

Implementation Evaluation of the PTMS in the Western Cape Government

Theory of Change PSC Meeting

26 September 2018



Overview of the meeting

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- Revisions to the Theory of Change
- Preliminary thoughts on the assessment framework and report structure
- Revisions to proposed data collection plan
- Follow-up on literature and document review



REVISED THEORY OF CHANGE



A ToC reminder

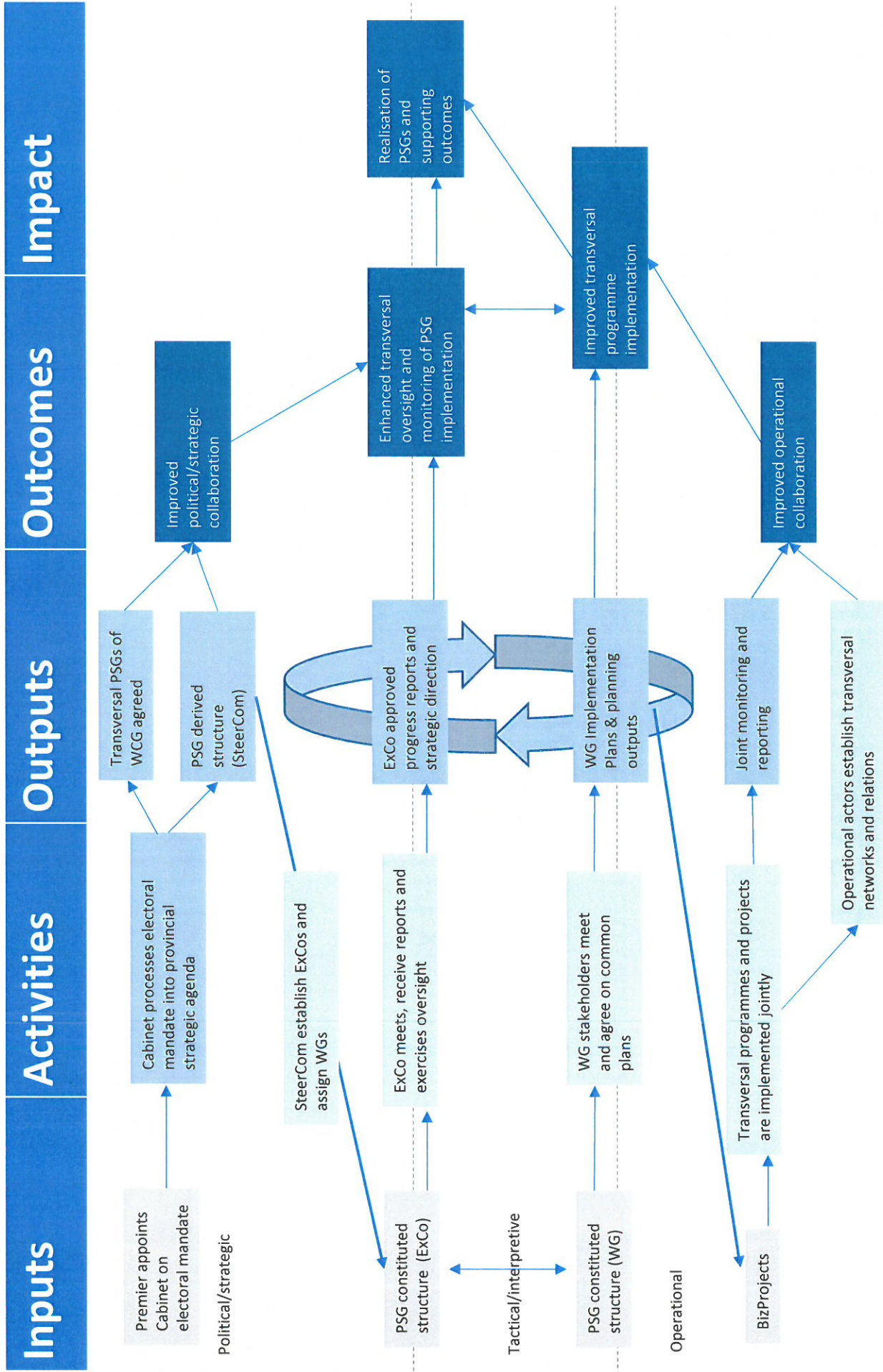
- Seeks to reflect the intended results of the PTMS as designed for 2014-2019 term
- As a conceptual tool it is not without limitations, particularly considering complex and iterative relationships
- Intended to provide a conceptual map of use for evaluative data collection
- ToR is explicit in seeking to understand results across management levels
- Need to specify activities and outputs unique to the PTMS as intervention



