



# Evaluation Update 19

August-October 2014

[www.thepresidency-dpme.gov.za/keyfocusareas/evaluationsSite/Pages/default.aspx](http://www.thepresidency-dpme.gov.za/keyfocusareas/evaluationsSite/Pages/default.aspx)

**Evaluation Update** is a summary of progress on establishing the South African National Evaluation System, led by the Department of Planning, Monitoring and Evaluation in the Presidency (DPME). It is intended to keep stakeholders updated on progress. These three months have seen completion of several more evaluations with 4 going to Cabinet. The first Annual Report on the evaluation system was approved by Cabinet and is available on the DPME website, including some of the findings from the first evaluations. A theory of change session and design clinic have been held with the 2015/16 evaluations to start developing their TORs. 6 evaluations have now been to Cabinet and prompted serious discussion.

## Evaluations being taken forward

11 evaluations are completed to date (8 last time) and 28 are at different stages (see Table 1). The status of all the evaluations is in Annex 1.

**Table 1: Status of evaluations as at 31 October 2014**

Approved reports	Improvement plans being implemented	Served at Cabinet	Research underway	TORs approved	Preparation stage	Stuck
11	8	6	23		2	2

## Emerging findings - the Coordination Systems evaluation

The Coordination Systems evaluation focused on the clusters which group departments to ensure policy coordination, and which review cabinet memoranda before they go to Cabinet; the Implementation Forums which oversee implementation of the 14 priority outcomes; and the MinMECs and MinTECs which bring together national and provincial departments around concurrent functions such as health or education.

The evaluation pointed to significant problems in the performance of these structures, with too much time spent on reporting and process issues and not enough on problem solving, and insufficient attendance by DGs. On average only 6% of the time of clusters was spent on unblocking implementation, while 32% of time was spent on reporting. Only 29% of DGs felt that reports to the clusters were well prepared. Most DGs felt that cluster agendas were well structured (78%), but fewer felt this for MinMECs (62%) and for IFs (71%). Informants suggested that agendas should focus on strategic items and the core roles of the formal coordination structures, and that meeting chairing could be improved. Many of the structure secretariats are not adequately resourced and are staffed by insufficiently senior officials which undermines their effectiveness. Officials are not always sufficiently empowered to resolve coordination issues outside of the formal coordination structures and this contributes to over-burdening the structures with too many issues.

Recommendations included reducing the number of meetings, strengthening secretariat capacity, strengthening the role of the Presidency, refining the TORs of the structures and strengthening leadership. An improvement plan has been developed with the secretariats of the clusters and work has started on refining the guidelines and TORs for the clusters.

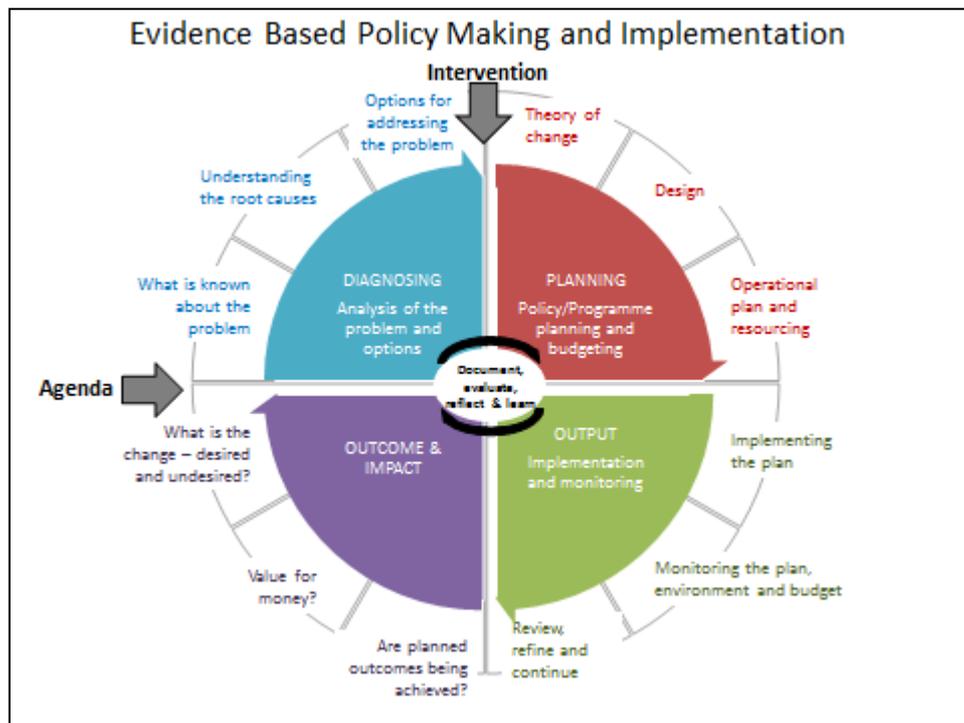
## Development of policies and guidelines

