



Western Cape
Government

Department of the Premier



PROVINCIAL EVALUATION PLAN 2018/2019
March 2018

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PREAMBLE



For the past five years, the Western Cape Provincial Government (WCG) has consistently implemented the Provincial Evaluation Plan (PEP) and conducted quality evaluations aligned to the National Evaluation Policy Framework (NEPF). During 2017, the Department of the Premier (DotP) has made a concerted effort towards linking evaluations to the strategic planning and budgeting processes of the Western Cape Government (WCG).

The WCG is actively using evaluations with a focus on strengthening evidence-based planning through Annual Performance Plans (APPs) for improved implementation and service delivery impact. The WCG is also moving towards using evaluation evidence in budgeting, for fiscal control, and to enhance overall accountability. The Department of the Premier (DotP) has collaborated with Provincial Treasury (PT) to identify key strategic interventions that are at a critical stage where an evaluation would be welcomed and to provide ring-fenced funding to the implementing departments to conduct the evaluations. This initiative is to further promote evaluation practice as a critical tool for an objective analysis of provincial priorities, particularly within this fiscal constraint environment.

This PEP provides the content of the evaluations to be conducted across the WCG within the third and final year of the three (3)-year rolling PEP (2016/2017–2018/2019). I am pleased to announce that this plan profiles 15 evaluations submitted through the 2018/2019 Budget Statement process and the ensuing “annual call for evaluations” for implementation during the 2018/2019 financial year. This plan also profiles selected evaluations of strategic interventions that will enjoy a share of the PT’s inaugural ring-fenced allocation.

The WCG continues to strive for excellence in evaluations and the recent developments in linking evaluations to strategic planning and budgeting that culminate in this PEP (2018/2019) are testimony to the strengthening of the Provincial Evaluation System (PES) within the province.

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

APP	Annual Performance Plan
BI	Business Intelligence
CD: SMI	Chief Directorate of Strategic Management Information
DEADP	Department of Environmental Affairs and Development Planning
DEDAT	Department of Economic Development and Tourism
DG	Director General
DOCS	Department of Community Safety
DOTP	Department of the Premier
DPME	Department of Planning, Monitoring and Evaluation
DTPW	Department of Transport and Public Works
EPWP	Expanded Public Works Programme
ETWG	Evaluation Technical Working Group
HOD	Head of Department
MPAT	Management Performance Assessment Tool
MTEC	Medium-term Expenditure Committee
MTEF	Medium-term Expenditure Framework
NEPF	National Evaluation Policy Framework
NES	National Evaluation System
NO	National Outcome
PEP	Provincial Evaluation Plan
PES	Provincial Evaluation System
PSG	Provincial Strategic Goal
PSP	Provincial Strategic Plan
PT	Provincial Treasury
PWDG	Province-wide Data Governance
PWMES	Provincial-wide Monitoring and Evaluation System
RBME	Results-based Monitoring and Evaluation
SAMEA	South African Monitoring and Evaluation Association
VOPEs	Voluntary Organisations for Professional Evaluations
WCDOA	Western Cape Department of Agriculture
WCG	Western Cape Government
WCG PEP	Western Cape Government Provincial Evaluation Plan
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. Since 2012, the 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 for the people of the Western Cape. Within the context of the NES, the WCG has a proven track record of conducting quality evaluations based on independent quality assessments. The WCG provincial departments are using evaluations as an objective analysis tool to inform the design, management and improvement of programmes and projects, and are monitoring the impact that they may have on service delivery as a whole.

The maturity of evaluations conducted in the WCG has progressed to a point where implementing departments are valuing their utility and usability. This is evident through the two (2) assessments that are annually conducted by DotP; testing the level of maturity and the readiness of stakeholders in relation to the evaluation process, namely the Results-based Monitoring and Evaluation (RBME) Maturity Assessment and the Management Performance Assessment Tool (MPAT).

A recent diagnostic review¹ of the Province-wide Monitoring and Evaluation System (PWMES) acknowledged the successes of the Provincial Evaluation System (PES) and the high standard of evaluations conducted within the Western Cape. It provided useful feedback for the WCG, with particular reference to Data Governance (DG)² and Business Intelligence (BI)³ for better use of evaluation findings. The province was also selected (due to its suitable alignment to a predefined criterion) as a provincial case study for the evaluation of the NES⁴. The lessons drawn from this journey will also provide an understanding as to how evaluation systems are currently institutionalised, and how they can be strengthened within the context of the NES. It will also provide a gauge for the WCG to measure their progress within the national context.

Within the context of evidence-based development, DotP has embarked on a process to link evaluation planning with the APP cycle, therefore placing a renewed emphasis on good data for evidence-based planning and service delivery. Efforts have also been made to align the data management initiatives of the Province-wide Monitoring and Evaluation System (PWMES) through the profiling and sharing of evaluation information on the WCG BI site.

The Department of Performance, Monitoring and Evaluation (DPME) and the WCG DotP are key role players in advocating for and promoting evaluation and evidence-based policy making and programming at international, national, regional and local levels. The Department contributes to the international evaluation community through participation in various Voluntary Organisations for Professional

¹ IMPEC, 2016, 'A Diagnostic Review of the Province-wide Monitoring and Evaluation System'

² Data Governance refers to the overall management of the availability, usability, integrity, and security of data assets within the WCG. DotP Masterplan DG (2017)

³ Business Intelligence can be defined as a set of methods, processes, architectures, applications and technologies that gather and transform raw data into meaningful and useful information. DotP, Business Intelligence towards realising Business Responsiveness, (2017)

⁴ Genesis Analytics, 2017, 'Evaluation of the NES - Provisional Results', paper presented at DPME National Evaluation Seminar, Pretoria, June 2017

Evaluations (VOPES). Reaffirming this commitment, the WCG has taken the opportunity to tell their story through presenting papers at national and international conferences on the institutionalisation of the NES at a provincial level, presenting a paper most recently at the South African Monitoring and Evaluation Association (SAMEA) conference ⁵.

DotP continues to be in a position to share how the WCG has institutionalised the NES at a provincial level through its engagement in the National Evaluation Technical Working Group. Through this cross-government platform, the WCG is presented with the opportunity to consistently contribute, through reporting on the institutionalisation of its PES, its learnings and best practices to the rest of the provinces within South Africa. The provincial evaluation technical working group (ETWG), which has now been extended to include the WCG research community, continues to flourish, providing a forum to promote the use and advocacy of evaluations, re-enforcing the importance of evaluations for development outcomes through bringing WCG evaluation stakeholders together; to learn and share technical knowledge.

In terms of challenges, it is well noted that evaluations were previously limited by available resources for the Provincial Evaluation Plans. To address this, the Department of the Premier in collaboration with Provincial Treasury adopted an Integrated Management approach with a focus on strengthening integrated planning, budgeting and implementation for service delivery impact. The integrated management approach inserts programme evaluation evidence into the province's planning and budgeting decision-making systems. This financial year (2017/2018) the Medium-term Expenditure Committee (MTEC) reinforced the importance of evaluations. As part of the 2017 Budget Circular 2, the Provincial Treasury in collaboration with the Department of the Premier, made a call to departments for impact or implementation evaluations to be conducted on key strategic WCG provincial budget policy priorities linked to the Provincial Strategic Goals, which have also received budget allocations since 2014. To support this work, PT ring-fenced an allocation for evaluations on key strategic interventions.

Furthermore, a provincial guideline has been developed to assist departments in the linking of evaluations to the strategic planning process. It also sets out the specification and criteria for departments that may wish to apply for funding from the funding reserved by the PT for evaluations. The intended audience are departmental officials, senior management, programme and project managers and those engaged in monitoring and evaluation and planning evaluations. This guideline will also direct a standardised approach by the departments driving the process, namely PT and DotP.

⁵ October 2017

2. CONTEXT OF THE PROVINCIAL EVALUATION PLAN

The PEP is a strategic document for setting the direction relating to evaluations to be conducted within the WCG departments.

In 2017, the annual call for evaluations was incorporated into the Director-General's Circular on APPs for 2018/2019. The annual "call for evaluations" was also incorporated into the Provincial Treasury Budget Circular on Budget Planning; and was issued via the MTEC process. The 'call for evaluations' and commencement of the evaluation cycle for 2018/2019, was also launched through the provincial ETWG.

Departments responded to the call by submitting evaluation concept notes for key policies, programmes and projects to be evaluated. Technical editing and feedback workshops were 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. These processes served to provide input towards the final draft concept notes to be included in the PEP.

The WCG successfully conducted 23 evaluations in the first round of the three-year rolling PEP 2013/2014 to 2015/2016. The findings and recommendations from these evaluations are being used to improve performance and accountability through the implementation of tailor-made Improvement plans for the completed evaluations. The second three-year rolling PEP covers the period 2016/2017 to 2018/2019. It consists of five (5) evaluations for 2016/2017 that are currently at different stages of implementation; and a further ten (10) evaluations for 2017/2018 also underway. The WCG has to date, implemented five (5) out of the six (6) types of evaluations as advocated within the NEPF ⁶.

