



planning, monitoring  
and evaluation

Department:  
Planning, Monitoring and Evaluation  
REPUBLIC OF SOUTH AFRICA



## DPME's Evaluation Seminar

**Institutionalisation of Evaluation in Government**

***Delivering SA 2030 Through Evaluation's Excess Potential***

**Motsoakgomo I Papi Nkoli**

**Friday, 29 June 2018**



# Presentation Structure

1. State-Wide Programme Evaluation Challenges
2. South Africa 2030: Evaluation-for-Improvement
  -  Postgraduate Reference Initiative in M&E: Excess Potential
  -  Incubating for Market Access
  -  Preferential Public Procurement Framework Act Regulations, 2017
3. Conclusion



# State-Wide Programme Evaluation Challenges



## State-Wide Programme Evaluation Challenges

The National Evaluation System was established in 2011.

Notwithstanding, there still are acute M&E expertise deficiencies in the public sector, including:

1. Limited pool of discerning sector-specialist evaluators;
2. Absence of institutional support mechanisms that target, reinforce, and deepen the development of competent public service evaluators; and
3. Impact of big data and complex solutioning on public service priorities and policy decisions.

## Market Failures?



**1. South Africa 2030:  
2. Evaluation**



## South Africa 2030: Evaluation-for-Improvement

Knowledge creation process that iteratively examines the relevance, effectiveness, efficiency and impact of the intervention's activities relative to specified objectives. The implementation of the intervention should result; and quality of life of the target population should be improved.

- How does Programme 2030 work and why?
- Under what circumstances does Programme 2030 work?
- For whom does Programme 2030 work and why?
- What are Programme 2030's in-built and behavioural success components that can be readjusted to "Society 2030" macrosocietal vision?
- Towards "Society 2030", and at multiple levels, what complexities do we need to disentangle?

The combined long-term effect is that evaluations direct the course of society.

A wide-angle photograph of the University of Pretoria's main building, a large, curved, classical-style structure with two prominent domes and a central tower. The building is set against a bright blue sky with scattered white clouds. In the foreground, there is a well-manicured green lawn with a central stone monument, flanked by two large, rounded, golden-brown domes on black poles. The overall scene is bright and sunny.

**Postgraduate Reference Initiative on M&E:  
Excess Potential? (PRIME Exs)**



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# PRIME Exs

## Potential Public Institutions



**school of government**  
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UNIVERSITY OF JOHANNESBURG

UNISA | university of south africa



University of Cape Town • iYunivesithi yaseKapa • Universiteit van Kaapstad



UNIVERSITEIT VAN PRETORIA  
 UNIVERSITY OF PRETORIA  
 YUNIBESITHI YA PRETORIA  
 Denkleiers • Leading Minds • Dikgopolo tša Dihlalefi



University of Fort Hare  
 Together in Excellence



Centre for Research on Evaluation, Science and Technology

WITS SCHOOL OF GOVERNANCE  
 UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

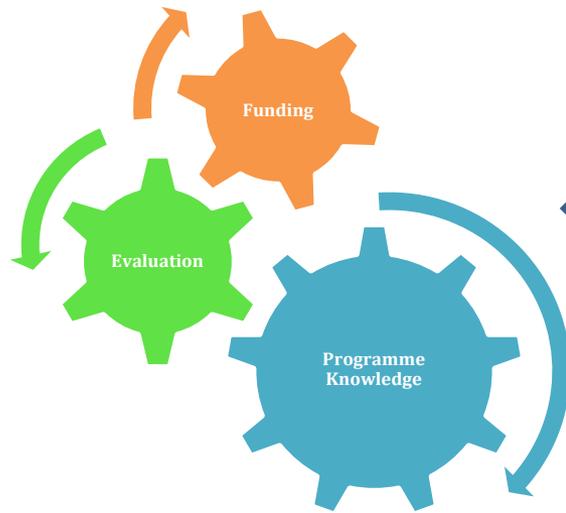


*continued...*



# PRIME Exs

## Mechanism



*continued...*



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## PRIME Exs

If...



