South Africa's National Evaluation Policy Framework

Jabu Mathe

e Presidency, Department of Planning, Monitoring & Eval

Pempal Study Tour to the National Treasury
12 March 2015

Statement of the Problem

➢ Lack of **policy** and strategic direction around evaluation;

➢ M&E Units have been focussing on the **"M"** only – need also to foreground importance of "**E**"

➢ **Confusion** on what is evaluation, performance auditing, research etc;

➢ Evaluation work exists but **not necessarily known**;

➢ Lack of **coordination** between organisations and fragmentation of approaches;

➢ **Inadequate use** of evaluation, leading to a perception that it is a luxury and a lack of institutionalisation.

Problem

> 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 National Evaluation Policy Framework

Process for developing the Policy

➢ Initial work in DPME concentrated on monitoring (outcomes, MPAT, FSD)

➢ Recognized a need to foreground importance of Evaluation

➢ A task team was established consisting of DPME/DBE DSD/OPSC/GCIS)

➢ June/July 2011 study tour to Mexico/Colombia/US focusing on evaluation (with and then drafted NEPF

➢ Cabinet approved Policy Framework 23 November 2011

➢ First evaluation started October 2011

Scope

➢ **Government wide** – departments not public entities

➢ Obligatory only for evaluations in the **national evaluation plan,** then widen

➢ Focus on **policies, plans, implementation programmes, projects, systems.**

➢ **Partnership** between departments and DPME

# What is evaluation and why is it important?

Monitoring, but evaluation…………

Monitoring is necessary but not sufficient - it only asks whether we are doing what we planned to do

In order to assess whether or not our plans are resulting in their intended outcomes and impacts, and the reasons for this, we need to carry out **evaluations**

Evaluations involve **deep analysis** of issues such as causality, relevance, effectiveness, efficiency, value for money and sustainability

We are undertaking evaluations to **promote learning**, use of the findings for continuous improvement, not as a punitive exercise – so most proposed by departments. However some evaluations proposed centrally
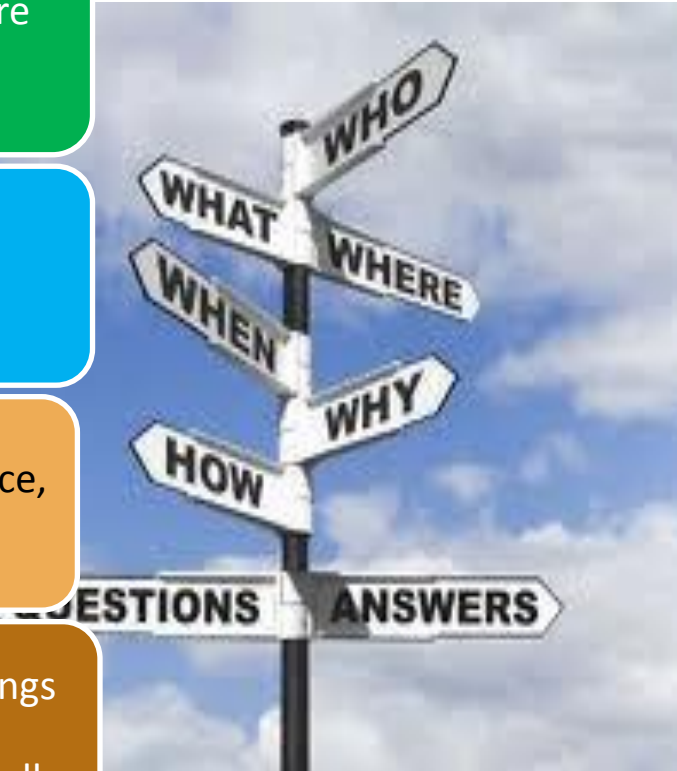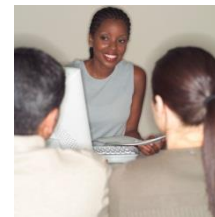
Why evaluate?

Improving policy or programme **performance** (evaluation for continuous improvement): this aims to provide feedback to programme managers.

Evaluation for improving **accountability**: where is public spending going? Is this spending making a difference?

Improving decision-making: Should the intervention be continued? Should how it is implemented be changed? Should increased budget be allocated?