This PEP, to be implemented during the 2018/2019 financial year, serves as the final year of the second three-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 this period. A total of fifteen (15) key strategic evaluations have been agreed upon as provincial priorities to be implemented. Eight (8) of these are initiated and funded by respective departments. The plan also contains, for the first time, seven (7) evaluations that will be conducted on strategic interventions for which funding has specifically been earmarked within the 2017/2018 financial year. The selection of these evaluations demonstrates agreement by the WCG Heads of Department (HOD) and PT respectively that the evaluation topics covered by this plan are important in that they are strategic and in line with key provincial priorities and the criteria set down.

Within the period of this plan there are six (6) out of the 13 WCG departments serving as implementing departments; namely the Department of Transport and Public Works (DTPW), the Western Cape Department of Agriculture (WCDoA), the Department of the Premier (DotP), the Department of Community Safety (DoCS), Department of Economic Development and Tourism (DEDAT) and the Department of Environmental Affairs and Development Planning (DEADP).

⁶ The exception being a Synthesis Evaluation

For ease of reference, the criteria used for the selection of departmental evaluations remain in line with the NEPF. The WCG has placed a priority on evaluations of existing interventions that are:

- a. A provincial priority:
 - Linked to the five (5) PSGs and the National Outcomes (NO);
 - 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; and
- g. Have a potential budget for evaluation.

The provincial guideline that sets out the specification and criteria for departments that wish to apply for PT funding for evaluations notes the following criteria:

A proposed evaluation must:

- a. Be a policy priority, strategic and transversal intervention: linked to the PSGs and the NOs;
- b. Be a budget policy priority: key policy allocations provided in current and previous Medium-term Expenditure Frameworks (MTEFs);
- c. Be Innovative; signify areas where it is important to improve and learn; ultimately making a difference and changing the lives of the people;
- d. Be a design, implementation or impact evaluation; and
- e. Be linked to a budget priority of the Department or a large budget programme.

3. PROVINCIAL EVALUATION PLAN 2018/2019 SUMMARY OF EVALUATIONS FOR WESTERN CAPE GOVERNMENT

The table below demonstrates a classified summary of the eight (8) departmental evaluations and seven (7) strategic interventions linked to the PSGs, culminating in fifteen (15) evaluations that will be rolled out during the 2018/2019 financial year and final year of the second three-year rolling PEP.

Title of Evaluation	Implementing Department	Type of Evaluation	Strategic Link	Type of Monitoring Data
DEPARTMENTAL EVALUATIONS				
An evaluation of the Public Transport Operations Grant	Department of Transport and Public Works	Impact	PSG 1 PSG 4 PSG 5	<ul style="list-style-type: none"> Stats SA – NHTS Technical report 2013. National White Paper – 10% income level. Golden Arrow – Customer Satisfaction Surveys Previous Grant Evaluations
An evaluation of the Expanded Public Works Programme (EPWP) Integrated Grant implementation programme	Department of Transport and Public Works	Implementation	PSG 1 PSG 2 PSG 4 PSG 5	<ul style="list-style-type: none"> EPWP Incentive Grant Business Plan 2017 Financial and non-financial data on the use of the incentive grant on a monthly and quarterly. Progress reports
An evaluation of the Leased-in (rental) property portfolio in respect of office accommodation	Department of Transport and Public Works	Implementation	PSG 2	<ul style="list-style-type: none"> Lease-in Commitment Register Office Accommodation Utilisation Inspection Reports Custodian Asset Management Plans User Asset Management Plans Annual Performance Reports
An evaluation for the Road Safety Implementation Programme	Department of Transport and Public Works	Design	PSG 3	<ul style="list-style-type: none"> Road Safety Implementation Plan Supporting data sets for road safety for the current strategic cycle (2014/2015 to current).
An evaluation of the Provincial Roads Maintenance Conditional Grant 2018/2019	Department of Transport and Public Works	Impact	PSG 1 PSG 5	<ul style="list-style-type: none"> Road Asset Management Systems (RAMS); Road Network Information System (RNIS) Technical Methods for Highways (TMH) Manual

An evaluation of the Provincial Sustainable Transport Programme (PSTP)	Department of Transport and Public Works	Design/ Implementation	PSG 1 PSG 4	<ul style="list-style-type: none"> • Annual Reports • Quarterly Performance Reports • Progress reports • Project progress reports
An evaluation of the Youth Work Programme (YWP) in relation to the Expanded Public Works Programme (EPWP)	Department of Community Safety	Implementation	PSG 1 PSG 3	<ul style="list-style-type: none"> • Business Plan • PID documents • EPWP reporting system reports • DORA monthly, quarterly and annual reports • Progress reports
An evaluation of youth development initiatives of the WC DOA	Department of Agriculture	Design, Economic and Impact	PSG 1 PSG 3 PSG 4	There is good quality Departmental data on the number of young people engaged in the projects, partners engaged, and finances. There are also well documented case studies for some of the programmes. In addition, national and provincial statistical data will be of relevance to the evaluation. The evaluation will require the generation of survey data, case studies, key informant interviews and stakeholder consultations.

EVALUATIONS ON KEY STRATEGIC INTERVENTIONS TO BE FUNDED THROUGH THE MTEC PROCESS

Evaluation of the implementation, design and strategy of Project Khulisa Agri-processing	Department of Agriculture	Design, Economic and Impact	PSG 1 PSG 2 PSG 3 PSG 4 PSG 5	There is a substantive body of information from the initial investigative work leading to Project Khulisa, as well as extensive data and analysis gathered during planning processes as well as subsequent implementation
Evaluation of land reform projects supported by Department of Agriculture Western Cape	Department of Agriculture	Impact	PSG 1 PSG 2 PSG 3 PSG 4 PSG 5	There is a substantive body of information from the previous evaluation studies; i.e. food security, land reform study and commodity approach.
Evaluation of the effectiveness and efficiency of the Provincial Transversal Management System (PTMS) in the development, implementation and review of the Provincial Strategic Plan	Department of the Premier	Implementation	PSG 1 PSG 2 PSG 3 PSG 4 PSG 5	<ul style="list-style-type: none"> • BizProjects • BizBrain • Interim reporting on outcome indicators and targets • Mid-Term Report • Presentations to PTM and Cabinet Bosberaad • Minutes of PSG Steercoms, Excocs and Work Groups • Programme and sub-programme definitions • Project Implementation Plans • Provincial Strategic Plan 2009-2014 • Mid-term and End-of-term Reviews of 2009-2014 PSP, including PTMS annexure • Internal Audit Report on Departmental Planning

Evaluation of the RSEP/VPUU Programme	Department of Environmental Affairs and Development Planning	Implementation Impact	PSG 4 PSG 5	<ul style="list-style-type: none"> • A Review Report gets produced for the Programme on an Annual basis. • RSEP: Expenses approved and from management plans <ul style="list-style-type: none"> ◦ Site visits, Quarterly PM Meetings, management plans (containing objectives, deliverables, outcomes, outputs and milestones) ◦ Interviews range of municipal officials • VPUU: expenses approved <ul style="list-style-type: none"> ◦ Log Frame, Deliverables, KPI's and Means of verification ◦ 6 monthly reviews with the HOD ◦ 6 monthly reviews with the municipalities ◦ Annual Review with municipalities ◦ CAP (Community Action Plan) Annual Review ◦ Interviews range of municipal officials and community reps ◦ Perception surveys of officials and the community ◦ Annual and monthly household surveys conducted based on the key objectives ◦ Monthly Area Coordinating Meetings
Evaluation of the Berg River Improvement Plan	Department of Environmental Affairs and Development Planning	Implementation Impact	PSG 4 PSG 5	<ul style="list-style-type: none"> • Partnering Impact Assessments and associated workshops have been held at a steering committee level of BRIP; • Project Reports; • Annual Reports, including water and sediment monitoring database; journal article(s) have been/are being submitted; conference papers and poster presentations
Evaluation of the Western Cape Climate Change Strategy	Department of Environmental Affairs and Development Planning	Design Implementation	PSG 4	Climate Change Response M&E report - first report completed in 2016, 2nd report currently under development and will be completed in March 2018
Evaluation of the Software Development (SWD) @ Schools Programme	Department of Economic Development and Tourism	Design Implementation Impact	PSG 1	Tracking is being done during the project, beneficiary info data also exists and sits with Oracle and Post Java School

Note: Inclusive of the above summary the number of evaluations to be conducted in the current three-year PEP 2016–2019 is thirty (30).

3.1. An impact assessment of the Public Transport Operations Grant

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The Public Transport Operations conditional grant is a national contribution to subsidised service contracts entered into by the provincial Department 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 to the custodian department. Public transport services are provided in terms of contracts that are kilometre based and affordable to the users of the services, and to improve efficiencies in public transport spending.

The following are the desired outputs of the intervention:

- Number of vehicles subsidised
- Number of cumulative annual vehicles subsidised
- Number of scheduled trips
- Number of trips operated
- Number of passengers
- Number of kilometres operated
- Number of employees

Golden Arrow Bus Services (GABS) currently operate 1 046 buses during peak hours, serving 1 300 routes, covering a total area of approximately 2 460 km² in metropolitan Cape Town. The fleet travels 59.4 million kilometres, conveying 51.8 million passengers annually, at a rate of approximately 220 000 per week day. Ad hoc changes in timetables and routes affect users of the service in respect of inconsistency in scheduled services, impacting ultimately on the affordability, accessibility and efficiency of the services.

