluation of the incremental investment into the SAPS Forensic Services				
DAFF/DRDLR	Impact Evaluation of the Ilima Letsema Programme and Irrigation Schemes				
DAFF	Impact evaluation of MAFISA (quantitative) – through 3ie				
DAFF/DRDLR	Policy Evaluation of Small Farmer Support				
DBE	Evaluation of the Funza-Lushaka Bursary Scheme				
DBE	Impact evaluation of National School Nutrition Programme				
DRDLR	Impact evaluation of Land Restitution Programme – through 3ie				
DPME	Impact/implementation evaluation of the MPAT system				
DPME	Implementation evaluation of the dept strategic planning and APP system				

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## Evaluations selected for 2015/16

- Impact/implementation evaluation of the evaluation system (DPME).
- Implementation evaluation of citizen-based monitoring programme (DPME).
- Agricultural Extension Recovery Plan (DAFF).
- Evaluation of the New School Curriculum (DBE).
- Evaluation of the Asset Forfeiture Unit Sub-programme (NPA).
- Diagnostic evaluation of the Non-Profit Organisations Regulatory Framework and Legislation (DSD).
- Implementation Evaluation of the National Drug Master Plan in addressing all forms of Substance abuse (DSD).
- Evaluation of the effectiveness of the South African Post-School Education and Training (PSET) quality assurance regime (DHET).
- Evaluation of Early Grade Reading in SA (DBE).
- Environmental Impact Assessment (submitted for 2014/15 and need to confirm with DEA that they still wish to have the evaluation in 2015/16).

