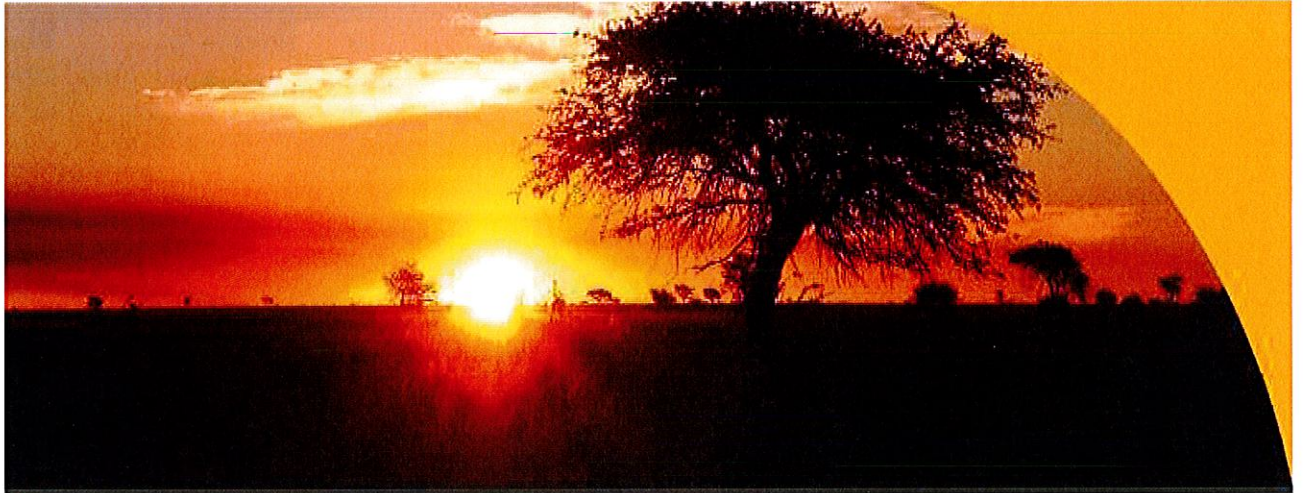




culture, sport & recreation

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MPUMALANGA PROVINCE  
REPUBLIC OF SOUTH AFRICA



**DEPARTMENT OF CULTURE, SPORT AND RECREATION  
EVALUATION PLAN  
2016-2018**

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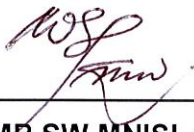


## FOREWORD

This Departmental Evaluation Plan has been adapted from National and Provincial Evaluation Plans. It came at the time of stringent measure to manage escalating wage bill in the public service. Therefore the Department do not have a dedicated unit that deal with evaluation. However, other available resource in the Department will be utilized in order to get started with the anticipation that capacity will grow over the outer years.

We are, in effect, laying the foundations for what we believe will be a substantial and substantive body of evidence to support the positive outcomes of our future policies and programmes.

We look forward to implementing high quality, meaningful evaluations that play a part in taking our Province from strength to strength.



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**MR SW MNISI**

**ACTING HEAD OF DEPARTMENT**

**AUGUST 2015**

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## INTRODUCTION

The National Evaluation Policy Framework (NEPF) approved by Cabinet on the 23<sup>rd</sup> November 2011 provides for the establishment of an annual and three year rolling National Evaluation Plan as a focus for priority evaluations in government. Similarly, the framework also specifies that Provincial Evaluation Plans Departmental Evaluation Plans must be developed and approved. The Departmental Evaluation Plan (DEP) is intended to identify the minimum evaluations to be carried out in the Department on an annual and a three yearly basis.

### **Developing the Departmental Evaluation Plan**

The roll out of the NEPF in the Province was piloted in the 2013/14 financial year as a means to assess the “*evaluation-readiness*” of the Province and to determine and build the capacity, processes and systems required for the implementation of a comprehensive 2014 – 2016 Provincial Evaluation Plan.

