

# A Framework for SETA Monitoring & Evaluation

## Consultation with M&E Roleplayers

12 June 2019

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# Programme

- Welcome 9h00
- Overview and Update from National Skills Summit 9h15 – 9h45
- Streamlining Monitoring and Reporting 9h45-10h15
  - The challenges; the possibilities for improvement; discussion
- Tea 10h15 – 10h45
- Strengthening Evaluation and its Use 10h45-11h15
  - The challenges; the possibilities for improvement; discussion
- Systemic requirements to make a new framework ‘work’ 11h15-11h45
- CEO Focus Group| In Parallel| SSP Support on M&E (Ch5) 11h45-12h45
- Lunch 12h45 – 13h45 Choose a topic of interest to discuss after lunch
- Workshops, Focus Groups, Interviews 14h00-15h30
- Closure by 17h00



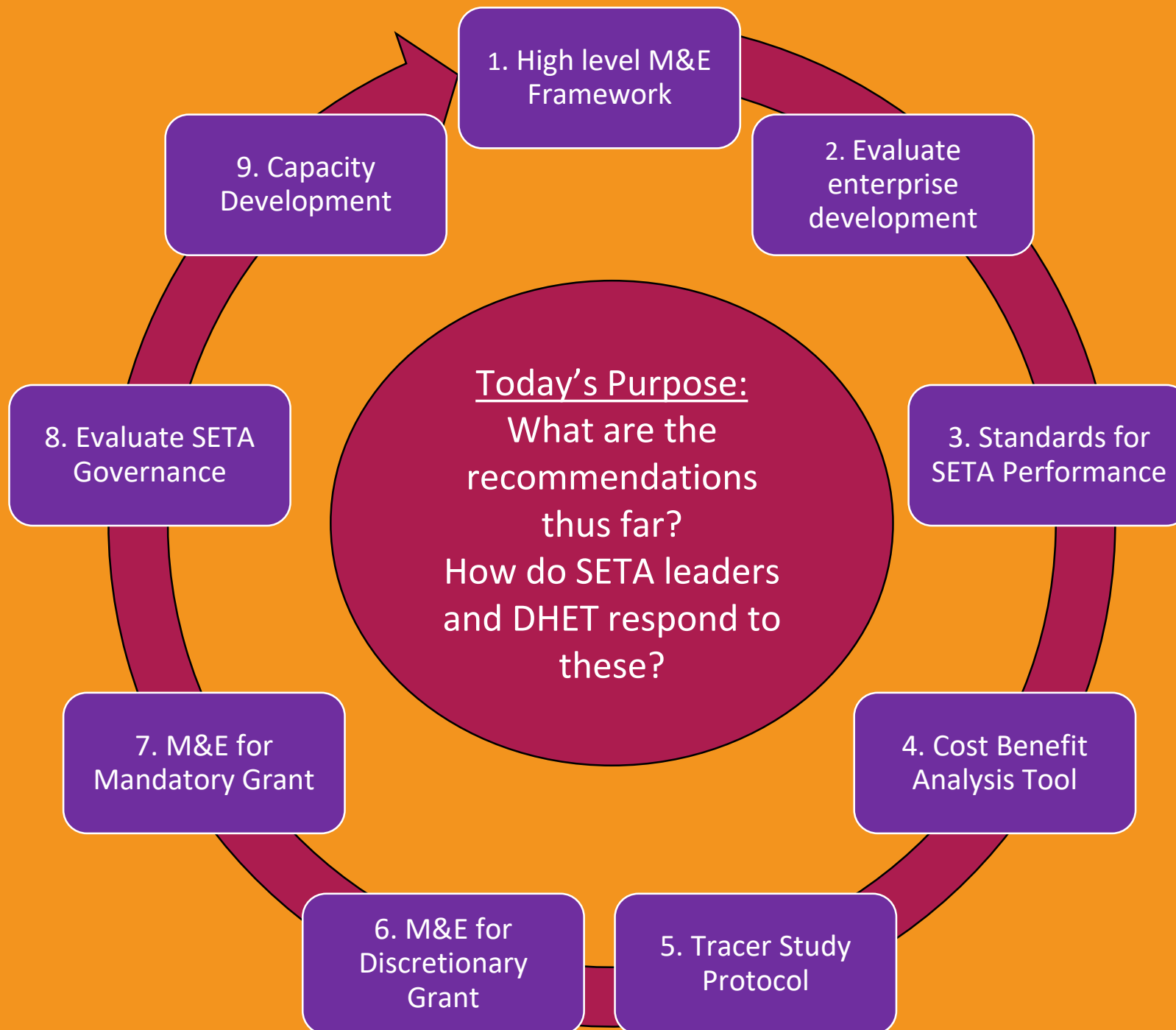
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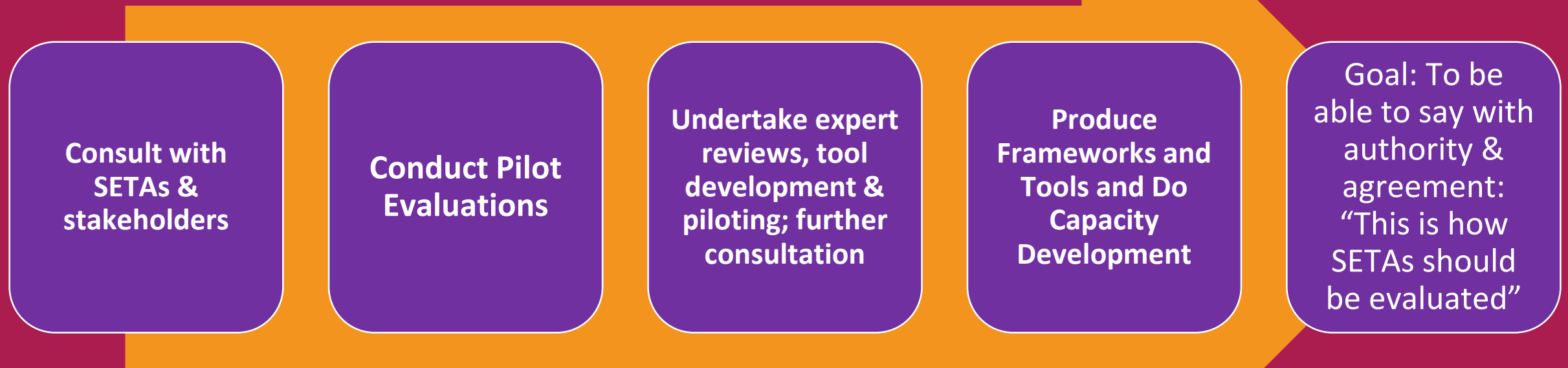
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# Overview and Update from National Skills Summit



