Rhodes University BANKSETA M&E Chair Project Plan: Project 9

TITLE OF RESEARCH	***Project 9: Develop a Capacity Development Programme***
CONTRACT NUMBER	***475.4710.644***
START DATE	***23 July 2018***
END DATE	***01 March 2020***
CONTACT DETAILS **(PROGRAMME MANAGER):**	***Prof Eureta Rosenberg (Research Chair)*** ***E.Rosenberg@ru.ac.za***

PURPOSE OF THE PROJECT

This project will develop and implement a capacity development programme for SETA representatives (research and M&E staff). The capacity building programme, in the form of an accredited 'long short course', will complement and finish off the M&E tools and frameworks to be developed in the rest of the SETA programme. The purpose is to:

- Involve SETA representatives in the ongoing development of M&E resources in a way that builds the participating individuals' and the SETA's capacity (praxis)
- Familiarise SETA representatives with the M&E frameworks developed in the SETA M&E Chair Research Programme so that they are confident to implement them and guide others in their implementation (e.g. write terms of reference for service providers) and if possible, make adjustments to proposed frameworks in their own contexts
- Serve as a form of 'change management' to allow SETA representatives and the SETAs themselves to work through the challenges of taking on board new frameworks and processes (this may mean, from time to time, broader participation in the programme)
- Share the training material content and implementation lessons learnt with wider audiences
- Promote SETAs as learning organisations in the national PSET and international contexts.

The capacity building must enable SETAs to be accountable to their stakeholders and in equal measure, to learn from M&E in order to increase their positive impact within their sphere of influence. This project is an opportunity to develop an aligned, implementable M&E framework that sees PSET as a system and supports systemic and institutional learning as much as organisational accountability.

The capacity development and training materials should be broad enough to be also used in a future PSET landscape.

GUIDING QUESTIONS

1. Who in the SETA system should have M&E capacity?
2. What do they need to know?
3. How best to develop this capacity?

LIMITATIONS OF PROJECT

While the programme is for all SETA representatives, it is unlikely that everyone who needs the capacity to understand, manage, guide and implement new M&E frameworks and tools will attend the course, or attend it fully. The resultant gaps in capacity can be addressed by making materials and tutorials available on line and to run the programme regularly as an annual accredited 'long short course'.

HIGH LEVEL RISKS

Risk	Risk level	Risk Management Strategy/Mitigation	Responsible person
Availability of SETA representatives to attend programme	H	Offer the programme in an iterative manner and make materials and tutorials available online. Set dates for sessions long in advance. Obtain high level buy in through BANKSETA and DHET. Offer the course in Gauteng.	ER with SETAs and DHET
Not everyone may be able or interested in the programme at first	H	Offer the programme as an annual accredited 'long short course' with online components, in Gauteng. In time regional offices, DHET and other entities may want to join to build capacity in the broader system.	ER with SETAs and DHET

PROJECT DEVELOPMENT INSTRUMENTS AND METHODS

METHODS	INSTRUMENTS	DATA SOURCES	LOCATION
Desk top research: Literature	Literature will be sourced from the university and DHET library and archives, own publications, online resources.	Will include: • Daniels, H., Edwards, A., Engeström, Y., Gallagher, Ludvigsen, S.R. 2019. *Activity Theory in Practice. Promoting learning across boundaries and agencies*. Routledge, London. • Funnel, S. and Rogers, P. 2011. *Purposeful program theory: Effective use of theories of change and logic models.* Wiley Online. • Graeber, D. 2015 *The Utopia of Rules*. Melville House, London. • Harris, J. 2000. *RPL: Power, Pedagogy and Possibility.* HSRC Press, Cape Town. • Patton, M.Q., 2010. *Developmental evaluation. Applying complexity concepts to enhance innovation and use*. Guilford, NY. • Pawson, R. and Tilley, 1997. *Realistic evaluation*. Sage, London. • Sayer, A. 2002. *Method in Social Science: A realist approach.* Routledge, London. • Sayer, A. 2011.*Why Things Matter to People. Social science, values and ethical life*. Cambridge University Press, Cambridge. • Weiss, C., 1997. *Theory-based evaluation. Past, present and future*. Wiley Online. • https://www.betterevaluation.org	Rhodes University, Grahamstown
Desk top research: Policies and guidelines	Sourced through the Collaborative Research Working Group and DHET	New tools as well as existing SETA M&E related regulations and guidelines including: • *Guidelines on SETA Grant Regulations 2015*, DHET • National Development Plan 2030, Presidency • *White Paper on PSET*, DHET, 2013 • *National Plan for the Post-School System*, DHET, 2017	Rhodes
Course offering as a	Offering the course and	Participant feedback	Gauteng

form of action research, using focus groups and individual reflections	reflecting on learning outcomes, possibly linked to SETA Collaborative Research WG meetings		Dates of WG meetings: 31 August (Wits), 28 Sept, 26 October, 30 Nov 2018; 2019 to be decided

SAMPLE AND POPULATION:

Participation will be open to research and M&E representatives of all SETAs. A group of 25 is optimum.

