



**Western Cape
Government**

Department of the Premier

PROVINCIAL EVALUATION PLAN

2017/18

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PREAMBLE



There is a need to further promote evaluations as it is critical for an objective analysis of the evidence on provincial policies, programmes and projects; rather than only depending on using performance information to improve service delivery.

Post its involvement in the 2015 International Year of Evaluation, the Western Cape Government has sustained active participation and partnerships in collaboration with the Department of Planning, Monitoring and Evaluation (DPME) on evaluations at national, regional and international levels. It has continued to strengthen the institutionalisation of the Provincial Evaluation System with its results-based methodology in line with the National Evaluation System. This has resonated through dialogues and presentations conducted with key stakeholders and partners relating to experiences in the demand and use of evaluation results within the African continent.

This Provincial Evaluation Plan provides the content of the evaluations to be conducted across the Western Cape Government within the second year of the three (3) year rolling Provincial Evaluation Plan (2016/17 – 2018/19). This plan profiles nine (9) evaluations submitted through the 2016/17 Budget Statement process and the ensuing annual call for evaluations for implementation during the 2017/18 financial year.

The Western Cape Government looks forward to building an evaluation culture of reflection and learning through the continuous implementation of quality evaluations and creating an evidence based environment for sharing its institutional lessons.

A handwritten signature in black ink, appearing to read 'Brent Gerber'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Advocate Brent Gerber
Department of the Premier
Western Cape Government

ABBREVIATIONS

CA	Chartered Accountant
CDP	Contractor Development Programme
CITP	Comprehensive Integrated Transport Plan
COE	Cost of Employees
DITP	District Integrated Transport Plan
DORA	Division of Revenue Act
DORB	Division of Revenue Bill
DPME	Department of Planning, Monitoring and Evaluation
ECM	Enterprise Content Management
EPWP	Expanded Public Works Programme
ETWG	Evaluation Technical Working Group
FTE	Full-time Equivalent
GWMES	Government-wide Monitoring and Evaluation System
HOD	Head of Department
IDP	Integrated Development Plan
ITP	Integrated Transport Planning
JPI	Joint Planning Initiatives
LITP	Local Integrated Transport Plan
MEC	Member of Executive Council
MOD centres	Mass participation; Opportunity and access; Development and growth
MPAT	Management Performance Assessment Tool
MTEC	Medium Term Expenditure Committee
MTEF	Medium Term Expenditure Framework
NES	National Evaluation System
NEPF	National Evaluation Policy Framework
NDP	National Development Plan
NLTA	National Land Transport Act
NO	National Outcome
PEP	Provincial Evaluation Plan
PID	Project Initiation Document
PRMG	Public Roads Maintenance Grant
PSG	Provincial Strategic Goal
PTOG	Public Transport Operations Grant
PWMES	Provincial-wide Monitoring and Evaluation System
QLFS	Quarterly Labour Force Survey
RAMS	Road Asset Management System
RCAM	Road Classification and Access Management
RISFA	Road Infrastructure Strategic Framework
RNIS	Road Network Information System
SAICA	South African Institute for Chartered Accountants
VFM	Value for Money
WCDOA	Western Cape Department of Agriculture
WCG	Western Cape Government
WCG PEP	Western Cape Government Provincial Evaluation Plan

1. INTRODUCTION AND CONTEXT OF EVALUATIONS

The National Evaluation System (NES) has now been implemented for five (5) years across South Africa; and it sought to address the initial identified challenge that evaluation was applied sporadically, and was not informing planning, policy-making and budgeting sufficiently. Since 2012, the Western Cape Government (WCG) has institutionalised the National Evaluation Policy Framework (NEPF) at a provincial level, and has evolved to conducting quality evaluations to improve government's effectiveness, efficiency, impact and sustainability to ultimately enhance service delivery.

The WCG has approached the practice of government evaluations across departments within the broader framework of the Provincial-wide Monitoring and Evaluation System (PWMES). The province has been selected as a provincial case study for the Evaluation of the National Evaluation System simply as it has been identified as a provincial pioneer in the implementation of a regional Provincial Evaluation System. The lessons drawn from this journey provide an understanding as to how Evaluation Systems are currently institutionalised, working and how they can be strengthened.

The maturity of evaluations conducted in the WCG has evolved to a point where implementing departments are using evaluations to inform the design, management and improvement of programmes and projects and its impact on service delivery. This is evident through results emanating from the Management Performance Assessment Tool (MPAT) and the related standard assessing the integration of evaluation to strategic management.

The recent diagnostic review of the Province-wide Monitoring and Evaluation framework has identified that 'analysis and evaluation' presents a key lens of information for decision-makers to use for the purpose of strategic decision-making. This study also acknowledged the Provincial Evaluation System; the status of evaluations conducted within the Western Cape; as well as the regional and global evolution of evaluations. There is however a need to strengthen the incentive mechanisms for Departments to include their evaluations within the Provincial Evaluation Plans; and to introduce a percentage spending on evaluations as significant budget cuts urge the WCG to present strong business case proposals to generate more quality evaluations.

The Department of the Premier will continue to invest in the following within the broader context of evaluation practice within the province in efforts to continue strengthening the institutional enabling environment.

The National Evaluation Policy Framework and related guidelines; in this regard provide progress through an annual publication on the review of evaluations conducted over a said period.

All evaluations conducted are profiled based on standard criteria and forms part of a Dictionary of Evaluations. These profiled evaluations are accessible in BizBrain that comprises of a central evidence based repository where implemented Evaluations are accessible via departmental websites.

There is a need to advocate and champion a culture of evaluations since it provides information on government performance, improves budgeting, decision making, fiscal control, accountability as well as the enhancement of government policy. There is also a need to strengthen the building of an evaluation

culture of reflection and learning through the continuous delivery of quality evaluations and creating an evidence base for sharing results.

The Evaluation Technical Working Group serves as a key competence and institutional mechanism to lead and drive evaluations, focusing on the utilisation of evaluations, the benefits thereof and the implementation of the findings and recommendations. The Department of the Premier will continue to identify and facilitate evaluation capacity building programmes through this platform.

In the current constrained economic and fiscal environment, allocation of a percentage of the budget against a budget programme is thus becoming more critical to ensure that key objectives and priorities are planned, budgeted, implemented, monitored and evaluated.

2. CONTEXT OF THE PROVINCIAL EVALUATION PLAN

The Western Cape Government Provincial Evaluation Plan (WCG PEP) is key in setting the direction relating to evaluations to be conducted across selected departments. An annual 'Call for Evaluations' is issued via the Medium Term Expenditure Committee (MTEC) and the Budget Statement processes. Departments respond by submitting evaluation concept notes for key policies, programmes and projects to be evaluated. Technical editing and workshops are conducted with implementing departments to provide guidance and expertise on evaluation content relating to the type of evaluations, key research questions to be answered, scope and methodology.

