



Western Cape
Government

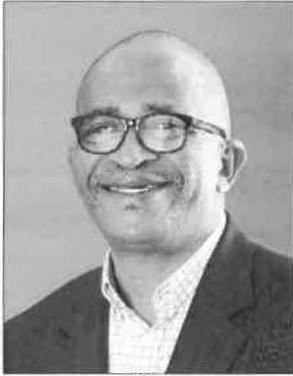
Human Settlements

BETTER TOGETHER.



Departmental Evaluation Plan 2019/20 – 2021/22

Western Cape Department of Human Settlements



Foreword by the Accounting Officer

Section 26 of the Constitution of the Republic of South Africa mandates the state to take reasonable legislative and other measures within its available resources to achieve the progressive realisation of the right to adequate housing. Operating in a policy framework that sought to mobilise everyone and mobilise the country's resources towards the final eradication of an apartheid style of housing system in favour of an all-inclusive non-racial housing programme, the WCDoHS has since 2009 implemented various programmes which led to the creation of 183 758 housing opportunities.

Evaluation, as a systematic and objective assessment necessary to judge the impact of the programmes delivered by the department, underpins the WCDoHS' evidence-based culture. The department, under my leadership has therefore thought it desirable that resources be availed to ensure that some programmes are subjected to evaluations and this Departmental Evaluation Plan seeks to give details of the evaluations to be undertaken for the next three years.

This plan details the department's quest to improve through external scrutiny; and further affirms that evaluation supports policy and programme development. This DEP sets out the aims of the department's agenda and priorities on evaluations; and will contribute to a strong line of sight from the department's activities to its outcomes through reporting in the annual report. The plan will form an important component of the WCDoHS' suite of public documents that provide information on the performance of the department.

A handwritten signature in black ink, appearing to read 'T Mguli'.

Mr T Mguli

Head of Department: Human Settlements

Date:

2018 -10- 16

Glossary

AO	Accounting Officer
CFO	Chief Financial Officer
CDWs	Community Development Workers
CRU	Community Residential Units
DEC	Departmental Evaluation Committee
DEP	Departmental Evaluation Plan
DES	Departmental Evaluation System
DEWG	Departmental Evaluation Working Group
DoTP	Department of The Premier
FLISP	Finance Linked Individual Subsidy Programme
GHS	General Household Surveys
HoD	Head of Department
HSS	Housing Subsidy System
ISSF	Informal Settlement Strategic Framework
ISSP	Informal Settlements Support Plan
KPA	Key Performance Areas
IRDP	Integrated Residential Development Programme
MPAT	Management Performance Assessment Tool
MTSF	Medium-Term Strategic Framework
M&E	Monitoring and Evaluation
MSIP	Municipal Spatial Information Profile
NEPF	National Evaluation Policy Framework
NGOs	Non-Governmental Organisations
PHP	Peoples' Housing Process
PEP	Provincial Evaluation Plan
PGMTEC	Provincial Government Medium-Term Expenditure Committee
PSG	Provincial Strategic Goals
QPR	Quarterly Performance Reports
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Plans

UISP	Upgrading of Informal Settlements Programme
WCDoHS	Western Cape Department of Human Settlements
WCG	Western Cape Government

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INTRODUCTION

The Department of Human Settlements is one of the thirteen departments of the Western Cape Provincial Government bestowed with the mandate of creating sustainable human settlements. Since 2009, this department has delivered 183 758 housing opportunities comprising of amongst others, serviced sites and housing units. In living up to its mandate, the department uses various instruments such as Upgrading of Informal Settlements (UISP), Community Residential Units (CRU), Integrated Residential Development Programme (IRDP), People's Housing Process (PHP), Finance Linked Individual Subsidy Programme (FLISP) etc. Noting that the department has been implementing the above instruments for a period of time, it is inevitable that an assessment be made to ascertain whether its efforts and endeavors are yielding the necessary results.

In order to systematically drive such an assessment, the department drafted an evaluation plan which seeks to describe how the department will evaluate its work and how it intends to use the evaluation results for improvement and effective decision making. The evaluation plan also seeks to provide practical guidance for developing and managing departmental evaluation plans and systems. A further purpose relates to creating a shared understanding of the purpose of the evaluation process, serves as an advocacy tool for evaluations and facilitate good evaluation practice.

In this evaluation plan, the evaluations the department wishes to undertake will be outlined. Concept notes for the proposed evaluations will also be outlined. Financial and human capital required for the purposes of executing the evaluations as planned will be delineated. The purpose of the evaluation plan will also be described.

1.1 The Main Functions of the WCDoHS

In pursuing the aspirations as provided for in section 26 of the constitution of the Republic of South Africa, Act 108 of 1996, the Western Cape Department of Human Settlements is responsible for developing sustainable integrated human settlements in the province. The department is tasked with the responsibility of creating human settlements that allow its residents in the province to access social and economic opportunities closer to where they live. To this extent, the Western Cape Department of Human Settlements committed itself to improving the living conditions of the province's citizens. Accordingly, the WCDoHS has the following key mandates:

- Take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of everyone's right of access to housing, and
- To ensure no-one is evicted from their home, or has their home demolished, without an order of the court is made, after considering all the relevant circumstances

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- The constitution further provides that housing is a competency that is held concurrently by national and provincial governments.

1.2 The WCDoS' approach to Evaluations

The department's evaluation is guided by the National Evaluation Policy Framework (NEPF) with its six types of evaluations as recommended; and efforts as coordinated by the Department of the Premier: Western Cape. In order to ensure objectivity and fairness in evaluations, the WCDoS will utilise expertise of external evaluators.

2. PURPOSE OF THE DEPARTMENTAL EVALUATION PLAN

Utilisation of a roadmap facilitates progress on a long journey. A Departmental Evaluation Plan (DEP) therefore, will go a long way in assisting to clarify what direction an evaluation should take based on priorities, resources, time and skills needed. The purpose of WCDoS' Evaluation Plan as with the National and Provincial Evaluation Plans, is to provide details of priority evaluations approved by Top Management to be undertaken over a three-year period and linked to the budget process. It also provides practical guidance for developing and managing departmental evaluation plans and systems.

This DEP is to amongst others, foster transparency and ensure that stakeholders are on the same page with regards to the purpose and the use of the evaluation results. Compiled within the context of the NEPF, this plan will assist to: -

- create a shared understanding of the purpose of the evaluation;
- foster transparency amongst stakeholders and decision makers;
- serve as an advocacy tool for evaluation resources; and
- facilitate evaluation capacity building amongst partners and stakeholders.

