

M&E in a SETA Environment

Capacity Development and Consultation

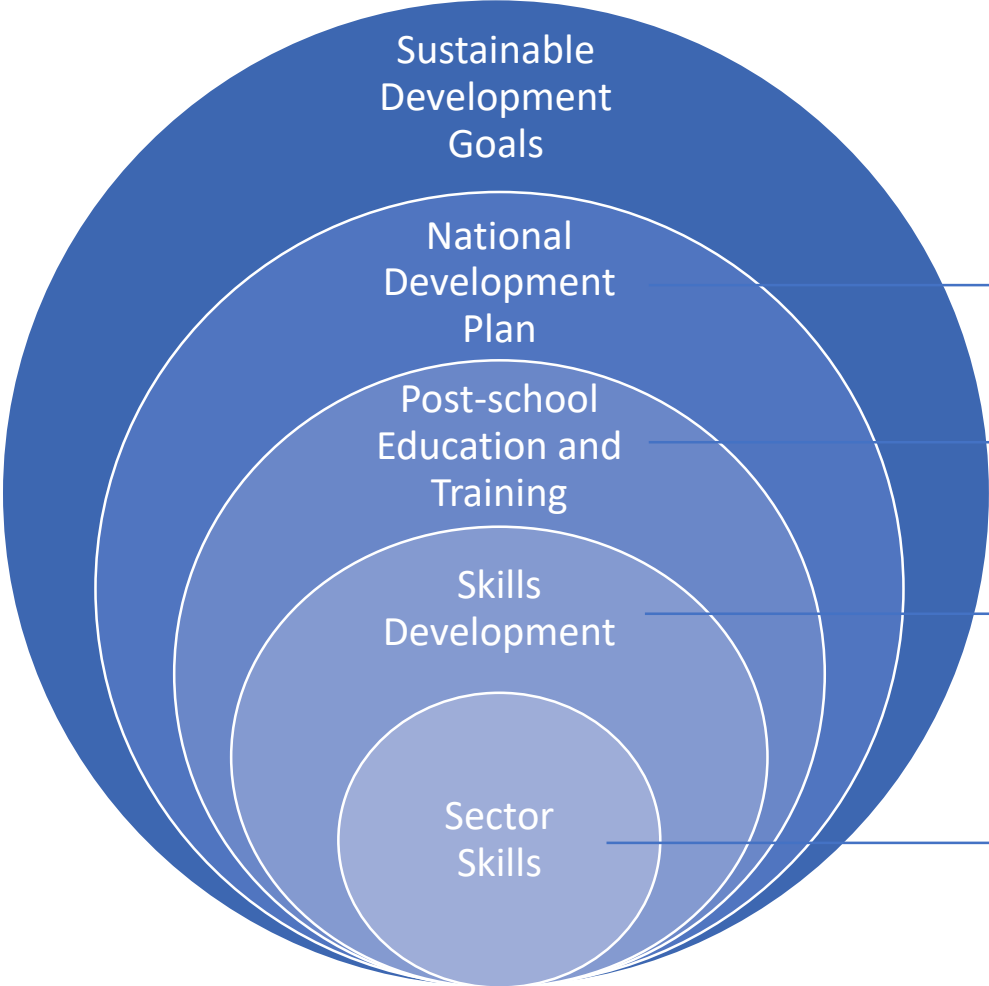
Collaborative Research Working Group Meeting

22 November 2019

Programme

- Review of the Overall M&E Framework
 - building on the Theory of Change (ToC) workshop
 - agreeing on indicators
 - Prof Eureka Rosenberg
- Enterprise development ToC
 - initial findings
 - project suggestions
 - Garry Rosenberg
- Cost-benefit evaluation tool
 - inviting SETAs to pilot and comment
 - Dr Glenda Raven
- Synthesis and next steps

Connected M&E Frameworks:



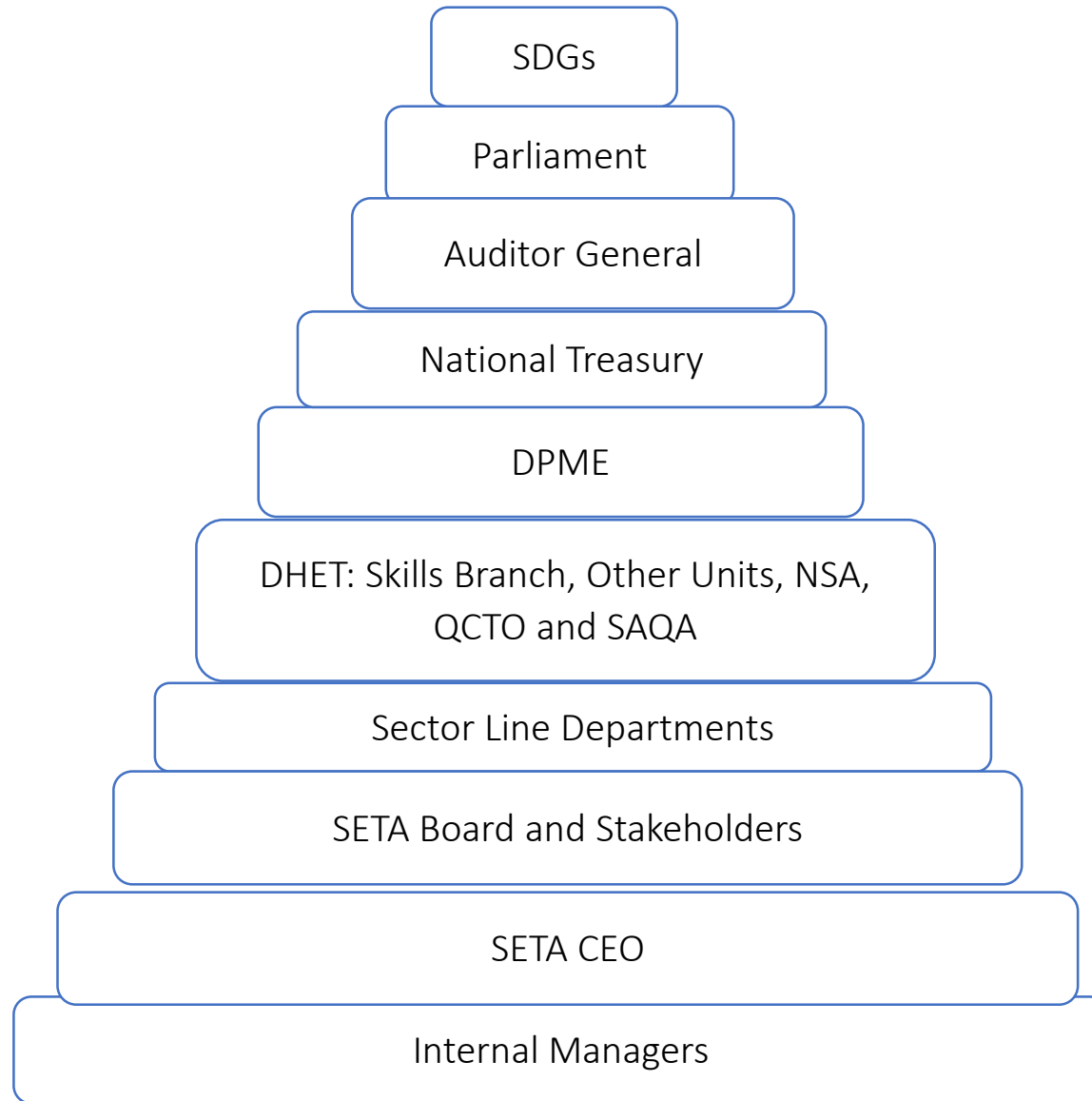
DPME – Feeds into SDG reporting

DPME – National Evaluation Policy Framework & Performance Management Framework

DHET – PSET level M&E Framework

NSA – Overall SETA M&E Framework

SETAs – SETA M&E Frameworks
Including: Mandatory and Discretionary Grants; Cost Benefit Analysis; Tracer Studies; Governance; Performance Management



- The external monitoring and evaluation of the SETAs, as well as the M&E processes within the SETAs, need to be developed to feed into the broader DHET vision and mandate, as well as broader requirements for information, without becoming too demanding on resources or leading to contradictory demands across multiple mandates.