The WCG has successfully conducted twenty-three (23) evaluations in the first round of the three-year rolling PEP 2013/14 to 2015/16. The findings and recommendations from these evaluations are already being used to improve performance and accountability through the implementation of tailor-made Improvement plans for the particular completed evaluations.

The second three-year rolling Provincial Evaluation Plan covers the period 2016/17 to 2018/19. It consists of five (5) evaluations for 2016/17 that are currently at different stages of implementation.

This Provincial Evaluation Plan to be implemented during the 2017/18 financial year serves as an update to the second three (3) year rolling plan. The purpose of this plan is to provide details of the approved evaluations that serve as strategic priority evaluations identified by implementing departments to be undertaken during the period 2017/2018. Within the period of this plan, there are three (3) out of the 13 WCG departments who serve as implementing departments; namely the Department of Transport and Public Works, the Department of Agriculture and the Provincial Treasury department. A total of nine (9) key strategic evaluations have been agreed upon as provincial priorities to be implemented. The selection of these evaluations demonstrates agreement by the WCG Heads of Department (HOD) that the evaluation topics covered by this plan are important in that it is strategic and in line with key provincial priorities.

For ease of reference, the criteria used remains in line with the National Evaluation Policy Framework. The WCG has placed the priority on the evaluations of the existing interventions and those that are:

- a. A Provincial priority:
 - Linked to the five (5) Provincial Strategic Goals and the National Outcomes;
 - Large (programme budget of over R50 million or with a wide footprint, covering over 10% of the population);
 - Strategic, where it is important to improve and to learn.
- b. Innovative;
- c. Signify a keen public interest;
- d. Have not been evaluated recently;
- e. Are at a critical stage, where decisions need to be taken for which an evaluation is required in order to provide the necessary data and information;
- f. Have monitoring data and/or spatial information in order to inform the evaluation process;
- g. Have a potential budget for evaluation.

3. PROVINCIAL EVALUATION PLAN 2017/18 SUMMARY OF EVALUATIONS FOR WESTERN CAPE GOVERNMENT

The table below demonstrates a classified summary of the nine (9) evaluations as that will be rolled out during the 2017/18 financial year.

3.1. An evaluation of the Expanded Public Works Programme Integrated Grant implementation Programme

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The Expanded Public Works Programme (EPWP) Incentive Grant¹ for provinces is a conditional allocation used to incentivize provincial sector departments, identified in the EPWP log-frame. The grant allocations are determined upfront based on the performance of provincial departments in meeting job targets in the preceding financial year and hence the grant has to be reviewed on an annual basis.

The intervention, 'Expanded Public Works Programme Integrated Grant' aims to increase job creation through the Expanded Public Works Programme. The intervention focuses on providing provincial departments with incentives in order for them to expand their work creation efforts through the use of labour intensive methods in the following identified focus areas which are in compliance with the EPWP guidelines:

- Road maintenance and the maintenance of buildings;
- Low traffic volume and rural roads;
- Other economic and social infrastructure;
- Tourism and cultural industries;
- Sustainable land based livelihoods; and
- Waste management.

The outcomes for the Expanded Public Works Programme Integrated grant are:

- The improved quality of life of poor people and increased social stability through engaging the previously unemployed in paid and productive activities;
- Reducing the levels of poverty; and
- Contributing towards increased levels of employment and improved opportunities for sustainable work through experience and learning gained.

¹ This evaluation is being conducted in response to the requirements of the Division of Revenue Act (Act No. 2 of 2008)

The main outputs of this intervention are the increased average duration of the work opportunities created that makes reference to Full Time Equivalent (FTE) performance and the increased number of people employed and receiving income through the EPWP. The operations of the EPWP Integrated Grant are ongoing as the grant is made available over a financial year.

Importance of the Intervention for evaluation

At the provincial level, this intervention is linked to Provincial Strategic Goal (PSG): 1 that seeks to 'create opportunities for growth and jobs'. In response to this PSG, the Department of Transport and Public Works has established a contribution to the departmental strategic goal 1 that focuses on maximising empowerment and job creation in the Western Cape. This includes the design of EPWP infrastructure projects; and thereby creates work opportunities through general provincial building infrastructure, as well as roads construction and maintenance projects. The evaluation of the Integrated Conditional Grant Programme will also support the achievement of PSG 5: 'embed good governance and integrated service delivery through partnerships and spatial alignment.

At the National level, this intervention is linked to NO 4 (decent employment through inclusive economic growth) and NO 5 (a skilled and capable workforce to support an inclusive growth path). The National Development Plan aims to broaden the expanded public works programme to cover two (2) million fulltime equivalent jobs by 2020. In terms of innovation, the programme is seen as the major contributor to job creation and uses labour intensive construction and maintenance practices for this purpose.

For the 2016/17 financial year, an amount of R14, 691 million Rand was allocated. The estimated budget for the intervention for the 2016/17 financial year is R14, 691 million. This includes contributions from both health and education sectors. The people directly affected are 217 Full Time Equivalents (FTE's) from the education sector and 45 FTE's from the health sector.

In terms of public interest, the grant targets to improve the quality of life of the poorest of the poor people in the province and to increase social stability through engaging the previously unemployed, in paid and productive activities. The grant also seeks to contribute towards reduced levels of poverty, increased levels of employment and improved opportunities for sustainable work through experience and learning gained.

The intervention is now at a critical stage as future conditional grants will be allocated based on the performance of the Expanded Public Works Programme Integrated Grant.

Purpose of the Evaluation

The proposal is to evaluate the Expanded Public Works Integrated Grant Implementation Programme. The key focus of the evaluation is to assess the effectiveness of the 2016/17 EPWP integrated grant expenditure in the Western Cape Province to date in terms of answering the proposed evaluation questions as it will improve the management of the EPWPIG allocation. It also relates to providing data to inform the development/review of a strategic evaluation approach for the said grant and to strengthen future EPWPIG evaluation processes and procedures.

Unit of Analysis for the Evaluation

Programme level: Expanded Public Works Integrated Grant

Key questions to be addressed for the evaluation

1. Is there a thorough diagnostic analysis of the status quo?
2. Have different options been properly considered? Is the programme correctly placed in the unit: General Infrastructure (Maintenance) if the projects are Education Facilities-oriented?
3. Considering the options above, how can the theory of change and theory of action be improved?
4. Is the target group clearly identified and how can they be defined?
5. What are the most significant socio-economic changes related to the relevant stakeholders in the programme?