Evaluation for **generating knowledge** (for learning): increasing knowledge about what works and what does not with regards to a public policy, programme, function or organization.
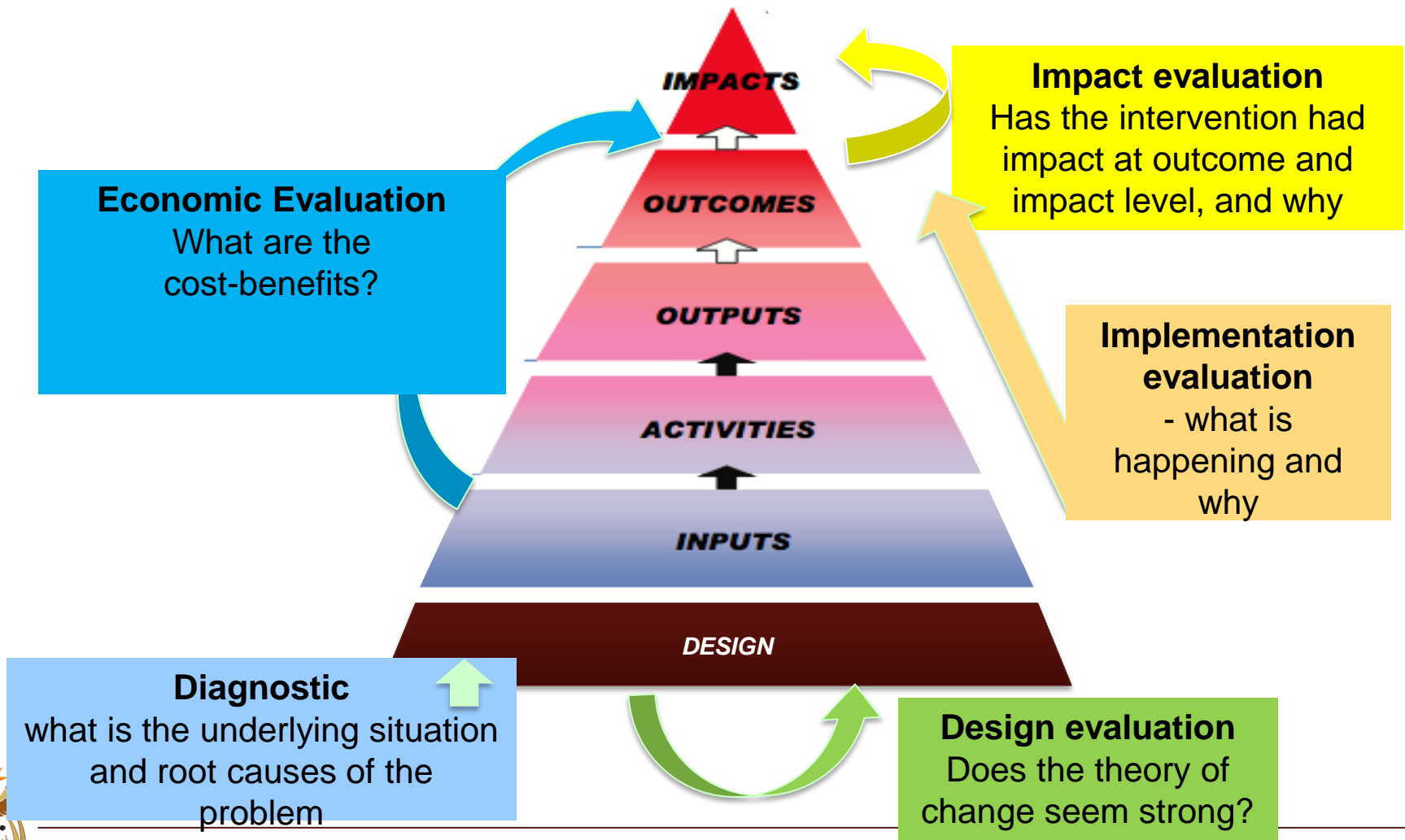
Types of evaluations

Different types of evaluations related to questions around the outcome model

Economic Evaluation
What are the cost-benefits?

Impact evaluation
Has the intervention had impact at outcome and impact level, and why

Implementation evaluation
- what is happening and why

Diagnostic
what is the underlying situation and root causes of the problem

Design evaluation
Does the theory of change seem strong?

IMPACTS
OUTCOMES
OUTPUTS
ACTIVITIES
INPUTS
DESIGN

Following-up of the evaluations

Communication
- As well as 100 page report a 1/5/25 report - 1page policy summary, 5p exec summary, 25p report
- Presentation at clusters, portfolio committees
- Evaluation report, management response and improvement plan put on dept and DPME website
- Development of customised communication materials for different audiences

Management response
- Each department responds formally, and also put on website
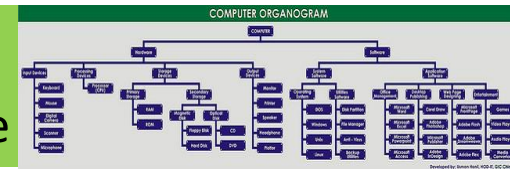
Improvement plan
- Developed with the departments involved after report approved
- Monitored

Management response e.g.

RECOMMENDATION FROM THE ECD EVALUATION STEERING GROUP	RECORD OF AGREEMENT OR DISAGREEMENT	REASONS FOR DISAGREEMENT
A country strategy for ECD should be developed 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.		
The national 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.		

14

Improvement plan e.g.