Performance Monitoring

Strategic Management

- Strategic Planning
- Monitoring & Evaluation

Governance & Accountability

- Service Delivery Improvement
- Management Structure
- Accountability
- Ethics
- Internal Audit
- Risk Management
- Delegations
- Corporate Governance of ICT
- PAJA implementation

Management Performance Areas

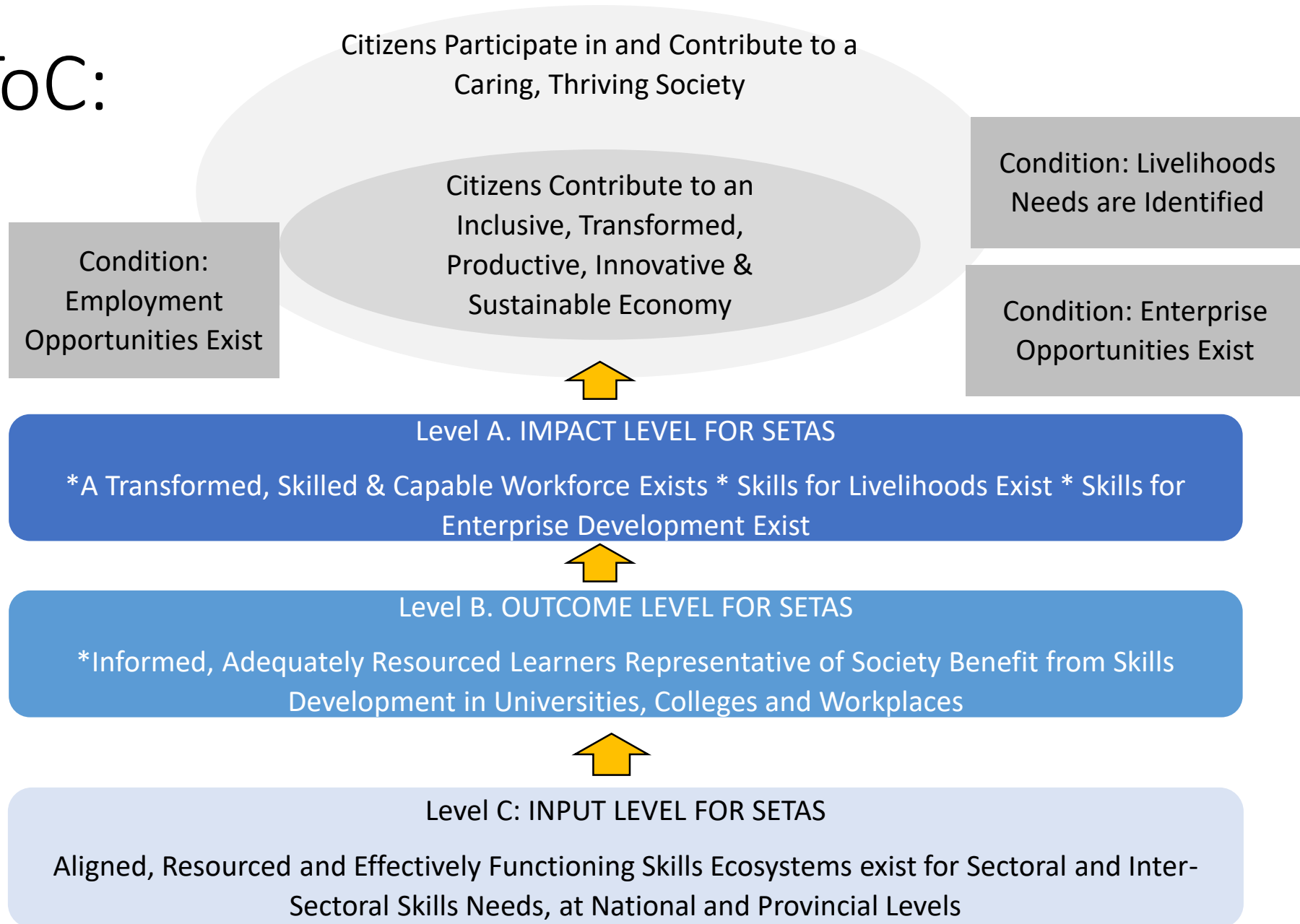
Human Resource Management

- Human Resource Strategy and Planning
- Human Resource Practices and Administration
- Management of Performance
- Employee Relations