Principle Audience

Policy makers, government officials, youth, civil society

Type of Evaluation

Design Evaluation

Cost Estimate

R250 000

Timing and Duration

Six (6) months

3.2. An evaluation of the Fatigue Management Programme

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The N1 highway between Laingsburg and Beaufort West, with an extension of the R62 towards Aberdeen, has notoriously been named 'the road of death'. This is due to the high number of serious and fatal crashes experienced on that road. Formative research conducted has indicated that most of these vehicle crashes occur after sunset, particularly after drivers have covered enormous distances.

The Provincial Traffic unit then embarked on a Fatigue Management programme, where in Laingsburg and Beaufort West, all public transport vehicles (mini bus taxis), are stopped between 20:00 and 08:00 to check driver and vehicle compliance and assess the physical fitness of the driver. As from 22 December 2011 till the end of July 2013, almost 30 000 vehicles were stopped; of which almost 3 000 were parked to rest as their drivers were fatigued. Since the inception of the project, no public transport vehicles were involved in any serious or fatal accidents on this stretch of road during those hours of day. The project, which started out as a pilot, remains in operation and will be extended to cover other areas of concern in the province.

The intervention, 'Fatigue Management' sets out to reduce the high number of fatalities that results from fatigue driving between the hours of 20:00 and 08:00. The intervention focuses on measuring the implementation and outcome of the Fatigue Management Programme that contributes to the decrease of fatalities in the Province. The outcomes of the intervention relates to reducing the occurrence of motor vehicle accidents as well as reducing speed violations and traffic related incidents on public transport; whilst outputs encompasses activities such as the stopping and assessing of all public transport inclusive of drivers and vehicles as well as recording of registration numbers and totals of vehicles stopped or parked due to fatigue. This intervention commenced on 22 December 2011 and is still on going.

Importance of the Intervention for evaluation

At the provincial level, this intervention is directly linked to Provincial Strategic Objective (PSG) 3: Increase wellness, safety and tackle social ills. The alignment with the One Cape 2040 is in the fact that Traffic Law Enforcement is used to control the flow of crime/drugs in and out of the Province.

At the National level, this intervention responds to NO 3: All people in South Africa are and feel safe. The intervention also finds its link with the National Development Plan (NDP) in Chapter 12: 'Builds community participation in community safety' and 'Build safety using an integrated approach'.

In terms of how innovative this intervention is, although there is no current legislation or technical measuring instrument to support the parking of vehicles via the temporary confiscation of car keys due to driver fatigue, provincial traffic has been successful in sustaining this initiative; and drivers are complying with the instruction to park the vehicle and rest for at least four (4) hours, after a visual observation and verbal interaction.

In terms of the estimated budget for this evaluation, the existing Cost of Employees (COE) budget will be utilised. As there is no standalone budget for the Fatigue Management programme, this evaluation will enable that this could be estimated. A future budget will however be needed to implement a supporting communication plan, for which the actual amount is available within the BS2 for the department. The beneficiaries of this intervention include all road users of the N1 highway in the Western Cape Province.

In terms of the public interest, the media has over the years, named this road, 'the road of death' due to its high fatality rate, which has raised the awareness around the potential danger on this road with motorists travelling specifically on the N1, into and out of the Western Cape Province, between Aberdeen, Beaufort West and Laingsburg. Several engineering improvements were made to this road e.g. improved road markings, signage, and rest-stop areas. However, the fatality figures have remained unacceptably high. Since the commencement of the Fatigue Management project, a noticeable decrease in fatalities during the hours when the project is in operation is evident.

The intervention is now at a critical stage as there needs to be a decision to sustain or scale down as the initiative demands, deployment of dedicated staff on a daily basis between 20:00 and 08:00 at the two (2) traffic centres. There is also the need for expansion of the intervention to other critical areas.

Purpose of the Evaluation

The proposal is to evaluate the impact of the Fatigue Management programme. The intervention has not yet been evaluated. The key focus of the evaluation is to check on the design of the programme through checking the inner logic and consistency of the Fatigue Management Programme in an effort to see whether the programme's theory of change is being achieved. It is the intention to, through mainly using secondary information, assess the quality of the indicators and the related assumptions.

Unit of Analysis for the Evaluation

Programme implementation level.

Key questions to be addressed by the evaluation

1. Is there a thorough diagnostic analysis of the status quo?
2. Have different options been properly considered?
3. Considering the options above, how can the theory of change and theory of action be improved?
4. Is the target group clearly identified and how can they be defined?
5. Is there a good logical framework?
6. Has the implementation of the programme been properly planned?

Principle Audience

Policy makers, government officials, road users, media

Type of Evaluation

Design Evaluation

Cost Estimate

R200 000

Timing and Duration

Six (6) months

3.3. An evaluation of the Statutory Integrated Transport Planning (ITP) Function

Implementing department: Transport and Public Works

Background and context of the intervention

In terms of section 36 (1) of the National Land Transport Act (NLTA) (No 5, 2009), all planning authorities must prepare and submit to the provincial member of the Executive Council (MEC) an Integrated Transport Plan (ITP) for their respective areas for a five-year period; and must update them as frequently as prescribed. The ITP development and implementation process has received dwindling commitment from the local sphere of government since 2009. In an effort to improve this situation, it is important to obtain information from the municipalities in order to provide bespoke assistance; and to facilitate provincial planning as municipalities have been struggling to prioritise transport projects in the Integrated Development Plan (IDP) 2009 – 2017. The ITPs prepared by planning authorities are done in terms of the Minimum Requirements of the Preparation of Integrated Transport Plans as per Government Gazette No. 30506 of 30 November 2007. In order to enhance the promotion of the objectives of the Act, planning authorities [there are three (3) types who compile ITPs at a local government level] are encouraged to do additional planning if they are able to do so based on their budgets and capacities. Planning authorities must also comply with any additional requirements prescribed by the relevant MEC, and may include information additional to that required by the prescripts. The Department of Transport and Public Works has assisted municipalities where there is a lack of capacity within the Western Cape Province with the ITP development process.

The intervention, 'Integrated Transport Planning' requires for planning authorities to compile and submit integrated transport plans for their respective areas to the MEC within a five (5) year period; and then to regularly update these plans. The intervention focuses on ascertaining the extent to which the Department of Transport and Public Works' investment in assisting municipalities to comply with section 36 of the NLTA; has promoted the implementation of the Act.