3. LINKAGES TO WIDER EVALUATION PLANS AND SYSTEMS

3.1 Linkage to Provincial Evaluation Plans

The WCDoS' evaluations will form part of the Western Cape Government Provincial Evaluation Plan and its related priorities, in which case they are also identified as provincial priorities and funded by the department. Criteria for selection in the DEP includes their importance in terms of the Provincial Strategic Goals and the medium-term strategic framework (MTSF) as well as the departmental priorities.

3.2 Linkage to Planning

The department will ensure that evaluations are used to inform planning and budgeting. The Directorate: Strategic Support will collaborate with the office of the Head of Department in the development of the department's strategic plan and annual performance plan to ensure that evidence from the evaluations is used to inform planning.

4. DEPARTMENTAL EVALUATION SYSTEM

4.1 Resources and Structure of the Department to Support Evaluation

Key to the successful implementation of the DEP is to put in place an evaluation system. In this regard, the Accounting Officer (AO) is the first line of support, as he embraces evaluations as a management tool and encourages that lessons learned from evaluations form the basis of the departmental MTEC processes. To this extent, the WCDoHS will establish a Departmental Evaluation Committee to oversee the management of the planned evaluations and to ensure synergy between the various programmes within the department.

The Departmental Evaluation Committee (DEC) will be responsible for:

- launching the annual process for the selection of evaluations;
- undertaking the selection and proposing to senior management and the HOD for approval;
- ensuring that there is departmental buy-in and support for the evaluation system;
- Ensuring that appropriate resources are made available to support the system, and that part of the implementation programme budgets are being allocated to regular evaluations;
- ensure that the types of evaluations proposed are appropriate and balanced for departmental needs;
- consider progress reports on implementation of the improvement plans; and
- make proposals for changes to plans and budgets based on evaluation findings

The monitoring and Evaluation Unit will be responsible for:

- perform the secretariat function for the DEC;
- develop and update the systems on an on-going basis for the departmental evaluation system, starting with call/concept;
- issue a call/concept for evaluations and assist in preparing concept notes;
- draft the Departmental Evaluation Plan;
- maintain a repository of evaluations undertaken in the department;
- undertake quality control of all evaluations undertaken for the Departmental Evaluation Plan;

- ensure that evaluations are planned in line with the programme life cycle and aligned with the departmental planning processes (Strategic Plan, annual plans, etc.); and
- ensure that evaluation data sets are centrally stored for access (Information management)
- monitor the improvement plans emanating from each implemented evaluation within the department.

Departmental Programme Managers shall:

- propose policies, programmes or systems to be evaluated via the departmental strategic and annual performance planning processes;
- support the process of evaluation, providing suitable respondents, data, access to reports, etc.;
- develop a management response to the findings of the evaluations;
- decide on modalities for, and encourage wider dissemination of evaluation results; and
- develop improvement plans and implement the findings of the evaluation in conjunction with the departmental M & E unit;

A Departmental Evaluation Working Group (DEWG) will be established to oversee the evaluation system and support it across the department.

4.2 Departmental Evaluation Cycle

The Departmental Evaluation Plan being a three-year plan rolled out annually is to be linked to the budget process to enable budgeting for evaluations. The importance of this alignment is for management to timeously consider those evaluations to be submitted for consideration. The table below illustrates the timeframes for conducting Evaluations within the Department. These timeframes are mainly the guidance for the Department as to when to begin and end the evaluation process to ensure alignment with the Departmental Planning Processes.

Table 1: Evaluation Cycle

Phase 1: Preparing the DEP		
Action	Responsibility	Timeline
Call for proposals	Director: Strategic Support	August 2018
Writing workshop for concept notes	Director: Strategic Support	September 2018
Concept notes received	Director: Strategic Support	September 2018
Concept notes prioritised/selected	Director: Strategic Support	September 2018
Engage the Accounting Officer and Programme Managers to agree	Director: Strategic Support	October 2018
Departmental evaluation plan drafted	Director: Strategic Support	October 2018
DEP submitted to full management for approval	Director: Strategic Support	October 2018
Evaluation included in budgets	CFO	October 2018
DEPs signed off by Head of Department	HOD	October 2018
Possibility of scoping workshop to discuss focus of the evaluation	Director: Strategic Support	November 2018

Phase 2: Undertaking the evaluation			
	Action	Responsibility	Timeline
	Terms of reference completed	Director: Strategic Support	February 2019
External Service Provider	Call for proposals from service providers out	Deputy Director: SCM	March 2019
	Bidders briefing	Director: Strategic Support	March 2019
	Bidders presentation	Deputy Director: SCM & DEC	April 2019
	Service provider selected	Bid committee	April 2019
	Service provider appointed	HOD	April-May 2019
	Inception report submitted (for an internal evaluation this will still be needed but may be different)	Evaluator/ Service Provider	April – May 2019
	Draft report	Evaluator/ Service Provider	August-September 2019
Stakeholder validation workshop	Director: Strategic Support	September 2019	
Final report	Evaluator/ Service Provider	October 2019	
Final report approved	Evaluations Committee	October 2019	

Phase 3: Follow-up		
Action	Responsibility	Timeline
Management response	Chief Director	November 2019
Recommendations workshopped and improvement plan developed	Chief Director	November 2019
Communication plan developed	Chief Director	November 2019
Improvement plan signed off	HOD	November 2019
Recommendations included in budget	CFO	November 2019
Improvement plan implemented	Programme Managers	April 2020

5. DEPARTMENTAL EVALUATIONS UNDERTAKEN IN THE LAST 3 YEARS

The Department undertook four evaluations in past three years. The table below illustrates the title of the evaluation, the focus of the evaluation, the status of the evaluation, date of completion and progress in implementing the findings of the evaluations.