There are 18 guidelines and templates on the website. No new Guidelines have been produced these three months.

## Capacity development

- A call is being prepared for an evaluation training panel to allow for flexibility on commissioning training. This call will go out in November.
- There was a very successful course on evidence-based policy-making and implementation run by UCT 27-29 October 2014, in partnership with the Programme to Support Pro-Poor Policy Development (PSPPD) with some funding from DFID. 140 people requested to attend, and 46 were accepted,

including 6 DGs. The refinements introduced after the first course improved the course, which was successful and already there have been follow-ups from departments. For example a large team from the Department of Justice attended, and they are including a section on theory of change and logframes in their strategic planning session on 10-12 November 2014. DGs indicated that this was one of the few occasions when they were able to sit back and reflect. The figure below shows the emerging model we are using:



- DPME is collaborating with the Building Capacity to Use Research Evidence (BCURE) project at the University of Johannesburg on development of a capacity development strategy. This will help DPME to think through how to use the range of capacity development mechanisms ranging from learning-by-doing, mentoring, secondment as well as more traditional short courses. A call will be issued to develop the strategy.

**Support for planning of implementation programmes**

- Cabinet on 6 August approved a memorandum on Programme Planning based on these guidelines which includes:
  - Piloting capacity development in programme planning;
  - Departments to use the Guideline for developing new programme plans;
  - Programme plans submitted to clusters should be scrutinised to see they conform with the Guidelines.
- DPME is launch a call in November for proposals for an Audit of Programmes, which will assess how many programmes there are in a number of departments, and the state of those programmes. This will eventually be extended to assess all evaluations in government.
- In addition an evaluation is starting on the departmental strategic planning and annual performance planning system. This will incorporate the linkage with implementation programmes
- For any questions on this contact Antonio Hercules [Antonio@po-dpme.gov.za](mailto:Antonio@po-dpme.gov.za)

**Quality assurance**

- The second contract for the quality assessment of evaluations is underway, funded by DFID. There are over 100 evaluations in the Repository, of which 90 passed the minimum of 3. This assignment is also developing the evaluation tracking system (see box 1).
- An assignment on professionalization of evaluation is starting in partnership with SAMEA, using funds from DFID. This will look at how professionalization should be taken forward over the next ten years, and will draw from experience in Canada, Mexico and Colombia. TORs have been finalised and the call for proposals will go out in November.

**Box 1: Why a repository is important**  
 Recently, in attending a portfolio committee on Basic Education, an MP stated that they had gone on to the repository and accessed the Grade R report, and then proceeded to ask questions about the report.

- We ran a Theory of Change workshop 11-12 September for all the 2015/16 evaluations, followed by a design clinic on 22-23 September to develop the evaluation purpose, questions and methodology. This was very successful and much smoother than in previous years. Doing the theory of change over two days really helped in conceptualising what the programmes were doing, and focusing the evaluations.
- An assignment on evaluability assessment has started being undertaken by Wits University. We have managed to draw from a range of international resources for this.

## Research

- Work has started on a research diagnostic to assess what role DPME should be playing to support the use of research evidence in the policy-making and implementation process. A reference group meeting was held with DST, PSPPD, DPSA and GTAC. The aim is to get a draft strategy out in December. An assignment on the workload of DG's has started, looking at 7 national and 3 provincial DGs.
- DPME is also collaborating with a second BCURE project including ODI, and is linking with this to reflect on how DPME's tools could be improved, and integrated.
- A research repository has been developed, initially as a platform to share relevant research outputs within DPME, moving towards access to external stakeholders.