Importance of the intervention for evaluation

At the provincial level, this intervention is linked to PSG 1 that seeks to “create opportunities for growth and jobs” as well as to the Departmental Strategic Goal 1, which focuses on “maximising empowerment and job creation in the Western Cape” by including the design of the EPWP infrastructure projects; and thereby creating work opportunities through general provincial building infrastructure, as well as road construction and maintenance projects. The Conditional Grant Programme will also support the achievement of PSG 5: “Embed good governance and integrated service delivery through partnerships and spatial alignment through contributing to the Departmental Strategic Goal 4: ‘promoting good governance, effectiveness and efficiency throughout the department’”. The answering of evaluation questions would produce recommendations for the improvement of the results of the PRMG Grant Programme fully and partly funded by the conditional grants.

At national level, the intervention is linked to National Outcome 6: “An efficient, competitive and responsive economic infrastructure network”. The road network provides a foundation for sustaining the economic and social infrastructure of the Western Cape through the preservation of the existing road network to ensure that roads are safe and smooth for motorists and passengers; and that road life is optimised and road performance is improved.

Purpose of the evaluation

- Assessing the efficiency and improve the performance of the 2018/2019 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.
- 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.
- Strengthening future PTOG evaluation processes and procedures.
- The evaluation design will include a study to assess the impact of irregular scheduled services due to timetable and route changes because of untested passenger demand.
- Testing the efficiency ratios calculated for the grant framework output indicators by defining the ratios for use in the decision-making process by the grant and programme managers.

Unit of analysis for the evaluation

- Programme Level: Public Transport Operations Grant Implementation Programme
- Conditions of the Interim Contract (IC68/97) in respect of delivering of services

Key questions to be addressed for the evaluation

1. Are the services affordable to the majority of users due to the implementation of new or additional routes?
2. How have efficiencies in spending on the operations of the bus services improved?
3. What is the most significant socio-economic change experienced through the operation of bus service routes for the 2018/2019 financial year?
4. How has the travel experience improved or deteriorated as a result of the operations of the bus service? (Are perceptions of service levels improving or declining over time?)
5. How well has the theory of change attributed to the impacts of the programme (including unintended positive/negative impacts)?

Principle audience

Policy makers, government officials, public transport users, civil society

Type of evaluation

Impact assessment

Cost estimate

R350 000

Timing and duration

4-6 months

3.2. An evaluation of the Expanded Public Works Programme (EPWP) Integrated Grant implementation programme

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The Expanded Public Works Programme Integrated Grant for Provinces is a conditional allocation used to incentivise provincial departments, identified in the Expanded Public Works Programme log-frame. The purpose of this allocation is to provide increased work opportunities by utilising labour-intensive methods on departmental projects in the infrastructure sector.

The Department of Transport and Public Works through the Directorate: General Infrastructure (Maintenance) has implemented the Building Facilities Management Programme (BFMP), which aims to increase the ability of workers to earn an income through paid employment in labour-intensive projects that focused specifically on the maintenance of education infrastructure through the deep-cleaning of toilet facilities and grass cutting of overgrown vegetation. The strategic goal of the programme is to create increased work opportunities through the implementation of the BFMP, to contribute to the departmental EPWP FTE target. Desired outcomes for the conditional grant implementation programme include:

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

Importance of the intervention for evaluation

At the provincial level, this intervention is linked to the Western Cape Government PSG 1 that seeks to “create opportunities for growth and jobs”. In response to this PSG, this Department has established a contribution to Departmental Strategic Goal 1: Maximise empowerment and job creation in the Western Cape, of including the design of EPWP infrastructure projects and thereby creating work opportunities through general provincial building infrastructure, as well as roads construction and maintenance projects.

The evaluation of the Conditional Grant Programme will also support the achievement of PSG5: “Embed good governance and integrated service delivery through partnerships and spatial alignment”, by contributing to PSG4: Promote good governance, effectiveness and efficiency throughout the Department, as the answering of evaluation questions that would produce recommendations for the improvement of the results of the EPWPIG Grant Programme fully and partly funded by the conditional grants.

At the national level, the intervention is linked to National Outcome 4: Decent employment through inclusive economic growth and National Outcome 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 million full-time equivalent jobs by 2020. The programme is seen as the major contributor to job creation and uses labour-intensive construction and maintenance practices in the infrastructure sector for this purpose.

- The grant aims to improve the quality of life of the poorest of the poor people and increase social stability through engaging the previously unemployed in paid and productive activities.
- It seeks to contribute towards reduced levels of poverty.
- It seeks to contribute towards increased levels of employment.
- It seeks to contribute to improved opportunities for sustainable work through experience and learning gained.

Purpose of the evaluation

The purpose of the evaluation is to assess the effective use of the 2018/2019 EPWP integrated grant allocation in the Western Cape Province in terms of answering the proposed evaluation question. This will provide information that would assist in improving the management and use of the EPWPIG allocation.

Unit of analysis for the evaluation

Programme Level: Expanded Public Works Programme Integrated Grant in respect of the Building Facilities Management Plan.

Key questions to be addressed for the evaluation

1. Is the programme being implemented as planned?
2. What are the strengths and weaknesses of the programme (from the point of view of staff, clients on the one hand and of the beneficiaries on the other hand)?
3. What is the most significant socio-economic change experienced through beneficiary participation in the programme for the 2018/2019 financial year?

Principle audience

Policy makers, government officials, youth, civil society

Type of evaluation

Implementation evaluation

Cost estimate

R 250 000

Timing and duration

6 months

3.3. An evaluation of the leased-in (rental) property portfolio in respect of office accommodation

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The Department of Transport and Public Works (DTPW) is the custodian of all provincially owned immovable assets in the province. The DTPW through the Chief Directorate: Immovable Asset Management in the Public Works Infrastructure Programme is responsible for the management of its immovable assets in accordance with Government Immovable Asset Management Act No. 19 of 2007 (GIAMA). The purpose of the Public Works Infrastructure programme in the DTPW is to provide balanced provincial government building infrastructure that promotes integration, accessibility, sustainability, equity, environmental sensitivity, economic growth, and social empowerment. The building infrastructure includes the leased-in portfolio of office space leased in from the private sector to address the office accommodation needs of the 13 Western Cape Government (WCG) provincial departments (client departments and agencies, entities) to accommodation that supports efficient service delivery where the office accommodation needs cannot be addressed through the utilisation of provincially owned building infrastructure in the state property portfolio. The Chief Directorate: Immovable Asset Management in the DTPW is responsible for the leasing in of accommodation to address the accommodation needs of client departments.

Through the intervention, the DTPW plays a pivotal role in supporting WCG departments to deliver services to the residents of the province through the provision of immovable assets (office accommodation), which supports service delivery. The DTPW provides balanced provincial government building infrastructure that promotes integration, accessibility, sustainability, equity, environmental sensitivity, economic growth and social empowerment. The focus of the intervention is to address office accommodation needs of WCG departments to deliver government services to the residents of the Western Cape.

The Chief Directorate: Immovable Asset Management analyses the space requirements to establish the best way to address the accommodation needs. Following the analysis, office accommodation is leased in where it is determined that the need cannot be addressed through WCG-owned immovable assets.

The outcomes of the intervention include:

- Assess requests from WCG departments and entities for office accommodation, which supports service delivery;
- Conducting spatial analysis to confirm the space requirements and to establish the best way to address the accommodation needs;
- Providing suitable office accommodation to WCG departments and entities that support efficient service delivery;
- Providing office accommodation to WCG departments and entities that comply with the relevant health and safety regulations and legislation;
- Conducting utilisation inspections to confirm whether leased-in and allocated office accommodation is optimally utilised.

Importance of the intervention for evaluation

At a provincial level, the intervention is linked to Provincial Strategic Goal 2 focusing on “improved education outcomes and opportunities for youth development”, which is supported by Departmental Strategic Outcome-oriented goal “manage provincial infrastructure and immovable assets in the Western Cape”. The goal statement being “to facilitate, plan, design, develop and deliver provincial infrastructure and accommodation and to strategically manage the asset life cycle of the provincial property portfolio in order to unlock socio-economic growth in the Western Cape by 31 March 2020”.

The intervention is further also linked to the Departmental Strategic Outcome-oriented Goals 1 and 3, as listed hereunder:

- Maximise empowerment and job creation in the Western Cape
- Manage provincial infrastructure and immovable assets in the Western Cape
- Promote good governance, effectiveness and efficiency throughout the DTPW

Two key strategic objectives of the Department’s Public Works team are (1) to improve the efficiency of office accommodation through reducing costs and improving space utilisation; and (2) Delivery of sustainable infrastructure and accommodation to clients. The provincial performance indicator 2.2.2. “Number of lease and purchase agreements concluded for office accommodation” feeds into the latter strategic objective. At the national level, the intervention is linked to National Outcome 6: “An efficient, competitive and responsive economic infrastructure network”.

Purpose of the evaluation

To assess whether the leasing-in programme is working as planned and if all possible alternatives to meet the requirements for office accommodation are being fully investigated or explored before pursuing leasing-in accommodation as an option. The purpose is to also further establish whether the existing provincially owned property portfolio is optimally utilised in terms of providing office accommodation to provincial departments and entities.