Problem statement

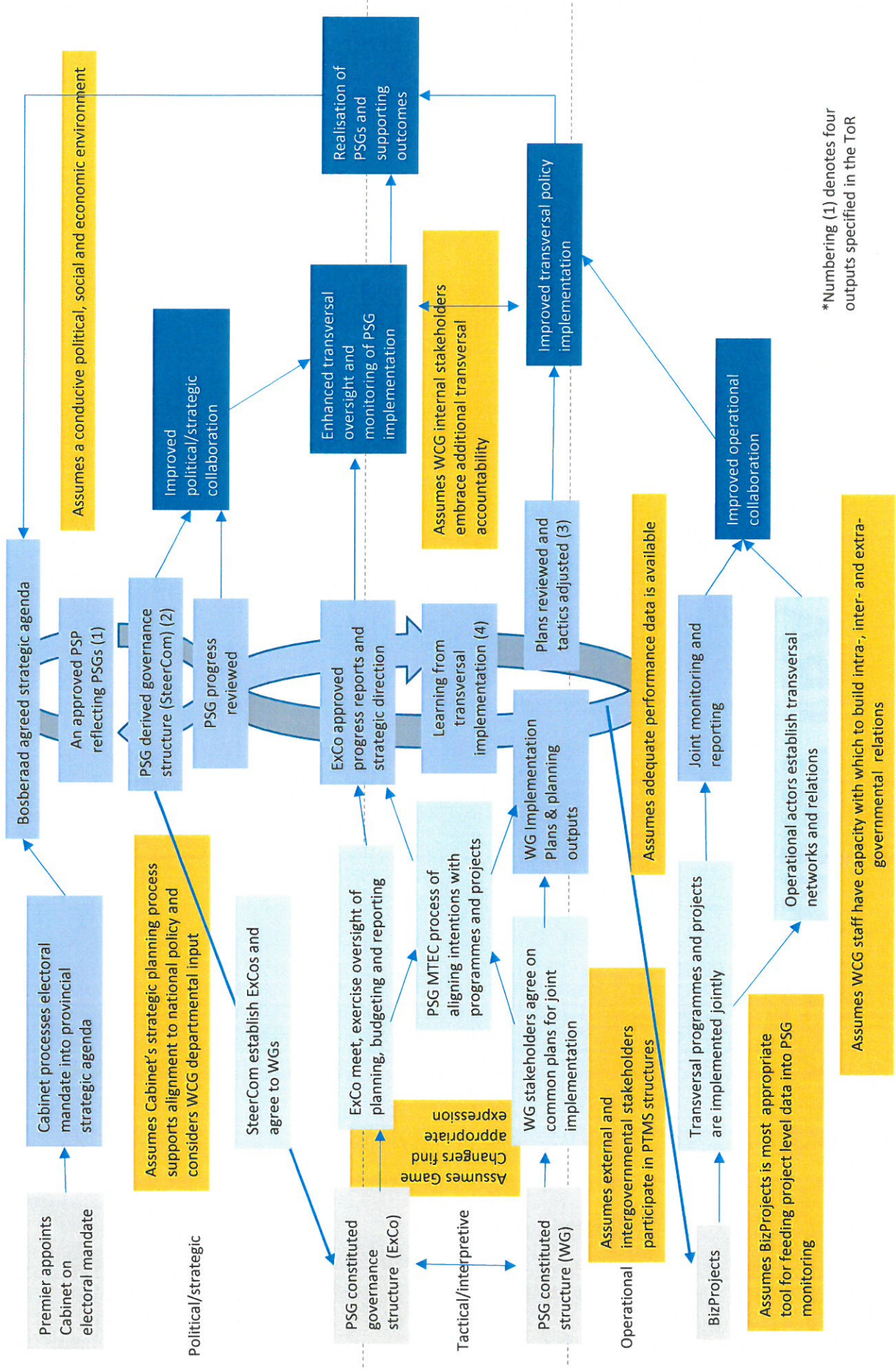
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- Pre-existing provincial management system inefficient and fragmented (2009)
- Government planning and programme implementation was siloed, with limited cross-functional integration
- Complex problems weren't being adequately responded to in a coordinated manner
- Redundancy, duplication and wasting of scarce resources within provincial government and across spheres
- Inadequate implementation of existing WCG programmes in some cases