## Evaluation and research evidence shared

- DPME has written a paper on the SA experience for a special edition of the Journal of Development Effectiveness. This has been accepted for publication.
- 12 papers have been written for a special edition of the African Journal of Evaluation focusing on the launching of the South African Evaluation System. A peer review workshop was held on 16-17 September to discuss the first drafts, drawing from experience of a similar workshop in Norway. This proved a successful innovation and the many of the papers should be formally submitted for peer review the second week of November. These papers recognise the key role played by the programme managers (who are first authors), and recognise the contribution they have made.
- Hersheela Narsee of DHET presented on the national evaluation system in Kyrgyzstan. The Kyrgyz have translated the National Evaluation Policy Framework into Russian! Jabu Mathe presented on the links between DPME and SAMEA and Ian Goldman on Evaluation Capacity Development at the European Evaluation Association meeting in Dublin in October.
- Several articles have been published in the press about the Grade R evaluation
- A contract has been awarded for support in developing a communications strategy.

## International linkages

- During the period a 3ie Board meeting was held, along with London Evidence Week which DPME participated in.
- One of our key partners is the Centre for Learning on Evaluation and Results, CLEAR Anglophone Africa, based at the University of Witwatersrand. CLEAR AA has just appointed a new Director, following the departure of Stephen Porter and Tim Clynic who has been acting for nearly a year. The new Director will be Dr Laila Smith, who has worked for government, civil society and donors in the Southern African region, and is strong on policy and learning approaches. She starts on 7 January 2015.

## Collaborative management

- **Provincial Evaluation Plans (PEPs)** – Free State and Northern Cape have approved their concepts for PEPs, and there has been significant progress with Limpopo, and North West, All look likely to develop PEPs for 2015/16.
- **Panel of service providers** – the call for the evaluation and research panels has closed and selection will be completed in November for calls issued from December 2014.
- With 39 evaluations in progress, **monitoring** is much more complex. An evaluation tracking system is being developed by PDG, linked to the system for quality assessment of evaluations. A call has also gone out for tracking improvement plans, and reviewing the peer review system.
- **Staff** – we have advertised for an Assistant Director: Evaluation. Criselda is now acting as Evaluation Officer following Bongani Malaluka moving on to the Department of Environmental Affairs. We wish him well there. Ahn-Lynn Crouch has joined as a research officer. Ayanda Ndlovu has just resigned to be closer to her family in KZN, and will be replaced by Lunisiswa Zibi.

## Priorities for the next two months

- Taking the 2012/13 and 2013/14 evaluations to Cabinet and ensuring the improvement plans are underway and progress reports being received. The assignment on tracking improvement plans is urgent to deal with these.
- Ensuring all assignments for 2014/15 are underway

- Making sure that all DFID-funded assignments are underway as the DFID-funded SPME project closes in September 2015.

**Contacts:**

Dr Ian Goldman, Head of Evaluation and Research Unit	<a href="mailto:ian@po-dpme.gov.za">ian@po-dpme.gov.za</a>
Mr Jabu Mathe, Director: Evaluation	<a href="mailto:jabu@po-dpme.gov.za">jabu@po-dpme.gov.za</a>
Ms Christel Jacob, Director: Evaluation	<a href="mailto:christel@po-dpme.gov.za">christel@po-dpme.gov.za</a>
Mr Antonio Hercules, Director Evaluation	<a href="mailto:antonio@po-dpme.gov.za">antonio@po-dpme.gov.za</a>
Ms Matodzi Amisi, Director Evaluation	<a href="mailto:matodzi@po-dpme.gov.za">matodzi@po-dpme.gov.za</a>
Mr Mark Everett, Deputy Director, Programme Administration	<a href="mailto:mark@po-dpme.gov.za">mark@po-dpme.gov.za</a>
Ms Harsha Dayal, Director: Research	<a href="mailto:harsha@po-dpme.gov.za">harsha@po-dpme.gov.za</a>
Ms Thabisile Zuma, Evaluation Officer	<a href="mailto:thabisile@po-dpme.gov.za">thabisile@po-dpme.gov.za</a>
Mr Bongani Maluka, Evaluation Officer	<a href="mailto:bongani@po-dpme.gov.za">bongani@po-dpme.gov.za</a>
Ms Ntando Buthelezi, Evaluation Officer	<a href="mailto:ntando.buthelezi@po-dpme.gov.za">ntando.buthelezi@po-dpme.gov.za</a>
Ms Priscilla Mutondi Rambau, Evaluation Officer	<a href="mailto:priscilla@po-dpme.gov.za">priscilla@po-dpme.gov.za</a>
Ms Ayanda Ndlhovu, Evaluation Officer	<a href="mailto:ayanda@po-dpme.gov.za">ayanda@po-dpme.gov.za</a>
Ms Ahn-Lynn Crouch, Research Officer	<a href="mailto:ahn-lynn@po-dpme.gov.za">ahn-lynn@po-dpme.gov.za</a>
Ms Criselda Mashabela, Acting Evaluation Officer	<a href="mailto:criselda@po-dpme.gov.za">criselda@po-dpme.gov.za</a>
Ms Nkamang Tsoetsi, Assistant Director, Administration	<a href="mailto:nkamang@po-dpme.gov.za">nkamang@po-dpme.gov.za</a>
Ms Refilwe Masikane, Secretary	<a href="mailto:refilwe.masikane@po-dpme.gov.za">refilwe.masikane@po-dpme.gov.za</a>
Mr Thabang Kgongoana, intern	<a href="mailto:thabang@po-dpme.gov.za">thabang@po-dpme.gov.za</a>