Unit of analysis for the evaluation

Programme level: Leased-in (rental) programme for office accommodation in the province

Key questions to be addressed for the evaluation

1. Is the leasing-in programme being implemented as planned?
2. In what way is it being done differently?
3. Which factors influence the way the leasing-in programme is implemented?
4. What are the strengths and weaknesses of the leasing-in programme (from the point of view of staff, clients, experts)?
5. What are the actual steps and activities involved in processing a request for office accommodation?
6. How is the space analysis conducted to confirm the space requirements and to establish the best way to address the accommodation requirements?

7. How do the client departments experience the leasing-in programme (office accommodation provided, timeframes, office environment, functionality, etc.)?

Principle audience

Policy makers, government officials, civil society

Type of evaluation

Implementation evaluation

Cost estimate

R250 000

Timing and duration

6 to 8 months

3.4. An evaluation of the Road Safety Implementation Programme

Implementing department: Department of Transport and Public Works

Background and context of the intervention

According to the Provincial Analysis System (iPAS), the number of fatalities in the Western Cape Province between 2005 and 2014 decreased by almost 23%, from 929 fatalities to 718 fatalities. The majority of pedestrian fatalities occur while crossing a road (77%). Only 6% of the pedestrian fatalities occur at a formal crossing, while around 90% of pedestrian fatalities are elsewhere. The remaining 4% of pedestrian fatalities occur within 50 metres of formal pedestrian crossings. Of the pedestrian fatalities that do not happen while crossing, 55% occur on the road shoulder and 45% take place on the sidewalk.

With mainly enforcement measures, the Western Cape Province managed to reduce fatalities by approximately 28% in the period between 2010 and 2013. However, road death rates have been resistant in recent months, and new strategies are sought to capture new ground. While provincial structures are currently investigating new options, a strategic and consolidated approach is required, one that borrows on good and appropriate practice, and that responds to local road safety challenges.

A Programme was defined for Road Safety inclusive of detailing:

1. Project Inception
2. Literature Review
3. Status Quo Analysis
4. Safety Implementation Framework
5. Road Safety Response
6. Institutional Agreements
7. Financial Implications Plan
8. Implementation Programme

The abovementioned tasks have been completed and will now be moving towards detailed design, development and implementation. The focus of the intervention is to identify crash fatality hotspots and to propose cost-effective, implementable road safety initiatives to reduce road crash fatalities in the Western Cape with the following desired outcomes:

- Reduction in road crash fatalities
- Safer vehicles
- Safer roads
- Safer speeds
- Safer road users
- Improved behaviour
- Better choices

The programme comprehensively integrates an overall strategy for land transport safety for the first time.

Importance of the intervention for evaluation

This intervention is in line with the ACCRA Agreement and national strategies and the United Nations Decade of Action for Road Safety 2011-2020 international strategies. The provincial objectives are aligned to the following three national outcomes (NO): NO2: Create decent employment through inclusive economic growth; NO5: Build a safer country; NO 6: Support an efficient, competitive and responsive economic infrastructure network.

The Road Safety Implementation Programme also lends itself to Provincial Strategic Goal 3: Increase wellness, safety and to tackle social ills in that it proposes road safety initiatives (engineering, enforcement and education) with the intention of creating safe roads and transport to residents of the Western Cape. Safety and security remains a significant concern on our roads and on public transport. A comprehensive approach to improve safety of users of roads and public transport is required.

Purpose of the evaluation

- To see whether the programme is achieving results in terms of the planned outcomes
- To improve learning in the programme for more effective baseline planning
- To improve programme performance with the goal of reducing the burden of disease related to road crashes, specifically those of pedestrians

Unit of analysis for the evaluation

Programme level: Road Safety Implementation Programme

Key questions to be addressed for the evaluation

1. Is there a thorough diagnostic analysis of the Road Safety Implementation Programme status quo? If so, what was the status quo? What research was done? What is the outcome of the research?
2. Have different options been properly considered?
3. Is there a strong theory of change and a good log frame?
4. Is the target group clearly identified and if not, how can they be defined?
5. Is implementation of the Road Safety Implementation Programme properly planned to achieve its desired impact?

Principle audience

Policy makers, government officials, road users, civil society

Type of evaluation

Design evaluation

Cost estimate

R650 000

Timing and duration

8 Months

3.5. An impact assessment of the Provincial Roads Maintenance Conditional Grant 2018/2019

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The Provincial Roads Maintenance Grant (PRMG) came into effect during 2011/2012 to supplement provincial road investments and to support preventative, routine and emergency maintenance on provincial networks. This grant requires provinces to implement road asset management systems that would ensure that data was kept on road and climatic conditions, as well as traffic. As of 2017/2018 financial year, 3 000 km of the provincial road network is classified as the strategic network and will be exclusively funded by the grant. Furthermore, new efficiency indicators developed by NDOT in consultation with all provinces are prescribed for the PRMG road network.

The purpose of the grant is to:

- To supplement provincial investments for routine, periodic and special maintenance
- To ensure all roads are classified as per Road Infrastructure Strategic Framework for South Africa (RISFSA) and the Road Classification and Access Management (RCAM) guidelines
- To implement and maintain Road Asset Management Systems (RAMS)
- To supplement provincial projects for the repair of roads and bridges damaged by declared natural disasters
- To improve the state of the road network serving electricity generation infrastructure
- To improve road safety with a special focus on pedestrian safety in rural areas

The focus of this intervention is to ensure 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 and to furthermore provide an evaluation of the efficiency indicators.

Importance of the intervention for evaluation

At the provincial level, this intervention is linked to PSG 1 that seeks to “create opportunities for growth and jobs” as well as to the Departmental Strategic Goal 1 focusing on “maximising empowerment and job creation in the Western Cape” by including the design of the EPWP infrastructure projects; and thereby creating work opportunities through general provincial building infrastructure, as well as road construction and maintenance projects. The Conditional Grant programme will also support the achievement of PSG 5: “Embed good governance and integrated service delivery through partnerships and spatial alignment through contributing to the Departmental Strategic Goal 4: “promoting good governance, effectiveness and efficiency throughout the department”. The answering of evaluation questions would produce recommendations for the improvement of the results of the PRMG Grant Programme fully and partly funded by the conditional grants.

At the national level, the intervention is linked to National Outcome 6: “An efficient, competitive and responsive economic infrastructure network”. 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, road life is optimised and road performance is improved.

Purpose of the evaluation

To assess the impact of the implementation of the PRMG 2018/2019 on sub-contractors, local labours, and the road user community by answering the evaluation questions in order to provide information that would assist management in improving management of the PRMG allocation.

To provide data to inform the development or review of a strategic evaluation approach for the PRMG conditional grant and to strengthen future PRMG evaluation processes and procedures.

Unit of analysis for the evaluation

Programme Level: Implementation Programme for the Provincial Roads Maintenance Grant (PRMG)

Key questions to be addressed for the evaluation

1. What was the overall impact of the PRMG 2018/2019 on Contractor Participation Goals (CPG)?
2. What are the most significant socio-economic changes experienced by sub-contractors due to the PRMG 2018/2019 intervention?
3. What are the most significant socio-economic changes to local labourers participating in PRMG 2018/2019?
4. How did the PRMG 2018/2019 intervention work in conjunction with other interventions, programmes or services to achieve the efficiency indicators outcomes?

Principle audience

Policy makers, government officials, road users, civil society

Type of evaluation

Impact assessment

Cost estimate

R200 000

Timing and duration

6 Months

3.6. An evaluation of the Provincial Sustainable Transport Programme (PSTP)

Implementing department: Department of Transport and Public Works

Background and context of the intervention

The (PSTP), formerly known as the Provincial Public Transport Institutional Framework (PPTIF), was initiated by the Department of Transport and Public Works (DTPW) to support the development and implementation of sustainable transport systems, which facilitates equitable safe access to opportunities, is affordable and supports a vibrant economy and inclusive growth, and limits impact on the environment. Within this broader definition, the PSTP especially recognises and prioritises improvement of access for poor and marginalised communities, seeking to enhance economic and socially inclusive development. NMT projects were initiated in Stellenbosch Municipality in response to the PSTP Stellenbosch Plan finalised in March 2017. A second plan for a priority area was initiated for the Overstrand Municipality and is currently in the development phase.

Areas of focus that may form part of a sustainable transport approach include:

- Urban and land use planning
- Non-motorised transport
- Public transport
- Transport demand management
- Basic access provision
- NMT Network Priority and Connectivity
- Public Transport Improvements
- Preserving and promoting streets for people
- Partnerships, Coordination, Programme Management
- Institutional development, capacity building and establishment of additional funding streams
- Championing integration of urban and land-use planning with transport

The main objectives of the intervention are to:

- Address poverty and inequality whilst giving due consideration to social, economic and environmental factors over the long term;
- Facilitate affordable access to opportunity for all;
- Reduce both the need to travel and the actual distances travelled;
- Consider land-use planning and development in conjunction with NMT, Public Transport and Travel Demand Management (TDM) approaches to reduce vehicular travel as far as possible; and
- Deliver equitable and co-beneficial outcomes including a healthy environment, cost savings, improved human health, vibrant commercial districts, reduced congestion, and increased resilience.

Importance of the intervention for evaluation

The intervention is linked to the National Outcome 6: An efficient, competitive and responsive economic infrastructure network. MTSF: National Outcome 8: Sustainable human settlements and improved quality of household life. PSG4 – Enable a resilient, sustainable, quality and inclusive living environment and the Departmental Strategic Goal 3 – Deliver safe, efficient and integrated transport systems in the Western Cape.