2013 saw the introduction of the concepts and principles of the NEPF to provincial sector departments under the guidance of the Office of the Premier (OtP). In addition, the OtP initiated a process of supporting provincial sector departments to develop evaluation concept notes with a view to selecting at least two provincial programme evaluations to support as during the pilot phase. Unfortunately, there were no programmes selected from Department of Culture, Sport and Recreation due to criteria that mainly focus on resources that was not available in the Department.

The Mpumalanga *Provincial Evaluation Technical Working Group* (PETWG) provides technical and quality assurance support to those departments already implementing evaluations.

The Department, however continued its participation on the forum with the view of gaining exposure to the evaluation processes.

To this end, the Department has developed its own Evaluation Plan that will start small in 2016/17 financial year perhaps with diagnostic analysis before it can grow towards impact assessment studies that are more complex focusing on both sectors Culture and Sport in the Province. This Departmental Evaluation Plan shall become a living document until such time the Department put its foot proper on the ground.

Finally, the Departmental Evaluation Plan is developed and presented within the contest of the approved ***Mpumalanga Monitoring and Evaluation Framework*** and the ***Province Wide Monitoring and Evaluation System***.

### **Summary of Proposed Evaluations**

The evaluations proposed for the 2016 - 2018 period include the following:

1. Diagnostic Evaluation: The ***new proposed museum*** and its value proposition for local economic development and emerging tourism product owners.  
(Determine the baseline for future impact studies, and refine project design)
2. Evaluating the impact of ***provincial school sport programme in the Province***
3. Diagnostic Evaluation: Evaluating whether (how) the grant to both Culture and Sport Institutions have an impact on extending the roll out of Departmental mandate to the communities of Mpumalanga

## **BACKGROUND**

### **The National Evaluation Policy Framework**

The NEPF is the last of the three policy elements that form part of the Policy Framework for the Government Wide Monitoring and Evaluation System (GWMES), which was introduced in 2005. The NEPF and the National Evaluation Plan subsequently developed by DPME seeks to address the challenge that in government, “evaluation is being applied sporadically and not informing planning, policy-making and budgeting sufficiently”. As a result, government is lacking the evidence required to improve its efficiency, effectiveness, sustainability and impact.

The NEPF and the National Evaluation System are intended to do the following:

- Foreground the ***importance of evaluation*** in policy-making and management



- **Promote, facilitate and institutionalise** the use of evaluation in Government
- **Strengthen linkages** between evaluation, policy-making, planning and budgeting
- Develop a **common language and conceptual base** for evaluation in Government
- Clarify the **role of evaluations** in relation to other performance management instruments
- **Frame the evaluation function** in terms of its scope, institutionalization, standards, process requirements, skill requirements, governance, financing and oversight
- Improve the **quality of evaluations** undertaken in public institutions
- Increase the **utilisation of evaluation findings** to improve performance

The overall objective of the **National Evaluation System** is to:

- Improve policy or programme **performance** – providing feedback to managers
- Improve **accountability** for where public spending is going and the difference it is making
- Improve **decision - making** e.g. on what is working or not-working
- Increase **knowledge** about what works and what does not with regards to a public policy, plan, programme, or project.

### **The Rationale of the Departmental Evaluation Plan**

Government performance, service delivery and the socio-economic development impact thereof can be strengthened by institutionalising an effective and efficient evaluation system and culture into the management functions of all departments.

Evaluations provide the evidence required for improvement plans that address delivery challenges. As the Province approaches the start of a new five year cycle, strategic and operational review and planning processes provide an ideal platform for the institutionalisation of evaluation as a core management practice. As a first step, departments should:

- allocate **sufficient budget** for annual and 3 year evaluations
- **identify suitable individuals** responsible for evaluation and build their capacity to design and implement relevant evaluations

### **Government Approach to Evaluation**

The NEPF defines evaluation as “the systematic collection and analysis of evidence on public policies, programmes, projects, functions and organisations to assess issues such as relevance, performance (effectiveness and efficiency), value for money, impact and sustainability, and recommend ways forward.”

The value added by utilising evaluations has its foundation in the expectation that government will utilise evaluation findings and results as the basis for developing, publishing and implementing **improvement plans**.