**PRIME Exs**

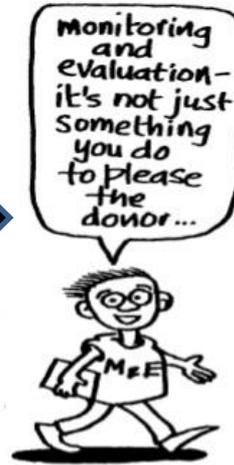
... Then



*"OUTCOMES"*



... Then



Number of postgraduates admitted in M&E programmes increases and these are motivated to complete their studies

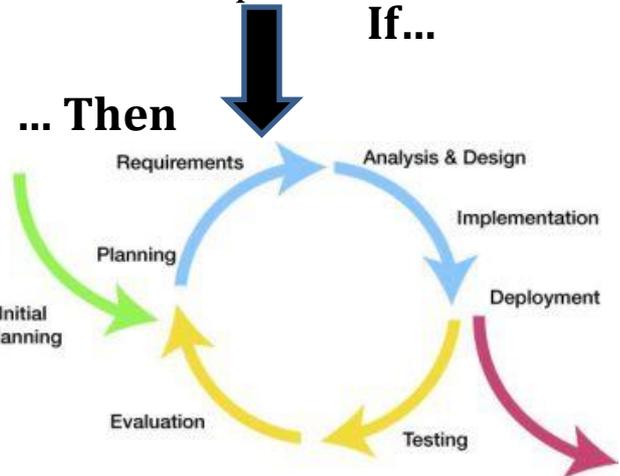
The quality and skills diversity of public service evaluators improves



Approximate South Africans' aspired future

Increasing prominence given to iterative evaluation-improvement-implementation policymaking process

← If...  
... Then





# Evaluation Incubator



Phillips (2017: 4) reported that 570 evaluations were being conducted by the State (departmental, provincial and national) during 2012/13 — 2019/20 period.

DPME's Management Performance Assessment (MPAT) will induce growth in demand for evaluations at the base of the service delivery pyramid, thereby leading to 2030.

Variations of economic evaluations (cost-benefit analyses as well as cost effectiveness analyses) will increase with the prospects of State-wide reconfigurations and resourcing of mandates.

Supply side: concentrated; largely untransformed; and certificated than experiential.

Big four audit firms: Too-big-to-fail; and too-powerful-to-regulate.