Purpose of the evaluation

The key purpose of the evaluation is to assess the efficiency with which the implementation of planned projects resulted in the intended impact on the targeted beneficiaries. It is also intended to measure the effectiveness of the programme implementation from planning to implementation of the projects.

Unit of analysis for the evaluation

Programme level: The Provincial Sustainable Transport Programme

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?
3. Is there a strong Theory of Change for the intervention?
4. Is the target group clearly identified and if not, how can they be defined?
5. Is implementation properly planned?

Principle audience

Policy makers, government officials, public transport users, civil society

Type of evaluation

Design evaluation

Cost estimate

R750 000

Timing and duration

4 months

3.7. An evaluation of the Youth Work Programme (YWP) in relation to the Expanded Public Work Programme (EPWP)

Implementing department: Department of Community Safety

Background and context of the intervention

The Expanded Public Works Programme (EPWP) is a public employment initiative of the South African Government launched in 2004. This initiative contributes towards government's policy priorities in terms of decent work and sustainable livelihood, education, health, rural development, food security, land reform and the fight against crime and corruption. This is to be achieved through drawing significant numbers of the unemployed into productive work; enabling them to earn an income by providing them with education and skills; and ensuring that they are able to translate the experience into becoming employed or enabling them to set up their own business/services.

The Directorate: Safety Promotion and Partnerships facilitates the creation of temporary work opportunities to unemployed youth under the Youth Work Programme (YWP): EPWP. The Department entered into partnership with various eligible placement institutions in terms of co-managing the YWP: EPWP. The partnership is to co-develop the youth workers in order for them to gain working skills and get work opportunities, especially the youth that dropped out of schools, due to poverty challenges etc. Vulnerable youth, between the ages of 18 and 25 years are recruited from the high-risk urban and rural areas in the Western Cape Province. These young people are trained through different training courses, which include welding, plumbing, public safety, basic cookery and basic computer skills through the Chrysalis Programme. The focus of this programme is to enable them to grow on a personal level and acquire knowledge and skills through training aimed at empowering them economically, morally and spiritually.

The objectives of the intervention are to:

- create temporary work opportunities for the unemployed youth;
- provide youth with skills and work experience;
- provide youth with a payment of a stipend (allowance);
- enhance their chances of future employment and/or trigger their "entrepreneurial spirit";
- improve the quality of life of unemployed people;
- create employment and increase income;
- improve opportunities for sustainable work;
- gain experience and learning; and
- establish viable safety partnerships within communities.

To date, ± 3 000 youth have benefitted from the programme between 2012 and 2016.

Importance of the intervention for evaluation

One of the vision focus areas of the National Development Plan, Chapter 12, “Building safer communities”, is that by 2030, people living in South Africa must feel safe and have no fear of crime. The YWP contributes to Chapter 4, “Economy and employment”, of the National Development Plan by providing an ideal opportunity to create work within the areas of safety promotion, create economic activities in communities most at need and to provide people with sustainable alternatives to crime and a lack of safety. The YWP is linked to the Provincial Strategic Goals 1 and 3, which deal with creation of opportunities for growth and jobs and tackling safety and social ills respectively. To give effect to Provincial Strategic Goal 3, “Increase wellness, safety and tackle social ills”, the Department developed a service delivery model, the Community Safety Improvement Partnership (CSIP), whereby one of the key outcomes relates to the establishment of viable safety partnerships in communities. Youth are recruited from affected communities and provided with appropriate training via the Chrysalis Youth Academy. After receiving training, they are deployed back into their communities working for safety and remunerated through the YWP: EPWP.

Purpose of the evaluation

The purpose of the evaluation is to measure the implementation and set objectives of the YWP: EPWP.

Unit of analysis for the evaluation

Project Level: EPWP Youth Work Project

Key questions to be addressed for the evaluation

1. Were the numbers of work opportunities created reached?
2. Were the numbers of training opportunities created reached?
3. Has the Youth Work Programme to date contributed to achieving the intended objectives?
4. Has the programme helped in resolving the identified challenges?
5. How can the programme be strengthened to make it more efficient and effective?

Principle audience

Policy makers, government officials, youth, civil society

Type of evaluation

Implementation evaluation

Cost estimate

R500 000

Timing and duration

6 months

3.8. An evaluation of youth development initiatives of the WC DOA

Implementing department: Western Cape Department of Agriculture

Background and context of the intervention

Over the past four years, the WC DOA has supported a broad range of projects aimed at supporting youth development and participation in the agricultural sector. These include inter alia the following: Further Education and Training (FET); Higher Education and Training (HET); Learnership Programme; External Bursary Scheme; Agrifutura Programme; Career Exhibitions; Youth Landcare Camps; High School Learner's Programme; Internship Programme; Young Professionals Programme; Candidate Engineer's Programme; Veterinary Science Technician Programme; engagement in the Premier's Advancement of Youth Project (PAY) and Agricultural Partnerships for Rural Youth Development Project.

The provincial initiative focusing on developing a WCG Youth Audit Analysis has raised awareness of the need for the WC DOA to evaluate its own programmes focusing on youth.

- a. To justify continuous investments in this area
- b. For the purpose of performance improvement in its youth programmes
- c. The evaluation is timely in relation to the Department's own Human Capital Development Strategy currently in development, which has an internal and external focus. The external focus largely relates to youth development initiatives of "growing our agriculturalists for tomorrow".

It is expected that the evaluation will contribute towards the development of the Department's Human Capital Development initiatives in the Western Cape.

Importance of the intervention for evaluation

This evaluation is linked to Chapter 6 of the National Development Plan: Vision 2030, which is concerned with job creation, agricultural productivity and employment. However, Chapter 9 of the National Development Plan focuses on education, training and innovation. These chapters of the National Development Plan: Vision 2030 provide guidance and direction to all the external youth development initiatives of the Department. The National Outcomes (NO) that give expression to the NDP developmental vision, objectives and associated targets to be achieved include:

Outcome 5: A skilled and capable workforce to support an inclusive growth path;

Outcome 4: Decent employment through inclusive economic growth; and

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.

At the Provincial government level, the following Strategic Goals (PSG) have particular relevance in these youth development programmes:

- PSG 1: Create opportunities for growth and jobs;
- PSG 3: Increase wellness, safety and tackle social ills (including food security);
- PSG 4: Enable a resilient, sustainable, quality and inclusive living environment, which includes land and water resources; and
- PSG5: The need to strengthen good governance in the Province by inter alia conducting evaluations of the services rendered to help improve performance and future management of outputs, outcomes and impact.

Purpose of the evaluation

The purpose of the evaluation of the Departmental Youth Development Projects is to gauge the quality of the initiative and the impact it has made on the lives of the youth of the Western Cape, specifically rural youth, as well as on the Department and the agricultural sector.

As various youth development initiatives reside with different Programmes within the Department, the evaluation will concentrate on those coordinated by External Development Initiatives. The evaluation will also serve to guide the WC DOA in aligning with the Provincial Youth Development Strategy under development, and will contribute to the need to identify “game changer” programmes.

Unit of analysis for the evaluation

Project level: A group of youth development projects spread across various programmes of the Department of Agriculture, but united by a focus on youth development in the agricultural sector and rural communities.

Key questions to be addressed for the evaluation

1. How can the cluster of youth development programmes be categorised and conceptualised such that they are clearly aligned with key Departmental Strategic Goals as well as with the developing Provincial Youth Development Strategy?
2. What is the implicit “theory of change” and “results framework” (including key output and outcome indicators) for each of the youth development projects; and what overall theory of change and results framework should the WC DOA adopt for purposes of implementing, monitoring and reporting on its youth development initiatives?
3. What successes and constraints were experienced in implementing programmes and what strategic and management improvements are necessary to improve performance?
4. What synergies with other government departments and other partners were created and should be built on?
5. What gains in terms of developmental and economic value were created by investments in youth development projects?

Principle audience

Policy makers, government officials, youth, civil society

Type of evaluation

The evaluation will include elements of a design, impact and economic evaluation.

Cost estimate

R500,000 – R1 000 000

Timing and duration

Four (4) Months

3.9. An evaluation of the implementation, design and strategy of Project Khulisa Agri-processing

Implementing department: Western Cape Department of Agriculture

Background and context of the intervention

In support of the five provincial strategic goals, the province identified and announced a set of transversal, “game changing” interventions that were deemed most likely to drive attainment of its targets. This project, a flagship of Minister Alan Winde, was named Project Khulisa (“khulisa” meaning “cause to grow” in isiXhosa).

The economy of the Western Cape was categorised according to social, enabling and productive sectors. The social sectors (e.g. health systems and basic education) are the cement of the economy. The enabling sectors (e.g. energy, water, telecommunications, information technology, logistics and financial services) exist as a result of the need for services in the productive sectors.

The productive sectors (including oil and gas, tourism, retail, manufacturing, agriculture) of the economy are those that most contribute to a competitive advantage, creating opportunities for the other sectors to develop and thrive. This project endeavours to effect strategic interventions in these productive sectors to create the enabling environment for the private sector to create jobs and grow the economy. The focus of Project Khulisa is on unlocking growth and job creation in the province’s most competitive productive sectors, and on the enablers, which create the climate for economic growth in these sectors.