## Annex 1: status of evaluations as at 31 July 2014

NEP/ Reference	Name of evaluation	Department(s) responsible for the programme being evaluated	Date of contract, Service Provider undertaking evaluation	Current stage	Anticipated or actual date of approval of final report	Anticipated or actual date of Cabinet approval or presentation to Parliament
No NEP						
2011-1 (11/11033)	Diagnostic Review of Early Childhood Development (ECD)	Social Development Basic Education Health	27 October 2011 - HSRC	Evaluation completed in June 2012. Improvement Plan completed in October 2012. First progress report on improvement plan received from DSD and second requested but delayed.	Final report approved 15 June 2012 and report on DPME website.	Presented to Basic Education Portfolio Committee in June 2013. Progress report tabled 19 August 2014.
<b>2012-13</b>						
2012-1 (12/0288)	Evaluation of Business Process Services Programme	Trade and Industry	3 October 2012 - Genesis Analytics	Evaluation report approved 16 May 2013. Management response received 12 August 2013. Improvement Plan completed 18 November 2013 and approved by the DG dti 8 June 2014. Presented at Economic Cluster. Cabinet memo signed by the Minister and on way to Cabinet.	16 May 2013	Cabinet: 10 September 2014
2012-2 (12/428)	Impact Evaluation of Grade R (reception year of schooling)	Basic Education	12 December 2012 - Stellenbosch University	Evaluation completed in June 2013. The improvement plan was produced in December 2014 and received in May 2014. Tabled at Cabinet Committee and Cabinet. First progress report on improvement plan requested from DBE. The progress report is due end July 2014	Final report approved 15 June 2013 and report on DPME website.	Cabinet approval 19 March 2014. Cabinet requested to see the improvement plan. Report submitted to Basic education portfolio committee July 2014
2012-3 (12/0287)	Implementation Evaluation of Nutrition Programmes addressing Children under 5	Health Rural Development Social Development Agriculture	6 November 2012 - Khulisa Management Services	Literature review completed. Provincial and thematic case studies approved. Final evaluation reports approved. Management Response requested 16 May.	31 March 2014	Cluster: September 2014 Cabinet: October 2014
2012-4 (12/410)	Implementation Evaluation of Land Recapitalisation and Development Programme (RECAP)	Rural Development	11 December 2012 University of Pretoria	Evaluation completed in October 2013. Improvement Plan received in February 2014. First progress report on improvement plan is due August 2014.	Final report approved 27 September 2013	Presented to FOSAD 5 March 2014. Cabinet: September 2014

