

NATIONAL EVALUATION PLAN

2020 – 2025



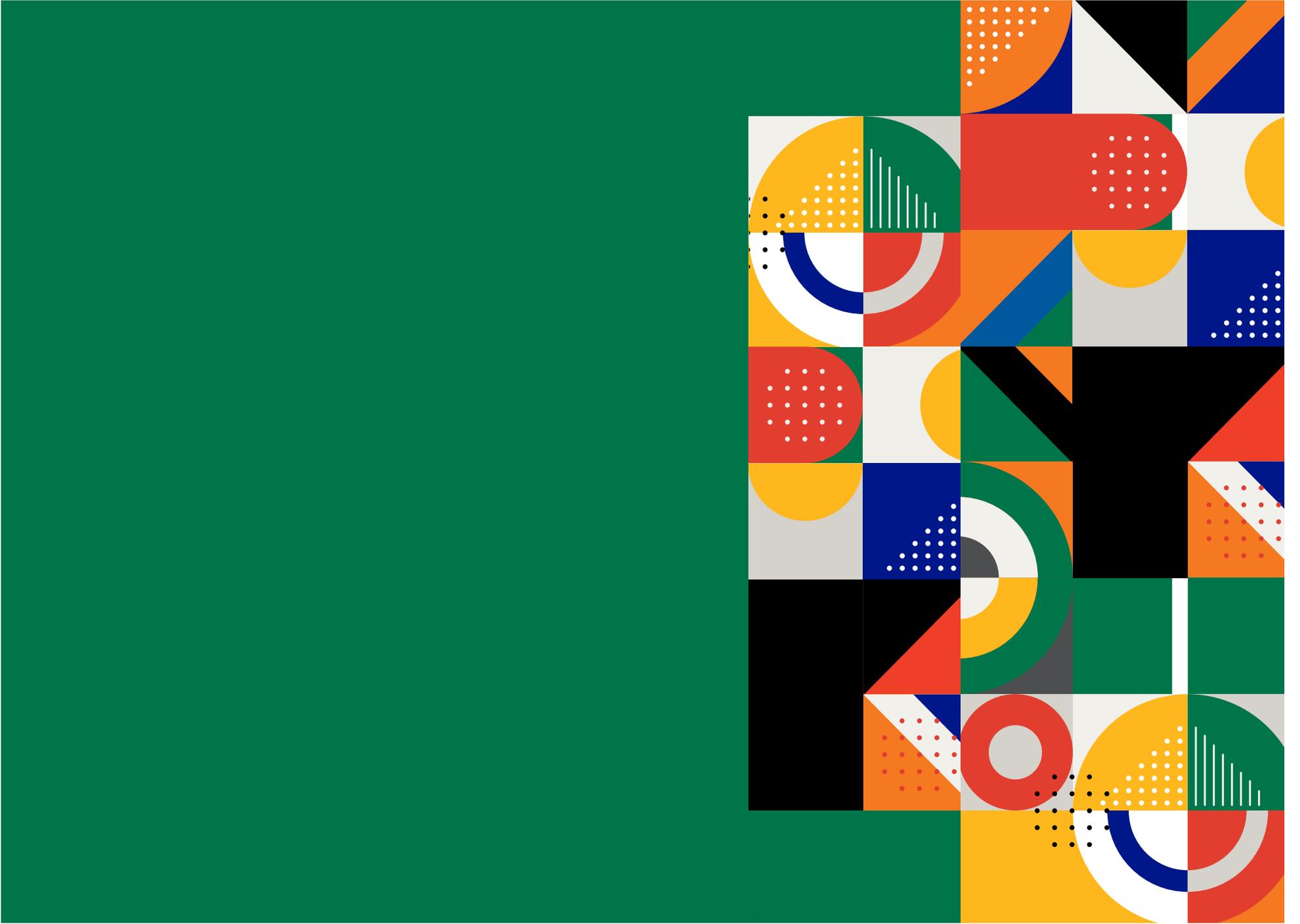
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FOREWORD



The National Evaluation System (NES) has taken root in government, with 7 National Evaluation Plans covering 71 evaluations undertaken to date, 8 provincial plans, covering 182 provincial evaluations, and 61 departments with departmental evaluation plans covering 475 evaluations, 27 guidelines and templates, and over 2100 officials trained by the Department of Planning, Monitoring and Evaluation (DPME). An implementation evaluation

of the entire system was undertaken in 2016/17 to assess progress. The evaluation findings showed that DPME has played a critical role in laying the foundation for a National Evaluation System in South Africa, but more work is needed to ensure that evaluations are institutionalised.

Results from several evaluations have been used to improve government programmes.

However, the implementation of findings and recommendations from other critical evaluations has generally been lacking. There is thus a need for better monitoring of improvement plans, to ensure that evaluation findings are used to improve service delivery. The present 2020-2025 National Evaluation Plan (NEP) provides a detailed report on how evaluations have been used to improve government performance. It is the eighth plan in a series of NEP plans produced since the inception of the National Evaluation System in 2011.

The current NEP covers a total of 30 evaluations planned for the next five financial years (2020-2025). The scope of the present plan, unlike previous versions, extends to Municipalities and State Owned Enterprises (SOEs). Our evaluation focus areas therefore, includes a District-based Service Delivery Model “Khawuleza Model”, evaluations of the Municipal Finance Management System (MFMS) and cooperate governance in SOEs, will be respectively conducted for the first time in an NEP. The 2020-2025 NEP also includes the implementation of our latest portfolio of evaluation approaches, namely: rapid evaluations, sectoral reviews and a gender focussed evaluation. Furthermore, the strategic identification of evaluations necessitates that the selection be aligned to the seven priorities of government as well as key strategic frameworks and plans such as the Medium-Term Strategic Framework (MTSF) and the 2030 National Development Plan (NDP), thereby ensuring synergy between government planning and processes of evaluation.

The proposed 2019-24 National Evaluation Policy Framework (NEPF) further provides for the undertaking of a mixed evaluation approach. To this end, government and in particular, DPME will not only be relying on outsourcing evaluations, but rather focus on capacitating the State to undertake evaluations through training and partnerships. Strategic support is critical to fostering peer learning amongst government officials and the achievement of performance outcomes. It is our goal to promote the institutionalisation of evaluations across the public sector to promote efficient service delivery, and ensure that government interventions have a meaningful impact on beneficiaries.