# SETA DHET Universities Research Partnership and Programme (2018-2020)



*At the same time: Institutional and systemic embedding*

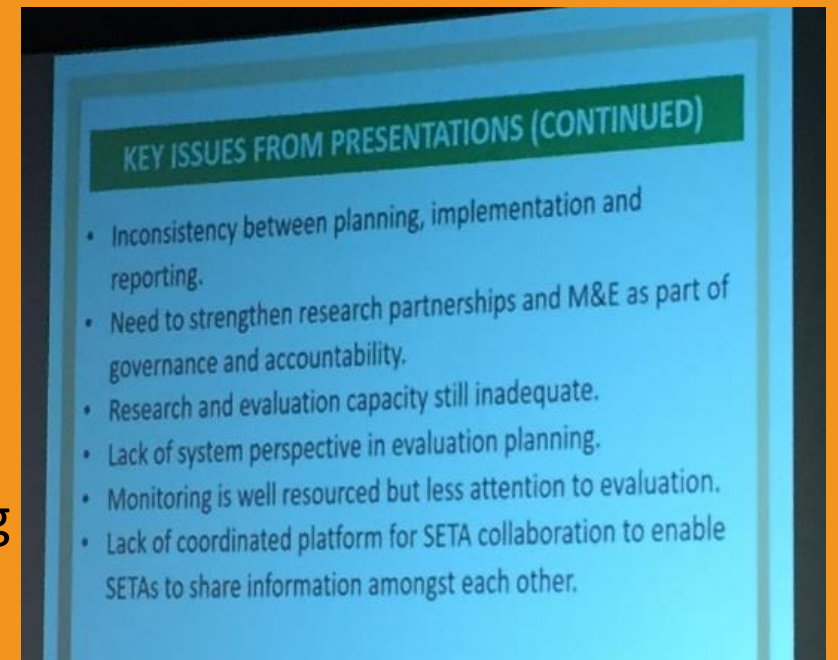
# Problem Statement

*“The absence of effective monitoring and evaluation has created a situation where the SETAs and DHET are **unable to answer**... very serious criticisms. This is partly because of the focus on numerical targets ...and partly because of the [lack of] effective monitoring and measurement.”*