NEP/ Reference	Name of evaluation	Department(s) responsible for the programme being evaluated	Date of contract, Service Provider undertaking evaluation	Current stage	Anticipated or actual date of approval of final report	Anticipated or actual date of Cabinet approval or presentation to Parliament
2012-5 (12/409)	Implementation Evaluation of Comprehensive Rural Development Programme (CRDP)	Rural Development	11 December 2012 Impact Economix	Evaluation completed in October 2013. Improvement Plan received in February 2014 and final submitted by DRDLR. First progress report on improvement plan due August 2014.	Final report approved 01 November 2013	Presented to FOSAD 5 March 2014 Cabinet: September 2014
2012-6 (procured by DHS)	Implementation Evaluation of Integrated Residential Development Programme (IRDP)	Human Settlements	10 April 2014 ADEC (African Development Economic Consultants)	The project is currently stalled. SP has underperformed and contract is currently under review.	December 2015	April 2016
2012-7 (procured by DHS)	Implementation Evaluation of Urban Settlements Development Grant (USDG)	Human Settlements	6 May 2014 PDG (Palmer Development Group)	The final report and 1/5/25 report are being revised.	November 2014	Cluster: January 2015 Cabinet Committee: February 2015
2012-8 (12/427)	Impact evaluation of National School Nutrition Programme	Basic Education		The evaluation started in 2012 & it was stopped due to poor quality. Reintroduced in 2014/15.	See below	See below
<b>Other</b>						
2012-9 (12/0468)	Formative Evaluation of the Presidential Intervention within the King Sabata Dalindyebo Municipality (KSD)	DPME	1 March 2013 - Impact Economix	Final report approved on 4 July 2014. Quality Assessment received.	4 July 2014	N/a
<b>2013/14</b>						
2013-1 (12/0536)	Implementation Evaluation of Government Coordination System (clusters/ MinMECs and	Presidency	20 March 2013 - Impact Economix	Draft report discussed at FOSAD on 7 October 2013. Final evaluation report approved and being discussed at different clusters – so far Social, Economic, ICTS. Management Response from Presidency and some clarifications requested. Improvement	24 January 2014	Approved at FOSAD Manco Cabinet: September 2014

NEP/ Reference	Name of evaluation	Department(s) responsible for the programme being evaluated	Date of contract, Service Provider undertaking evaluation	Current stage	Anticipated or actual date of approval of final report	Anticipated or actual date of Cabinet approval or presentation to Parliament
	Implementation Forums)			Plan being drafted.		
2013-2 (13/0836)	Implementation Evaluation of the Export Marketing Investment Assistance Incentive Programme (EMIA)	Trade and Industry	16 August 2013: DNA Economics (Pty) Ltd	Final was approved 26 May 2014. Management response received. Report presented to dti Executive Board 28 August 2014. Report presented at Economic Cluster 1 October 2014. Draft Improvement Plan developed 22 October 2014. Awaiting approval of Improvement Plan by DG of dti.	26 May 2014	Cluster: 3 September 2014 Cabinet Committee: 26 November 2014
2013-3 (13/0934)	Evaluation of the Support Programme for Industrial Innovation (SPII)	Trade and Industry	4 October 2013 Genesis Analytics	Revised Final Report approved 21 May 2014. Management Response received 10 July 2014. Report presented to dti Executive Board 28 August. Need to resubmit the report with improvement plan at Cluster meeting	21 May 2014	Cluster: 3 September 2014 Cabinet: 26 November 2014
2013-4 (13/0933)	Evaluation of Technology and Human Resources for Industry Prog- ramme (THRIP)	Trade and Industry	11 Oct 2013 Business Enterprises and University of Pretoria	First Draft Evaluation Report received 28 April 2014. There were challenges and Steering Committee recommended replacing the project leader. A new person has been appointed. A revised report was submitted on 7 July. Further comments have been made to improve the a second draft of the Report.	11 November 2014	Cluster: 3 December 2014 Cabinet committee: January 2015
2013-5 (13/0856)	Evaluation of Military Veterans Economic Empowerment and Skills Transferability and Recognition Programme	Military Veterans	28 August 2013 Singizi Consulting	Draft Evaluation report was delivered in February 2014. Initial feedback has been provided on the draft report. The draft final evaluation report has been submitted for review and feedback. Finalisation of the report is underway.	November 2014	Cluster: January 2015 Cabinet: January 2015
2013-6	Evaluation of Advanced Manufacturing Technology Strategy (AMTS)	Science and Technology	3 March 2014 Business Enterprises (University of Pretoria)	Evaluation behind schedule. Problems encountered with quality of work and so consulting team had to be revised and some deliverables to be redone. Data collection is about to begin.	February 2015	Cluster: May 2015 Cabinet Committee: June 2015
2013-7 (13/0926)	Evaluation of Tax Compliance Cost of Small Businesses	SA Revenue Service	11 November 2014 Genesis	Evaluation behind schedule. Draft report submitted end October 2014.	December 2014	Cluster: ?