In line with the direction to centre implementation on focused objectives, and following a further intensive analytical and consultative process, three strategic intents were developed to be achieved by Project Khulisa: Agri processing. These are:

- a. Capture a larger share of the global halaal market;
- b. Increase exports of wine and brandy to China and Angola; and
- c. Improve local production capacity for domestic and key strategic markets.

Importance of the intervention for evaluation

Project Khulisa is a key programme of the WC Government and is directly aligned with the five provincial strategic goals (PSGs) of the Provincial Strategic Plan (PSP) for the period 2014 to 2019. These include:

- PSG 1: Create opportunities for growth and jobs;
- PSG 3: Increase wellness, safety and tackle social ills (including food security);
- PSG 4: Enable a resilient, sustainable, quality and inclusive living environment, which includes land and water resources; and

PSG5: The need to strengthen good governance in the province by inter alia conducting evaluations of the services rendered to help improve performance and future management of outputs, outcomes and impact.

Project Khulisa specifically focuses on PSG 1, with the assumption that success in this area will provide leverage for achieving the other PSGs.

Purpose of the evaluation

The evaluation will focus on the success of the implementation processes, what has been achieved today in terms of contribution to impact, as well as the effectiveness of the process that was followed to develop, and the suitability of, the theory of change of Project Khulisa Agri-processing.

Unit of analysis for the evaluation

Project Level: Project Khulisa Agri-Processing

Key questions to be addressed for the evaluation

1. What progress has been made to date in implementing the agri-processing component of Project Khulisa?
2. Is the agri-processing component of Project Khulisa on course to achieve the goals and targets it aimed at under each of the three game-changing projects. This includes an understanding of what intended and unintended outcomes and impacts have been attained to date and what these mean in terms of the overall aims of Project Khulisa.
3. What partnerships and sectorial support has the agri-processing component achieved to date, and what opposition does the project face from the agri-processing sector of the Western Cape economy; including the rationales and evidence rallied to support such opposition?
4. Is the theory of change of the agri-processing project proving viable and suitable for achieving the aims of Project Khulisa? To the extent that it is not optimal, what changes or developments are required in the interest of improving the contribution of the Agri-processing Programme under Project Khulisa? This should include adjustments to both the methodology in defining the grand strategy, focus and approach to implementation.

Principle audience

Policy makers, government officials, the agri-processing industry, civil society

Type of evaluation

Design, implementation and impact evaluation

Cost estimate

R900 000

Timing and duration

6 months

3.10. An evaluation of land reform projects supported by the Department of Agriculture: Western Cape

Implementing department: Western Cape Department of Agriculture

Background and context of the intervention

The success of land reform projects is based on a plethora of factors, of which one of the most important is the fine balance between available natural resources, especially soil and water, and choice of farming operation. The Department of Rural Development and Land Reform is responsible for the implementation of the following land delivery programmes: land restitution, land redistribution and tenure reform.

The Land Redistribution for Agricultural Development (LRAD) Programme has been the main focus for collaboration with the Department of Agriculture as it is geared towards economic development in the agricultural sector. The Land Redistribution for Agricultural Development (LRAD) programme makes grant allocations available to beneficiaries for agricultural land acquisition, for production purposes on commonage land and through Farm Worker Equity Schemes (FWES).

The introduction of the Proactive Land Acquisition Strategy (PLAS) by the state for targeted groups in the land market was to ensure that land and agrarian reform move to a new trajectory. The LRAD was promised on the notion of land being owned by beneficiaries. However, it promoted large groups of people owning a single farm, resulting in problems of ownership of responsibility for outcomes. With the introduction of PLAS, the emphasis is on single families leasing a single farm from government and because it is done as a lease it cannot be sold. The PLAS approach is primarily pro-poor and is based on purchasing advantageous land.

The success of land reform within the agricultural context is an important focus area for the WCDOA, and it aims to mitigate the challenges highlighted by approximately 250 farmers (smallholders and commercial) who have been assisted to date. The aim is to address the problems listed below, either at policy or implementation level:

- Land reform process is slow and needs to be fast tracked with more emphasis placed on integrated and seamless settlement support.
- Private sector involvement in agricultural development is lacking and this limits the sharing of expertise and market linkages.
- The number of farms transferred and associated hectares should be less important than the success of farmers settled.
- The lack of credible farm plans has a significant impact on the success of land reform and thus thorough planning should be a prerequisite for project approval.
- There is lack of centralised information management on agriculture land reform delivered by government.

The focus of the intervention is on post-settlement support by the Department to make the farms sustainable in the long term.

Importance of the intervention for evaluation

The Western Cape Provincial Strategic Goals (PSG's 4 and 1) are firmly geared towards responding to land reform through its committed input to four related national outcomes, namely:

- Outcome 4: Decent employment inclusive growth;
- Outcome 5: A skilled and capable workforce to support and inclusive growth path;
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all; and
- Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.

The intervention is also linked to Chapter 6 of the NDP.

The Western Cape Department of Agriculture, through the implementation of its Strategic Plan (2014/2015 – 2018/2019), aims to support the increased number of land reform beneficiaries by responding to their post-settlement needs and providing support services to all farmers in the province to ensure that agriculture remains competitive and sustainable.

Purpose of the evaluation

The purpose of this evaluation is to determine the performance of agricultural land reform projects supported by the Department from 1 April 2014 to 31 March 2019. The evaluation will focus only on agricultural land reform projects (smallholder and commercial farmers) supported by the WCDOA from 2014 to date. The evaluation will specifically focus on CASP and Ilima-Letsema-funded projects.

Unit of analysis for the evaluation

Project level: Land reform projects supported by the WCDOA

Key questions to be addressed for the evaluation

This evaluation study will focus only on agricultural land reform projects that have been supported by the WCDOA since 2014 and this performance evaluation seeks to answer the following questions regarding the success of the programme:

1. Do the financial position and records of the land reform projects indicate a sustainable business model?
2. What is the nature and extent of re-investments by the farmer into the business?
3. Do the projects comply with statutory requirements such as labour and tax legislation?
4. Has the business developed secure markets for the produce; and are they maintaining these markets?
5. Has the socio-economic position of beneficiaries improved since they became participants in the project?

Principle audience

Policy makers, government officials, civil society

Type of evaluation

Impact evaluation

Cost estimate

R1M

Timing and duration

6 months

3.11. An evaluation of the effectiveness and efficiency of the Provincial Transversal Management System in the development, implementation and review of the Provincial Strategic Plan

Implementing department: Department of the Premier

Background and context of the intervention

The Provincial Transversal Management System refers to the institutional organisational framework within which the WCG's Provincial Strategic Plan is managed. Three distinctive management levels can be identified:

- Political strategic direction;
- Governance at the tactical interpretive level - i.e. what is our game plan and how are we going to ensure optimal results; and
- Governance at the operational implementation level.

Between the 2009–2014 PSP and the 2015–2019 PSP, the Cabinet resolved to rationalise the PTMS structures in an effort to encourage greater collaboration among sector departments. The purpose of this evaluation is to assess the effectiveness and efficiency of the PTMS in developing, implementing and reviewing the Provincial Strategic Plan at and between those three distinct management levels. It is intended to benchmark the PTMS against its previous iteration (what worked better, what did not work as well) as well as best practice nationally and globally, and make recommendations for refinement and improvement, while retaining the flexibility to respond quickly to the political strategic direction provided at the start of the next term of government.

The objective of the PTMS is to enable effective management of the Provincial Strategic Plan and alignment with national service delivery obligations, at the political strategic, tactical interpretive and operational level.

Importance of the intervention for evaluation

The Provincial Transversal Management System is specifically developed to enable the development, implementation and governance of the Provincial Strategic Plan, and to ensure alignment with national frameworks, such as the National Development Plan and the Medium-term Strategic Framework.

Purpose of the evaluation

To evaluate the effectiveness and efficiency of the PTMS in developing, implementing and reviewing the Provincial Strategic Plan from 2014 to 2018, benchmarked against the 2009–2014 PSP and reviews, as well as national and international best practice documented in the literature.

Unit of analysis for the evaluation

Plan level - The Provincial Transversal Management System as an annexure to the Provincial Strategic Plan

Key questions to be addressed for the evaluation

1. To what extent did the PTMS deliver an effective tactical and operational response to the political strategic direction (i.e. how effectively does the logical framework of the PSP respond to the stated goals)?
2. To what extent has collaboration among sector departments improved under the current PTMS, and has this resulted in improved outcomes?
3. What other improvements were realised through the changes in the PTMS from 2009–2014 to 2014–2018?
4. What has not worked as well in the current PTMS, and how might this be addressed going forward?
5. Across the PTMS (across PSGs and Work Groups), where are the areas of excellence in effective and efficient implementation of the PTMS that contributed to improved performance towards achieving the outcomes of the PSP, and what are the lessons to be learnt from these areas of excellence?
6. Where were the areas of greatest challenge in implementing the PTMS, and what were the contributing factors and lessons to be learnt?

Principle audience

Policy makers, government officials, civil society

Type of evaluation

Implementation

Cost estimate

R1.4 m

Timing and duration

9 months

3.12. An evaluation of the Regional Socio-Economic Programme (RSEP) and the Violence Prevention through Urban Upgrading Programme

Implementing department: Department of Environmental Affairs and Planning

Background and context of the intervention

The Regional Socio-Economic Programme and the Violence Prevention through Urban Upgrading (RSEP/VPUU) Programme is a transversal and inter-governmental priority strategic initiative of the Western Cape Government, which receives support from the Provincial Cabinet and from all provincial departments. Over a period of four or more years, the programme will support (financially, operationally and/or technically) projects being implemented at different scales ranging from a local, neighbourhood scale to regional and provincial scales.