Departmental evaluations (Research) undertaken in the last 3 years

Table 2: Evaluations undertaken by the WCDoHS in the last 3 years

Departmental Programme	Title (Include type of evaluation)	Focus of (purpose) evaluation	Status	Date of Completion	Implementation of findings (progress)
Programme 3	Outcomes Evaluation of the Peoples Housing Process (PHP)	The focus of the evaluation is to determine the extent to which the beneficiary involvement in development of housing opportunities has instilled a sense of ownership, rights and responsibility amongst housing beneficiaries	Completed	2014	The improvement plan was finalised and implemented
Programme 3	Outcomes Evaluation of the Upgrading of Informal Settlement Programme (UISP)	The focus of the evaluation was to determine the extent to which the UISP has enhanced tenure security, improved healthy and secured living environments and reduced social & economic exclusion.	Completed	2014	The improvement plan was finalised and implemented
Programme 2	Review of rent to buy Subsidy Programme	The focus of the research was on the Institutional Housing Subsidy Programme	Completed	2018	Not finalised
Programme 3	Customer Satisfaction Survey of the FLISP and provision of IRDP & UISP serviced sites	To gauge the satisfaction level of beneficiaries and improve	Completed	2018	Not finalised

6. SUMMARY OF EVALUATIONS PROPOSED FOR 2019/20 TO 2021/22

Below is the criteria and process used for selection of evaluations and the summary of evaluations proposed for the DEP.

6.1 Criteria and process used for selection for the Departmental Evaluation Plan

The criteria and process used for selection of evaluations is amongst others informed by the following:

- the Department has several intervention programmes which are of priority;
- the interventions are linked to the National Housing Policy, the 14 National Outcomes and the Provincial Strategic Goals and have not been evaluated recently;
- the intervention programmes are of public interest and are at a critical stage where decisions are to be taken;

6.2 Summary of Evaluations Proposed for the Departmental Evaluation Plan

Several evaluations have been considered to be important and thus proposed to be undertaken. The table below summarises the evaluations proposed for the following three financial years covered by this Plan.

Table 3: Summary of proposed evaluations (and research) for 2019/20 to 2021/22

Programme	Intervention to be evaluated	Title of evaluation (Include the type)	NEP/ DEP/ PEP	Commissioned / Internal	Years of Implementation			Key motivation for this evaluation including scale	Linkages to other evaluations
					2019	2020	2021		
Programme 3	Finance Linked Individual Subsidy Programme	Implementation Evaluation on the FLISP	DEP & PEP	Commissioned	x			To evaluate whether FLISP operational mechanisms achieve the intended results	No
Programme 3	Integrated Residential Development Programme	Implementation Evaluation on the IRDP	DEP & PEP	Commissioned	x			To determine whether the IRDP is implemented properly in order to achieve the desired results	No
Programme 3	Upgrading of Informal Settlements	Design Evaluation of the ISSP	DEP	Commissioned		x		Is the ISSP logical and sound	No
Programme 3	Upgrading of Informal Settlements	Implementation Evaluation of the ISSP	DEP	Commissioned			x	What is happening and why	No
Programme 3	Upgrading of Informal Settlements	Impact Evaluation of the ISSP	DEP	Commissioned			x	Is the ISSP having an impact settlement level, to what extent and why?	No

7. DETAILED CONCEPTS FOR EVALUATIONS FOR 2019 - 2022

Concept Note 1: Implementation Evaluation on Finance Linked Individual Subsidy Programme (FLISP)

Part A: Key contact details

Name of proposed evaluation	Implementation Evaluation on the Finance Linked Individual Subsidy Programme (FLISP)	Year proposed	2019-2020
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Institution proposing evaluation	Department of Human Settlements	Initial Contact person (name /designation)	Benjamin Nkosi Director: Strategic Support
Telephone	021 483 8151	Email	Benjamin.Nkosi@westerncape.gov.za
Alternative contact	Shanaaz Adams	Telephone	021 483 8159
Email	Shanaaz.adams@westerncape.gov.za		

Department that is custodian (and will implement the improvement plan arising from the evaluation)	Western Cape Department of Human Settlements
Other key departments/ agencies involved in the intervention	National Department of Human Settlements, National Treasury, other provincial departments, Municipalities, Financial Institutions

Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)	The unit of analysis will include: <ol style="list-style-type: none"> Finance Linked Individual Subsidy Programme (FLISP)
Give some background to the intervention	
Summary description	The FLISP provides beneficiaries with access to state assistance where qualifying households wish to acquire an existing house on a vacant service stand linked to a building contract. FLISP is currently available to beneficiaries that earn between R3 501 – R22 000.

Focus of the intervention	The focus of the intervention is to provide access to state assistance where qualifying households wish to acquire an existing serviced site linked to a house construction contract or to an existing house.
Objective or outcomes of the intervention (specify which)	<p>Outcome</p> <ul style="list-style-type: none"> - To improve the living conditions of people by providing access to FLISP opportunities
Outputs of the intervention (e.g. from logframe)	<p>Outputs</p> <ul style="list-style-type: none"> - Number of FLISP subsidies disbursed to beneficiaries
Duration and timing of the intervention (when started, when ends)	The intervention was adopted in the National Housing Code in 2009.

Part C: Motivating for the evaluation of this intervention being considered in the Provincial Evaluation Plan (does not have to score high on all of these)

How is this programme / intervention linked to the WCG provincial priorities or PSG's and 12 national outcomes?

FLISP is aligned to PSG 4, Outcome 8, and the National Department of Human Settlements' imperative to accelerate delivery of housing opportunities. Furthermore, FLISP serves as the main driver for providing Affordable Housing opportunities, which is a departmental priority.

How is this programme innovative?

The Department has partnered with financial institutions to assist beneficiaries with home loan applications, and has started with a consumer awareness campaign, targeting potential beneficiaries who require debt rehabilitation. The aim is to assist these beneficiaries to become credit worthy, thereby gaining access to a home loan.

How large is it?

Estimated budget for intervention for current financial year (total also if known) **17 000 000 (based on APP 2018/19 target and the subsidy amount)**

Nos of people directly affected or enrolled (eg service users, beneficiaries...) Approximately 400 beneficiaries

Is this an area of substantial public interest? If so, how is this shown?

Yes, FLISP serves the middle income bracket, known as the gap market, and considerable news coverage has been received regarding the lack of housing opportunities for this market.

Is the intervention at a critical stage where decisions need to be taken, and when?

Yes, while FLISP is a departmental priority, the targets assigned to the programme are low, due to a number of issues, such as poor credit records of beneficiaries, and high property prices. Therefore, decisions need to be taken on how to maximize on opportunities the programme offers.