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			Analytics			
2013-8	Evaluation of Community Work Programme (CWP)	Cooperative Governance	1 July 2014. Southern Hemisphere	Evaluation was initially delayed due to corruption allegations in the Programme. The service provider started work on the evaluation in May 2014. The draft report has been received and is being reviewed.	November 2014	Cluster: February 2015 Cabinet committee: March 2015
2013-9 (13/0766)	Evaluation of Land Restitution Programme	Rural Development and Land Reform	28 June 2013 Genesis Analytics	Evaluation completed in February 2014. Management response received in May 2014. Improvement plan workshop held 18- 19 June. Still awaiting improvement plan which was due end July. First progress report on improvement plan due November 2014.	Approved 28 February 2014.	Cluster: September 2014 Cabinet: September 2014
2013-10 (13/0958)	Evaluation of Comprehensive Agricultural Support Programme (CASP)	Agriculture, Forestry and Fisheries	6 Sept 2013 Business Enterprises at University of Pretoria	Data collection completed in May 2014. Theory of change workshop held 21 May. Draft reports received.	November 2014	Cluster : January 2015 Cabinet committee: February 2015
2013-11	Evaluation of Upgrading of Informal Settlement	Human Settlements	27 March 2014 HSRC	The project is behind schedule. Theory of change completed, finalising logframe and sample	August 2015	Cluster: May 2015 Cabinet committee: June 2015
2013-12	Evaluation of Access to the City	Human Settlements	Not yet appointed	The evaluation is significantly delayed and stuck. ToRs are being finalised with DHS	August 2015	Cluster: Oct 2015 Cabinet Committee: November 2015
2013-13	Evaluation of Provision of State Subsidised Housing (Assets)	Human Settlements	01 July 2014 University of Free State	The evaluation has experienced major delays owing to SLA problems. SLA has been signed and project is underway.	December 2014	Cluster: Feb 2015 Cabinet committee: March 2015
2013-14 (13/1010)	Implementation Evaluation of the Outcomes System	DPME	8 January 2014 HSRC	Instruments piloted and revised. Fieldwork will start in November 2014.	December 2014	Cluster: June 2015 Cabinet committee: July 2015
2013-15 (13/0812)	Impact Assessment of the Micro Agricultural Financial Institution of SA (MAFISA)	Agriculture	5 August 2013 Business Enterprises - University of Pretoria	Data collection completed. Final report requires final revisions. Need to reconcile findings with expenditure review from National Treasury.	August 2014	Cluster: January 2015 Cabinet: February 2015

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<b>2014/15</b>						
2014-1	Impact Evaluation of the Social Housing Programme (SHP)	DHS		After extensive delays an agreement was reached to continue. The call for proposals went out 7 October 2014. Finalised selection of SP.	August 2015	Cluster: Oct 2015 Cabinet committee: November 2015
2014-2 (13/1712)	Diagnostic Evaluation /Programme Audit for Violence Against Women and Children (VAWC)	DSD	17 July 2014 Impact Research International	Service provider appointed but unsatisfied with quality and cancelled contract. Readvertised.	August 2015	Cluster: Oct 2015 Cabinet committee: November 2015
2014-3	Diagnostic Review of the Social Sector Expanded Public Works Programme	DSD	Not signed yet EPRI (Economic Policy and Research Institute)	Literature review being reviewed. Done theory of change and logframe. Data collection underway	January 2015	Cluster: March 2015 Cabinet committee: April 2015
2014-4	Design Evaluation of the Policy on Community Colleges (PCC)	DHET	SAIDE	Evaluation TORs approved by the Steering Committee. Bids were above budget and the evaluation was re-advertised April 2014. Service provider appointed and data collection is underway. Draft report due	December 2014	Cluster: Feb 2014 Cabinet committee: March 2015
2014-5	Evaluation of the Indigenous Knowledge Systems Policy (IKSP)	DST	Not yet appointed	Delay with Call For Proposals initially scheduled to be issued in June 2014. After two rounds of issuing and re-issuing the CFP without success, procurement process underway through DST.	May 2015	Cluster: June 2015 Cabinet committee: August 2015
2014-6	Impact Evaluation of the Funza-Lushaka Bursary Scheme	DBE	11 August 2014 Joint Education Trust (JET)	Work has commenced on the evaluation and the draft final report is expected in December 2014. Validation workshop scheduled for 3-4 December 2014.	January 2015	Cluster: March 2015 Cabinet committee: April 2015
2014-7	Economic Evaluation of the Incremental Investment into the SAPS Forensic Services	SAPS	DNA Economics appointed on 31 July 2014 SLA not yet signed	Preferred Service Provider selected 16 April 2014. SAPS delayed in sending co-funding letter and only received 31 July 2014. Then delayed in finalising steering committee so lost 3 months. Now moving and should start November 2014..	May 2015	Cluster: July 2015 Cabinet committee: August 2015