The objectives of this intervention relates to how the assistance provided by the Department of Transport and Public Works ensures that the statutory planning function is executed efficiently and effectively. Outputs relating to this intervention include the development of specialist products such as the ITPs of which there is 32 in total comprising of District Integrated Transport Plans (DITPs), Comprehensive Integrated Transport Plans (CETPs) and Local Integrated Transport Plans (LITPs). The timing and duration of the intervention relates to that the current ITPs was instituted since 2009 and that it is developed annually. There is no definite completion date.

Importance of the Intervention for evaluation

At the provincial level, this intervention is linked to Provincial Strategic Goal (PSG): 5 that seeks to 'embed good governance and integrated service delivery through partnerships and spatial alignment. At the National level, this intervention is linked to NO 12: (create an efficient, effective and development-oriented public service). It also speaks to NO 6: (create an efficient, competitive and responsive economic infrastructure network).

In terms of innovation, the Joint Planning Initiatives (JPI) outline joint priorities for the WCG through the IDP Indaba engagements between the WCG and municipalities. The following themes have emerged to which this intervention is linked: economic growth, education and skills development, environmental management, governance, integrated human settlement development, integrated planning and budgeting, bulk infrastructure and social sector development. It will allow the department to make priority decisions. The innovative aspect of the evaluation will allow for the Province to relook at its strategy in terms of capacitating municipalities not to only comply with Section 36 of the NLTA but also to ensure implementation

For the 2017/18 financial year, transfers to Municipalities amounts to R3m whilst the departmental project management budget is also R3m.

In terms of public interest, the ITP summarises the transport needs of the communities within the Western Cape Province in response to the transport needs of the citizenry. The intervention is at a critical stage the NLTA is currently under review as its development is within the 2016/17 annual process.

Purpose of the Evaluation

The proposal is to evaluate the implementation of the Integrated Transport Planning process. The key focus of the evaluation is to improve the efficiency and efficacy of the operational processes.

Unit of Analysis for the Evaluation

Programme level: Integrated Transport Plan

Key questions to be addressed for the Evaluation

1. What is the scale and scope of the met and unmet needs?
2. What are the strengths, weaknesses, opportunities and threats in the current situation?
3. What are the legal obligations imposed by existing legislation that may be relevant to the issue?
4. What is already known about the issue or problem and what are the root causes of the issue/problem?
5. What is considered good practice and what options could be considered to deal with the problem?
6. Is the target group clearly identified and how can they be defined?

Principle Audience

Policy makers, government officials, transport users, service providers and public interest groups.

Type of Evaluation

Diagnostic evaluation

Cost Estimate

R750 000

Timing and Duration

Six (6) months

3.4. An evaluation of the Provincial Roads Maintenance Grant

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The Provincial Roads Maintenance Grant (PRMG)² came into effect during the 2011/2012 financial year to supplement provincial roads investments and to support preventative, routine and emergency maintenance and provincial networks. This grant supplements the following:

- Provincial investments for routine, periodic and special maintenance;
- Ensures that all roads are classified as per the Road Infrastructure Strategic Framework for South Africa (RISFSA) and the Road Classification and Access Management (RCAM) guidelines;
- Implements and maintains Road Asset Management Systems (RAMS);
- Supplements provincial projects for the repair of roads and bridges damaged by declared natural disasters; and
- Improves the state of the road network serving electricity generation infrastructure as well as road safety with a special focus on pedestrian safety in rural areas.

The road network provides a foundation for sustaining the economic and social infrastructure of the Western Cape. Preservation of the existing road network to ensure that the road is safe and smooth for motorists and passengers, that the road life is optimised and that road performance is improved are hence essential elements relating to the maintenance of roads.

The intervention, 'Provincial Roads Maintenance Grant' requires provinces to implement road asset management systems that would ensure that data was kept on road and climatic conditions, as well as on traffic. The intervention focuses on ensuring that there is efficient investment in provincial roads to implement the Road Infrastructure Strategic Framework for South Africa (RISFSA), in line with the S'hamba Sonke road programme and other related road infrastructure asset management programmes. The operations are ongoing as the Public Roads Maintenance Grant is made available over a financial year.

The objectives of this intervention includes improving the condition and life span of the assets namely provincial roads. This, in turn, would improve the level of service provided by improving employment rates, community participation and skills development through the delivery of roads infrastructure projects. This then creates work opportunities for unemployed people through labour-intensive construction methodologies for the delivery of road infrastructure projects. Outputs relating to this intervention relate to road classification processes being 100% complete and continuously maintained that includes all newly constructed and upgraded roads. These outputs also include a fully functional Roads Classification and Access Management (RAMS) in line with the minimum requirements for a provincial road authority, a network condition assessment and determination of a project list for the RAMS, specific targets defined in the Road Asset Management Plan, the submission of updated road condition data (paved and unpaved), traffic data and bridge condition report by August 2017; as well as

² This evaluation is being conducted in response to the requirements of the Division of Revenue Act (Act No. 2 of 2008)

that the efficiency sectors indicators that are currently developed will provide indicators in the Division of Revenue Bill (DORB) Framework.

The timing and duration of the intervention relates to that the operations are ongoing with the PRMG made available over a financial year. The grant is provided annually and therefore has no definite completion date.

Importance of the Intervention for evaluation

At the provincial level, this intervention is linked to Provincial Strategic Goal (PSG): 1 that seeks to 'create opportunities for growth and jobs. The evaluation of the Integrated Conditional Grant Programme will also support the achievement of PSG 5: 'embed good governance and integrated service delivery through partnerships and spatial alignment.

At the National level, this intervention is linked to National Outcome (NO) 6: (an efficient, competitive and responsive economic infrastructure network). The National Development Plan aims to broaden the expanded public works programme to cover two (2) million fulltime equivalent jobs by 2020.

In terms of innovation, this programme utilises investment management decision making tools and techniques and uses the allocated grant for infrastructure investment projects. For the 2017/18 financial year, an amount of R879 671 was allocated. In terms of public interest, the provision of transport infrastructure is central to the unlocking of economic activities especially for disadvantaged and rural communities; hence increasing access to services such as schools, leisure and health activities.

The intervention is at a critical stage as planned construction and maintenance projects are ongoing and prioritised.

Purpose of the Evaluation

The proposal is to evaluate whether the Provincial Roads Maintenance Grant supplements provincial roads investments and supports preventative, routine and emergency maintenance on provincial networks.

The key focus of the evaluation is to assess the effectiveness of the 2017/18 Provincial Roads Maintenance Grant expenditure in the Western Cape Province to date. This will then provide information that would assist management in improving the management of the PRMG allocation. It will also provide data to inform the development or review of a strategic evaluation approach to the PRMG conditional grant; and hence strengthen future PRMG evaluation processes and procedures.