The **links between planning and evaluation** are emphasised as a principle in the NEPF - “if plans do not clearly identify results or outcomes and impacts, how will these be achieved and how will these be measured...”

Plans should identify good quality measurable indicators that will be monitored during implementation – failure to collect baseline information on these indicators and to monitor and record changes to the indicators during implementation makes evaluation difficult.

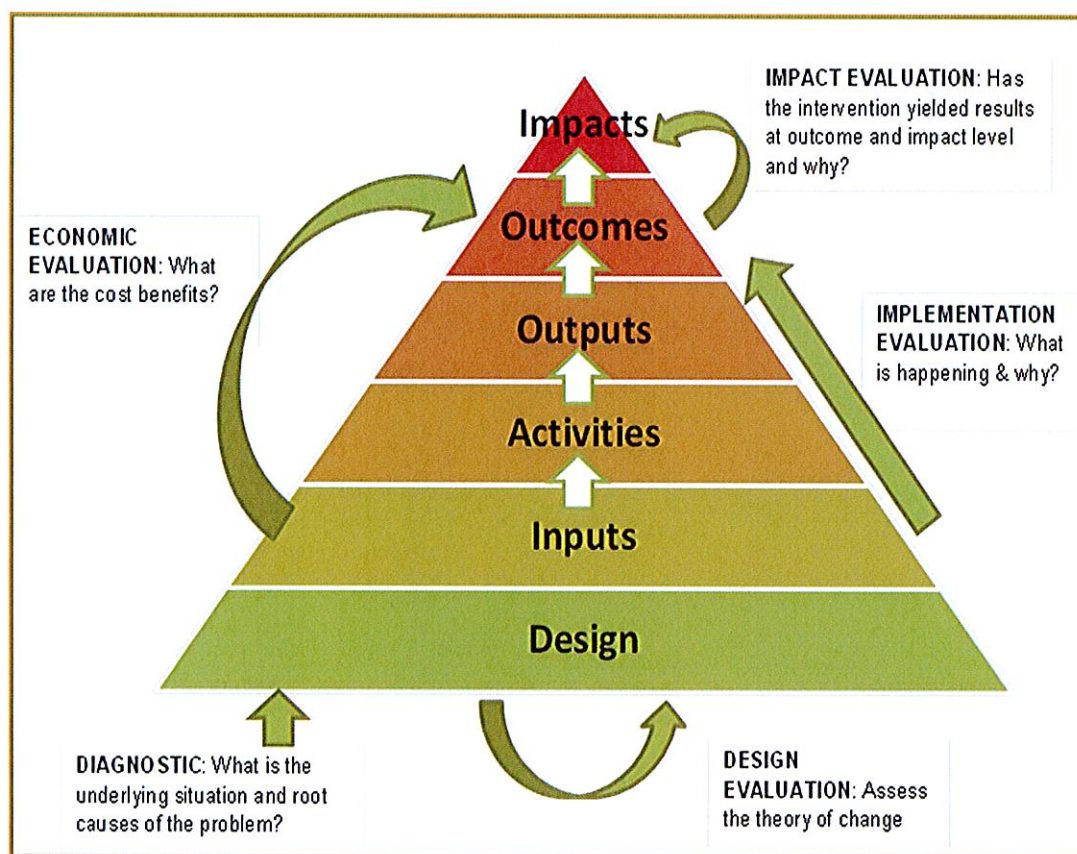
In order to be evaluated, all plans should meet the requirements described above, including the long-term national vision and development plan, five year national and

provincial plans aligned to the electoral cycle, delivery agreements for outcomes, sectorial plans, and programme and project plans.

If government's strategic priorities are to be achieved then these priorities should also be traceable across the levels of government, through the different plans. In other words, there should be a "line of sight" across the plans.