Jackson Mthembu, MP
Minister in the Presidency

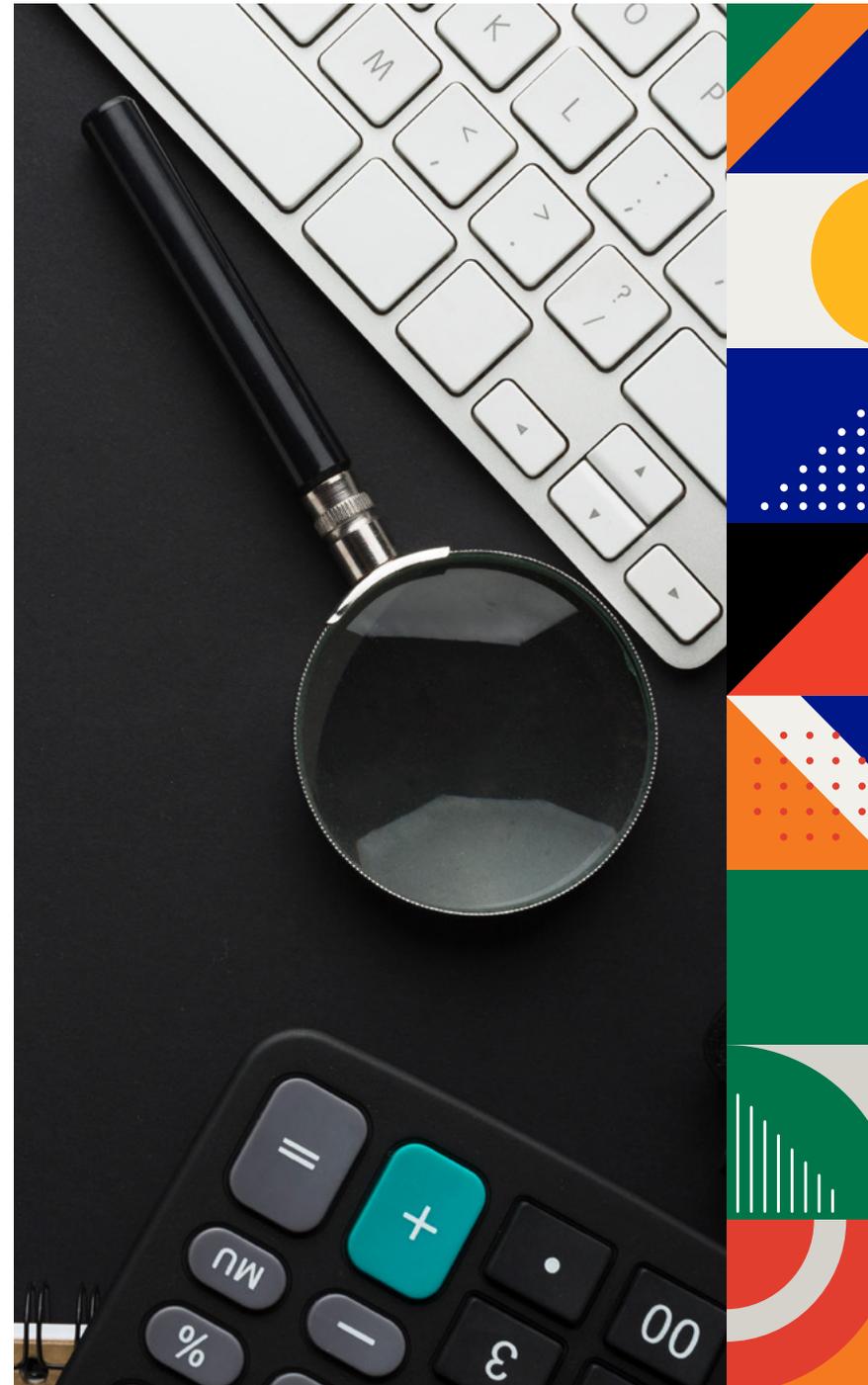


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GLOSSARY

AMTS	Advanced Manufacturing Technology Strategy
APP	Annual performance plan
AVAWC	Audit for Violence Against Women and Children
CAPS	Curriculum and Assessment Policy Statement
CASP	Comprehensive Agricultural Support Programme
CBM	Citizen Based Monitoring
CBOs	Community Based Organisations
CJS	Criminal Justice System
CRDP	Comprehensive Rural Development Programme
CSO	Civil society organisation
CSP	City Support Programme
CWP	Community Works Programme
DAFF	Department of Agriculture, Forestry and Fisheries
DBE	Department of Basic Education
DCOG	Department of Co-operative Governance
DG	Director General
DOH	Department of Health
DHET	Department of Higher Education and Training
DPME	Department of Performance Monitoring and Evaluation
DHS	Department of Human Settlements
DMV	Department of Military Veterans
DOT	Department of Transport

DPME	Department of Planning, Monitoring and Evaluation
DPCI	Directorate of Priority Crime Investigations
DRDLR	Department of Rural Development and Land Reform
DSD	Department of Social Development
DST	Department of Science and Technology
DTI	Department of Trade and Industry
ECD	Early Childhood Development
EEGM	Effectiveness of Environmental Governance in the Mining Sector
EIA	Environmental Impact Assessment
EMIA	Export Marketing Investment Assistance Incentive programme
EPWP	Expanded Public Works Programme
EPWP E&C	Expanded Public Works Programme Environmental and Culture Sector
EPWP SS	Expanded Public Works Programme Social Sector
FBOs	Faith Based Organisations
FSAPPs	Framework for Strategic and Annual Performance Planning
HEI	Higher Education Institution
IKSP	Indigenous Knowledge Systems Policy
IMC	Inter-ministerial committee
IRDPA	Integrated Residential Development Programme
JCPS	Justice, Crime Prevention and Security
LGEP	Local Government Evaluation Plan
MAFISA	Micro Agricultural Financial Institutions of South Africa

MPAT	Management Performance Assessment Tool
MTSF	Medium-Term Strategic Framework
NDMP	National Drug Master Plan
NDP	National Development Plan
NEP	National Evaluation Plan
NEPF	National Evaluation Policy Framework
NES	National Evaluation System
NGO	Non-Government Organisations
NPA	National Prosecuting Authority
NPOs	Non-Profit Organisations
PEP	Provincial Evaluation Plan
RECAP	Land Recapitalisation and Development Programme
SAPS	South African Police service
SOEs	State owned enterprises
SPII	Support Programme for Industrial Innovation
THRIP	Technology and Human Resources for Industry Programme
TVET	Technical and Vocational Education and Training
ToRs	Terms of reference (for evaluations)
USDG	Urban Settlements Development Grant

EXECUTIVE SUMMARY

The National Evaluation Policy Framework (NEPF) was first approved on the 23rd of November 2011. The NEPF sets out the minimum standards for the National Evaluation System (NES) in South Africa. A study to evaluate the NES was concluded in the 2016/17 financial year. The results of this study, together with further extensive stakeholder engagements led to the review of the 2011 NEPF (to, amongst other objectives, institutionalise evaluations across the three spheres of government). To date, some of the key achievements include: The development of 8 evaluation plans; publication of 27 guidelines and templates on various components of the evaluation process to support departments undertaking evaluations; putting in place an evaluation repository for easy access to reports; and 8 provinces have provincial evaluation plans covering 182 provincial evaluations that are planned or underway. The MPAT standard on evaluation was first piloted in 2015/16, and in 2018/19 61 departments produced departmental evaluation plans covering 475 planned evaluations. However, the evaluation of the NES noted several challenges including:

- **Evaluations are still not used significantly** to support planning, policy-making and budgeting. The improvement plan system has not contributed significantly in improving evaluation use as envisaged.
- **Identification of evaluations:** Departments have been given an opportunity to propose evaluation to be undertaken. DPME and OTPs have been selecting evaluations to be implemented in the NEP, through a set criteria and in consultation with the Technical Working Group. This resulted in some key priorities/sectors not being subjected to evaluation.
- **Poor quality of programme plans** which were developed without a clear theory of change. Hence programme plans' theories of change and logical frameworks have to be developed prospectively before undertaking an evaluation.
- **Fiscal constraints** posed a challenge particularly in relation to the NEP being able to achieve a bigger coverage.
- **Lack of institutionalisation:** There is an inconsistency in undertaking evaluations by government, some entities are still at nascent stage, while others are at an advanced stage.
- **Development of state capacity:** The lack of sufficient funding to undertake evaluations requires government to focus more on building the state capacity to undertake and produce good quality evaluations.
- **Evaluations taking too long:** Time delays experienced in completing evaluations due to various issues such as procurement processes, stakeholder availability and approval process; renders evaluations to be overtaken by time, and in some instances, less useful.

The proposed NEPF 2019-2024 emphasises the institutionalisation of evaluations and sets out the criteria for the strategic selection of evaluations. Alignment of evaluations to government's planning and budget cycle, the mandatory implementation of improvement plans and the implementation of evaluation results in decision making are key elements of the revised NEPF 2019-2024.

This is the eighth National Evaluation Plan since the inception of the National Evaluation System in 2011. The current NEP covers a total of 28 evaluations planned for the next three financial years. The 2020-2025 NEP mainly focuses on evaluating the country’s progress in attaining the MTSF commitments. These MTSF commitments are set to achieve the following

seven (7) government priorities: A capable, ethical and developmental state; Economic transformation and job creation; Education, skills and health; Consolidating the social wage through reliable and quality basic services; Spatial integration, human settlements and local government; Social cohesion and safe communities; and a better Africa and world.

TABLE 1: PROPOSED EVALUATIONS FOR 2020/21

EVALUATION CONCEPTS
Diagnostic Evaluation of the top 10 non-natural causes of death
Implementation Evaluation on Gender-Based Violence and Femicide in South Africa
Diagnostic evaluation on immigration in South Africa
Impact evaluation of the illicit economy
Design and implementation evaluation of the Spatial Transformation
A Diagnostic Review of Government’s interventions aimed at enhancing Township and Rural Economies
Design and implementation evaluation on Youth Employment Creation Programmes
Diagnostic Evaluation of Corporate Governance in South African State-Owned Enterprises
Diagnostic Review on the State of Public Finance Management
Evaluation of Public Financial Management Frameworks (i.e. MTBPS, MTEF)
A Diagnostic and Design Evaluation of the Pilot of District-driven Service Delivery Model “Khawuleza Model” in OR Tambo District Municipality, Eastern Cape

As noted in the above table, the scope of the current NEP, unlike the previous versions, extends to Municipalities and State Owned Enterprises (SOEs) hence the 2020/21 evaluation focus areas include the District-based Service Delivery Model “Khawuleza Model”, Cooperate Governance in SOEs. For the first time, the NEP includes the latest portfolio of evaluation approaches, namely: Rapid evaluations, Sectoral reviews and Gender focussed evaluations.