Part D: Details on the evaluation proposed

Key focus of the evaluation	The objectives of the evaluation are to: <ul style="list-style-type: none">- To determine the strengths and weaknesses of the programme- To identify solutions to any possible obstacles- To determine if there are different ways of implementing the programme- To determine if there are efficiency and sustainability methods that can be explored-
Type of evaluation	Implementation
Likely duration (months)	
Indicate if this evaluation is intended to run over more than 1 (one) financial year	6 months
Was this programme / intervention previously evaluated? If yes, provide more detail	No
Does the Department have a budget for this evaluation? Yes / No	Yes
If no, is the Department requesting that this evaluation be funded through the Provincial Treasury funding for evaluation of strategic programmes?	No
What potential budget for evaluation is available from the Department, or donors	R3 500 000
What are the main evaluative questions you will be asking (maximum 5)	<ol style="list-style-type: none">1. What are the strengths and weaknesses of the programme?2. How can obstacles be overcome?3. How might the programme be implemented differently?4. How could the achievement of outputs be maximized?5. Are there ways the efficiency and sustainability of the programme look likely to be maximized?
What monitoring data or existing evidence can be used including on background and previous	Data as contained on HSS provide project specific details. This data will be used in conjunction with submitted Quarterly Performance Reports and Annual Reports for the highlighted period.

documented performance and

current programme situation?

Therefore, the following data will be used: QPR, Annual Report,

Is this of good quality?

BizProjects, HSS.

Is there a strong theory of

change and logical framework

Yes

Part E: Approval by sponsoring department

Name of DG or relevant DDG of

custodian department

Thando Mguli

Signature

Concept Note 2: Implementation Evaluation on the Integrated Residential Development Programme (IRDP)

Part A: Key contact details

Name of proposed evaluation	Implementation Evaluation on the Finance Linked Individual Subsidy Programme (FLISP)	Year proposed	2019-2020
Institution proposing evaluation	Department of Human Settlements	Initial Contact person (name /designation)	Benjamin Nkosi Director: Strategic Support
Telephone	021 483 8151	Email	Benjamin.Nkosi@westerncape.gov.za
Alternative contact	Shanaaz Adams	Telephone	021 483 8159
Email	Shanaaz.adams@westerncape.gov.za		

Department that is custodian (and will implement the improvement plan arising from the evaluation)	Western Cape Department of Human Settlements
Other key departments/ agencies involved in the intervention	National Department of Human Settlements, National Treasury, other provincial departments, Municipalities.

Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)	The unit of analysis will include: <ol style="list-style-type: none"> 1. Integrated Residential Development Programme (IRDP)
Give some background to the intervention	
Summary description	The IRDP was introduced to facilitate the development of integrated human settlements in areas that provide convenient access to urban amenities, including places of employment. It provides for the acquisition of land and servicing of sites for a variety of land uses, which includes the provision of residential stands for low, middle and high income areas. The programme has been designed on the

<p>Focus of the intervention</p>	<p>basis of a phased in implementation approach, which includes the securing of land, the installation of municipal services and the construction of top structures.</p> <p>The focus of the intervention is to provide beneficiaries with basic services in terms of the IRDP. The basic services included herein is water, sanitation, roads and storm water systems.</p>
<p>Objective or outcomes of the intervention (specify which)</p>	<p>Outcome</p> <ul style="list-style-type: none"> - To improve the living conditions of people by providing access to basic services
<p>Outputs of the intervention (e.g. from logframe)</p>	<p>Outputs</p> <ul style="list-style-type: none"> - Number of IRDP sites delivered to beneficiaries
<p>Duration and timing of the intervention (when started, when ends)</p>	<p>The intervention was adopted in the National Housing Code in 2009.</p>

Part C: Motivating for the evaluation of this intervention being considered in the Provincial Evaluation Plan (does not have to score high on all of these)

How is this programme / intervention linked to the WCG provincial priorities or PSG's and 12 national outcomes?

The IRDP is aligned to PSG 4, Outcome 8, and the National Department of Human Settlements' imperative to accelerate delivery of housing opportunities and provide access to basic services.

How is this programme innovative?

In 2016, the Department commissioned a rapid appraisal of informal settlements in the Western Cape to assess, categorise and rank informal settlements across the province, based on agreed criteria. The results showed that in 98 informal settlements surveyed, basic services make up close to half of the top three priorities identified, followed by shelter and employment.

Based on these findings, the Department developed a strategic framework to provide guidance to the provincial departments and municipalities as primary implementers of settlement upgrading initiatives in the Western Cape. The IRDP is one of the programmes being used as a platform to pilot these initiatives.

How large is it?

Estimated budget for intervention for current financial year (total also if known)	448 000 000 (based on APP 2018/19 target)
Number of people directly affected or enrolled (eg service users, beneficiaries...)	Approximately 10 000 beneficiaries

Is this an area of substantial public interest? If so, how is this shown?

Yes, due to service delivery protests against the lack of basic services.

Is the intervention at a critical stage where decisions need to be taken, and when?

No, while the intervention itself is not at a critical stage, the Department's strategy has shifted from being a developer to an enabler. It is therefore intended to put more focus on the delivery of serviced sites.

Part D: Details on the evaluation proposed

Key focus of the evaluation	<p>The objectives of the evaluation are to:</p> <ul style="list-style-type: none"> - To determine the strengths and weaknesses of the programme - To identify solutions to any possible obstacles - To determine if there are different ways of implementing the programme - To determine if there are efficiency and sustainability methods that can be explored
Type of evaluation	Implementation
Likely duration (months)	6 months
Indicate if this evaluation is intended to run over more than 1 (one) financial year	No
Was this programme / intervention previously evaluated? If yes, provide more detail	No
Does the Department have a budget for this evaluation? Yes / No	Yes
If no, is the Department requesting that this evaluation be funded through the Provincial Treasury funding for evaluation of strategic programmes?	No
What potential budget for evaluation is available from the Department, or donors	R3 500 000
What are the main evaluative questions you will be asking (maximum 5)	

1. What are the strengths and weaknesses of the programme?
2. How can obstacles be overcome?
3. How might the programme be implemented differently?
4. How could the achievement of outputs be maximized?
5. Are there ways the efficiency and sustainability of the programme look likely to be maximized?

What monitoring data or existing evidence can be used including on background and previous documented performance and current programme situation?

Data as contained on HSS provide project specific details. This data will be used in conjunction with submitted Quarterly Performance Reports and Annual Reports for the highlighted period.

Is this of good quality?

Therefore, the following data will be used: QPR, Annual Report, BizProjects, HSS.