As presented at the previous workshop

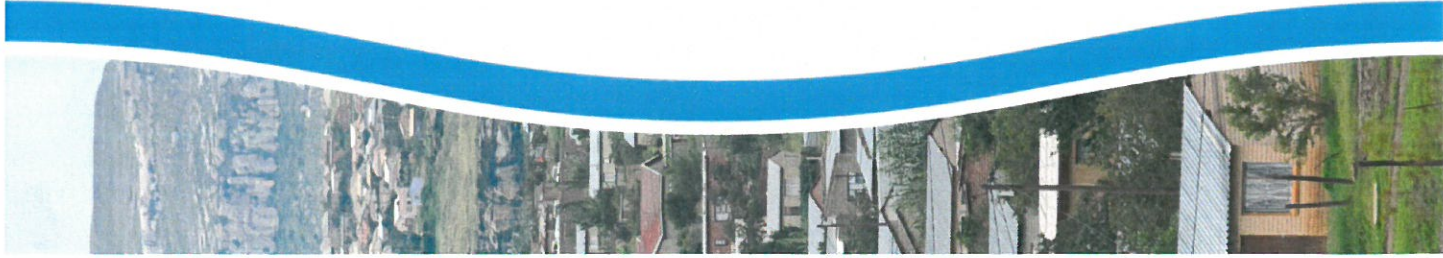
Inputs **Activities** **Outputs** **Outcomes** **Impact**



* Numbering (1) denotes four outputs specified in the ToR



ASSESSMENT FRAMEWORK



Assessment framework

Key Evaluation Questions

- Has PTMS contributed to improved collaboration in the Western Cape Government?
- Has the PTMS been effective in achieving its objectives?
- Has the Western Cape Government created an enabling environment for the efficient implementation of the PTMS?

Criteria

Collaboration

Effectiveness

Efficiency

Collaboration

Assessment areas

- **Intra-departmental-** To what extent and how has the PTMS contributed to improved collaboration within departments?
- **Inter-departmental-** To what extent and how has the PTMS contributed to improved collaboration between departments?
 - Game Changers as a comparative methodology/approach with WGs
 - Governance and policy lessons
- **Inter-governmental-** To what extent and how has the PTMS contributed to improved collaboration between spheres of government?
- **External partnerships-** To what extent and how has the PTMS contributed to collaboration with external stakeholders (e.g. business, civil society & academia)?

Operational

Tactical/interpretive

Political/strategic

Communication

Coordination

Cooperation

Collaboration





Effectiveness

Assessment areas

- **Clarity of intent-** How clear are the intentions and scope of the PTMS amongst key stakeholders?
- **Key outputs-** To what extent did the PTMS achieve its key outputs?
 - 1) Aligned PSP; 2) Governance structures; 3) Reviewed and refined approach; and 4) Learning
- **Responsiveness-** To what extent has the PTMS produced effective responses at the political/ strategic, tactical/interpretive and operational levels?
- **Main objectives-** To what extent did the PTMS deliver on its main objectives of collaboration, transversal oversight and policy implementation?



Efficiency

Assessment areas

- **System functioning-** Which areas of the PTMS are functioning well in the 2014-2019 term?
 - Which areas have not functioned well? Why?
 - How does this compare to the 2009-2014 term?
- **Capability-** To what extent has capability (functional capacity; talent capacity; and cultural capacity) constrained/supported PTMS implementation?
 - Leadership and effective management
- **Enabling tools-** To what extent have the available tools (e.g. BizProjects, evaluation, etc) contributed to an enabling environment for PTMS implementation?
- **Lessons learnt-** What can be learnt from those areas of excellence and those areas of failure in the current PTMS?





REVISED THINKING ON DATA COLLECTION



Data collection phase (15 Oct-23 Nov)

- Up to 30 semi-structured interviews
 - 10 Ministers & 13 HODs
 - Cover Cabinet, SteerCom and ExCo
 - 4 IGR stakeholders [e.g. CoCT, EDP, District (Cape Winelands?) & National stakeholders(DPME and/or NT?)]
 - 3 external stakeholders (e.g. academia, business & civil society)
- Up to 15 Working Group focus groups (2-3 per PSG, incl. Game Changers)
 - Inclusive of departmental SMS and external stakeholders
- 2 x group interviews
 - Policy & Strategy management team
 - CSC management team