The NEP will be implemented by DPME in partnership with affected government institutions. NEPF and evaluation guidelines will be followed in the undertaking of all evaluations to ensure the credibility of evaluation results. All evaluations included in the 2020/21 plan will be tabled at Cabinet following the normal Cabinet submission processes. In addition, DPME has strengthened strategies for ensuring the implementation of not only the NEP, but also improvement plans through robust monitoring processes in order to achieve the maximum impact of evaluations in government.



1. BACKGROUND

The National Evaluation Policy Framework was first approved by Cabinet in 2011 to provide minimum standards for evaluations across government. Its main purpose is to promote quality evaluations, which can be used for learning to improve the effectiveness, efficiency, relevance, sustainability and impact of government interventions. The purpose underlying the system is:

- Improving policy or programme **performance** - providing feedback to managers;
- Improving **accountability** for where public spending is going and the difference it is making;
- Improving **evidence-based decision-making** for instance, 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 includes national evaluations provincial and departmental evaluation plans key to achieving priority strategies in government. The NEPF is currently being reviewed, taking into account experiences of the past seven years. Since the approval of the NEPF in 2011, good progress has been achieved in institutionalising evaluations in government. The section below provides a synopsis of the progress made and challenges experienced in the implementation of the 2011 NEPF, particularly pertaining to National Evaluation Plans.

1.1. UPDATE ON THE IMPLEMENTATION OF THE NATIONAL EVALUATION PLANS

The NEPF sets out the minimum standards for the NES in South Africa. Over the past seven years, the system has gained traction in many government departments and progress has been made in evaluating various government programmes. Since the financial year of 2012/13, seven multi-year NEPs have been developed with seventy-one (71) evaluations selected, along with the production of management responses and improvement plans by the Department of Planning, Monitoring and Evaluation (DPME) in collaboration with custodian departments.

In total, 8 out of 9 provinces have Provincial Evaluation Plans and 61 departments have Departmental Evaluation Plans, covering 475 evaluations. The Annual Reports for 2013-14, 2014-15, 2015-16 and 2016-17 summarise progress on implementing the national evaluation system, as well as the findings and stage of individual evaluations. A repository of evaluations is available on the DPME website, and to date consists of 610 evaluations. A total of 27 guidelines and templates are available for use in the system, and 8 training courses have been offered and attended by more than 2100 officials to date.

Table 1a below summarises a few examples of improvements made to government interventions based on evidence from NEP evaluations.

TABLE 1: PROPOSED EVALUATIONS FOR 2020/21

Programme evaluated	Progress in implementing findings
Early Childhood Development	A new policy has been gazetted responding to the evaluation findings. The ECD programme has also been migrated from DSD to DBE to streamline processes and to strengthen the coordination and implementation of the programme.
Business Process Services Incentive (BPSI)	The Policy of the BPSI programme was revised and relaunched following the evaluation findings. The initial support provided to businesses entailed in the Programme was limited to 3 years. After the evaluation, support has been extended to 5 years. The number of beneficiaries of the programme has also increased.
Grade R	Following the evaluation recommendations, DBE is currently undertaking corrective measures to address the quality of provision and not just quantity. This includes improving on critical areas of the Grade R programme such as ensuring that all Grade R teachers have relevant qualifications.
Support Programme for Industrial Innovation	Programme Policy revised and relaunched. The revised strategy of the programme now includes an extended support for the commercialisation of innovative products.
Early Grade Reading (EGR)	The testing of specific interventions aimed at improving reading amongst learners in this evaluation led to The President of the country announcing the upscaling of intervention elements that were recommended in the EGR evaluation study, countrywide.
Nutrition interventions for children under 5	Food and Nutrition Security Plan 2017-2022 has now been approved following the evaluation. A Target has also now been introduced in the MTSF to reduce stunting of children under 5 from 21% to 10%.
Restitution	Progress has been made in creating the independence of the Commission on Land Claims following evaluations recommendations. Substantial revisions/improvements to operations have also been achieved. Furthermore, an Impact evaluation to test whether the restitution programme has had a positive impact on the lives of beneficiaries is currently underway following the study.
Drug Master Plan	Changes in the conceptualisation and design of the programme (including changing the name of the plan) are currently being implemented to improve the effectiveness of the programme so as to achieve the intended outcomes.
Urban Settlements Development Grant	Even before the evaluation was completed, changes were made to key policy guidelines to improve operational mechanisms in order to achieve greater efficiencies.
Policy on Community Colleges	This was a design evaluation and before the policy was released, significant changes were made. The recommendations of the evaluation were used to improve the initial design of the policy i.e. to realign programme implementation to its intended objectives.
Gender-based Violence (GBV)	Most government interventions on GBV flow from this evaluation. For example, the evaluation recommended improvements in defining and costing a minimum core (basic) package of services to be provided for GBV survivors.

Table 1b below summarises progress achieved as of 16 October 2019 with 71 evaluations completed or underway.

TABLE 1B: STATUS OF EVALUATIONS AS AT 15 OCTOBER 2019

No of evaluations in NEPs	Dropped/ Stuck	Active	Approved reports	Served at Cabinet	Improvement Plans being implemented	Underway	Preparation stage	Deferred
71	10	59	45	25	26	7	4	4

The table above further shows salient good progress on the approval of evaluation reports, having been presented to the Cabinet and the implementation of improvement plans. Even though challenges have been experience in the implementation of all improvement plans by departments, some improvement plans have led to key policy shifts in government to

improve services delivery as previously shown in table 1a. In addition to table 1b, table 2 below further details the status of each evaluation by categorising them using key colours. Key: Green = completed, yellow = underway, red = stuck or dropped.

TABLE 2: STATUS OF EVALUATIONS AS AT 15 OCTOBER 2019

Name of Department	Title of evaluation	Status as at 1 November 2018
2011/12		
Social Development, Basic Education, Health	Diagnostic Review of Early Childhood Development (ECD)	Report approved by Cabinet. New policy gazetted and Improvement Plan process completed with close-out meeting held with DSD.
2012/13		
Trade and Industry (DTI)	Implementation/ design evaluation of the Business Process Services Programme (BPS)	Report approved by Cabinet. Improvement plan phase complete. Scheme relaunched.
Basic Education	Impact Evaluation of Grade R	Report approved by Cabinet. Improvement plan being implemented. Interventions to address quality.
Health (with Social Development, DAFF, DRDLR, DWCPD)	Implementation Evaluation of Nutrition Programmes addressing Children Under 5	Report approved by Cabinet. Food and Nutrition Security Plan 2017-2022 approved.
Rural Development and Land Reform	Implementation Evaluation of the Land Reform Recapitalisation and Development Programme	Report approved by Cabinet. Improvement plan being implemented.
Rural Development and Land Reform	Implementation Evaluation of the Comprehensive Rural Development Programme (CRDP)	Report approved by Cabinet. Improvement plan being implemented.
Human Settlements	Implementation Evaluation of the Integrated Residential Development Programme (IRDP)	Report approved by Cabinet. Improvement plan to be developed
Human Settlements	Implementation Evaluation of the Urban Settlements Development Grant (USDG)	Report approved by Cabinet. Changes made already to guidelines.
Basic Education	Impact Evaluation of the National School Nutrition Programme (NSNP)	Stopped and restarted in 2014/15. Report approved by Cabinet. Improvement plan being implemented.
2013-14		
Trade and Industry	Evaluation of Export Marketing Investment Assistance Incentive programme (EMIA)	Report approved by Cabinet. Improvement plan phase complete.
Trade and Industry	Evaluation of Support Programme for Industrial Innovation (SPII)	Report approved by Cabinet. Scheme revised.
Trade and Industry	Impact Evaluation of Technology and Human Resources for Industry Programme (THRIP)	Report approved by Cabinet. Improvement plan phase complete. Scheme relaunched.
Military Veterans	Evaluation of Military Veterans Economic Empowerment and Skills Transferability and Recognition Programme.	Report approved by Steering Committee. Improvement plan drafted. DMV has taken on board evaluation report findings and recommendations. Delayed by DMR regarding approved Management response and improvement plan, in order to take forward to Cabinet. Due to the said delays, the DG to DG letter written to close the evaluation.