Department of Higher Education and Training (DHET), 2015, p.19

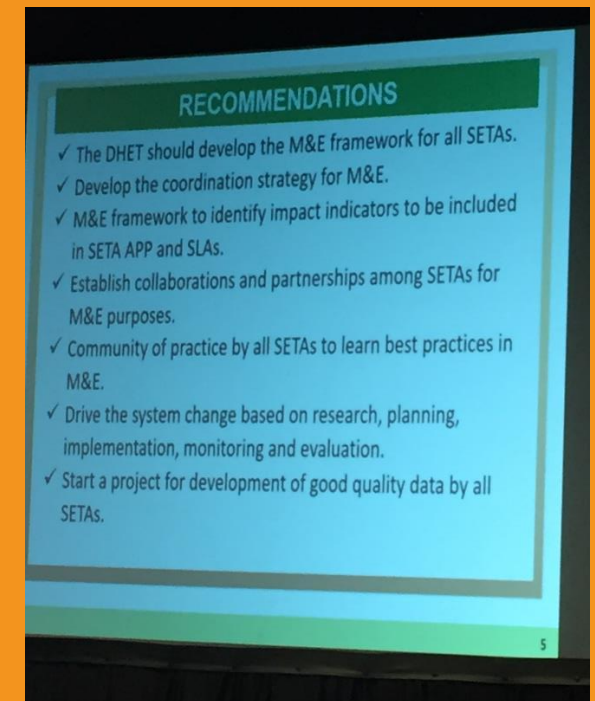
# National Skills Summit Commission 5: Issues

1. Current system concentrates on monitoring with less attention to evaluation of impact
2. 12 of the 21 SETAs have M&E plans and not all the SETAs are adequately resourced to implement their plans
3. Research and evaluation capacity still inadequate
4. Lack of a system perspective in evaluation planning
5. SETAs not sharing evaluation findings and systems
6. Inconsistency between planning, implementation, reporting
7. Data quality and curation issues (SETMIS)



# Commission 5: Recommendations

1. Drive system change based on research, planning, implementation, monitoring and evaluation
2. Strengthen research partnerships and M&E as part of governance and accountability
3. Improve governance and accountability through collective planning and using relevant systems, processes and tools
4. Develop M&E framework to guide SETAs M&E activities (DHET)
5. Impact indicators to be included in SETA APP and SLAs
6. Strengthen M&E capacity within DHET and SETs
7. Develop a coordination strategy for SETA M&E
8. Identify and coordinate crosscutting priority areas by SETAS
9. Start a project for all SETAs to improve data quality
10. Establish and centralise research repository to inform system improvements
11. Partnerships, collaboration among SETAs for M&E purposes; CoP to learn best practices in M&E





# Discussion

- Questions of clarification?
- Brief comments?