Is there a strong theory of change and logical framework

Yes

Part E: Approval by sponsoring department

Name of DG or relevant DDG of custodian department

Thando Mguli

Signature

Concept Note 3: Design Evaluation of the Informal Settlements Support Plan (ISSP)

Part A: Key contact details

Name of proposed evaluation	Design Evaluation of the Informal Settlement Support Plan (ISSP)	Year proposed	2020
Institution proposing evaluation	Western Cape Department of Human Settlements	Initial Contact person (name /designation)	Benjamin Nkosi Director: Strategic Support
Telephone	021 483 8151	Email	Benjamin.Nkosi@westerncape.gov.za
Alternative contact	Sipho Qoshe	Telephone	021 483 8476
Email	Sipho.qoshe@westerncape.gov.za		
Department that is custodian (and will implement the improvement plan arising from the evaluation)	Western Cape Department of Human Settlements		
Other key departments/ agencies involved in the intervention	Department of Local Government; Department of Environmental Affairs and Development Planning, Department of Sports, Arts and Culture, Department of Health, Department of Education, Department of Community Safety, Department of Transport and Public Works, Department of Economic Development and Tourism, Department of the Premier, South African Police Service, Department of Home Affairs, Department of Labour, Treasury, Department of Social Development and Municipalities within the Western Cape province		

Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)	Informal Settlements Support Plan (ISSP)
Give some background to the intervention	
Summary description	In 2016, the Western Cape Government commissioned a rapid appraisal of informal settlements in the Western Cape to inform an evidence-based strategic response to informal settlements. The purpose of the rapid appraisal was to assess, categorise and rank informal settlements across the province, based on agreed criteria. The rapid appraisal used surveys, interviews and focus groups to develop settlement profiles and identify development priorities for each settlement.

Focus of the intervention

The rapid appraisal found that in 98 informal settlements surveyed, basic services (water, sanitation, electricity) make up close to half of the top three priorities identified, followed by shelter and employment. These findings echoed the Western Cape Government's assessment that a different approach to informal settlement upgrading is needed, one that places people living in informal settlements at the heart of interventions to improve the physical environment and the quality of life of informal settlement residents.

Given the preceding, the Western Cape Government recognised that a paradigm shift on informal settlements is needed, to inform a robust programmatic approach that guides the actions and relationships of multiple actors and stakeholders in the sector. As a result, a strategic framework to provide guidance to the provincial departments and municipalities as primary implementers of settlement upgrading initiatives in the Western Cape was developed. The ISSF was accompanied by the development of four important products which amongst others include the Informal Settlement Support Plan (ISSP): - a plan outlining the design, tenure and services options that municipalities/developer in consultation with communities can consider for incremental and participatory upgrading in relation to different settlement categories.

The ISSP as a plan that outlines the design, tenure and services options municipalities in consultation with communities can consider for incremental and participatory upgrading in relation to different settlement categories, seeks to:

- act as the foundation for effective prioritisation, planning, implementation and maintenance of interventions in informal settlements.
- assist municipal officials to co-create, in collaboration with informal settlement communities, design, tenure, services and shelter options that speak to the different types of informal settlements.
- simplify the concept of incremental upgrading and make it more practical, with reference to implementable methods.

Objective or outcomes of the intervention (specify which)

Informal housing and shelter arrangements have been on the increase, with a growing share of the Western Cape population living in informal settlements or backyard shacks. In recent years, the growth in the number of people living in backyard shacks has outpaced the growth rate of people living in informal settlements. The primary objective of the ISSP as a transversal plan is to provide a clear roadmap on how to address the challenges faced by informal settlements residents in a systematic way and collectively across sector departments in the province.

Upgrading of Informal Settlements: Informal Settlement Support Plan

Outcome: To enable a resilient, sustainable, quality and inclusive living environment.

Output: To improve the living conditions of people by providing access to basic services (through serviced sites).

Indicators:

Outputs of the intervention (e.g. from logframe)

- Number of informal settlements assessed through Rapid Appraisal methods.
- Number of Enumerations conducted.
- Number of informal settlements packaged as a result of the assessments.
- Number of informal settlements provided with interim basic services interventions.
- Number of housing opportunities delivered which are connected to basic services as part of the Upgrading of Informal Settlements programme (UISP).
- Number of informal settlements assigned to NGOs for community participatory planning.

Duration and timing of the intervention (when started, when ends)

2016 - 2030

Part C: Motivating for the evaluation of this intervention being considered in the Provincial Evaluation Plan

How is this programme/intervention linked to the WCG provincial priorities or PSG's and 12 national outcomes?

It is linked to Provincial Strategic Goal 4, National Outcome 8 and the National Development Plan (NDP).

How is this programme innovative?

The ISSP innovatively harnesses all stakeholders and role-players to co-create, in collaboration with informal settlement communities the design, tenure, services and shelter options that speak to the different types of informal settlements and simplify the concept of incremental upgrading and make it more practical, with reference to implementable methods. The ISSP further acts as the foundation for effective prioritisation, planning, implementation and maintenance of interventions in informal settlements.

How large is it?

Estimated budget for intervention for current financial year (and the total overall budget if it is known). R 18 000 000.00

Number of people directly affected or enrolled (eg service users, beneficiaries) 100 000 households to benefit when the intervention is concluded

Is this an area of substantial public interest? If so, how is this shown?

Yes, an analysis conducted has shown that the main thrust in service delivery protests is housing and settlement related issues with informal settlement dwellers being at the forefront of such protests. The urge by all Western Cape Provincial Departments and some National Departments to play a role in the upgrading of informal settlements bares testimony to the fact that upgrading of informal settlements is of substantial public interest.

Is the intervention at a critical stage where decisions need to be taken, and when?

Yes, the plan is at a critical stage of implementation and decisions need to be taken.

Part D: Details on the evaluation proposed

Key focus of the evaluation

The focus of this evaluation is to determine whether the Informal Settlement Support Plan in its current form is suitable to address issues relating to the design, tenure and service options as municipalities and informal settlement dwellers are grappling with on a continuous basis.

Type of evaluation Design Evaluation

Likely duration (months)

Indicate if this evaluation is intended to run over more than 1 (one) financial year. 6 Months

Was this programme/intervention previously evaluated? If yes, provide more detail. No

Does the department have a budget for this evaluation? Yes/No Yes

If No, is the department requesting that this evaluation be funded through the Provincial Treasury funding for evaluation of strategic programmes. Not Applicable

What are the main evaluative questions you will be asking (maximum 5)

- Does the ISSP effectively assist municipal officials in their decision-making on Upgrading of Informal Settlements?