Name of Department	Title of evaluation	Status as at 1 November 2018
2013-14		
Science and Technology (DST)	Evaluation of National Advanced Manufacturing Technology Strategy (AMTS)	DPME in collaboration with DST contracted University of Pretoria (UP) Business Enterprises to conduct this evaluation. The evaluation team leader didn't have a firm grasp of the topic and the quality of evaluation products were extremely poor and below expectations laid down in the Terms of Reference. They successfully completed the literature Review only and struggled with other products. In this regard, DPME and DST resolved to terminate the contract.
South African Revenue Services	Impact Evaluation on Tax Compliance Cost of Small Businesses	Final report approved by steering committee, improvement plan developed and awaiting management response. DG to DG letter written to close the report. Report could not be presented at Cabinet as the report delayed and has been overtaken by so many events and developments in SARS.
Co-operative Governance	Impact evaluation of the Community Works Programme (CWP)	Report approved by steering committee, management response received. Management Response and Improvement Plan produced.
Rural Development and Land Reform	Evaluation of the Land Restitution Programme	Final report approved by Cabinet. Improvement plan being implemented.
Agriculture, Forestry and Fisheries	Impact Evaluation of the Comprehensive Agricultural Support Programme (CASP)	Report approved by steering committee and tabled at cluster. Improvement plan being developed as part of improvement plan for Smallholder evaluation and will be tabled together.
Agriculture, Forestry and Fisheries	Implementation Evaluation of MAFISA	Report approved by steering committee. Improvement plan being developed as part of improvement plan for Smallholder evaluation and will be tabled together.
Human Settlements (DHS)	Setting a baseline for future impact evaluations for the informal settlements targeted for upgrading	Report approved by Cabinet in October 2017.
Human Settlements (DHS)	Evaluating interventions by the Department of Human Settlements to facilitate access to the city.	DHS and DPME had taken a decision to draw this into an Evaluation Synthesis. The Human Settlement Evaluation Synthesis has been completed and is being submitted for Cabinet approval
Human Settlements (DHS)	Diagnostic of whether the provision of state-subsidised housing has addressed asset poverty for households and local municipalities	Report approved by Cabinet in February 2017

Name of Department	Title of evaluation	Status as at 1 November 2018
2013-14		
Planning, Monitoring and Evaluation	Impact Evaluation of the Outcomes Approach	DPME contracted the Human Sciences Research Council (HSRC) to conduct this evaluation. The evaluation team leader didn't have a good understanding of how government works which affected the quality of evaluation products. The team leader was replaced by a new team leader who fell ill for an extended period. At that time, they had already completed the literature review, Theory of Change and 8 interviews - including with 2 Ministers and 2 DGs. In view of the delays and dissatisfaction by DPME on the quality of knowledge products, DPME and HSRC amicably resolved to terminate the contract.
Presidency	Implementation Evaluation of Government's Coordination Systems	Final report approved by Cabinet. Improvement plan approved by FOSAD Manco June 2015. Improvement plan being implemented.
Basic Education	Evaluation of the quality of the National Senior Certificate (NSC)	Dropped to avoid duplication of effort and wastage of resources as the Ministerial Review on the same issue was underway
2014-15		
Environmental Affairs	Evaluation of the Effectiveness of Environmental Governance in the Mining Sector (EEGM)	Report approved by Cabinet and improvement plan being implemented.
Higher Education and Training	Design Evaluation of the Draft Policy on Community Colleges (PCC)	Report presented at Cabinet. Changes already made to policy before releasing it.
Human Settlements	Impact/Implementation Evaluation of the Social Housing Programme (SHP)	Report approved by Cabinet committee and improvement plan developed.
Science and Technology	Evaluation of the Indigenous Knowledge Systems Policy (IKSP)	Improvement Plan finalised. DG to DG letter written to close the evaluation. Report cannot be presented at Cabinet, as it has been overtaken by a lot of events at DSD.
Social Development	Diagnostic Evaluation/ Programme Audit for Violence Against Women and Children (AVAWC)	Report approved by Cabinet and improvement plan drafted.
Social Development	Diagnostic Review of the Social Sector Expanded Public Works Programme	Report approved by Cabinet and tabled at IMC on Public Employment. Improvement Plan being implemented
South African Police Service	Economic Evaluation of the Incremental Investment into the SAPS Forensic Services (SAPS)	Approved by the JCPS Cluster and improvement plan being implemented.
Agriculture, Forestry and Fisheries/ Rural Development and Land Reform (AFFRDLR)	Implementation Evaluation of the Ilima Letsema Programme and cost-benefit analysis of the revitalisation of existing Irrigation Schemes	Cost benefit evaluations are normally too expensive. When DPME and the department of Agriculture costed this evaluation, they realised that the available budget between the two departments will not be sufficient to undertake the evaluation benefit. A decision was therefore taken to drop the evaluation due to budget constraints.

Name of Department	Title of evaluation	Status as at 1 November 2018
2014-15		
Agriculture, Forestry and Fisheries (AFF)	Impact evaluation of MAFISA (quantitative) including establishing a baseline	At the same time that this evaluation was being planned for, the department of Agriculture (AFF) was also conducting an Expenditure Review on the MAFISA programme (this was a programme that aimed at supporting emerging farmers). One of the main objectives of the conducting the expenditure review was to inform the department as to whether the MAFISA project should be terminated or not. It was therefore agreed that the planned impact evaluation on the MAFISA programme should be dropped while the department (AFF) focuses on completing the Expenditure Review.
Agriculture, Forestry and Fisheries, with the Department of Rural Development and Land Reform	Policy Evaluation of Small Farmer Support	Report approved by steering committee. Improvement plan being finalised. To be tabled at Cluster and Cabinet.
Basic Education	Evaluation of the Funza-Lushaka Bursary Scheme	Report approved by Cabinet and made public on the website. 1st progress report received on the improvement plan.
Basic Education	Implementation Evaluation of the National School Nutrition Programme	Approved by Cabinet and IP being implemented
Rural Development and Land Reform	Impact evaluation of Land Restitution Programme (quantitative) including establishing a baseline	Service provider selected. Zie managing evaluation. Treasury secured additional funding to enable a 7-year impact study.
Planning, Monitoring and Evaluation	Impact/implementation evaluation of the MPAT system	Report approved by Cabinet. Improvement plan being implemented
Planning, Monitoring and Evaluation	Impact/implementation evaluation of the Framework for Strategic and Annual Performance Planning (FSAPP)	Report presented at Cabinet.
2015-16		
Agriculture, Forestry and Fisheries	Agricultural Extension Recovery Plan	Final Evaluation approved by steering committee, difficulties getting management response and developing the improvement plan
Basic Education	Evaluation of CAPS/New School Curriculum	Report approved by Cabinet and improvement plan being implemented
National Prosecuting Authority	Evaluation of the Asset Forfeiture Unit Sub-programme	Previous management at NPA had requested this evaluation. However, new management was not clear on value and keen to take it forward. DPME in collaboration with new management therefore decided to drop it.
Social Development	Diagnostic evaluation of the Non-Profit Organisations Regulatory Framework and Legislation	Report approved by steering committee, improvement plan approved, now awaiting to be tabled at Cabinet.