Unit of Analysis for the Evaluation

Programme level: Provincial Roads Maintenance Grant

Key questions to be addressed for the evaluation

National Department of Transport is in the process of developing Efficiency sector indicators; this evaluation focuses on other aspects of an economic evaluation and the questions may be revised once these indicators are finalised (by end of 2016/17 financial year).

1. What are the most significant socio-economic changes related to the development of contractors in the Contractor Development Programme (CDP) in this PRMG investment?
2. What are the most significant socio-economic changes for EPWP and LIC employees from participating in the project?
3. What are the most significant socio-economic changes experienced by the business community (owners, labourers, suppliers, customers, exporters) in the affected areas as a result of the road maintenance investments in the economic region?
4. Are there significant changes relating to access to services (such as health clinics, day hospitals, community health centres, schools, library services, policing, fire brigades, ambulance services etc.) for communities within the area of intervention?
5. Are there significant changes relating to access to sports and recreational activities (such as MOD centres, Parks, sports facilities etc.) for communities within the area of intervention?

Principle Audience

Policy makers, government officials, youth, civil society

Type of Evaluation

Impact Evaluation

Cost Estimate

R300 000

Timing and Duration

Six (6) months

3.5. An evaluation of the Public Transport Operations Conditional Grant

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The Public Transport Operations Conditional grant³ is a national contribution to subsidised service contracts entered into by the provincial departments of Transport and Public Works and public transport operators for the provision of affordable subsidised transport services.

The contracting authority must claim in terms of the kilometres of service provided and provide a summary report if the contracting function is devolved to any municipality before the 2017/18 adjustment budget, then the appropriate portion of the grant will also then be devolved to that municipality. The implementation of the devolution process should be done in terms of section 17(5) of the Division of Revenue Act (DoRA). The relevant municipality and province will then have to make transitional arrangements to ensure that payments to operators meet contractual commitments. Should any contracts be devolved during 2017/2018, a service level agreement between the province and the municipality must be signed and the funds must then flow in line with the DoRA requirements. It is essential for provinces to take all reasonable measures to assist the transition within a framework to be prescribed by the National Department of Transport and National Treasury. All new contracts concluded must be done as per the relevant legislation, and in compliance with the Public Transport Strategy. These contracts must be approved by the Public Transport Integration Committee comprising of the three (3) spheres of government to ensure alignment with Integrated Public Transport Network plans. Where an intermodal Planning Committee is established at a municipal level, in terms of the National Land Transport Act (NLTA), the functions of the two (2) committees must be consolidated to ensure integration of planning, services and modes.

The intervention, 'Public Transport Operations Conditional Grant' subsidises roads based on public transport services. The intervention focuses on providing supplementary funding towards public transport services provided by provincial departments of Transport. The objectives of this intervention include the provision of public transport services in terms of contracts which are kilometre based and affordable to the users of the services. Outputs relating to this intervention relate to various set indicators such as subsidy per passenger to employees per vehicle.

The timing and duration of the intervention relates to the fact that the operations are ongoing with the Provincial Transport Operations Grant (PTOG) made available over a financial year. The current PTOG grant was instituted in 2009, converting an operational bus subsidy, based on the number of clip-cards sold, to an operational grant, based on the number of kilometres operated. The grant is provided annually and therefore has no definite completion date. Plans are however underway to transfer the PTOG to the City of Cape Town Municipality.

Importance of the Intervention for evaluation

³ This evaluation is being conducted in response to the requirements of the Division of Revenue Act (Act No. 2 of 2008)

At the provincial level, this intervention is linked to Provincial Strategic Goal (PSG): 1 that seeks to 'create opportunities for growth and jobs. The intervention is also in response to PSG 4 that enables a resilient, sustainable, quality and inclusive living environment; and supports the achievement of PSG 5 that embeds good governance and integrated service delivery through partnerships and spatial alignment.

At the National level, this intervention is linked to National Outcome (NO) 6: (an efficient, competitive and responsive economic infrastructure network). The National Development Plan views public transport as one of the direct and immediate measures to attack poverty, with subsidised public transport regarded as a form of social protection. The provision of adequate, subsidised and reliable public transport is essential to lowering the cost of living for the poor.

In terms of innovation, data will be collected from customers/commuters with the aid of scientific data collection tools and methods. The use of electronic social media networks and applications will also be encouraged and systematically implemented. For the 2017/18 financial year, an amount of R796 580,000 was allocated. In terms of public interest, the subsidisation of public transport has a positive impact on the users in respect of affordability, accessibility and efficiency of services.

The intervention is at a critical stage as an evaluation is required to fulfil a legal requirement in terms of section 11 (5) of the Division of Revenue Act (DORA). This is a relevant audit requirement for the purposes of improving the management of the grant also with reference to improving key decisions around public transport.

Purpose of the Evaluation

The proposal is to evaluate the implementation of the Public Transport Operations Grant programme. The key focus of the evaluation relates to assessing the effectiveness of the 2017/18 PTOG grant expenditure in the Western Cape Province to date, in order to provide information that would assist the effectiveness of future performance evaluations of the PTOG with reference to measuring customer bus service characteristics and improving bus operational efficiency. The evaluation also focuses on providing data to inform the development or review of a strategic surveying approach in the management of the evaluation of the PTOG conditional grant by measuring and understanding trends in population behaviour; and collecting timely information on emerging travel issues.

Unit of Analysis for the Evaluation

Programme level: Public Transport Operations Grant Implementation Programme

Key questions to be addressed for the evaluation

1. What is the most significant socio-economic change experienced with commuters/business community/operators/government services/special interest groups through the operation of new routes, where new routes were introduced?
2. How has the travel experience improved or deteriorated as a result of the introduction of additional and new routes?

Principle Audience

Policy makers, government officials, youth, civil society

Type of Evaluation

Economic evaluation

Cost Estimate

R300 000

Timing and Duration

Six (6) months

3.6. An evaluation of the Benefits Realisation of the Enterprise Content Management (ECM) system

Implementing department: Department of Transport and Public Works

Background and context of the intervention

In the past across government, the handling of documents and information was associated with numerous challenges: inefficient, paper-based workflows, time-consuming searching for relevant information, adherence to statutory requirements and compliance guidelines and increase in time spent on data security. The Department of Transport and Public Works identified the need for a File and Document Management system. In 2002 it contracted a service provider to complete a User Requirements Specifications (URS) investigation and report. In order to address the Department's requirements in 2003 - 2004, an investigation was undertaken by the then WCG-IT component to determine the best solution to meet the requirement. At a senior management meeting held in July 2003 with SITA representatives, it was decided that Livelink, the later Enterprise Content Management (ECM) Open Text, would be adopted as the standard for Records Management, Electronic Document Management and Workflow Management.