- To what extent is the ISSP and its objectives and activities relevant to the needs of the communities?
- Do the actions agreed upon by the various role-players assist in achieving the objectives of the ISSF as envisioned?
- Given the implementation of the ISSP to date, what is being done differently? Why?
- What are new lessons learnt?

What monitoring data or existing evidence can be used including on background and previous documented performance and current programme situation? Is this of good quality?

Annual Reports, Quarterly Performance Reports, NUSP Report, Rapid Appraisal Report, ISSF, Enumeration Studies, Municipal Spatial Information Profile (MSIP), General Household Survey (GHS), and STATS SA information.

Is there a strong theory of change and logical framework for the programme/intervention?

Yes

Part E: Approval by sponsoring department

Name of DG or relevant DDG of custodian department
Signature

Mr. Thando Mguli

Concept Note 4: Implementation Evaluation of the Informal Settlements Support Plan (ISSP)

Part A: Key contact details

Name of proposed evaluation	Implementation Evaluation of the Informal Settlement Support Plan (ISSP)	Year proposed	2021
Institution proposing evaluation	Western Cape Department of Human Settlements	Initial Contact person (name /designation)	Benjamin Nkosi Director: Strategic Support
Telephone	021 483 8151	Email	Benjamin.Nkosi@westerncape.gov.za
Alternative contact	Sipho Qoshe	Telephone	021 483 8476
Email	Sipho.qoshe@westerncape.gov.za		
Department that is custodian (and will implement the improvement plan arising from the evaluation)	Western Cape Department of Human Settlements		
Other key departments/ agencies involved in the intervention	Department of Local Government; Department of Environmental Affairs and Development Planning, Department of Sports, Arts and Culture, Department of Health, Department of Education, Department of Community Safety, Department of Transport and Public Works, Department of Economic Development and Tourism, Department of the Premier, South African Police Service, Department of Home Affairs, Department of Labour, Treasury, Department of Social Development and Municipalities within the Western Cape province		

Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)	Informal Settlements Support Plan (ISSP)
Give some background to the intervention	
Summary description	In 2016, the Western Cape Government commissioned a rapid appraisal of informal settlements in the Western Cape to inform an evidence-based strategic response to informal settlements. The purpose of the rapid appraisal was to assess, categorise and rank informal settlements across the

province, based on agreed criteria. The rapid appraisal used surveys, interviews and focus groups to develop settlement profiles and identify development priorities for each settlement.

The rapid appraisal found that in 98 informal settlements surveyed, basic services (water, sanitation, electricity) make up close to half of the top three priorities identified, followed by shelter and employment. These findings echoed the Western Cape Government's assessment that a different approach to informal settlement upgrading is needed, one that places people living in informal settlements at the heart of interventions to improve the physical environment and the quality of life of informal settlement residents.

Given the preceding, the Western Cape Government recognised that a paradigm shift on informal settlements is needed, to inform a robust programmatic approach that guides the actions and relationships of multiple actors and stakeholders in the sector. As a result, a strategic framework to provide guidance to the provincial departments and municipalities as primary implementers of settlement upgrading initiatives in the Western Cape was developed. The ISSF was accompanied by the development of four important products which amongst others include the Informal Settlement Support Plan (ISSP): - a plan outlining the design, tenure and services options that municipalities/developer in consultation with communities can consider for incremental and participatory upgrading in relation to different settlement categories.

The ISSP as a plan that outlines the design, tenure and services options municipalities in consultation with communities can consider for incremental and participatory upgrading in relation to different settlement categories, seeks to:

- act as the foundation for effective prioritisation, planning, implementation and maintenance of interventions in informal settlements.
- assist municipal officials to co-create, in collaboration with informal settlement communities, design, tenure, services and shelter options that speak to the different types of informal settlements.
- simplify the concept of incremental upgrading and make it more practical, with reference to implementable methods.

Focus of the intervention

Objective or outcomes of the intervention (specify which)

Informal housing and shelter arrangements have been on the increase, with a growing share of the Western Cape population living in informal settlements or backyard shacks. In recent years, the growth in the number of people living in backyard shacks has outpaced the growth rate of people living in informal settlements. The primary objective of the ISSP as a

transversal plan is to provide a clear roadmap on how to address the challenges faced by informal settlements residents in a systematic way and collectively across sector departments in the province.

Upgrading of Informal Settlements: Informal Settlement Support Plan

Outcome: To enable a resilient, sustainable, quality and inclusive living environment.

Output: To improve the living conditions of people by providing access to basic services (through serviced sites).

Indicators:

Outputs of the intervention (eg from logframe)

- Number of informal settlements assessed through Rapid Appraisal methods.
- Number of Enumerations conducted.
- Number of informal settlements packaged as a result of the assessments.
- Number of informal settlements provided with interim basic services interventions.
- Number of housing opportunities delivered which are connected to basic services as part of the Upgrading of Informal Settlements programme (UISP).
- Number of informal settlements assigned to NGOs for community participatory planning.

Duration and timing of the intervention (when started, when ends)

2016 - 2030

Part C: Motivating for the evaluation of this intervention being considered in the Provincial Evaluation Plan

How is this programme/intervention linked to the WCG provincial priorities or PSG's and 12 national outcomes?

It is linked to Provincial Strategic Goal 4, National Outcome 8 and the National Development Plan (NDP).

How is this programme innovative?

The ISSP innovatively harnesses all stakeholders and role-players to co-create, in collaboration with informal settlement communities the design, tenure, services and shelter options that speak to the different types of informal settlements and simplify the concept of incremental upgrading and make it more practical, with reference to implementable methods. The ISSP further acts as the foundation for effective prioritisation, planning, implementation and maintenance of interventions in informal settlements.

How large is it?

Estimated budget for intervention for current financial year (and the total overall budget if it is known). R 25 000 000.00

Number of people directly affected or enrolled (eg service users, beneficiaries) 100 000 households to benefit when the intervention is concluded

Is this an area of substantial public interest? If so, how is this shown?

Yes, an analysis conducted has shown that the main thrust in service delivery protests is housing and settlement related issues with informal settlement dwellers being at the forefront of such protests. The urge by all Western Cape Provincial Departments and some National Departments to play a role in the upgrading of informal settlements bares testimony to the fact that upgrading of informal settlements is of substantial public interest.