Name of Department	Title of evaluation	Status as at 1 November 2018
2015-16		
Social Development	Implementation Evaluation of the National Drug Master Plan (NDMP) in addressing all forms of Substance abuse	Report approved by Cabinet. Improvement plan being implemented
Higher Education and Training	Evaluation of the National Qualifications Framework Act (NQFA)	Report presented at Cabinet and improvement plan being implemented.
Basic Education	Evaluation of Early Grade Reading in SA	Report approved by steering committee, improvement plan approved, now awaiting to be tabled at Cabinet
Mineral Resources	Implementation evaluation of the mining charter	DPME had already started piloting Operation Phakisa in the Mining Sector, when the implementation evaluation of the mining charter was being conceptualised. Senior management of DMR then requested DPME to rather focus on the piloting of the Operation Phakisa on mining and defer evaluation plans of the Mining charter until the conclusion of the pilot.
Public Service and Administration	Service Delivery Improvement Planning System	Procurement under way
Planning, Monitoring and Evaluation	Implementation evaluation of citizen-based monitoring (CBM)	Report approved by G&A working group and Improvement plan being implemented.
Planning, Monitoring and Evaluation	Impact/implementation evaluation of the evaluation system	Report approved by the Steering Committee and awaiting to go to Cabinet.
2016-17		
Higher Education and Training	Evaluation of the Technical and Vocational Education and Training (TVET) Colleges Expansion and Capacity Development Programme	Report approved by the Steering Committee, about to be tabled at Cluster
Justice and Constitutional Development	Implementation/Design Evaluation of the Integrated Justice System	Report and Improvement Plan approved. Report tabled at DEVCom (JCPS Working Session), now to be tabled at JCPS Cluster.
Department of Social Development	Implementation Evaluation of Older Persons Act	Final Report received and on route to Cabinet process for approval
National Treasury	Evaluation of City Support Programme	Report approved by the Steering Committee, about to be tabled at Cluster
Home Affairs	Evaluation of Birth Registration Programme	Report approved by the Steering Committee, about to be tabled at Cluster
Environmental Affairs	Implementation Evaluation of the Environmental Impact Assessment (EIA) process and its contribution towards sustainable development	Final report approved by steering committee and improvement plan currently being finalised

Name of Department	Title of evaluation	Status as at 1 November 2018
2016-17		
Science and Technology	Design and Implementation Evaluation of the National Space Strategy	The evaluation was dropped. DPME experienced challenges with finding a suitable service provider to undertake the evaluation which had already been re-advertised twice. DPME and DST resolved that the Minister of Science and Technology should appoint a panel of experts to review the National Space Strategy.
National Treasury	Government Business Incentives	Report approved by Steering Committee and endorsed by Cabinet.
Planning, Monitoring and Evaluation	Implementation Evaluation of the National Evaluation System	Report approved by the Steering Committee, about to be tabled at Cluster and Cabinet
2017/18		
Small Business Development	Evaluation of the Integrated Strategy for the Promotion of Entrepreneurship and Small Enterprises	Report approved by the Steering Committee and Improvement Plan approved by DSBD DG. Report approved by the EISED Cluster. Endorsed by Cabinet.
South African Police Service	Implementation Evaluation of Detective Services and Crime Investigation	Evaluation at fieldwork phase.
Social Development	Implementation Evaluation of the Integrated Social Crime Prevention Strategy	DPME and the Department of Social Development (DSD) reached an agreement that this evaluation should be undertaken by the DSD as a departmental evaluation.
DPME/DOH/DSD etc	Diagnostic Evaluation of Community-Based Worker System in South Africa models	Evaluation Report Approved by Steering Committee. Currently finalising the Improvement Plan
Basic Education & Department of Transport	Scholar Transport	Draft Report received. Received Management Response and endorsement of Improvement Plan from DBE. Awaiting DOT to submit the same documents so that the Cluster presentation can commence.
Public Works	Accommodation Provision Programme	Finalisation of the TORs
2019/2020		
Environmental Affairs	Implementation Evaluation of EPWP in the environment and culture sector	Service provider contracted and inception report approved. Evaluation underway
Social Development	NPO-government relations	Evaluation has been dropped due to inability to get a suitable service provider in terms of technical skills and the sectoral knowledge of the evaluation to undertake the evaluation. The dropping of the evaluation was jointly agreed on by both DSD and DPME.
Public Enterprises	Implementation Evaluation of SOE governance	Stuck due to administrative and technical issues
DPME	Operation Phakisa	Stuck in procurement, evaluation might be cancelled

Name of Department	Title of evaluation	Status as at 1 November 2018
2019/2020		
Public Service and Administration	Service Delivery Improvement Planning System	Service Provider appointed. Evaluation at inception stage.
Public Works	GIAMA – lease vs freehold	TORs advertised and no suitable bidder identified. Re-Advertisement of the TORs.
The Presidency	The Implementation Evaluation of the Inter-Ministerial Committees	Evaluation completed and Report approved by the Steering Committee. Management Response is being sought by DPME to the Presidency.

Good progress has been achieved in implementing different National Evaluation Plans as the table above depicts that a good number of evaluations were undertaken and completed through Cabinet approval. Cabinet approval of evaluations is one of the major steps towards ensuring evidence based decision making, as Cabinet is at the centre of decision making in Government. This signifies that the NEP, guided by the NEPF of

2011 made significant strides towards institutionalising evaluations within the South African government. However, this was not without challenges, as various factors negatively impacting on the implementation of evaluations remain persistent. These challenges are as a result of problems experienced in the implementation of the 2011 NEPF and are summarised briefly as follows:

1.2. CHALLENGES ON IMPLEMENTATION OF THE PREVIOUS NATIONAL EVALUATION PLANS

The third column of table 2 indicates that eleven (11) evaluations were dropped due to various reasons, which include challenges related to the NEPF at large. The following evaluations were dropped: Asset Forfeiture Unit, Outcomes System, Ilima Letsema, Mining Charter (timing bad in relation to Mining Phakisa), Advanced Manufacturing Strategy, National Senior Certificate (Ministerial Review happening), Impact evaluations of Agricultural Extension Recovery Programme (failed to get suitable bids), MAFISA (programme’s future uncertain) and Implementation Evaluation of the Integrated Social Crime Prevention Strategy (taken over by DSD).

The biggest challenge identified by the evaluation of the National Evaluation System in 2016/17 was the use of evaluations in government. Although great progress has been made in entrenching evaluations in government, there was a missed opportunity of not using evaluations to support planning, policy-making and budgeting processes¹. Below is a summary of the challenges:

- **Evaluations are still not used significantly** to support planning, policy-making and budgeting. The improvement plan system has not contributed significantly in improving evaluation use as envisaged.

¹ DPME 2018, Evaluation of the NES

- **Identification of evaluations:** Departments have been given an opportunity to propose evaluation to be undertaken. DPME and OTPs have been selecting evaluation to be implemented in the NEP through a set criteria and in consultation with the Technical Working Group. This resulted in some key priorities/sectors not being subjected to evaluation.
- **Poor quality of programme plans** which were developed without a clear theory of change. Hence programme plans theories of change and logical frameworks have to be developed prospectively before undertaking an evaluation.
- **Fiscal constraints** posed a challenge particularly in relation to the NEP being able to achieve a bigger coverage.

- **Lack of institutionalisation:** There is an inconsistency of undertaking evaluations by government, some entities are still at nascent stage, while others are at an advanced stage.
- **Development of state capacity:** The lack of sufficient funding to undertake evaluations requires government to focus more on building the state capacity to undertake and produce good quality evaluations.
- **Evaluations taking too long:** Time delays experienced in completing evaluations due to various issues such as procurement processes; stakeholder availability and approval process render evaluations to be overtaken by time and in some instances less useful.

2. LEGISLATIVE FRAMEWORK

The 2020-2025 NEP is guided by the revised NEPF of 2019-2024, which is based on lessons learnt from the implementation of the 2011 NEPF. The 2019-2024 NEPF provides a comprehensive list of legislative framework

that guides the institutionalisation of evaluations in the South African government. Below is a brief indication of key pieces of legal frameworks providing the bases for its development.

2.1. THE CONSTITUTION

The National Evaluation Policy Framework (NEPF) derives its mandate from Section 195 of the Constitution. Section 195 provides the following principles of public administration, especially the following principles:

- Efficient, economic and effective use of resources must be promoted;
- Public administration must be development oriented;
- Public administration must be accountable; and
- Transparency must be fostered by providing the public with timely, accessible and accurate information.

2.2. PUBLIC FINANCE MANAGEMENT ACT

Public Finance Management Act (PFMA, 1999) section 38 (a) (4) states that “every accounting officer must establish evaluation systems to evaluate all major capital projects.

2.3. GOVERNMENT WIDE MONITORING AND EVALUATION POLICY FRAMEWORK

The Policy Framework for the Government-wide Monitoring and Evaluation System was approved by Cabinet in 2005, and provides the overall framework for Monitoring and Evaluation (M&E) in South Africa². The Policy Framework draws from three data terrains for M&E purposes, each of which is the subject of a dedicated policy, describing what is

required for them to be fully functional. In 1997 National Treasury has issued a Framework for Programme Performance Information³, and in 1998 Statistics South Africa issued the South African Statistics Quality Framework (SASQAF)⁴. In 2011 the DPME issued the National Evaluation Policy Framework to complete the picture.