ECM enables that a wide variety of content from throughout the Department is managed and made available expediently in the context in which it is needed. Essentially, it is about capturing, storing and managing content, subsequently making it available at the right time and in the right place. Registered and authorised ECM users obtain immediate and direct access to most Departmental documentation, without protracted searching. ECM provides efficient and effective business processes while enabling cooperation between employees and offices regardless of their location and time.

Numerous gains have been achieved to date. History of decisions and collaboration documents have allowed for increased efficiencies as documents are now used as a point of reference for creating new requests, submissions and other correspondence. The objectives of the intervention are the following:

- Creating and maintaining a common enterprise-wide architecture;
- Establishing a Knowledge centre;
- Optimising the business process management of the content of the ECM system; and
- Improving service delivery to the citizenry.

The intervention focuses on increasing overall productivity, efficiencies and operational performance and to unlock the true potential of the department by enabling officials to transform content into knowledge, creating new efficiencies and improved business processes leading to cost savings. The timing and duration of the intervention relates to that the intervention commenced in 2006 and is on-going.

Importance of the Intervention for evaluation

At the provincial level, this intervention is linked to Provincial Strategic Goal (PSG): 5 that seeks to 'embed good governance and integrated service delivery through partnerships and spatial alignment. At the National level, this intervention is linked to NO 12: (create an efficient, effective and development-oriented public service). It also speaks to NO 6: (create an efficient, competitive and responsive economic infrastructure network). The intervention also speaks to the NDP as it is directly linked to Chapter 13 that speaks to 'building a capable state.'

In terms of innovation, the Enterprise Content Management is a complete electronic content and records management solution. For the 2016/17 financial year, the budget for this intervention is R163 404 000. The Department conducting the evaluation has indicated that there is no substantial public interest currently.

The intervention is at a critical stage as the Medium Term Expenditure Budget (MTEF) is currently under review; and the budget for the roll-out of the ECM needs to be determined for future financial years.

Purpose of the Evaluation

The proposal is to evaluate the implementation of the Integrated Transport Planning process. The key focus of the evaluation is to value and analyse the accumulated benefits tangible/intangible; financial/non-financial of the ECM system and aid the department in realising the intended maximum benefits detailed in the business case for this programme.

Unit of Analysis for the Evaluation

Programme level: Enterprise Content Management Implementation Programme

Key questions to be addressed for the evaluation

1. Which of the planned benefits have been achieved?
2. Which of the planned benefits have not been achieved?
3. Has there been any follow-up action taken in response to planned benefits not achieved?
4. Were there any unexpected benefits that have been achieved?
5. Were there any dis-benefits that have resulted?
6. Why were particular benefits achieved or not achieved?
7. What lessons can be learned for future interventions and practices?
8. Demonstrate the value for money related to the intervention?
9. How did the system change the functions of the beneficiaries?
10. What critical success factors can be identified to determine successful implementation?

Principle Audience

Policy makers, government officials, Auditor-General of South Africa, Internal Auditors and service providers.

Type of Evaluation

Economic evaluation

Cost Estimate

R100 000

Timing and Duration

Six (6) months

3.7. An evaluation of the Land Care Programme

Implementing department: Department of Agriculture

Background and context of the intervention

The Land Care sub-programme is part of the Sustainable Resource Management Programme of the Western Cape Department of Agriculture (WC DOA). Land Care is a national movement aimed at restoring sustainability to land and water management in both rural and urban areas. It encompasses integrated sustainable natural resource management where the primary causes of natural resource decline are recognised and addressed. Land Care is community based and community led and seeks to achieve sustainable livelihoods through capacity building and related strategies. Land Care policies will be developed and achieved through the formation of partnerships with a wide range of groups from within and outside Government through a process that blends together appropriate upper level policy processes with bottom-up feedback mechanisms.

Some of the Interventions undertaken are;

- a. Area wide planning
- b. Implementation of Land Care projects, Junior Land Care, Awareness, Rehabilitation, Job creation and Conservation Agriculture.
- c. Conservation of Agricultural resources: Farm planning and Disaster management works.

It is important to have the programme externally evaluated at this stage to justify continued funding of the sub-programme, which currently relies on WC DOA equitable share funds and resources contributed from DAFF and the Expanded Public Works Programme (EPWP).

Importance of the Intervention for evaluation

The Land Care team works to promote sustainable use and management of natural agricultural resources. Land Care is a national movement aimed at restoring sustainability to land and water management in both rural and urban areas. It encompasses integrated sustainable natural resource management where the primary causes of natural resource decline are recognised and addressed

The rationale behind the Land Care intervention is discussed in Chapter 5 of the National Development Plan (NDP). It is argued that South Africa has a rich endowment of natural resources and mineral deposits, which, if responsibly used, can fund the transition to a low-carbon future and a more diverse and inclusive economy. However, it implies that development challenges must be addressed in a manner that ensures environmental sustainability and builds resilience. To this end, investment in skills, technology and institutional capacity is critical.

The NDP is translated into the fourteen National Outcomes (NO), each with clear interventions and targets. Chapter 5 of the NDP largely lands in NO 10 and sub-outcome 1 of NO10 envisages that “Ecosystems are sustained and natural resources are used efficiently”. Provincially, the WC DOA measures achievement of these targets at the hand of the following APP Indicators:

- a. Number of hectares protected/rehabilitated to improve agricultural production.
- b. Number of green jobs created expressed as Full Time equivalents.
- c. Number of awareness campaigns conducted on Land Care
- d. Number of capacity building exercises conducted within approved Land Care projects.
- e. Number of Area wide planning
- f. Number of youth attending Junior Land Care initiatives
- g. Number of farm plans updated for sustainable farming purposes

Purpose of the Evaluation

The evaluation will determine the relevance and value of the programme, which is important to understand given Government cost-cutting pressures. The purpose of the evaluation is to understand the overall outcomes and impacts of the programme and it will also be useful in identifying areas of greater and lesser efficiency in translating programme efforts into intended outcomes.

Unit of Analysis for the Evaluation

The unit for analysis is the entire Land Care sub - programme over the period 2012-2016 and will cover the full package of services offered by the programme. This involves many types of interventions which will require a range of indicators as measures of achievement.