Financial Management

- Supply Chain Management
- Expenditure Management

SETAs ToC:



- *Skills intelligence (including both demand and supply), that is regularly updated, to inform all other activities
- Learning pathways, qualifications and standards
- Functioning providers (Higher Ed, TVET, Community and Continuing Ed, Basic Ed)
- *Skilled and capable educators and trainers for skills development
- * Funding that is adequate, suitably disbursed and effectively managed (access)
- *Attention to transformed and equitable access ('leaving no-one behind')
- *Career and study guidance aligned with real needs and opportunities (access)
- *Monitoring, evaluation and feedbacks for continuous improvement

High Level Areas for Indicators

- SETAs lead the ongoing production of sector-specific and cross-sectoral skills intelligence to steer expenditure, learner choice, and the development of provider capacity, programmes, qualifications and pathways.

Indicated by quality, quantity of SSPs

- SETAs fund and guide capacity development for educators, trainers & mentors.

Indicated by expenditure aligned with SSP

- SETA funding is suitably disbursed, effectively managed and governed (according to skills intelligence and PFMA).

Indicated in Financial Reports (analysis of)

- SETAs contribute to an aligned, functioning skills ecosystem at national and provincial levels.

Indicated by support processes evaluated

- SETAs fund and guide learner participation in PSET in colleges, universities and workplaces, enabling inclusivity in gender, race, disability and geographic spread.

Indicated learner data and expenditure disaggregated

- SETAs contribute to a skilled and capable workforce guided by skills intelligence
Indicated by skills tested aligned with SSP
- SETAs fund and guide skills for enterprise development guided by opportunities.
Indicated by skills tested aligned with SSP
- SETAs fund and guide skills for sustainable livelihoods guided by needs assessments.
Indicated by skills tested aligned with SSP

- SETAs fund and guide career and study guidance informed by skills intelligence.

Indicated in quality, quantity of programmes

- SETAs use and contribute to M&E for continuous improvement of skills development.

Indicated by aligned monitoring reports, evaluation reports and strategic plans (aligned)

Proposed Indicator Monitoring (1)

High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
Production of sector-specific and cross-sectoral skills intelligence	1. Quality of info				Qualitative
	2. Coverage				Quantitative
	3. Updated				Quantitative
	4. Useful format				Qualitative
	5. Applied				Qualitative

Proposed Indicator Monitoring (2)

High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
Fund and guide capacity development for educators, trainers & mentors in private and public providers, workplaces (small, medium and large)	6. Spend on cap dev - TVET College staff				Quantitative
	7. Spend on cap dev - Community College staff				Quantitative
	8. Spend on cap dev - university staff				Quantitative
	9. Spend on cap dev - mentors in small to large workplaces				Qualitative
	10. Inform provider cap dev with up to date skills intelligence				Qualitative

Proposed Indicator Monitoring (3)

High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
SETA funding is suitably disbursed, effectively managed and governed	11. % funding spent on skills				Quantitative
	12. Funding adequacy at learner level				Quantitative and Qualitative
	13. Alignment with skills intelligence				Qualitative
	14. Efficiency (time to use)				Quantitative and Qualitative
	15. Adherence to PFMA				Quantitative and Qualitative

Proposed Indicator Monitoring (4)

High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
Fund and guide learner participation in PSET in colleges, universities and workplaces, enabling inclusivity in gender, race, disability and geographic spread	16. Bursaries, Learning /skills programmes funded				Quantitative
	17. Apprenticeships / internships funded				Quantitative
	18. Funds spread across gender, race, disability, geographic areas				Quantitative
	19. Aligned with skills priorities				Qualitative
	20. Provider quality assured				Quantitative