2.4. NATIONAL EVALUATION POLICY FRAMEWORK (NEPF) 2019-2024

The proposed 2019/24 NEPF provides strategic guidance to government on how evaluations should be undertaken, what should be evaluated and why. Whilst DPME is the custodian of the National Evaluation System, the NEPF promotes the institutionalisation of the system and allows Offices of the Premier (OTPs), Departments, Municipalities and SOEs to develop their own evaluation plans. The 2019-2024 NEPF further provides standardisation of evaluation in government by prescribing the types

of evaluations to be undertaken using different evaluation approaches, defining evaluation as well as its purpose. These processes differentiate the evaluation practice from other related processes such as research and auditing. Without repeating details as included in the NEPF document, the following offers a brief description of the types of evaluations while table 4 lists the main evaluation approaches.

² Presidency (2007): ‘Policy Framework for the Government-wide Monitoring and Evaluation System’, Pretoria, The Presidency, Republic of South Africa.
³ Treasury (2007): ‘Framework for Managing Programme Performance Information’, Pretoria, National Treasury.
⁴ StatsSA (2008): ‘South African Statistics Quality Assurance Framework’, Pretoria, Statistics South Africa.

- **Diagnostic Evaluation** is preparatory research (often called ex-ante evaluation) to ascertain the current situation prior to an intervention and to inform intervention design.
- **Design evaluation** assesses the theory of change, **inner logic and consistency** of the programme, either before a programme starts, or during implementation to see whether it appears to be working or not.
- **Implementation evaluation** assesses whether an intervention’s operational mechanisms support achievement of the objectives or not

and understand why.

- **Impact evaluation** seeks to measure changes in outcomes (and the well-being of the target population) that are attributable to a specific intervention.
- **Cost benefit evaluation** considers whether the costs of a policy or programme have been outweighed by the benefits.
- **Evaluation synthesis** consolidates the results of a range of evaluations to generalise findings across government,

TABLE 3: EVALUATIVE APPROACHES

Approach	Description	Time
Rapid Evaluation	Quick evaluations are conducted during emergencies or as part of preliminary analysis to help determine priorities, identify emerging problems and trends, and enable decision-making to either support full-scale evaluation or project adjustments to meet the needs or project objectives. The implementation of this type of evaluation is usually faster, more dynamic and complex. The approach combines methods such as: desktop, document and literature review, key informant interviews, stakeholder workshop and so on. These types of evaluations should be carried out as part of internal evaluations.	1 month to 3 months
Programme Evaluations	Program evaluation is a systematic method for collecting, analysing, and using information to answer questions about projects, policies and programs, particularly about their effectiveness and efficiency. It is valuable in providing stakeholders (both in the public and private sectors) information on whether the programs they are funding or implementing are producing the intended effect. Program evaluations can involve both quantitative and qualitative methods of research.	up to 12 months
Collaborative learning through Sectoral Reviews	Collaborative learning is emerging as an important learning method in the field of Evaluation. Although Sectoral-Reviews in South Africa are conducted by Ministers of respective Department, through a collaborative approach, DPME aims to incorporate Sectoral-Review report findings and leverage on other processes followed in producing Sectoral-Reviews to inform and strengthen the focus areas of evaluations in the Nation Evaluation Plan. Applying a collaborative learning approach in this instance has a mutual benefit to both the DPME and the Ministers as it limits duplications and enhances focus areas within government.	On going
Transversal Evaluations	Crosscutting themes have gained importance with respect to the objectives of achieving a developmental agenda in the country. These crosscutting themes include work that centres of government such as National Treasury, Cogta and DPSA are mainly responsible for as well as ensuring that issues relating to gender, youth and persons with disabilities are integrated into the National Evaluation System. Accordingly, one of the objectives of the NEP is to implement an evaluation agenda that is transversal in order to put emphasis on evidence-based decision making processes that are concise and relevant.	up to 12 months

The NEPF further prescribes that the evaluation types and approaches should be undertaken through different Government evaluation plans to stimulate and guide institutionalisation of evaluations in state institutions.

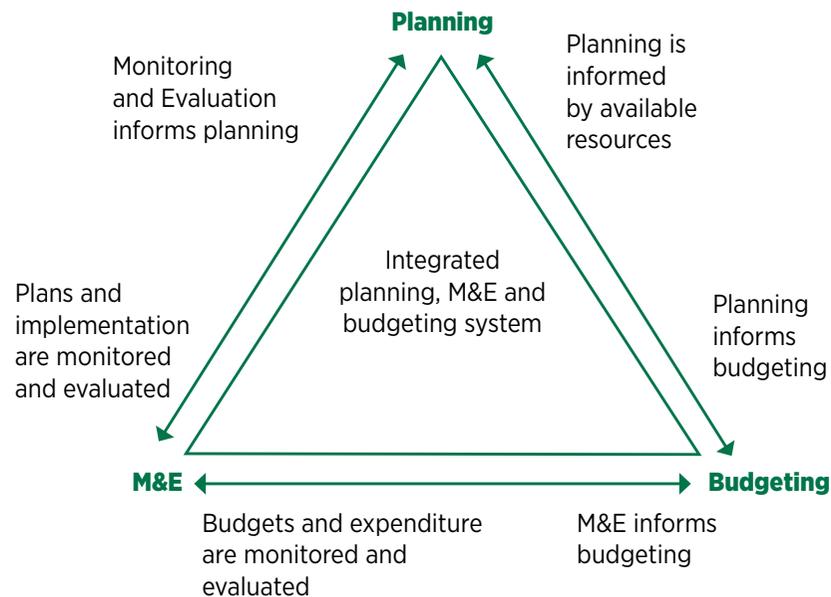
These plans are meant to articulate evaluations to be undertaken in Government, in different spheres of Government.

CRITERIA FOR SELECTING NEP EVALUATION TOPICS

The criteria used to select evaluations in the NEP is grounded on processes that critically and holistically examine the effectiveness of a programme to improve the lives of communities. In this regard, Evaluation becomes an essential part of the processes of Planning for a number of reasons, including helping to ensure that programme objectives are met, identifying problems and weakness in programmes so they can be rectified and for providing information to aid further development and refinement of plans

thereby guiding future plans. In turn, good planning helps decision-makers to focus on the results that matter, while monitoring aids in tracking programme successes and challenges to ensure that interventions are better able to improve people’s lives. Figure 1 below adds the budgeting process to expand on the critical relationship between planning, monitoring and evaluation.

FIGURE 1: RELATIONSHIPS BETWEEN PLANNING, BUDGETING, MONITORING AND EVALUATION



The following generic principles described below will therefore underpin the selection of all evaluation topics that are included in the NEP:

- **Alignment to the key priorities of government** as guided by the NDP, the MTSF, Sector Reviews, and the 7 priorities of the 6th administration of government, as well as other relevant strategic government policies and frameworks will be used as the main criteria for the selection of NEP evaluations. The evaluation topic must be sitting on a critical path of development in South Africa. Specific priorities guiding the selection of evaluations in Provinces, Municipalities, Departments and SOEs are discussed in sections 3.3.3, 3.3.4 and 3.3.5 of this framework.
- **Alignment with the planning cycle:**
 - A commitment should be undertaken upfront on how and when the findings, recommendations in the improvement plan will be incorporated into the Annual Performance Plan and when the progress against the improvement plan will be reported in the Annual Report.
 - Identification of the proposed type of evaluation linked to the planning cycle is critical. Focus should be on the six types of evaluation, namely Diagnostic, Design, Implementation, Economic, Synthesis and Impact Evaluations. The final selection of the type of evaluation to be undertaken will be informed by the identified problem, evaluation purpose and key evaluation questions.
- **Performance of the intervention:** Performing and innovative interventions must be prioritised to promote learning and the replication of such intervention. Poor performing interventions marked with underspending, unfavourable audit findings and allegations of corruption must be reported.
- **Timeframes:** Interventions/programmes which have failed to meet their targets within set timeframes must be prioritised.
- **Interventions targeting vulnerable groups** particularly, women, youth and persons with disabilities are important. To this effect, a guideline on conducting gender-focused evaluations has been developed. Additional guidelines focusing on other vulnerable groups will be produced in the near future.
- Interventions that have **not had a major evaluation for the past 3 years** should be assessed.
- **Funding arrangements** detailing the available budget and funding responsibilities for the planned evaluations is of paramount importance.