before we move into more detailed outcomes and recommendations from this study

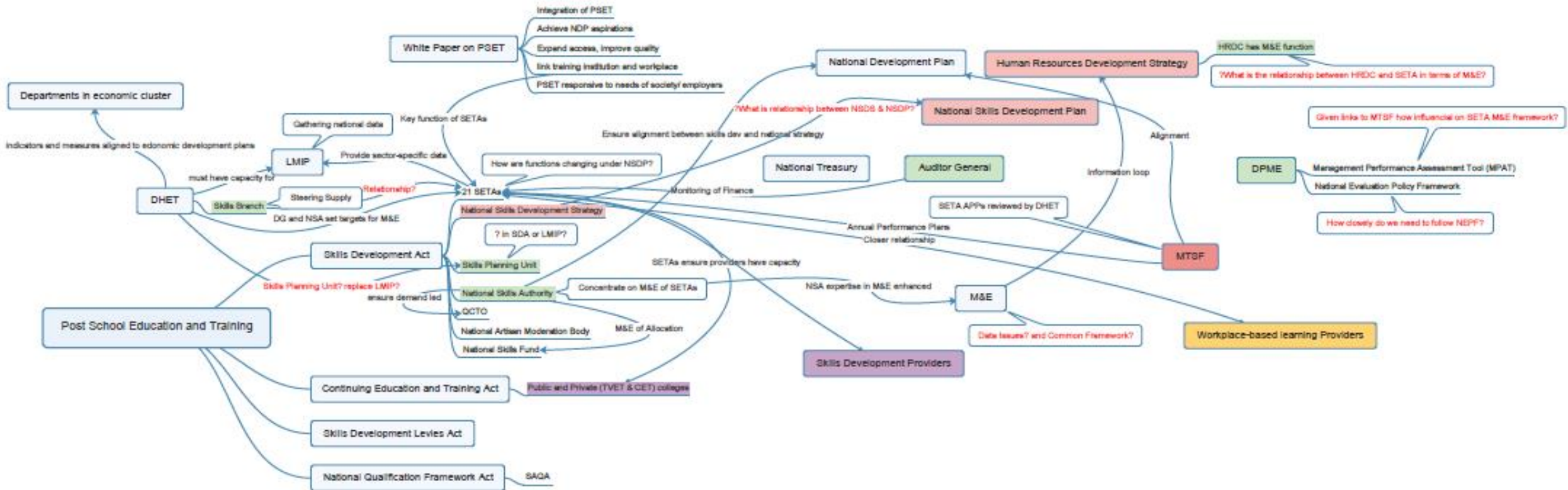
# Overarching Insights from the Study to Date

- Number of objectives and prioritisation
- Sector specific and developmental mandates
- Reporting to multiple stakeholders
- SETAs - diversity of structures, functions, tools and capacity
- Collection and interpretation of data
  - large number of indicators
- M&E Focused on inputs and outputs rather than outcomes and impacts

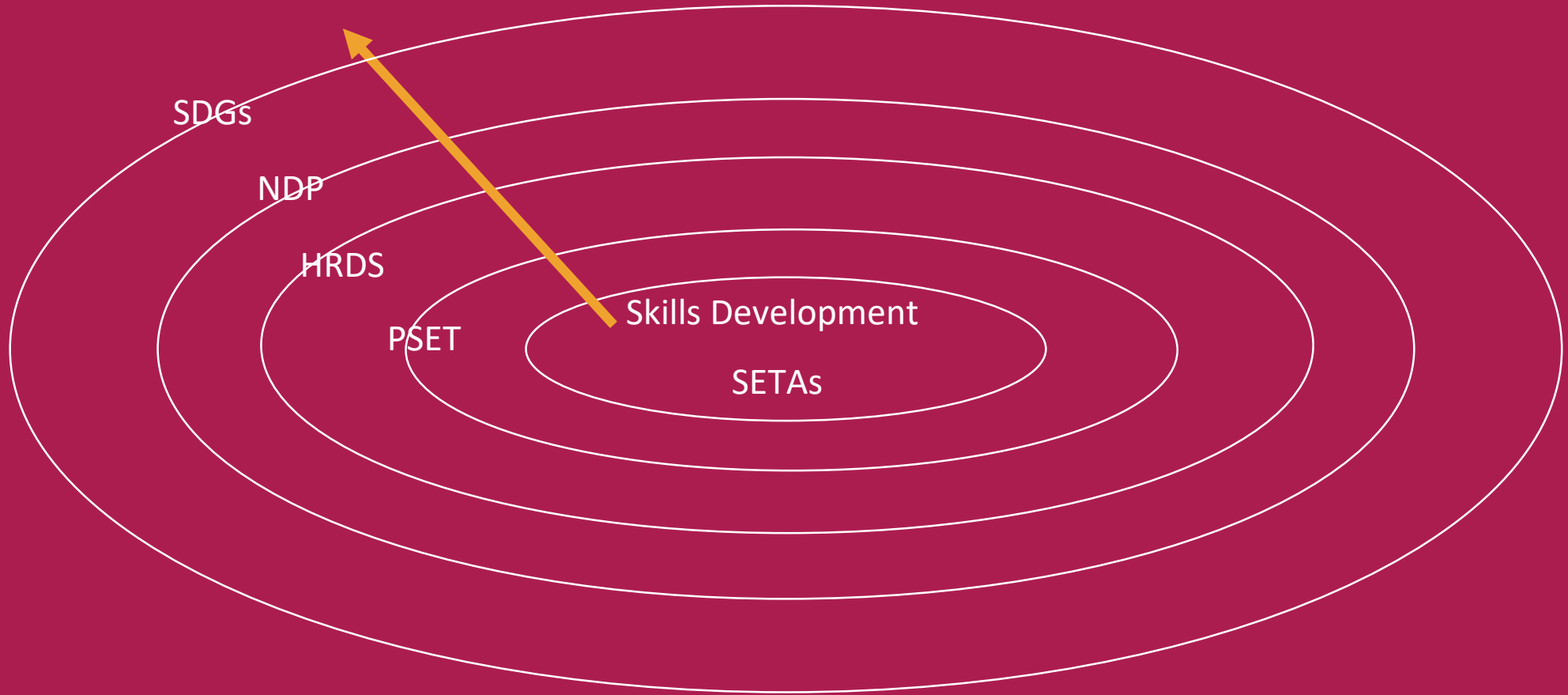
(Grawitzky 2007; Singizi 2007; Marock et al. 2008; Marock 2012; DHET 2013; Mzabalazo and REAL 2018)