Proposed Indicator Monitoring (5)

High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
SETAs fund and guide career & study guidance for all learners informed by regularly updated skills intelligence on skills needs & opportunities i.t.o. livelihoods, enterprise development, and employment	21. In place for all races in urban and rural areas				Quantitative
	22. In place for more and less able learners of all genders				Quantitative
	23. In place for school and post-school learners				Quantitative
	24. Informed to reflect real opportunities incl. enterprises, employment, livelihoods				Qualitative
	25. Regularly updated information				Quantitative

Proposed Indicator Monitoring (6)

High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
Use and contribute to M&E for continuous improvement of skills development	26. SETA has a coherent M&E framework/ strategy and a feasible M&E implementation plan				Quantitative and qualitative
	27. SETA produces quality monitoring data against relevant indicators				Quantitative and qualitative
	28. SETA undertakes relevant evaluations				Quantitative and qualitative
	29. SETA is using M&E findings to guide strategic decisions and actions				Quantitative and qualitative
	30. SETA contributes to high level (cross-SETA) M&E				Yes or No

Synthesis across Indicators 1-30

Contribute to an aligned, functioning skills ecosystem

Aggregate the above contributions to summarise SETA inputs.

Obtain a view of other contributions to the system (e.g. DHET, NSF, Quality Councils, Providers, Employers, Employer Associations, Labour).

Compare SETA inputs to the other inputs (qualitatively and quantitatively) to make a judgement on the SETAs' contribution in relation to the wider system.

Sub-Indicators 1-30 to be monitored by all SETAs, the NSA and DHET Skills Branch (selected).

Indicators 31-39 to be monitored by SETAs as part of skills intelligence, and by the NSA.

An indicator protocol will be provided once there is agreement on the Indicators. This will include definitions and scope as well as data sources and quality guidelines, to assist in the gathering of comparable data across all SETAs.

Proposed Indicator Monitoring (7)

High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
Contribute to a skilled and capable workforce	31. Skills are available to fill vacancies				Quantitative and Qualitative
	32. Skills produced meet employer needs / demand				Quantitative and Qualitative
	33. Employers value SETA support				Quantitative and Qualitative

Proposed Indicator Monitoring (8)

High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
Fund and guide skills for enterprise development	34. Skills are available to start, maintain enterprises				Quantitative and Qualitative
	35. Skills dev is aligned with enterprise needs and opportunities				Quantitative and Qualitative
	36. Enterprise owners/start-ups value SETA support				Quantitative and Qualitative

Proposed Indicator Monitoring (9)