The above generic principles are applicable to all government evaluation plans, and are further supported with specific criteria on how evaluations should be prioritised in each plan. For example, the list below depicts the criteria to be followed when identifying evaluations for the NEP which is developed by DPME. The process involves the following key activities:

- Consultation with the centres of government departments and oversight bodies;
- Consultation with affected departments, entities and municipalities;
- Collaborative design of evaluations and Terms of References (TORs) by DPME and affected institutions;
- Establishment of a representative steering committee to oversee the evaluation process;
- Tabling the NEP at Clusters and relevant coordination systems;
- Tabling the NEP at Cabinet;
- Following endorsement of the NEP by Cabinet,
- Undertaking evaluations;
- Approval of the evaluation by the relevant and affected government institutions;
- Developing a Management response by custodian institutions;
- Developing and monitoring the Improvement plan.

3. THE PURPOSE OF THE NEP 2020-2025

The 2020-2025 NEP aims to outline national evaluations to be undertaken by DPME with National Departments, Municipalities and Entities during the period 2020-2025. The NEP presents an opportunity for National government priorities to be evaluated to understand what is working or not working and identify areas of improvement.

The MTSF sets the bases for the implementation of government priorities, as it is a high-level strategic document that guides the 5-year implementation and monitoring of the NDP 2030. To track the implementation and achievement of the planned outputs, outcomes and impacts of the MTSF, an integrated monitoring and evaluation framework for the MTSF 2019-2024 has been developed. The 2020-2025 NEP mainly focuses on evaluating the country's progress in attaining the MTSF commitments. These MTSF commitments are set to achieve the following Government seven (7) priorities:

- Priority 1: A capable, ethical and developmental state;
- Priority 2: Economic transformation and job creation;
- Priority 3: Education, skills and health;
- Priority 4: Consolidating the social wage through reliable and quality basic services;
- Priority 5: Spatial integration, human settlements and local government;
- Priority 6: Social cohesion and safe communities; and
- Priority 7: A better Africa and world

3.1. PRIORITISING EVALUATIONS FOR THE NATIONAL EVALUATION PLAN

The following evaluations will be undertaken in the 2020/21 financial year guided by the MTSF priorities, consultations with the Sector and Public sector monitoring branches within DPME as well as affected Departments and Entities. The majority of evaluations to be undertaken in the 2020/21 financial year are diagnostic evaluations with the intention of aligning evaluations to government's planning cycle.

The 2020/21 financial year is the period where government will be starting to implement its new plans in-line with the MTSF. It is therefore imperative and essential for government to evaluate whether those plans are

appropriately designed to achieve the intended goals. This is supported by the view that if plans are not accurate, chances of missing the intended objectives will be high. The description of evaluations to be undertaken is also primarily based on MTSF priority areas, which are critical to the attainment of specific MTSF outcomes. The list presented below is also based on the available capacity to undertake evaluations, due to the expectation that additional evaluations will be conducted using the rapid approach to respond to emergent issues as they arise.

4. SUMMARY OF PROPOSED EVALUATIONS FOR 2020/21

The table below summarises the list of evaluations to be undertaken during the 2020/21 financial year. The concepts of the listed proposed evaluations are also made available in this NEP to provide details on the

reasoning for the selection of evaluations included. These include criteria such as focus, time frame, and the resources required.

TABLE 4: SUMMARY OF PROPOSED EVALUATIONS FOR 2020/21

Intervention to be evaluated	Background information on the proposed evaluations for 2020-2021	Evaluation Purpose
Diagnostic Evaluation on the top 10-non natural causes of death in South Africa	<p>The NDP aims to achieve a life expectancy of 70 years, progressively reduce deaths from tuberculosis, HIV diseases and other forms of communicable diseases, reduce injuries, accidents and violence by 50% from 2010 levels (National Planning Commission 2011). Natural underlying causes of deaths accounts for around 89% of all adult deaths in South Africa, and 11% as a result of non-natural cause of deaths. The ten leading underlying natural causes of deaths for adults include, tuberculosis, diabetes, HIV disease, other forms of heart diseases, cerebrovascular diseases, HIV diseases, hypertension, Influenza and pneumonia, other viral diseases, Ischaemic heart diseases, and chronic lower respiratory disease.</p>	<p>To assess government intervention programmes on reduction of mortality in South Africa. The findings and recommendations of the evaluation will provide evidence aimed at reviewing and strengthening government programmes</p>
Implementation Evaluation on Gender-Based Violence and Femicide in South Africa	<p>Women walking free in the streets and children playing safely in open spaces are at the core of the National Development Plan goal on safety and security. A society that is free from fear of crime is essential not only as a basic human right but also as the foundation of economic development of a country. Gender Based Violence and Femicide has been declared a crisis in South Africa. It is receiving utmost attention in the Country through ensuring stringent measures to mitigate against this social ill. The Crime Against Women in South Africa Report by Statistics SA shows that Femicide (the murder of women on the basis of their gender) is 5 times higher than the global average. This means that in South Africa, women are 5 times more likely to be killed due to gender-based violence committed by men.</p>	<p>To undertake a diagnostic assessment to determine the root causes; effectiveness of programmes in this sector and propose appropriate mechanism to address this problem.</p>

Intervention to be evaluated	Background information on the proposed evaluations for 2020-2021	Evaluation Purpose
<p>Diagnostic evaluation on immigration in South Africa</p>	<p>In recent times there has been considerable tension regarding immigrants in South Africa both legal and illegal. Some of these contentions have resulted in xenophobic attacks and confrontations in the country. Whilst data on immigration, especially illegal immigrants, is not conclusive, some inferences can be made on the impact of these movements in and out of the South African borders.</p> <p>South Africa has seen a considerable movement of skilled labour and wealthy persons out of the country and this has a negative impact on the economy. Similarly, an influx of illegal immigrants, though exact numbers are not known, is posing a threat socially, politically and economically. It is therefore critical that migration patterns are known and understood to inform policy makers to make the right interventions.</p>	<p>The purpose of the evaluation is to have a better understanding of the mobility in and out of the South African borders and to understand the drivers of this mobility in order to manage migration better.</p>
<p>Impact evaluation of the illicit economy</p>	<p>The South African Revenue Service (SARS) highlighted that “the impact of activities within the illicit economy is a real threat to the country and its impact is huge”. The illicit economy ranges from the underground economy, which operates outside of the rules and regulations of the country, to organised crime. South Africa is losing a large portion of its GDP every year, to the illicit economy. This has mainly been in the form of smuggling of tobacco products, counterfeit textiles, drug manufacturing and smuggling, illicit mining of gold and diamonds, ivory smuggling and the poaching of endangered species like abalone and rhino.</p>	<p>To diagnose the root causes of the illicit economy in South Africa, assess the effectiveness of the programmes meant to address this problem and the impact of illicit economy with the aim to propose appropriate measure to curb the problem.</p>
<p>Design and implementation evaluation of the Spatial Transformation</p>	<p>The 2016 Spatial Transformation of South Africa’s cities highlights that South Africa’s policy aspirations for urban development – the Urban Development Framework (DoH, 1997), the National Development Plan (NDP) (NPC, 2011) and the draft Integrated Urban Development Framework (COGTA, 2016) – present a vision of South Africa’s urban future that spatially manifests the nation’s ideals of equity, prosperity and sustainability. However, despite progress made since 1994, these ideals have yet to be reached – at least for the majority</p> <p>In cities, economic and social inequities manifest in embedded spatial imbalances: labour living far from work, suffering long and expensive commutes; racially and class-distinct neighbourhoods; black peripheries and inner cities characterised by poor and informal housing and environments; economies that follow historical patterns and are concentrated far from the poor majority. In response to these imbalances, the mantra has been “spatial transformation”.</p>	<p>The evaluation will focus on understanding the root causes of this slow progress, effectiveness of the current solutions and propose appropriate mechanism that will assist in achieving the required transformation in a quicker manner.</p>