# Streamlining Monitoring and Reporting

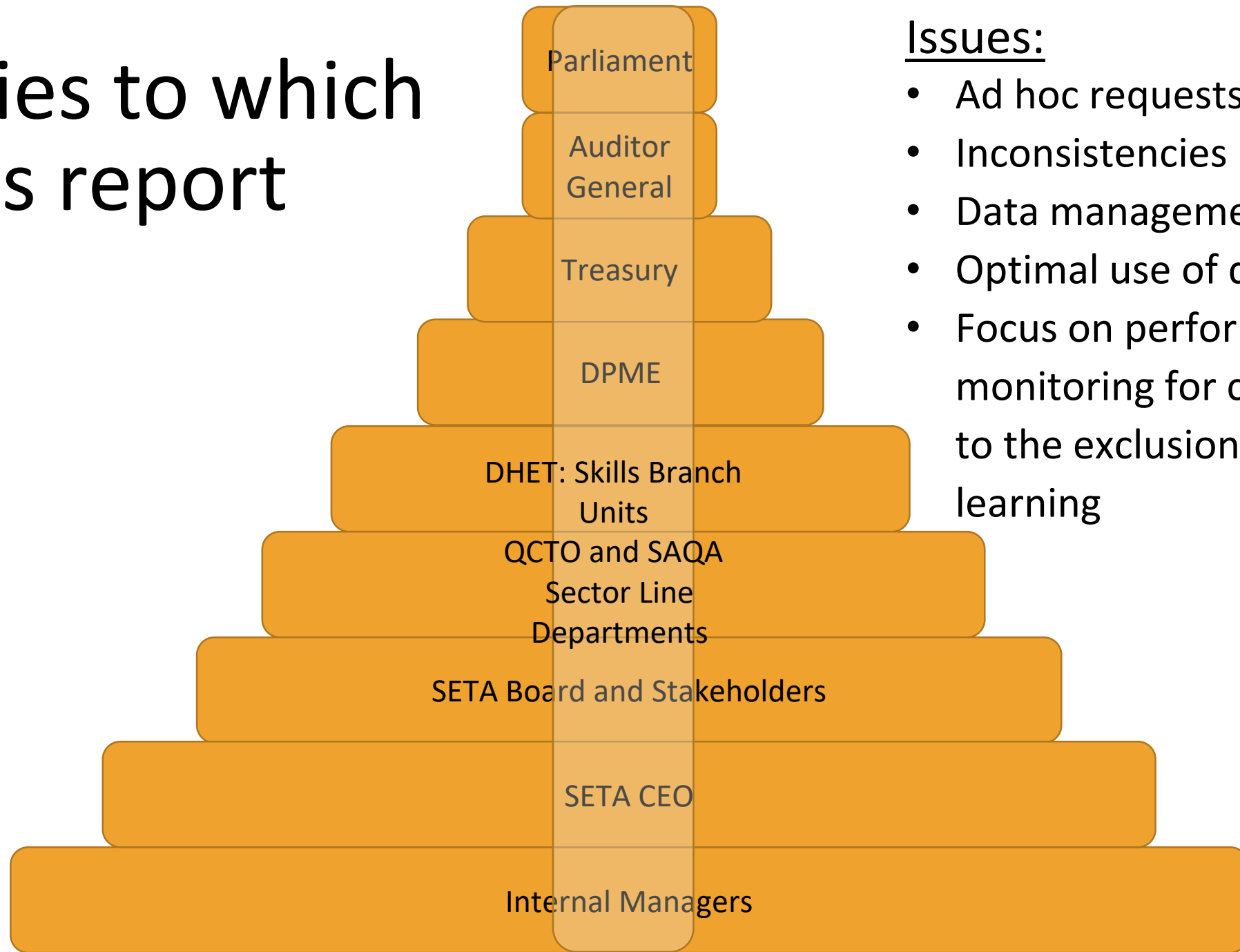
# Map of Policies with M&E Implications



# Line of Sight Across National Priorities



# Entities to which SETAs report



## Issues:

- Ad hoc requests
- Inconsistencies
- Data management
- Optimal use of data
- Focus on performance monitoring for compliance to the exclusion of M&E for learning

# Recommendations: Streamlining and Strengthening Monitoring & Reporting

- In the context of limited resources for monitoring, there is likely to be an inverse correlation between the number of goals and indicators that are set on the one hand and the number of goals/ indicators that are achieved.
- ***Can a few activities that are likely to contribute an inordinate amount towards achieving the core objectives of SETAs be identified in terms of both management and delivery. Our recommendation is to identify these activities and focus attention on them.***

# Recommendations: Streamlining and Strengthening Monitoring & Reporting

- Can one template each, with a few key indicators, be used to report to all relevant stakeholders on:
  - Expenditure and performance
  - Programmes and beneficiaries (limited range of indicators)
  - Outcomes, impacts and lessons learnt
- Can standardised data be collected?



# Discussion

*Questions of clarification?*

*Comment*

*Recommendations*

# Strengthening Evaluation and its Use

# International Guidelines

- For credibility, show the independence and quality of evaluation.
- The need for different types of evaluations
- Standardised systems to overcome limited capacity
- Annual or rolling multi-year evaluation plan.
- A budget allocation of 2% – 5% of programme budgets.
- A central capacity to support evaluations in government, both developing policy, systems and supporting methodology and quality assurance.
- Improvement plans should be developed based on the evaluations and their implementation closely monitored.