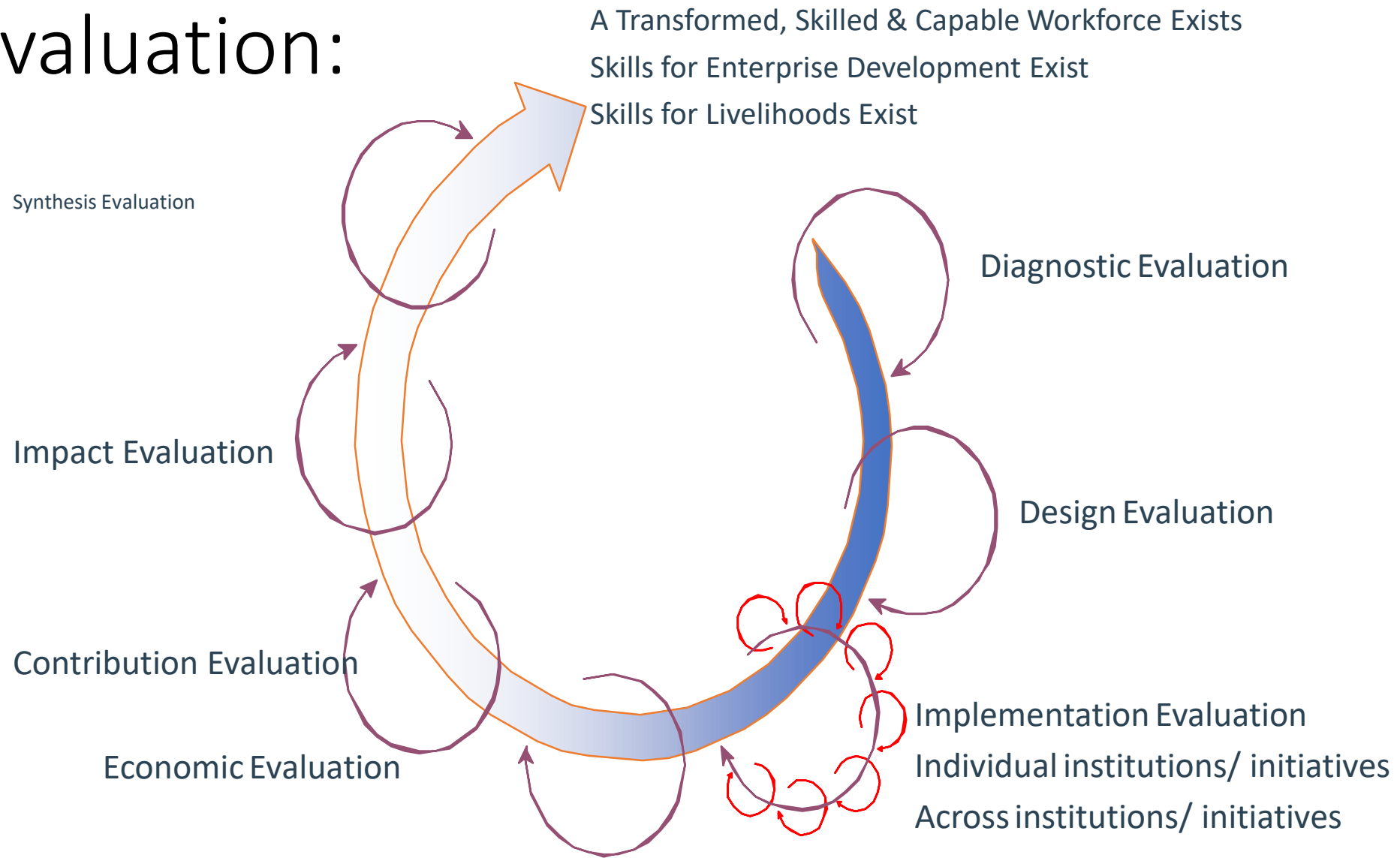
High level indicator	Disaggregated	SETA 1	SETA 2 SETA 21	Sum of Outcomes
Fund and guide skills for sustainable livelihoods among the unemployed and under- employed	37. Skills are available to support livelihoods				Quantitative and Qualitative
	38. Skills dev is aligned with livelihood needs and opportunities				Quantitative and Qualitative
	39. Civil society value SETA support				Quantitative and Qualitative

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NSA evaluation:



What Capacity is Needed?

Capacity to value, conceptualise and commission evaluations

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graph TD; A[Capacity to value, conceptualise and commission evaluations] --> B[Capacity to generate and manage data]; B --> C[Capacity to conduct credible evaluations]; C --> D[Capacity to use evaluation findings];
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Capacity to generate and manage data

Capacity to conduct credible evaluations

Capacity to use evaluation findings

M&E Capacity	Level: Individual M&E Practitioners	Level: Wider System
Capacity to value, conceptualise and commission evaluations	NSA staff tasked with SETA M&E DHET staff tasked with SETA M&E Senior SETA M&E staff Strategy: Workshops Opportunity: Course and learning network	DHET Policy, Research and Evaluation Directorate NSA Senior Management SETA Senior Management Strategy: Presentations Opportunity: NSA Board Meetings, SETA CEO and AA Forums
Capacity to generate and manage data	All SETA M&E staff SETMIS Strategy: Workshops, practical projects Opportunity: Course and learning network	DHET Skills Branch Employers Providers Strategy: Workshops Opportunity:
Capacity to conduct credible evaluations	All SETA M&E staff NSA staff tasked with M&E Service providers Strategy: Workshops, practical projects Opportunity: Course and learning network	
Capacity to use evaluation findings		DHET, Providers, Employers NSA Senior Management SETA Senior Management