Electronic surveys

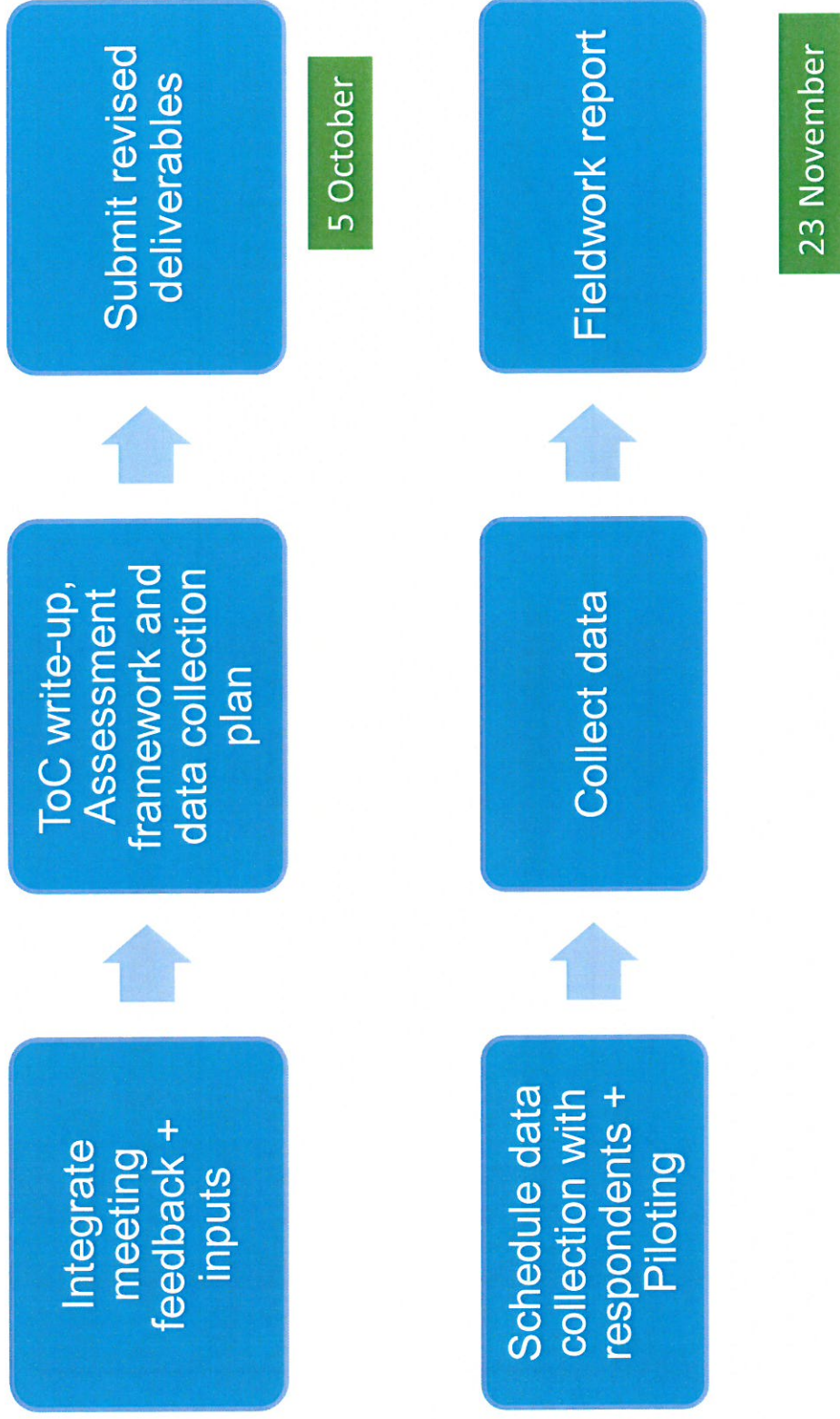
- Survey of all departmental SMS within WCG
 - Includes all Working Group participants?
- Survey of all Working Group participants external to government during 2014-2019 term
- Survey of all WC Mayors and Municipal Managers



NEXT STEPS



Overview of the next steps






Deliverable dates

Deliverable	Delivery date
Final data collection instruments and analysis plan	5 October 2018
Fieldwork report	23 November 2018
Draft evaluation report	18 Jan 2019
Approval of final report and 1/5/25 summaries	8 March 2019
Project closure and handover all supporting datasets	12 March 2019

Document Metadata	
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