The RSEP Sub-programme receives funds from the Western Cape Government, whilst the VPUU Sub-programme benefits from donor grant funding from the German Development Bank (Kreditanstalt für Wiederaufbau (KfW)). Provincial Cabinet designated DEA&DP as the lead department and coordinator of the RSEP/VPUU Programme, and a dedicated RSEP/VPUU Programme Office was established within the Department. Over the past year, the RSEP/VPUU Programme Office has focused primarily on overseeing implementation in six municipalities while simultaneously driving a process to raise awareness about the programme, ascertain interest in the expansion of the programme, and follow a formal process to identify and approve the selection of new municipalities.

The objectives of the RSEP/VPUU Programme are the following:

- To improve quality of life through urban, social and spatial upgrading in previously marginalised neighbourhoods of selected towns in the Western Cape;
- To build safe and sustainable neighbourhoods following a strategy of crime and violence prevention measures, building on social capital towards community cohesion and creating safe communities;
- To promote a “whole-of-society” approach, which envisions a capable state partnering with active citizens, communities and stakeholders to promote social and economic inclusion;
- To land a “whole-of-government” approach to promote implementation of the Provincial Spatial Development Framework (PSDF) and enhance planning-led budgeting through coordinated multi-sector spending in the province; and
- To promote joint learning and mainstreaming in order to broaden the impact of the programme.

Importance of the intervention for evaluation

At a provincial level, the programme is strongly aligned with all five of the WCG's Provincial Strategic Goals (PSGs), but is specifically identified as a flagship project within PSG4: “Enable a resilient, sustainable, quality and inclusive living environment”. The Programme strongly aligns with PSG5 by facilitating transversal integration and alignment.

The programme also supports the Provincial Game Changers, which are linked to the PSGs, and plays an instrumental role in the Alcohol Harms Reduction (AHR) and After-School Game Changer (ASGC) in particular.

At a national level, the programme is aligned to the following chapters within the NDP 2030:

- Chapter 8: Transforming Human Settlements;
- Chapter 9: Improving Education, training and innovation;
- Chapter 10: Health care for all; and
- Chapter 12: Building Safer communities.

Purpose of the evaluation

The purpose of the evaluation is to assess the effectiveness, efficiency and impact of the programme on the whole of government, especially the relevant municipalities, not excluding the impact on the real recipients, being the community. This evaluation will enable the Department to make key decisions around the sustainability of both RSEP/VPUU. It is important to note that the programme functions in specific areas, neighbourhoods and Safe Node Areas (SNA) and not in the whole municipality or town.

Unit of analysis for the evaluation

Programme Level: The Regional Socio-Economic Programme and the Violence through Urban Upgrading Programme (RSEP/VPUU Programme)

Key questions to be addressed for the evaluation

1. To what extent has the RSEP/VPUU Programme been effective in reaching the desired outcomes and objectives?
2. To what extent has the RSEP/VPUU Programme been efficient in terms of its resources, time and finance, reach in the community, etc. speaking to the principle of value for money (as rendered by government and by an implementing agent – compared)?
3. What key lessons and insight have emerged thus far? What can be learned for other similar programmes?
4. How does RSEP Phase 2 differ from Phase 1, and what lessons can be learnt from the respective phases and adapted approach? (Investigate one municipality from RSEP Phase 2 as well.)
5. What is the role of the municipality in each of the programmes and how well is the programme accepted and sustainable in the municipality?

Principle audience

Policy makers, government officials, civil society

Type of evaluation

Implementation and impact evaluation

Cost estimate

Between R500 000 and R1 000 000

Timing and duration

6 months

3.13. An evaluation of the Berg River Improvement Plan (BRIP)

Implementing department: Department of Environmental Affairs and Planning

Background and context of the intervention

The BRIP was put in place as concerns arose about the water quality in the Berg River and the possible effects that this could have on the irrigation water, particularly in light of the requirements for agricultural export to Europe.

The Berg River Improvement Plan (BRIP) aims to:

- improve management framework through the understanding of the water quality and the socio-economic and environmental impacts of reduced water quality, as well as the causes of this reduced water quality;
- reduce the negative impact from municipal urban areas, particularly informal settlements and wastewater treatment works;
- reduce the negative impact of agriculture on the Berg River's water quality to acceptable levels; and
- ensure sustainable resource use efficiency and ecological integrity.

The ultimate outcome of the plan is for a water stewardship programme for the Berg River catchment to change the lives of people through the implementation of simple interventions. The outcome will be a Berg River, where its value for ecosystem services is recognised, and its natural resource state as it relates to water quality and quantity returns, while promoting sustainable growth and development towards a green economy in the Western Cape.

Importance of the intervention for evaluation

At the provincial level, the BRIP and associated tasks form an integral part of PSG4, Sustainable Ecological and Agricultural Resource-based working group.

At the national level, the activities within the BRIP can be aligned to the following national outcomes: 5: A skilled and capable workforce to support an inclusive growth path; 6: An efficient, competitive and responsive economic infrastructure network; 7: Vibrant, equitable and sustainable rural communities with food security for all; 8: Sustainable human settlements and improved quality of household life; and 10: Environmental assets and natural resources that are well protected and continually enhanced.

The Berg River Improvement Plan is endorsed by the Western Cape Government (WCG) and serves as a platform for collaboration between all spheres of government as well as role players and stakeholders to respond to the National Development Plan (NDP), Medium-term Strategic Framework (MTSF), Green Economy Framework, Provincial Strategic Outcomes and Growing the Cape 2040.

Purpose of the evaluation

The key focus of this evaluation is to assess the implementation and impact of the Berg River Improvement Plan

Unit of analysis for the evaluation

Project Level: Berg River Improvement Plan

Key questions to be addressed for the evaluation

1. How has the implementation of the BRIP been happening in practice? Are the activities effective in addressing the outputs?
2. How has the actual implementation compared to the task objectives of the BRIP in terms of assessing the quality of institutions, state of formal networks and partnering activities and the transversal nature of implementing the asks of the BRIP? Has it been effective - what are the strengths weaknesses of it? As part of the evaluation a SWOT analysis is to be completed.
3. How should the research and analysis of important information in the socio-economic, water and environmental areas be supported to influence the community and reach decision makers? (Data has been collected for water quality, rehabilitation and socio-economic analysis.)
4. How are the water management interventions that have been put in place effective either in enhancing the community's environmental or health exposure experience of water or in improving the water quality of the Berg River or its tributaries?
5. What recommendations need to be made for improving the BRIP implementation?
6. What is the ability of the Department to replicate such a programme, which would include the important lessons to be adapted in such a replication?

Principle audience

Policy makers, government officials, environmentalists, civil society

Type of evaluation

Implementation evaluation

Cost estimate

R750 000

Timing and duration

6-12 months

3.14. An evaluation of the Western Cape Climate Change Strategy

Implementing department: Department of Environmental Affairs and Planning

Background and context of the intervention

The Western Cape Climate Change Response Strategy is a coordinated climate change response for the Western Cape Province and guides the collective implementation of projects as well as searching for opportunities that combine a low carbon development trajectory with increased climate resilience, enhancement of ecosystems goods and services that support economic activity and job creation. It seeks to direct our responses so that will reduce our greenhouse gas emissions (thus tackling the root cause of climate change) and additionally prepare us for the impacts of climate change that are inevitably the impact of increased energy within our global weather systems (e.g. drought, flooding, extreme temperatures, etc.). It is thus a risk management tool for the whole of the province, and needs to become an increasingly important risk management tool as climate change has now been elevated to a provincial risk under Enterprise Risk Management (ERM).

Building on the 2008 Western Cape Climate Change Response Strategy and Action Plan, the Western Cape Climate Change Response Strategy (2014) was aligned with the National Climate Change Response White Paper (2011) and geared to strategically direct and mainstream climate change actions and related issues throughout relevant provincial transversal agendas. The strategy takes a two-pronged approach to addressing climate change response:

1. Mitigation: contribute to national and global efforts to significantly reduce GHG emissions and build a sustainable low carbon economy, which simultaneously addresses the need for economic growth, job creation and improving socio-economic conditions.
2. Adaptation: reduce climate vulnerability and develop the adaptive capacity of the Western Cape's economy, its people, its ecosystems and its critical infrastructure in a manner that simultaneously addresses the province's socio-economic and environmental goals.

The Climate Change Response Work Group focusses on three programmes:

1. Western Cape Climate Change Response Implementation
2. Climate change partnerships, opportunities and co-operation
3. Ecological infrastructure for resilience

Importance of the intervention for evaluation

The Western Cape Climate Change Response Strategy is strongly linked to the Provincial Strategic Goals (PSG), in particular PSG4: Enabling a resilient, sustainable, quality and inclusive living environment. To ensure that climate change is mainstreamed across all Western Cape Government activities, a transversal Climate Change Response Work Group has been established, under PSG4. It is also directly linked to delivery of National Outcome 10.

Purpose of the evaluation

Key focus of the evaluation will be:

- Understanding of the risk to WCG;
- Determining the impact and implementation of the Western Cape Climate Change response as it pertains to the WCG's mandates; and
- Evaluating the accountability, buy-in and resourcing of the implementation of the strategy.