Is the intervention at a critical stage where decisions need to be taken, and when?

Yes, the plan is at a critical stage of implementation and decisions need to be taken.

Part D: Details on the evaluation proposed

Key focus of the evaluation

The focus of this evaluation is to determine whether the Informal Settlement Support Plan in its current form is suitable to address issues relating to the design, tenure and service options as municipalities and informal settlement dwellers are grappling with on a continuous basis.

Type of evaluation Implementation Evaluation

Likely duration (months)

Indicate if this evaluation is intended to run over more than 1 (one) financial year. 6 Months

Was this programme/intervention previously evaluated? If yes, provide more detail. No

Does the department have a budget for this evaluation? Yes/No Yes

If No, is the department requesting that this evaluation be funded through the Provincial Treasury funding for evaluation of strategic programmes. Not Applicable

What are the main evaluative questions you will be asking (maximum 5)

- Given the implementation of the ISSP to date, what has changed and how?

- Did the collaborations with other stakeholders enhance delay the implementation process?
- What are the lessons learned from the implementation and can they be replicated?
- Were there any variations from the processes that were initially proposed, and if so, why?
- Did the provincial actors confront any barriers that were not anticipated?

What monitoring data or existing evidence can be used including on background and previous documented performance and current programme situation? Is this of good quality?

Annual Reports, Quarterly Performance Reports, NUSP Report, Rapid Appraisal Report, ISSF, Enumeration Studies, Municipal Spatial Information Profile (MSIP), General Household Survey (GHS), and STATS SA information.

Is there a strong theory of change and logical framework for the programme/intervention?

Yes

Part E: Approval by sponsoring department

Name of DG or relevant DDG of custodian department
Signature

Mr. Thando Mguli

Concept Note 5: Impact Evaluation of the Informal Settlements Support Plan (ISSP)

Part A: Key contact details

Name of proposed evaluation	Impact Evaluation of the Informal Settlement Support Plan (ISSP)	Year proposed	2022
Institution proposing evaluation	Western Cape Department of Human Settlements	Initial Contact person (name /designation)	Benjamin Nkosi Director: Strategic Support
Telephone	021 483 8151	Email	Benjamin.Nkosi@westerncape.gov.za
Alternative contact	Sipho Qoshe	Telephone	021 483 8476
Email	Sipho.qoshe@westerncape.gov.za		
Department that is custodian (and will implement the improvement plan arising from the evaluation)	Western Cape Department of Human Settlements		
Other key departments/agencies involved in the intervention	Department of Local Government; Department of Environmental Affairs and Development Planning, Department of Sports, Arts and Culture, Department of Health, Department of Education, Department of Community Safety, Department of Transport and Public Works, Department of Economic Development and Tourism, Department of the Premier, South African Police Service, Department of Home Affairs, Department of Labour, Treasury, Department of Social Development and Municipalities within the Western Cape province		

Part B: Background to the intervention being focused on

Specific unit of analysis of the evaluation (should be a policy, plan, programme or project)	Informal Settlements Support Plan (ISSP)
Give some background to the intervention	
Summary description	In 2016, the Western Cape Government commissioned a rapid appraisal of informal settlements in the Western Cape to inform an evidence-based strategic response to informal settlements. The purpose of the rapid appraisal was to assess, categorise and rank informal settlements across the province, based on agreed criteria. The rapid appraisal used surveys,

interviews and focus groups to develop settlement profiles and identify development priorities for each settlement.

The rapid appraisal found that in 98 informal settlements surveyed, basic services (water, sanitation, electricity) make up close to half of the top three priorities identified, followed by shelter and employment. These findings echoed the Western Cape Government's assessment that a different approach to informal settlement upgrading is needed, one that places people living in informal settlements at the heart of interventions to improve the physical environment and the quality of life of informal settlement residents.

Given the preceding, the Western Cape Government recognised that a paradigm shift on informal settlements is needed, to inform a robust programmatic approach that guides the actions and relationships of multiple actors and stakeholders in the sector. As a result, a strategic framework to provide guidance to the provincial departments and municipalities as primary implementers of settlement upgrading initiatives in the Western Cape was developed. The ISSF was accompanied by the development of four important products which amongst others include the Informal Settlement Support Plan (ISSP): - a plan outlining the design, tenure and services options that municipalities/developer in consultation with communities can consider for incremental and participatory upgrading in relation to different settlement categories.

The ISSP as a plan that outlines the design, tenure and services options municipalities in consultation with communities can consider for incremental and participatory upgrading in relation to different settlement categories, seeks to:

- act as the foundation for effective prioritisation, planning, implementation and maintenance of interventions in informal settlements.
- assist municipal officials to co-create, in collaboration with informal settlement communities, design, tenure, services and shelter options that speak to the different types of informal settlements.
- simplify the concept of incremental upgrading and make it more practical, with reference to implementable methods.

Informal housing and shelter arrangements have been on the increase, with a growing share of the Western Cape population living in informal settlements or backyard shacks. In recent years, the growth in the number of people living in backyard shacks has outpaced the growth rate of people living in informal settlements. The primary objective of the ISSP as a transversal plan is to provide a clear roadmap on how to address the

Focus of the intervention

Objective or outcomes of the intervention (specify which)

challenges faced by informal settlements residents in a systematic way and collectively across sector departments in the province.

Upgrading of Informal Settlements: Informal Settlement Support Plan

Outcome: To enable a resilient, sustainable, quality and inclusive living environment.

Output: To improve the living conditions of people by providing access to basic services (through serviced sites).

Indicators:

Outputs of the intervention (eg from logframe)

- Number of informal settlements assessed through Rapid Appraisal methods.
- Number of Enumerations conducted.
- Number of informal settlements packaged as a result of the assessments.
- Number of informal settlements provided with interim basic services interventions.
- Number of housing opportunities delivered which are connected to basic services as part of the Upgrading of Informal Settlements programme (UISP).
- Number of informal settlements assigned to NGOs for community participatory planning.

Duration and timing of the intervention (when started, when ends)

2016 - 2030

Part C: Motivating for the evaluation of this intervention being considered in the Provincial Evaluation Plan

How is this programme/intervention linked to the WCG provincial priorities or PSG's and 12 national outcomes?

It is linked to Provincial Strategic Goal 4, National Outcome 8 and the National Development Plan (NDP).

How is this programme innovative?