NEP/ Reference	Name of evaluation	Department(s) responsible for the programme being evaluated	Date of contract, Service Provider undertaking evaluation	Current stage	Anticipated or actual date of approval of final report	Anticipated or actual date of Cabinet approval or presentation to Parliament
2014-8	Implementation Evaluation of Management Performance Assessment Tool (MPAT)	DPME	3 July 2014 PDG	SLA signed. Workshop to review draft instruments, analysis plan and Theory of change 31 July. Piloting of instruments undertaken and fieldwork report expected in November..	February 2015	Cluster: March 2015 Cabinet committee: April 2015
2014-9	Implementation/ Impact Evaluation of Effectiveness of Environmental Governance in the Mining Sector	Environmental Affairs	21 July 2014 Genesis	The TORs have been approved and procurement happened. Co-funding letter delayed and received 15 July 2014. Theory of change developed, instruments approved and field work underway. Fieldwork report received 17 October 2014.	March 2015	Cluster: May 2015 Cabinet committee: June 2015
2014-10	Implementation Evaluation of the Ilima Letsema Programme	Agriculture, Forestry and Fisheries (DAFF), Rural Development and Land Reform (DRDLR)	Not yet signed	TORs produced in March 2014. Steering committee to approve the TOR August 2014. Procurement underway.	July 2015	Cluster: Sept 2015 Cabinet committee: Oct 2015
2014-11 (procured by 3ie)	Impact evaluation of MAFISA (quantitative)	Agriculture, Forestry and Fisheries		Programme closed by National Treasury and evaluation cancelled		
2014-12	Policy Evaluation of Small Farmer Support	Agriculture, Forestry and Fisheries /Rural Development and Land Reform		Call went out 9 September 2014. Procurement underway.	August 2015	Cluster: October 2015 Cabinet: November 2015
2014-13 (procured by 3ie)	Impact Evaluation of Land Restitution Programme	Rural Development and Land Reform	Contract signed UCT	Contract for pre-planning awarded by 3ie. In pre-planning phase to develop methodology.	3ie to confirm 2 year evaluation	Unknown at this stage as two year.
2014-14	Implementation/ Impact Evaluation of Departmental Strategic Planning	DPME		Steering committee approved the TOR in October. Call for proposals has been released.	May 2015	Cluster: July 2015 Cabinet committee: August 2015

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	and APP Process					
2014-15	Implementation/ Impact Evaluation of the National School Nutrition Programme	Department of Basic Education	Not yet signed JET	Delayed from 2012/13 NEP. Cabinet requested undertaken 2014/15. CFP went out 22 August 2014 and service provider appointed	June 2015	Cluster: Aug 2015 Cabinet committee: September 2015

#### Process after an approved final report

Note that once the evaluation report is approved as factually correct and methodologically sound by the Evaluation Steering Committee, the DG of DPME writes officially to the relevant DGs requesting a management response on the evaluation report within one month, and that work should start on the Improvement Plan. After this month a presentation on the evaluation findings is made to the relevant cluster, and then on to Cabinet. Once Cabinet has approved a letter is written to the relevant portfolio committee indicating that the evaluation has completed and they may want the department to present on the findings. The Improvement Plan addressing the findings should be completed within a maximum of 4 months of the approval of the report by the Steering Committee.