Improvement plan

Intervention Objective 1 (Improvement Area)	Policy, legislation and regulation of ECD to ensure adequate resourcing

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Person Responsible)	By when? (Deadline)	Target	Embedded where	Progress Report
1. An ECD policy framework developed	H	1.1 Establish interdept task team as successor to evaluation steering committee, chaired by DPME OF. 1.2 Develop project plan for ECD policy dev't 1.3 Produce suggested changes to White Paper 1.4 Consult with stakeholders 1.5 Produce revised WP	DGs of DBE, DSD, DoH and DWCPD and OF of DPME	15 July 2012	Established interdept mechanism for coordination of ECD Revised White Paper on ECD including norms and standards for funding	APP of DBE, DSD, DoH, WCPD, DPME APP of DBE, DSD, DoH	
2. Norms and standards for the funding of ECD including Grade R developed							

National Evaluation Plan

What is the National Evaluation Plan?

➢ Annual plan of strategic evaluations of important government programmes

➢ Approved by cabinet

➢ First plan approved 2012/13

➢ Implemented three plans to date

➢ Other than the National Plan, we also have the Provincial and Departmental Plans)

Priority interventions to evaluate

- **Large** (eg over R500 million)
  - or covering a large proportion of the population, and have not had a major evaluation for 5 years. This figure can diminish with time;
- Linked to 14 **outcomes (particularly top 5)**
- Of **strategic importance**, and for which it is important that they succeed.
- **Innovative**, from which learnings are needed – in which case an implementation evaluation should be conducted;
- Of significant **public interest** – eg key front-line services.

# Implications of evaluation being in National Evaluation Plan

- **Approved by Cabinet** and reports will go to Cabinet (with Improvement Plans) (**Political support)**

- **Co-funding** available from DPME

- Have to **follow national evaluation system** - guidelines, standards, steering committees, training to support

- All evaluations are **partnerships with DPME** who will sit on Steering Committee, provide technical support

- All evaluations **published on DPME website** unless security concerns

Where are we with the System?

Evaluations coming through
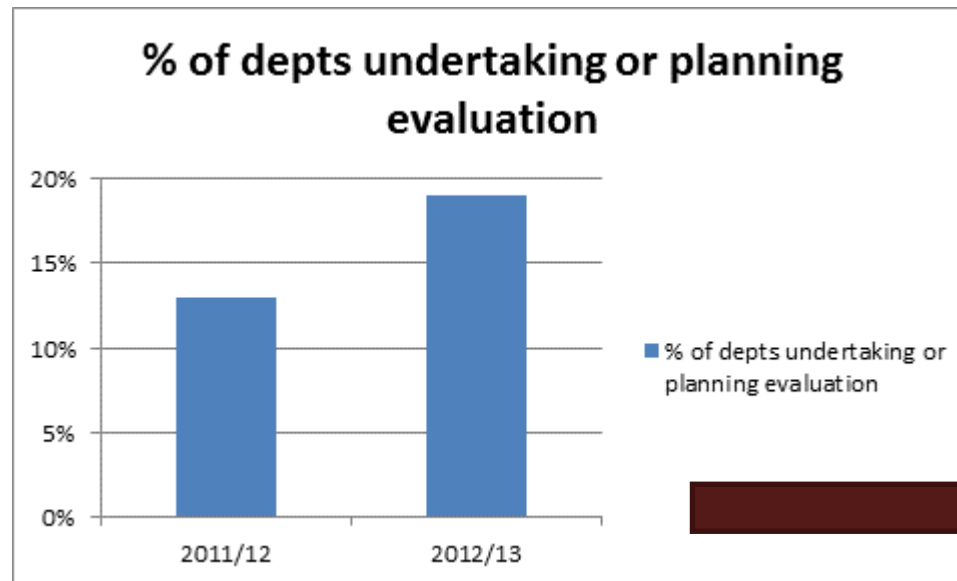
Now 25% of national depts

➢ Total of **39 evaluations** under National Evaluation System completed, underway or starting (plus 1 other not in NES)

➢ **11 Evaluations approved** and 6 served at Cabinet

➢ Total of R50 billion of government expenditure being evaluated

➢ Departments are using evaluation results to inform planning, policy-making and budgeting
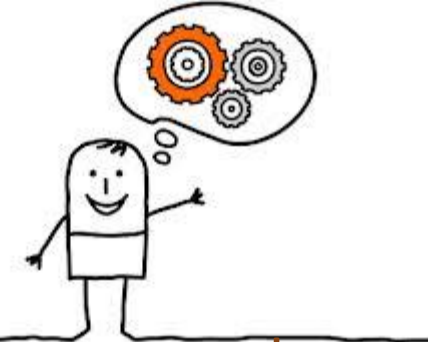
Progress with the system (1)

- **18 Guidelines and templates** - from TORs to Improvement Plans
- **Standards for evaluations** and competences
- 4 courses developed, over 600 government staff **trained** so far
- **Evaluation panel** with 42 organisations
- End of Assignment **Quality Assessment tool**
- **Feasibility Study on Professionalising Evaluation in South Africa**
- **Creation of Evaluation Repository –** 83 evaluations quality assessed, 70 passed and on the Evaluation Repository on DPME website.

Questions?

THANK YOU!

Contact: Jabu@po-dpme.gov.za

Cell: 073 47 63 503

Tel: 012 3120158