Key questions to be addressed for the evaluation

1. Does the Land Care programme make a difference to the economic welfare of beneficiaries?
2. Did the skills and training acquired through the programme enable people to access 'better' jobs or permanent employment?
3. How did the programme change individual and community perceptions about caring for the environment?
4. What are the socio-economic- environmental benefits of the work done through Land Care when taking Climate Change Strategies and other National and International agreements into account?
5. Is the Land Care methodology of implementing projects (in partnership) of community based natural resource management effective when compared to other similar programmes?

Key Audience

Stakeholders, Landowners, Department of Agriculture

Type of Evaluation

The evaluation will have elements of impact, economic and design evaluation.

- a. Impact evaluation
This will require identification, collation and quantification of the changes brought about by the sub-programme, including both intended and unintended products of the sub-programme.
- b. Economic evaluation
This will require analysis of the cost of achieving the various outcomes of the programme, and analysis of the value-for-money (VFM) associated with the various implementation methods and outcomes achieved.
- c. Design evaluation:
This will involve identification of those elements of the sub-programme, which are most beneficial, and those which produce less effective outcomes. This will focus on identifying the key programmatic elements associated with positive changes, as well as the unmet programmatic needs, which are associated with lack of success in achieving intended outcomes or threatened by risks of unsustainability.

Cost Estimate

R 500 000

Timing and Duration

3 months

3.8 An evaluation of the impact of the 4th Industrial Revolution on the Western Cape Agricultural sector

Implementing department: Department of Agriculture

Background and context of the intervention

Almost 82% of the total area of the Western Cape Province is being used for farmland of which 19% (2,5 million hectares) is arable (Abstract of Agricultural Statistics, DAFF, 2016). This land is being used by 6 653 commercial (Agricultural Census, StatsSA, 2007) and 9 844 smallholder (Smallholder Survey, WCDOA, 2010) farmers.

The Gross value added by Primary Agriculture amounted to R18,5 billion in 2014 (GDP Data 4th Quarter, StatsSA, 2016) and Agri-processing added another 21,9 billion (Calculations by Partridge, WCDOA, 2016) which means that Agriculture and Agri-processing are the source of more than 7,8% of the value added in the Western Cape economy. At the same time agriculture and Agri-processing is providing employment to 410 000 people; 17.7% of all people employed in the Western Cape (Calculated from 3rd Quarter QLFS, StatsSA, 2016).

It is important to note that labour intensive, export focussed, irrigated perennial crops such as apples (17,4%), wine grapes (16,9%), table grapes (8,3%), pears (6,4%) and others are responsible for 68% of the total income generated from farming (SIQ Data, WCDOA, 2013). Due to the export focus, these industries are the most vulnerable to disruption. The “treadmill theory”, developed by Cochrane in the 1930’s, has provided convincing proof that farmers must remain at the forefront of new technology for them to remain competitive at a local and international level. Typically, new technologies are either yield increasing or cost saving. This leads to the question at the core of the Department’s support to the Sector:

What new technologies are emerging and how will they change the face of global agriculture?

The 1st Industrial Revolution took place from 1760 to 1840 with the introduction of railways and the steam engine which made mechanical production possible. During the 2nd Industrial Revolution, from the late 19th Century to the early 20th Century, the introduction of electricity and the assembly line led to mass production. The 3rd Industrial Revolution, often called the Digital Revolution, started in the 1960’s and gave rise to personal computing and the internet.

It can be argued that the 4th Industrial Revolution is not merely an extension of the Digital Revolution (Version 3.2), but that the world is at an inflection point. Virtual and physical systems of manufacturing, combined with new developments in the fields of gene sequencing, nanotechnology, renewables and quantum computing enables systemic changes across the physical, digital and biological domains that makes the 4th Industrial Revolution fundamentally different from its three predecessors. In a world where 17% (1.3 billion people) of the population has not yet reached the 2nd Industrial Revolution (they have no access to electricity) and 4 billion people (almost 50% of the world’s population of whom most live in the developing world) are still not connected to the internet (i.e. has not reached the 3rd

Industrial Revolution), how will society be impacted? In 1990 the three biggest companies in Detroit, USA (a prime example of 2nd Revolution manufacturing) had a combined market capitalisation of \$36 billion with 1.2 million employees. The three biggest companies in Silicon Valley, USA, had in 2014 a market capitalisation of \$1.09 trillion (33 times higher) and 137 000 employees (9 times lower).

Some of the current drivers of the 4th Industrial Revolution include autonomous vehicles, 3D printing, advance robotics, new materials, digital as well as biological developments. It is expected that the result of these drivers will have impacts with economic, employment, workplace, business, crime, government and conflict dimensions. It is evident that we are standing at the brink of a number of changes which will fundamentally, and irreversibly, influence and change the economic, social and political systems at macro, meso and micro levels. Indeed, the question companies and industries need to face is no longer “will I be disrupted”, but rather “when will my business be disrupted, how will the disruption take place and how will it affect me and my business?” It will probably be those businesses who most effectively succeed in combining the digital, physical and biological worlds that will be the most resilient against disruptive change.

The Agricultural and Agri-processing Sector regularly makes the headlines of papers. Most recently the conditions (accurately portrayed or not) of agri workers in the Wine Industry was highlighted during a video broadcasted on Danish television. Other issues regularly making the headlines include land reform, adverse weather conditions (droughts, floods, hail), disease outbreaks, international trade (e.g. the Geographical indication clause to the recently implemented Economic Participation Agreement between South Africa and the European Union), etc. How will the 4th Industrial Revolution play out in this sector?

Importance of the Intervention for evaluation

Global society still has the opportunity to drive the 4th Industrial Revolution in a desired direction by understanding the changes, showing leadership and establishing a common set of values to drive policy choices. This evaluation is crucial at this time for the Western Cape agricultural community to understand the potential impact of these new technologies, given the importance of the sector to the Western Cape economy.

Purpose of the Evaluation

The purpose of the evaluation is to analyse the various trends underlying the 4th Industrial Revolution, its impact on the Western Cape and how the Province can minimize the negative impacts and support positive trends. At the core of the Western Cape Department of Agriculture’s support provided to the Agricultural Sector is the development, adaptation and transfer of new technologies with the view of making the Sector responsive and prosperous whilst it becomes united and remains in balance with nature.

Unit of Analysis for the Evaluation

The Agricultural and Agri-processing Sector in the Western Cape

Key questions to be addressed for the evaluation

1. Describe the variables influencing multi-faceted change in the global agricultural environment?
2. What new technologies and trends will most likely have an impact (both negative and positive) on the Western Cape Agricultural and Agri-processing Sector?
3. Describe and rank the economic, social, technological and political impact of these trends?
4. What should be done (actions) by the Sector to minimise negative impacts and maximise positive opportunities?
5. Who (Government, farmers, agribusiness, etc.) should take responsibility for which actions?