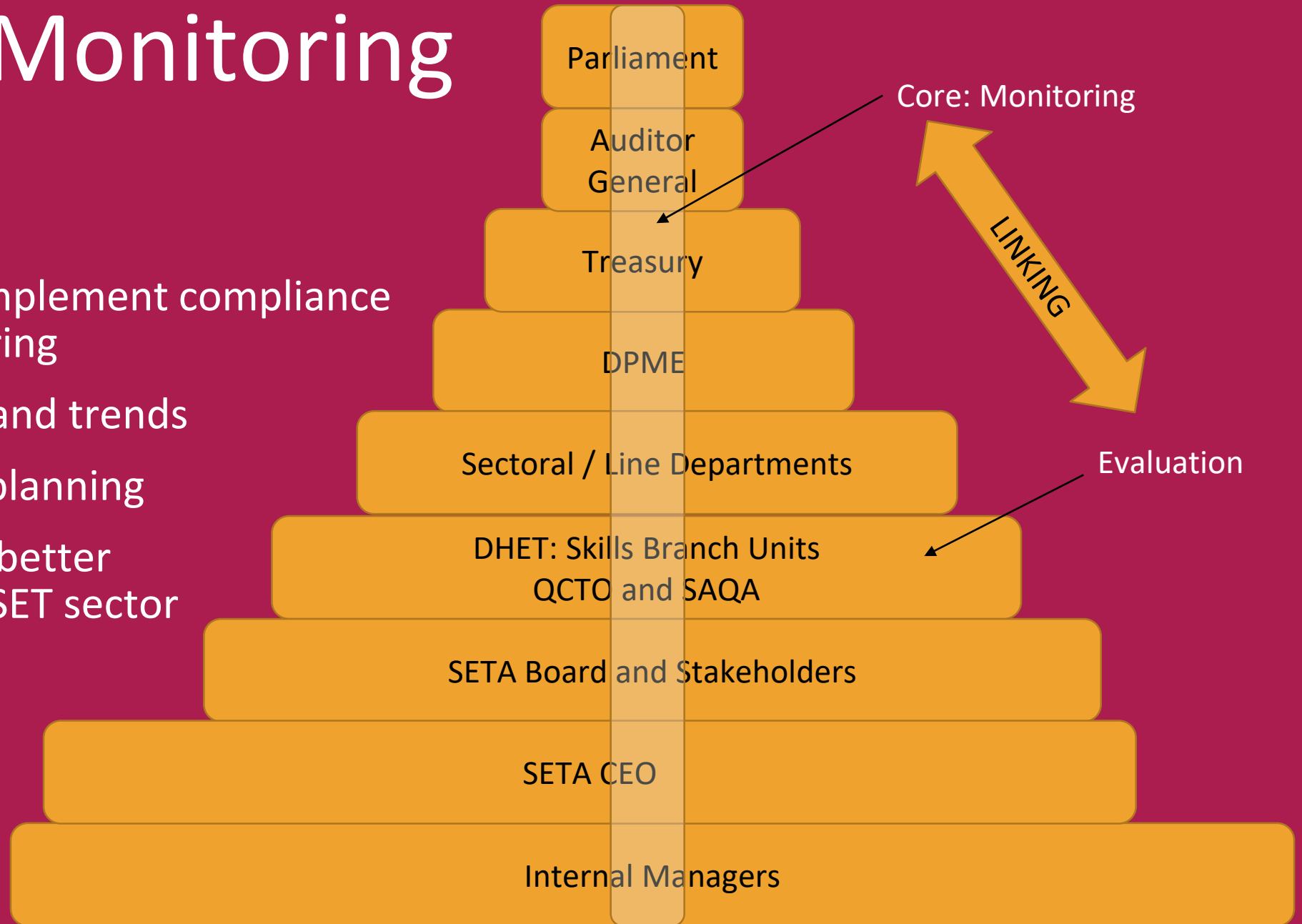
# Beyond Monitoring

Evaluation to complement compliance focussed monitoring

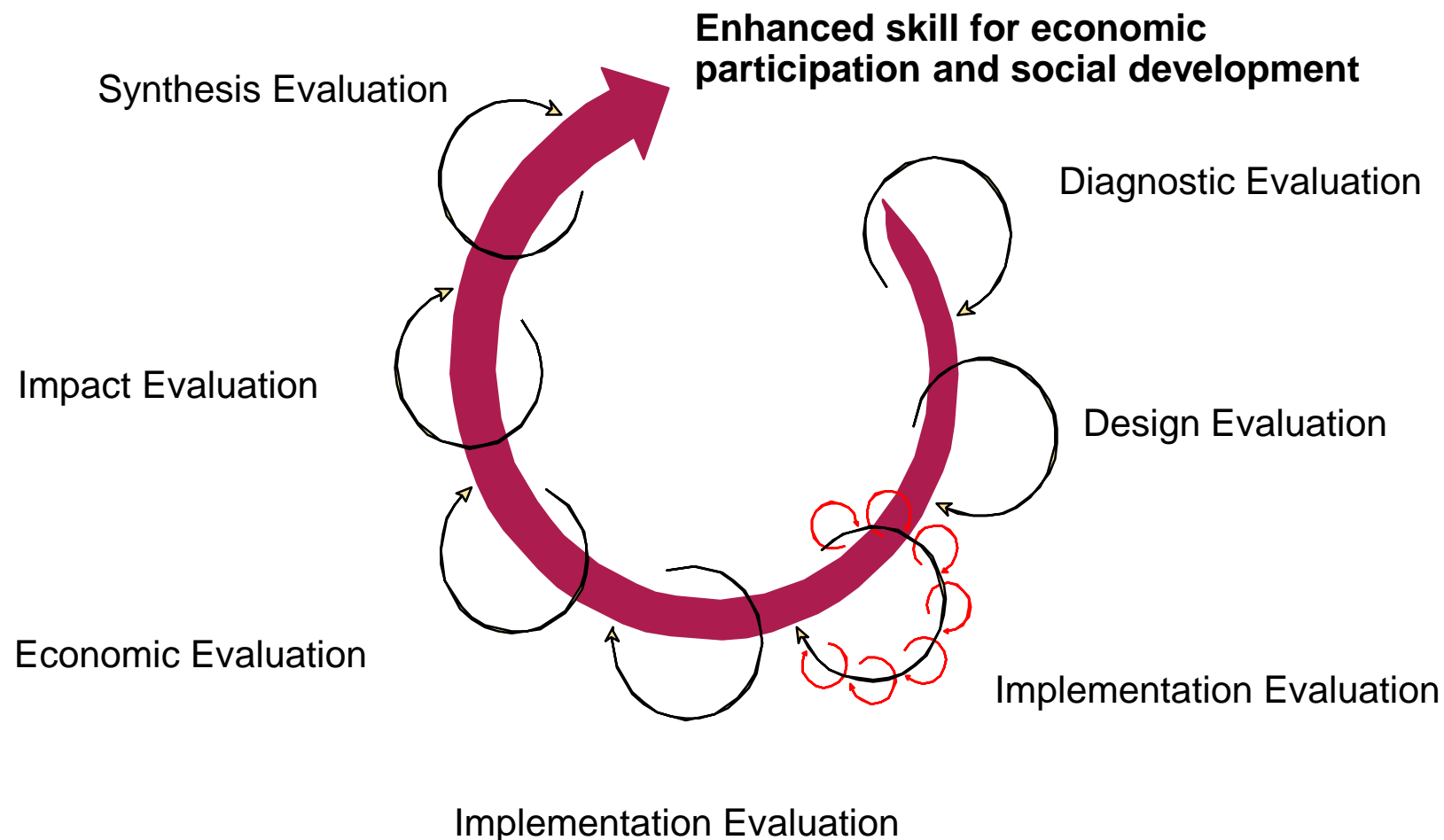
Explain patterns and trends

Inform strategic planning

Build theory and better practice across PSET sector



# Organisational Learning Through Evaluation



“Our primary purpose is around **improving performance**, but this also involves questions of judgement.” (NEPF, DPME, 2011)

# Discussion

*Questions of clarification?*

*Comment*

*Recommendations*

Systemic requirements to  
make a framework 'work'

# Background

*“Responding to dissatisfaction with government services, in 2009 the government placed a major emphasis on monitoring and evaluation (M&E). A ministry and department were created, initially focusing on monitoring but in 2011 developing a national evaluation policy framework, rolled out from 2012. ...*

*In 2007, the Presidency issued the policy framework on the government-wide M&E system, which linked performance information, official statistics and evaluations and coordination of various role-players at the administrative centre of government to champion M&E practices. ... The system has focused on improving performance, as well as improved accountability. ”*

*Goldman, I., Mathe, J.E., Jacob, C., Hercules, A., Amisi, M., Buthelezi, T. et al., 2015, Developing South Africa's national evaluation policy and system: First lessons learned, African Evaluation Journal 3(1), Art. #107.*



# Towards recommendations ...

1. Potential role players: DHET - NSA, DPME, DPSA, GTAC, HSRC, universities, ...
2. A central capacity to support evaluations in government
  - Developing policy
  - Providing systems (can this be adaptive?)
  - Supporting methodology and quality assurance (capacity development?)