The ISSP innovatively harnesses all stakeholders and role-players to co-create, in collaboration with informal settlement communities the design, tenure, services and shelter options that speak to the different types of informal settlements and simplify the concept of incremental upgrading and make it more practical, with reference to implementable methods. The ISSP further acts as the foundation for effective prioritisation, planning, implementation and maintenance of interventions in informal settlements.

How large is it?

Estimated budget for intervention for current financial year (and the total overall budget if it is known). R 25 000 000.00

Number of people directly affected or enrolled (eg service users, beneficiaries) 100 000 households to benefit when the intervention is concluded

Is this an area of substantial public interest? If so, how is this shown?

Yes, an analysis conducted has shown that the main thrust in service delivery protests is housing and settlement related issues with informal settlement dwellers being at the forefront of such protests. The urge by all Western Cape Provincial Departments and some National Departments to play a role in the upgrading of informal settlements bares testimony to the fact that upgrading of informal settlements is of substantial public interest.

Is the intervention at a critical stage where decisions need to be taken, and when?

Yes, the plan is at a critical stage of implementation and decisions need to be taken.

Part D: Details on the evaluation proposed

Key focus of the evaluation

The focus of this evaluation is to determine whether the Informal Settlement Support Plan in its current form is suitable to address issues relating to the design, tenure and service options as municipalities and informal settlement dwellers are grappling with on a continuous basis.

Type of evaluation

Impact Evaluation

Likely duration (months)

Indicate if this evaluation is intended to run over more than 1 (one) financial year.

6 Months

Was this programme/intervention previously evaluated? If yes, provide more detail.

No

Does the department have a budget for this evaluation? Yes/No

Yes

If No, is the department requesting that this evaluation be funded through the Provincial Treasury funding for evaluation of strategic programmes.

Not Applicable

What are the main evaluative questions you will be asking (maximum 5)

The following questions need to be addressed:

- What were the observable short-term outcomes?
- To what extent have the intended outcomes been achieved?
- Were there any unintended outcomes?
- What factors helped and hindered in the achievement of the outcomes?
- What lessons have been learned from this intervention and how might these be of assistance to other institutions?

What monitoring data or existing evidence can be used including on background and previous documented performance and current programme situation? Is this of good quality?

Annual Reports, Quarterly Performance Reports, NUSP Report, Rapid Appraisal Report, ISSF, Enumeration Studies, Municipal Spatial Information Profile (MSIP), General Household Survey (GHS), and STATS SA information.

Is there a strong theory of change and logical framework for the programme/intervention?

Yes

Part E: Approval by sponsoring department

Name of DG or relevant DDG of custodian department
Signature

Mr. Thando Mguli

8. KEY IMPLEMENTATION ISSUES

8.1 Capacity to Undertake the Evaluation

Responsibilities will be assigned to different staff members; external service providers will be appointed on contract to assist the responsible officials in conducting the evaluations and collaborations (such as utilization of Community Development Workers-CDWs) with other state organs i.e. government departments and/or municipalities will be embarked upon.

8.2 Institutional Arrangements

The department will establish a Departmental Evaluation Committee (DEC) comprising of officials from Strategic Support, Policy and Research, Supply Chain Management, an official responsible for the implementation of the specific programme (Intervention) to be evaluated and an external member. The DEC will have a mandate to oversee all evaluations to ensure optimal value of the evaluation processes. The DEC will select evaluations for the DEP and recommend to management and provide feedback to management on any changes needed. It will also select external service providers to undertake evaluations.

In addition, Steering Committees will be established for each evaluation comprising of external stakeholders relevant to the field of study. These are people with sufficient, social networks, knowledge and experience on the unit of analysis. The Director: Strategic Support, as the custodian of the Monitoring and Evaluation function will chair the proceedings as the key owner of the evaluations with the M&E unit providing the secretariat services.

8.3 Funding of the Evaluations in the Plan

An amount of R3 500 000.00 has been made available in the Department's Annual Procurement Plan to support evaluations to be undertaken as contained in the Department's Evaluation Plan. The funding as lamented above is shown in the table below.

Table 4: Summary of budget needed for evaluations

Name of Intervention	Title of Evaluation	Approx. Budget	Source of Funds		
			Dept.	Dept. DPME/Province	Other (Specify who)
FLISP	Implementation Evaluation on Finance Linked Individual Subsidy Programme (FLISP)	R 500 000.00	X		
IRDP	Implementation Evaluation on the Integrated Residential Development Programme (IRDP)	R 500 000.00	X		
UISP	Design Evaluation of the ISSP	R 500 000.00	X		
UISP	Implementation Evaluation of the ISSP	R 1 000 000.00	X		
UISP	Impact Evaluation of the ISSP	R1 000 000.00	X		

8.4 Follow-Up to the Evaluations

The Department will ensure that evaluations are used to improve performance and service delivery. All evaluations, where required, will have improvement plans which implementation thereof will be monitored constantly and consistently. The process of signing off involves a number of steps such as getting an official management response to the recommendations before an improvement plan is drawn up, developing of the Management Improvement Plan and have it officially signed off by the HOD (the Accounting Officer) for implementation. Progress reports on the implementation of the improvement plans compiled on a specific template will be expected from the relevant programme managers on agreed upon times.

10. References

Act 108 (1996) The Constitution of the Republic of South Africa, 1996. Government printers, Pretoria.

DPME (2011) National Evaluation Policy Framework, Department of Performance Monitoring and Evaluation. 2011, Pretoria

WCG (2015) Strategic Framework for Province-wide Monitoring and Evaluation 2015. Department of the Premier, Western Cape Government, Cape Town.

WCG (2014) Provincial Strategic Plan 2014 – 2019. Department of the Premier, Western Cape Government, Cape Town.

NPC (2012) National Development Plan 2030: Our Future – make it work. National Planning Commission, Pretoria.

DoHS (2014) Medium-Term Strategic Framework, 2014-2019, Department of Human Settlements, Pretoria

DoHS (2009) National Housing Code, 2009, Department of Human Settlements, Pretoria.

DoHS (1997) The Housing Act, 1997, Department of Human Settlements, Pretoria.

WCDoHS (2013) Monitoring and Evaluation Framework, 2013, Western Cape Department of Human Settlements, Cape Town.

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WCDoHS (2018) Annual Report (AR), 2017/18, Western Cape Department of Human Settlements, Cape Town .

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The Presidency (2010) Outcome 8, Sustainable Human Settlements and an Improved Quality of Household Life, 2010, The Presidency, Pretoria.

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