Key Audience

Government, farmers, Agri-businesses

Type of Evaluation

Diagnostic, impact and design

Cost Estimate

R800 000

Timing and Duration

7 months

3.9 An evaluation of the Chartered Accountants Academy Training Programme

Implementing department: Department of Provincial Treasury

Background and context of the intervention

The Chartered Accountants (CA) Academy facilitates and provides a structured, accredited training programme in line with the Provincial Treasury strategy to establish a pipeline of public sector specialists. The programme is accredited by the internationally recognised professional body, the South African Institute of Chartered Accountants (SAICA). It requires trainee accountants to be exposed to specific competencies and to achieve specific levels of knowledge on these competencies. Graduates of this programme should have the required knowledge and skills base to be easily absorbed by the public service, ensuring an efficient and effective government.

The programme offers the following recognised professional designations, AGA (SA) and CA (SA). A distinctive characteristic of the programme is the SAICA regulations and accreditation criteria that Provincial Treasury needs to conform to. The programme was approved and signed off in 2013. However, the first intake of trainee accountants occurred in March 2016, due to the recruitment of a Chartered Accountant and the establishment of PT as an accredited training office.

Importance of the Intervention for evaluation

The CA Academy is crucial to provide accredited training and a pipeline of public sector specialist. At the provincial level, this intervention is linked to PSGs 1: Create an opportunity for growth and jobs; and PSG 5: Embed good governance and integrated service delivery through partnerships and spatial alignment. This intervention is also linked to the One Cape 2040 goals: of Enterprising Cape and Leading Cape.

At the National level, the intervention responds to the National Development Plan (NDP) through improving the quality of education, skills development and innovation; and building the capability of the state to play a developmental, transformative role.

Purpose of the Evaluation

The key focus of the evaluation is to determine if the CA Academy is in line with the Provincial Treasury strategy to establish a pipeline of public sector specialists.

Unit of Analysis for the Evaluation

The CA Academy

Key questions to be addressed for the evaluation

Some examples of key evaluation questions that can be asked relates to:

Organisations/site where trainees are placed

1. How has this initiative added value to your organisation?
2. What are the strengths and weaknesses of the programme?
3. How can obstacles be overcome?
4. Have these changes improved the programme?
5. How might the programme be implemented differently? How could others learn from more successful sites? How could these changes be made?
6. In terms of the results-based management pyramid, how could the achievement of outputs be maximised?
7. What factors influence the way the programme is implemented?
8. In terms of the results-based management pyramid, are activities happening as planned, how is the use of inputs compared to the plan, and are the planned outputs being achieved, and are any unintended positive or negative outputs or outcomes?

For the Trainee accountants

1. Are you satisfied with the exposure/training received to date?
2. What are the strengths and weaknesses of the initiative?
3. What factors influence the way the programme is implemented?
4. What would you add/remove or change to improve the programme?
5. Would you recommend the programme to prospective trainee accountants?

Key Audience

Policy makers, government officials, educators, students and public interest groups.

Type of Evaluation

Design Evaluation

Cost Estimate

No Budget

Timing and Duration

11 months

4. KEY IMPLEMENTING ISSUES

Whilst the WCG has made significant progress in terms of the institutionalisation of evaluations, the province is still experiencing numerous challenges and concerns. Emerging issues mainly relates to strengthening the incentive mechanism for departments to conduct evaluations in accordance with the National Evaluation Policy Framework; and to deepen the debate at executive levels in relation to the importance of evaluations for planning and to use the findings as evidence to request funding for interventions.

The key implementation issues related to this updated plan will focus on:

4.1. Reporting and reviewing the Plan

Progress relating to the implementation of this plan for the 2017/18 financial year will be provided to the relevant management structures within the WCG through briefing notes and reports. These structures include the Department of the Premier Executive Committee, the PSG 5 Work group 4 committee and any additional structures identified by the Executive. Completed evaluations will be submitted to the Department of Planning, Monitoring and Evaluation (DPME) for the quality assurance process; and structured and intermittent progress will also be provided upon request to DPME.

This plan will be managed through quarterly technical engagements with the Evaluation Technical Working Group (ETWG) via a structured agenda; monthly engagements with all implementing departments to guide on progress relating to the evaluations being conducted; as well as bi-annual reflections to determine progress and outlook in the institutionalisation process. Continuous capacity building will be provided throughout the implementation duration where relevant.

In terms of Project Governance, it is the intention that a project definition with related activities will be crafted for each evaluation contained within this plan and monitored via the Bizprojects system. An annual evaluation update will be delivered that provides a review of the actual achievements both in terms of the Provincial Evaluation System and the implementation of evaluations.

4.2. Funding of Evaluations in the Plan

The funding for this plan for 2017/18 was tabled at the MTEC for the 2017/18 budget process. Whilst there is a reduction in the Medium Term Expenditure Framework budget, it now is essential to acknowledge that the cost of evaluations should be considered in line with the utilisation of evaluation results to improve the value of government programmes. External sources of funding are also being explored by specific implementing departments.

Of relevance to note in terms of funding requirements is that evaluations form part of the PSG 5 Work group 4 deliberations; and hence solutions to utilising evaluations as an evidence base for allocative efficiency should be explored.

The Department of the Premier acknowledges the funding challenges experienced by programme managers and will continue, in partnership with Provincial Treasury and relevant strategic partners to advocate for the planning and budgeting of WCG evaluations.

5. WAY FORWARD

Whilst we have made significant progress in the institutionalisation of evaluations, we are faced with many challenges and concerns. In the current constraint economic and fiscal environment the integration of evaluations, reporting, planning and budget processes are becoming more critical to ensure that key objectives and priorities are planned, budgeted, implemented, monitored and evaluated. We need to advocate and champion a culture of Evaluations since it provide information on government performance, improves budgeting, decision making, fiscal control, accountability as well as enhances government policy.

The WCG is looking forward to addressing critical issues such as: to promote the utilisation of evaluation findings to improve outcomes and impact of government programmes; enhanced budgeting for evaluations as part of the planning cycle, linking evaluations to the broader data governance initiatives, building partnership and strengthening a culture of evaluations as well as developing skills and competencies for Evaluations.

Upon the finalisation of this plan to be implemented during the 2017/18 financial, it will be communicated via the public domain. Terms of references for each evaluation contained within this plan will be compiled by departments in collaboration with the Department of the Premier. Service providers with the necessary evaluation competencies can apply via the procurement process to conduct evaluations.

Western Cape Government: Updated Provincial Evaluation Plan 2017/2018

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