Unit of analysis for the evaluation

Programme Level: The Western Cape Climate Change Response Strategy

Key questions to be addressed for the evaluation

1. To what level has the strategy been internalised by other departments in their strategic understanding of their role in an increasingly uncertain environment, the cost impact and vulnerability to extreme weather events of our mandates and infrastructure and the secondary impacts to other areas of society (e.g. health implications)?
2. What implementation has taken place and has it been effective in reducing risk profiles?
3. What gaps exist that should be included in a revision of the Western Cape Climate Change Response Strategy?
4. Do sectors and departments understand the climate change risk profile they are exposed to and the respective opportunities and costs of response?
5. Do they understand the cost savings/benefits of implementing climate change response early, as opposed to post hoc during periods of disaster?

Principle audience

Policy makers, government officials, civil society

Type of evaluation

Design and Implementation

Cost estimate

R1.2 m

Timing and duration

12 months

3.15. An evaluation of the Software Development (SWD) @ Schools Programme

Implementing department: Department of Economic Development and Tourism

Background and context of the intervention

The Province's Information and Communications Technology (ICT) industry, as a priority sector with strong growth prospects, is dually characterised by significant job losses and a simultaneous shortage of technical ICT skills.

In response, in 2014, the Department, together with the Western Cape Education Department (WCED) and the Oracle Foundation, initiated a long-term pilot training programme to equip Grade 10-12 school learners with Java software development skills, followed by a brief placement at an ICT employer, to improve their employability prospects.

The main purpose of this pilot is to test whether school leavers can be trained as Java developers for absorption into the skills-strapped ICT sector.

The programme commitments end in January 2021, when the final intake of school learners exit the placement component and become available for intake into the industry.

The SWD programme, over the medium to long term, intends to:

- build a sustainable, new technical skills pipeline through the education and schooling system;
- address skills requirements of the ICT sector and youth unemployment;
- effect systemic changes to the education and economy; and
- mainly, test this pilot to determine if with appropriate academic development at schools, school leavers can be trained as Java developers.

In the immediate and short term, the intention was to:

- train learners to ensure a level of capability at Grade 12 level, which could result in employment at a junior programmer level;
 - increase the entrance into University, FET qualifications and other ICT certifications;
 - aim towards candidates who have received the training to complete the Java Certified Developer exams; and
 - retain IT learners in the ICT field either by way of further study or employment in the industry.
- In addition to the intentions conceptualised in the focus of the intervention, other purposes of the programme were conceptualised as follows:
- Test whether learners can be skilled to a level of ICT certification and employability;
 - Test whether the Train the Trainer (teachers) approach works for the development of ICT skills, given the constraints of the education environment; and
 - Develop awareness of ICT-related career choices for learners.

Build a case that strengthens the ICT curriculum and that, over time, leads to the development of a more detailed IT stream at further education and training (FET) level.

Importance of the intervention for evaluation

The (SWD)@Schools Programme is aligned to Provincial Strategic 1 and is aligned to the role of the Department to create an enabling environment for growth and jobs.

In addition, under PSG 1, the initiative is aligned to the August 2016 approved Apprenticeship Game Changer initiative, as it intends to facilitate the adoption of technical and vocational skills into the ICT industry, as one of the prioritised sectors under the AGC.

It is also aligned to Outcome 5 of the National Development Plan (NDP) by contributing towards a skilled and capable workforce to support an inclusive growth path.

Purpose of the evaluation

- The Department and its stakeholders require a multi-year evaluation approach with the following primary focus areas:
- Evaluation Phase 1 (2018/2019):
 - Programme Initiation & Early Implementation
 - Phase covers the original conceptualisation and design of programmes, assumptions, theory of change, design of model and early results from the first two to three years of implementation.
- Scope of this evaluation phase: 2014/2015 to 2016/2017
- Evaluation Phase 2 (2019/2020):
 - Builds on the evaluation findings of evaluation Phase 1 and expands to include greater focus whether the way the programme has been implemented (activities, inputs and design changes) has resulted in outputs and outcomes to be evinced and why.
 - Scope of this evaluation: 2014/2015–2016/2017 and implementation results from the 2017/2018 and 2018/2019 phases.
- Evaluation Phase 3 – Impact Evaluation (2020/2021)
 - What impact has the SWD Programme had at schools, at the outcome and impact level, and why?
 - How have the beneficiaries' lives changes as a result of the SWD@ Schools Programme?
 - How did the programme impact the educational system relating to the provision of ICT curriculum for software development to school based learners?

Only the first 2 phases will be covered by the current budget allocation, which is to split over the 2018/2019 and 2019/2020 financial years.

Unit of analysis for the evaluation

Programme Level

Key questions to be addressed for the evaluation

Over Phase 1 (2018/2019) and Phase 2 (2019/2020) of the evaluation, the main questions include:

1. Does the SWD @ Schools Programme, from design to implementation, have a theory of change, clear assumptions; to what extent is it working and how must it be improved over the future roll-out of the programme?
2. Test whether the Model or Approach of the Programme (including Train the Teachers component) works for the development of ICT skills given the constraints of the education environment.
3. Over the period 2014/2015 to 2016/2017, to what extent has the SWD@School programme's activities, inputs, resources and environmental conditions translated into measurable results (outputs or initial outcomes)?
4. Can school leavers be trained as certified Java developers?
5. To what extent have and can beneficiaries been retained in the ICT sector, by way of either employment in the industry or entrants into ICT programmes at universities and colleges?

By 2020/2021, the Evaluation Phase 3: Impact Evaluation questions could include:

- To what extent did the programme contribute to a sustainable, new technical skills pipeline, given the context of the skills requirements of ICT sector and youth unemployment?
- To what extent can a programme such as the SWD@Schools effect systemic changes to the education and economy?
- Train learners to ensure a level of capability at Grade 12 level, which could result in employment at a junior programmer level.

Test whether learners can be skilled to a level of ICT certification and employability.

Principle audience

Policy makers, government officials, youth, civil society

Type of evaluation

Design, implementation and Impact

Cost estimate

R1.4m

Timing and duration

12-24 months

4. KEY IMPLEMENTING ISSUES

Whilst implementing the Provincial Evaluation System (PES) over the past five-year period, the WCG has made significant progress in terms of creating an enabling environment and driving an evaluation culture.

There are a number of lessons learnt and challenges to be addressed when managing the PEP. For the purpose of this PEP, the emerging issues mainly relate to the funding of the plan, the linking of evaluations to the strategic planning process, and promoting an improved understanding of and access to evaluation evidence.

4.1. Funding of evaluations in the plan

Due to the reduction in the MTEF budget, it 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.

DotP acknowledges the funding challenges experienced by programme managers. For this reason, the identification of interventions for evaluations, and the associated funding, has formed part of the PSG 5 Work group 4 deliberations. Further discussions are required to fund evaluations that are identified by departments. External sources of funding are also being explored by specific implementing departments.

4.2. Linking evaluations to strategic planning

Globally, a key lesson is that evaluation is a critical element in the planning process of the implementation of programmes that are aligned to a policy and or the budget priorities. The WCG has taken the opportunity to embed the process of evaluations into the planning of the strategic planning processes as well as the implementation cycle of the key provincial priorities. This is to ensure that evaluations inform planning and budgeting.

The 2017/2018 financial year saw the Medium-term Expenditure Committee (MTEC) re-enforce the importance of evaluations for improved performance and service delivery impact through the issuing of circulars. In this regard, reference to this was made within DG (Director General) Circular 28 of 2017; and 2017 Budget Circular 2 (issued on 4 September 2017). The outcomes of these evaluations will feed into the planning and budgeting process.

4.3. Improved understanding of and access to evaluation evidence and its use

A lesson learnt thus far is that evaluation stakeholders from across all provincial departments require an improved understanding of the evaluations conducted for better use of the findings and better access to such evidence.

In line with the data management initiatives of the PWME, DotP has produced a Dictionary of Evaluations that is continuously updated and provides a snapshot of evaluations conducted by the WCG for a given period. To further improve access to this information, an evaluation repository has been created where all evaluations are stored in an evaluation database within the WCG BI site.

4.4. Managing the PEP

This plan will be managed through quarterly engagements with the ETWG via a structured agenda; engagements, when required, will take place with implementing departments to guide on progress relating to the evaluations being conducted; as well as an annual reflection to review the evaluation processes.

Continuous updating of the various evaluations' progress will also be submitted to DPME quarterly. An annual evaluation update will be delivered that provides a review of the actual achievements; both in terms of the PES and the implementation of provincial evaluations. As part of the process, ongoing capacity building will be provided throughout the implementation and duration of evaluations where relevant.

5. WAY FORWARD

It is clear that there has never been a better or more opportune time to evaluate. The WCG will continue to advocate and champion a culture of evaluation, and grow the evaluation capacity across all 13 departments.

Upon the finalisation of this plan, to be implemented during the 2018/2019 financial year, it will be communicated via the public domain. Terms of references for each evaluation contained within this PEP will be compiled by departments in collaboration with DotP. Evaluations will mainly be outsourced and service providers with the necessary evaluation competencies can apply via the procurement process to conduct these evaluations.

Western Cape Government: Updated Provincial Evaluation Plan 2018/2019

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