### Uses and Types of Evaluations

The NEPF proposes the following types of evaluation based on the National Treasury's Results Based Pyramid model. The intention is to develop a common language and standard procedures within the GWM&ES



The following table<sup>1</sup> summarises the *types of evaluation* illustrated above and outlines their uses:

<sup>1</sup> DPME (2011) *National Evaluation Policy Framework* p. 9



Type of evaluation	Covers	Timing
<b>Diagnostic Evaluation</b>	This is preparatory research (often called ex-ante evaluation) to ascertain the current situation prior to an intervention and to <b>inform intervention design</b> . It identifies what is already known about the issues at hand, the problems and opportunities to be addressed, causes and consequence, including those that the intervention is unlikely to deliver, and the likely effectiveness of different policy options. This enables the drawing up of the theory of change before the intervention is designed.	At key stages prior to design or planning
<b>Design evaluation</b>	Used to analyse theory of change, <b>inner logic &amp; consistency</b> of the programme, either before a programme starts, or during implementation. This is quick to do & uses only secondary information & should be used for all new programmes. It assesses the quality of the indicators and the assumptions.	After an intervention has been designed, in first year, and possibly later
<b>Implementation evaluation</b>	Aims to evaluate whether an intervention's <b>operational mechanisms support achievement of the objectives or not</b> & understand why. Looks at activities, outputs, & outcomes, use of resources & the causal links. It builds on existing monitoring systems, & is applied during programme operation to improve the efficiency & efficacy of operational processes. It assesses the quality of the indicators & assumptions. Can be rapid, primarily using secondary data, or in-depth with extensive field work.	Once or several times during the intervention

Type of evaluation	Covers	Timing
<b>Impact evaluation</b>	Measure changes in outcomes (and the well-being of the target population) that are attributable to a specific intervention. Its purpose is to inform high-level officials on the extent to which an intervention should be continued or not, & if there are any potential modifications needed. Implemented on a case-by-case basis.	Designed early on, baseline implemented early, impact checked at key stages e.g. 3/5 years
<b>Economic evaluation</b>	Economic evaluation considers whether the costs of a policy or programme have been outweighed by the benefits. Types of economic evaluation include:  <b>Cost-effectiveness analysis</b> , which values the costs of implementing and delivering the policy, and relates this amount to the total quantity of outcome generated, to produce a “cost per unit of outcome” estimate (e.g. cost per additional individual placed in employment); and  <b>Cost-benefit analysis (CBA)</b> , which goes further in placing a monetary value on the changes in outcomes as well (e.g. the value of placing an additional individual in employment).	At any stage

### Audit of Departmental Evaluations

There were no scientific evaluation plans that were carried out in the past's years.

**SUMMARY OF PROPOSED EVALUATIONS (2016 – 2018)**

	TITLE	PROVINCIAL PRIORITY	IMPLEMENTING DEPARTMENTS	TYPE	KEY QUESTIONS	IMPLEMENTATION YEARS			TOTAL BUDGET R'000.00
						16/17	17/18	18/19	
1	<i>The new proposed museum and its value proposition for local economic development and emerging tourism product owners.</i>	Improved economic growth and employment	DCSR	Diagnostic / Design	Can the proposed new museum in the Province contribute to the increased tourism and economic growth in the Province?  Is the new museum going to transform the heritage landscape of the Province?	✓			R500 000.00



TITLE	PROVINCIAL PRIORITY	IMPLEMENTING DEPARTMENTS	TYPE	KEY QUESTIONS	IMPLEMENTATION YEARS			TOTAL BUDGET
					16/17	17/18	18/19	
2	<i>Evaluating the impact of provincial school sport programme in the Province prevalence in the Province</i>	DCSR	Impact	Will the integrated school sport system increase competitiveness of Provincial athletes at National and International tournaments and leagues?  Will integrated sport system contribute towards bridging the racial and class division in the Province?			✓	R'1,000 000-00

TITLE	PROVINCIAL PRIORITY	IMPLEMENTING DEPARTMENTS	TYPE	KEY QUESTIONS	IMPLEMENTATION YEARS			TOTAL BUDGET
					16/17	17/18	18/19	
3	Evaluating whether (how) the grant to both Culture and Sport Institutions have an impact on extending the roll out of Departmental mandate to the communities of Mpumalanga	DCSR	Diagnostic / Design	What is the level of capacity of these structure when it comes to Culture and Sport administration?  Is there any value for money to the grant that is being transferred to these structures?		✓		R500 000.00

End