3. Platform for innovation – learning from implementing evaluations - CoP
4. Data centrally stored, curated and accessed – SETMIS challenges??

From: DPME Guidelines; this study

# Discussion

*Questions of clarification?*

*Comment*

*Recommendations*

# Discussion with CEO's

1. *To what extent is M&E used for strategic planning purposes? What could improve the strategic use of M&E?*
2. *Dual mandate of SETAs – answering to sector and development agendas – proliferation of indicators*
3. *What has been done before towards reducing indicators and give greater focus? With what results?*
4. *What else should be tried or put in place?*
5. *Resourcing of M&E – budget allocation and organisational structures*

# Discussion on Chapter 5, SSP

- Can the questions about planning based on previous year's outcomes be fully answered?  
.....
- What needs to be in place to fully answer these questions?  
.....  
.....
- What level of M&E best practice is in place? (dashboard)

# Ch5, SSP: What M&E Best Practice is in place?

No M&E Plan	M&E Plan Developed	M&E Plan Resourced	M&E Plan Implemented	Ongoing M&E Plans Refined
No evaluations done	Ad hoc evaluations	Systematic evaluations done	Evaluations feed into strategic planning	Multi-year evaluations done
No M&E staff	Some M&E staff	M&E staff capacitated	Adequate number of M&E staff	Collaboration with other SETAs on M&E
Evaluation focus unclear	Quality of outputs evaluated	Relevance of outputs evaluated	Outcomes evaluated	Impacts evaluated
Diagnostic evaluation	Design evaluation	Implementation evaluation	Economic evaluation	Synthesis evaluation



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# Thank You!

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