Intervention to be evaluated	Background information on the proposed evaluations for 2020-2021	Evaluation Purpose
<p>A Diagnostic Review of Government's interventions aimed at enhancing Township and Rural Economies</p>	<p>One area of the economy that has seen very little development over the past 25 years, and encapsulates all the developmental ailments, is the township and rural areas. Township and rural economic development provides an opportunity to make a difference in the lives of thousands of poor South Africans. As a result of rural to urban migration and forced removals, townships tended to be highly populated and suffered from a lack of basic municipal services due to minimal investment and unplanned rapid expansion. This legacy has continued in post-apartheid South Africa and the same challenges continue to exist in townships.</p>	<p>The purpose of the evaluation is to understand what has been done on strategic interventions to revitalise both the rural and township economies, as well as to make recommendations on how to bolster current revitalisation efforts. The findings of the evaluation will inform strategies to revitalise township economies.</p>
<p>Design and implementation evaluation on Youth Employment Creation Programmes</p>	<p>The labour force survey results of the first quarter of 2019 reveals that youth unemployment still remains high irrespective of education levels. 3.4 million out of 10.3 million young people aged 15-24 years are not in employment, education or training. Government has reprioritised 50 billion stimulus for job creation in agriculture, township economies and rural areas. High unemployment rates amongst youth were recorded for those who have less than matric (32.5) in 2019 and 28.7% on those who have matric. Graduates recorded 7.9% unemployment rate which is increasing at a rate of 1.3%.</p>	<p>The evaluation aims to develop a broad picture of the government's youth employment creation programmes and projects across government, their design, effectiveness and efficiency and whether there are any overlaps and gaps. The timing of this evaluation is critical as government is planning to reprioritise R50 billion to youth employment creation programmes and projects. The findings from this evaluation will be critical in informing how current and future programmes and projects can be strengthened to maximise their impact and value for money to the achievement of set priorities.</p>
<p>Diagnostic Evaluation of Corporate Governance in South African State-Owned Enterprises</p>	<p>Despite several government interventions, a plethora of challenges plaguing South Africa's SOEs ranging from financial crisis, corruption to governance have been experienced. These challenges pose a risk to government's own financial position, which is being closely monitored by international credit ratings agencies. This evaluation will shed light on the current challenges experienced and provide solutions on how SOE governance can be strengthened.</p>	<p>To assess the design of governance in South African State Owned Enterprises and its effectiveness to inform how governance of SOEs can be strengthened to maximise their impact and value for money.</p>

Intervention to be evaluated	Background information on the proposed evaluations for 2020-2021	Evaluation Purpose
Diagnostic Review on the State of Public Finance Management	South Africa's public finances are not <u>in a good state</u> . There are four main reasons for this: economic growth is low; tax revenue collection is repeatedly below forecasts; debt levels have risen rapidly and are now at their highest levels in the post-apartheid era; The poor performance of state-owned enterprises necessitates large-scale government support.	To undertake a holistic diagnostic review to determine the root causes and assess whether the current remedial actions will sufficiently address the problem as a way of proposing possible appropriate mechanisms.
Evaluation of Public Financial Management Frameworks (i.e. MTBPS, MTEF)	Good public financial management supports not only good governance and transparency but is also crucial for effectively delivering the services on which human and economic development rely. To achieve this Government introduced a number of Public Finance Management Frameworks such as the Medium Term Budget Policy Statement (MTBPS).	To assess the effectiveness of public finance management frameworks. This will provide the extent at which these frameworks are relevant; effective; efficient and sustainable towards achieving the country's development goals.
A Diagnostic and Design Evaluation of the District-driven Service Delivery Model (Khawuleza)	In response to service delivery challenges experienced over the past 25 years of the democratic government, the President's Coordinating Council (PCC) and Cabinet endorsed a new District Coordination Service Delivery Model known as Khawuleza ("hurry up") on 20 -21, August 2019. This initiative will synchronise and coordinate planning by all spheres of government and involve citizens and civil society in the development of South Africa's 44 municipal districts and eight (8) Metros to hurriedly 'turn plans into action.	To evaluate the design of the Khawuleza Model in three pilot sites, namely: OR Tambo District, eThekweni Metropolitan and Waterberg District and to diagnose implementation challenges for developmental programmes and projects. The findings of the evaluation will inform the refinement and upscaling of the model throughout the country.

6. PROPOSED EVALUATIONS 2021 - 2025

The table below contains proposed evaluations for the next four financial years.

TABLE 3: PROPOSED EVALUATIONS FOR THE 2021-2025 NATIONAL EVALUATION PLAN

GOVERNMENT PRIORITY	IMPACT	OUTCOMES	EVALUATION TOPIC
Priority 1: A capable, ethical and developmental state.	Improved governance, oversight and intergovernmental coordination	Functional, efficient and integrated government to strengthen relations	Design Evaluation of the E-Government Strategy (Rapid Evaluation)
		Professional, meritocratic and ethical public administration	An Evaluation of Professional Ethics in the Public Service
		Functional, efficient and integrated government to strengthen relations	Evaluation of Government Coordination Systems
Priority 2: Economic transformation and job creation	Achieve economic growth of between 2% and 3% by 2024	Accelerated inclusive economic growth	Cost-Benefit Analysis of the Employment Creation Facilitation Fund (Jobs Fund) on job creation in South Africa.
			Evaluating the Economic Impact of the Presidential Investment interventions on the South African Economy.
	National Priority Sectors contribute to 3% growth and 4% increase in exports to new and traditional markets by 2024	Re-industrialization of the economy and emergence of globally competitive sectors.	A Diagnostic Evaluation of Government's Strategy for Localisation and Industrialisation through Procurement.
			Implementation Evaluation of the Industrial Policy Action Plan (IPAP).
	Strengthened environment that enables innovation, green technology and the fourth industrial revolution	Increased broad-based ownership in the economy by 2024	Cost-Benefit Analysis of the Broad-Based Black Empowerment Programme
			Synthesis evaluation of government's interventions aimed at enhancing innovation in the green economy and fourth industrial innovation (Rapid evaluation).
Investment in infrastructure to reach 23 % of GDP by 2024	Improve competitiveness for ICT adoption from 85th to 70th in the Global Competitiveness Index by 2024.	Implementation Evaluation of the Mining Charter	
	Improve the quality and quantum of investment to support growth and job creation		

GOVERNMENT PRIORITY	IMPACT	OUTCOMES	EVALUATION TOPIC
Priority 2: Economic transformation and job creation	Increased economic participation by youth.		Cost-benefit Analysis of Youth SMMEs supported by the National Youth Development Agency
			A Diagnostic Review of the Dept. of Small Business Development's Incentive Programmes - with specific focus to Women SMMEs (Gender- Focused Evaluation Approach)
			Implementation Evaluation on independent power producers (alternative energies)
Priority 3: Education, skills and health	Continued improved quality of learning outcomes in the Intermediate and Senior Phases, with inequalities reduced.	Youths will be better prepared for further studies, and the world of work, beyond Grade 9.	Implementation Evaluation of Continuing Professional Teacher Development (CPTD)
Priority 4: Consolidating the social wage through reliable and quality basic services	Comprehensive Social Protection System implemented by 2024	Efficient and effective Comprehensive Social Security System.	A Diagnostic Review of Government's Interventions targeting People Living with Disabilities (Rapid Evaluation)
		Efficient and effective Comprehensive Social Security System.	Implementation Evaluation of the Non-Profit Organization Regulatory System
Priority 5: Spatial integration, human settlements and local government	Ambition: Rapid Land and Agrarian reform contributing to reduced asset inequality, equitable distribution of land and household food security.	Agrarian Transformation.	A Diagnostic Review of Government's Incentive Programmes in the Agricultural Sector
	Reduced vulnerability on the impact of climate change	Reduction of losses (human life; livestock/crop yield; houses/shelter; infrastructure; species) due to climate change disasters.	Mid-term and End-term evaluation on the South African climate change mitigation system
	2024 Ambition: Achieving spatial transformation through improved integrated settlement development and linking job opportunities and housing opportunities.	Adequate housing and improved quality living environments.	A Review of the Human Settlements Sector (Sectoral Review approach)

GOVERNMENT PRIORITY	IMPACT	OUTCOMES	EVALUATION TOPIC
Priority 6: Social cohesion and safe communities;	All people in South Africa are and feel safe: Economic Crime: Corruption and Fraud.	Improved investor perception (confidence). Improvement in ranking in corruption perception index	Implementation Evaluation of Government's Specialised Commercial Crime Interventions (interventions by the NPA and the Hawks)
Priority 7: A better Africa and world	A better South Africa.	Growth in tourism sector resulting in economic growth.	Mid-Term Review of the National Tourism Sector Strategy (Sectoral Review Approach)

7. WAY FORWARD

The NEP will be implemented by the DPME in partnership with the affected government institutions. The National Evaluation Policy Framework and evaluation guidelines will be followed when undertaking all evaluations in order to ensure the credibility of evaluations. All evaluations in this plan will be tabled at Cabinet following the normal Cabinet submission process.

Furthermore, DPME has prioritised monitoring the implementation of the National Evaluation Plan, and in particular, the implementation and monitoring of improvement plans to determine the impact of evaluations in government.



Department of Planning, Monitoring & Evaluation

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