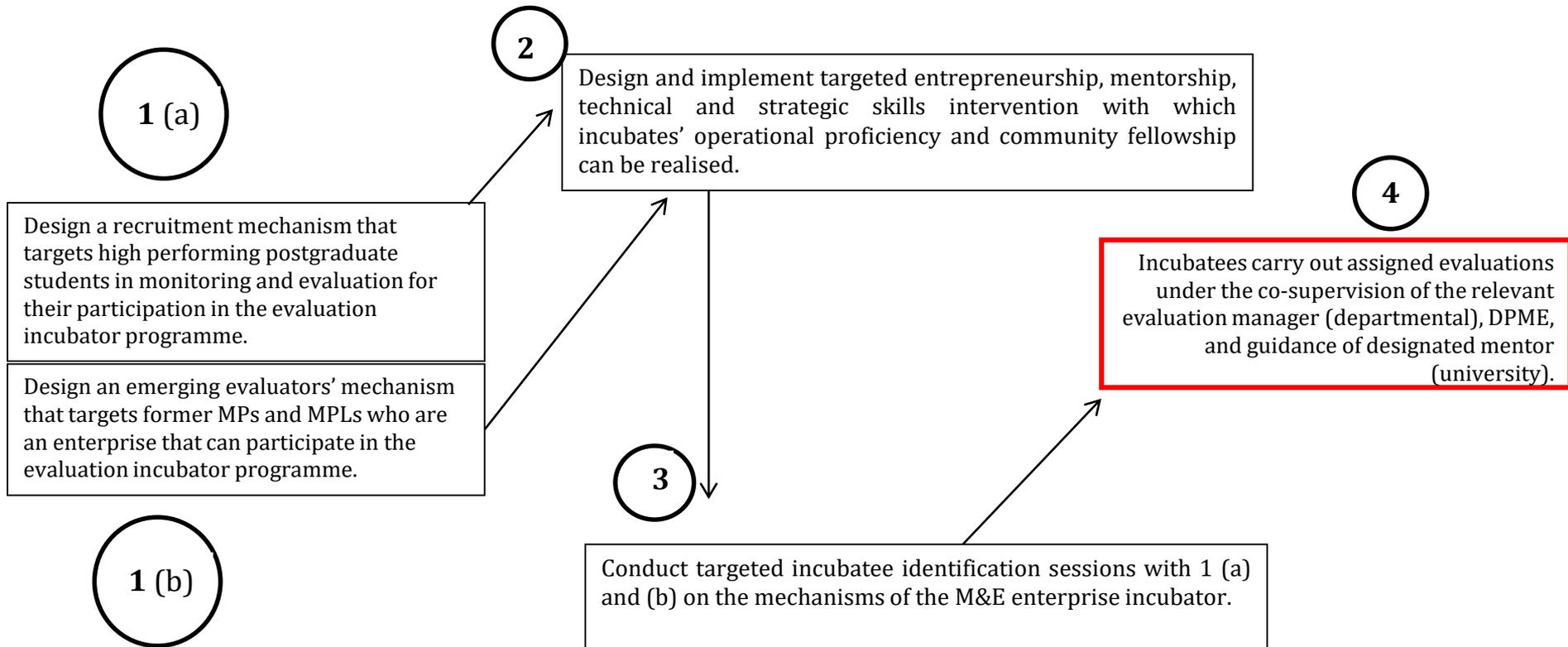
## Market Failures?

## South Africa's Evaluation Incubator

-  Universities are transitory communities of knowledge creation: organic predisposition to M&E incubation.
-  Former Members of Parliament (MP) and Provincial Legislatures (MPL) possess appreciable expertise in programme evaluations (portfolio committee-level exposure).
-  Unemployed certificated youth.
-  Aspiring M&E practitioners who are currently public servants.



## South Africa's Evaluation Incubator



**Preferential Public Procurement Framework Act Regulations, 2017**



## South Africa's Evaluation Incubator

### *Preferential Public Procurement Framework Act Regulations, 2017*

*Empowering designated demographic groups, especially in untransformed economic sectors.*

*Where feasible, apply compulsory sub-contracting to advance designated demographic groups in contracts above R30 million.*

*Advertise tenders with a specific tendering condition that the successful tenderer must sub-contract a minimum of 30% of the value of the contract to:*

- i. An EME or QSE which is at least 51% Black-owned*
- ii. An EME or QSE which is at least 51% owned by black youth*
- iii. An EME or QSE which is at least 51% Black Women-owned*
- iv. An EME or QSE which is at least 51% owned by black people with disabilities*
- v. An EME or QSE which is 51% owned by black people living in rural or underdeveloped areas and townships*
- vi. A Cooperative which is at least 51% owned by black people.*
- vii. An EME or QSE which is at least 51% owned by black people who are military veterans*



**In Conclusion...**

## CONCLUSION

- ☺ There is evidence of market failures in the evaluation sector.
- ☺ Excess potential — *currently admitted postgraduate students in monitoring and evaluation* — is not socialised in a structured manner into the evaluation sector.
- ☺ Structured incubation of emerging evaluators (for example, admitted postgraduate students, former MPs and MPLs, unemployed graduates, etc.).
- ☺ Strengthen legislation that is targeted at increasing economic ownership by designated demographic populations.
- ☺ Found the Evaluation Council/Authority.



**Leseli! Kganya!**

**Siyabonga!**

**Ro livhuwa!**

**Thank You!**