Contact list of Possible SETA Representatives to Include in Programme

Organisation	Name of Representative	Contact Number	Contact Email Address
DHET Directorate: Policy, Research and Evaluation	Rakal Govender Refilhoe Mohlakoana Johny Rachidi	012 312 5657	Govender.R@dhet.gov.za Mohlakoana.R@dhet.gov.za Rachidi.J@dhet.gov.za
BANKSETA	Mr Sifiso Mnguni	011 805 9661	sifisom@bankseta.org.za
CATHSSETA	Trevor Rammitlwa		trevorr@cathsseta.org.za
CETA	Madibeng Thapelo; Phumudzo Nethengwe		MadibengT@ceta.co.za; PhumudzoN@ceta.co.za
CHIETA	Mr Osborne Mkize Ms Tshidi Magonare	079 464 6970 011 628 7083	omkize@chieta.org.za tshidim@chieta.org.za
ETDP SETA	Mr Tommy Baloyi, Thokozani Mlambo	010 003 2559	TommyB@etdpseta.org.za ThokozaniM@etdpseta.org.za
EWSETA	Ms Nora Hanke-Louw; Mr Mxolisi Gugushe; Mr Kabelo Masilo	011 274 7400 060 508 1466	norah@eseta.org.za MxolisiG@eseta.org.za kabelom@eseta.org.za
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FOODBEV	Ms Caroline Gamede, Mr Sibusiso Miya Mr Themba Sibanda Ms Lebo Twala	 072 308 4517	carolineg@FoodBev.co.za sibusisom@foodbev.co.za ThembaS@FoodBev.co.za LeboT@foodbev.co.za
FPM SETA	Ms Linda Mngadi Ms Rungamai Bhebhe Ms Sylvia Tsunke		LindaM@fpmseta.org.za rungamaib@fpmseta.org.za SylviaT@fpmseta.org.za
HW SETA	Ms Bulelwa Plaatje, Manager M&E; Ms Angie Kemp; Mr Menzi Mthetwa, Dr Sipho Buthelezi	011 607 6973 011 607 6959 084 548 6879	bulelwap@hwseta.org.za angiek@hwseta.org.za menzim@hwseta.org.za Siphob@hwseta.org.za
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LGSETA	Ms Josie Singaram, Ms Ralushai Matodzi,		singaramj@lgseta.org.za MatodziR@lgseta.org.za

	Ms Sabelo Mpungose		pmungoses@lgseta.org.za
MERSETA	Ms Laura Crosby Mr Tebogo Mmonwa		LCrosby@merseta.org.za TMmonwa@merseta.org.za
MICT SETA	Ms Athalia Maabane, Mr Thabang Motsoeneng, Mr Robert Tshikovhi		Athalia.maabane @mictseta.org.za, Thabang.motsoeneng @mictseta.org.za
MQA	Mr Leasen Sewnath Mr Francis Lamola		leasens@mqa.org.za francisl@mqa.org.za
PSETA	Ms Andrica Letsoalo, Mr Godfrey Chooka, Mr Lucky Mkhonza	012 423 5741 076 315 1672 012 423 5774	andrical@pseta.org.za godfreyc@pseta.org.za luckym@pseta.org.za
SASSETA	Mr Lubabalo Ngxola		lngxola@sasseta.org.za
ServiceSETA	Dr Tsiliso Tamasane Sibusiso Dhladhla	011 276 9600,9698, 081 499 5497	TsilisoT@serviceseta.org.za sibusisoD@serviceseta.org.za
TETA	Mr Nkosinathi Gumbi, Mr Tshepo Mlangeni; Mr Matsemela Moloi; Mr Mantlwane Kgobe	012 943 3173	nkosinathi@teta.org.za, tshepo@teta.org.za matsemelam@teta.org.za MantlwaneK@teta.org.za
W&RSETA	Ms Tsakani Mabasa		
NSFAS	Ms Amanda Miselo	021 763 3200, 073 128 5288	MiseloA@dhet.gov.za , AmandaM@dhet.gov.za?

RESEARCH REPORT OUTLINE (also potential book outline):

Title: *A Capacity Development Plan Programme for SETA Monitoring and Evaluation*

Executive Summary

Acknowledgements and Citations

Chapter 1: Background to the Programme

Chapter 2: Purpose and Scope

Chapter 3: Approaches to Capacity Development followed in the Programme

- 'Each one Teach one'
- Social learning approach
- Change project based approach (praxis)
- Iterative approach (reflexive learning)

Chapter 4: Basic Concepts and Limitations in Monitoring and Evaluation Frameworks and Tools

- Monitoring vs Evaluation: Differences and complementarity
- Activities, outputs, different levels of outcomes and impacts
- Efficiency and Effectiveness
- Quality and relevance of processes
- Sustainability

Chapter 5: Working with Theories of Change and Programme Logics in Complex Systems

- Simple, complicated and complex systems – what do we have?
- Log frames and their limitations in complex systems
- Introduction to Theory Based Evaluation
- Examples of different logical frameworks and outcomes maps, linear and non-linear

Chapter 6: Realist Evaluations

- Introduction to the theory of realism and realist programme evaluations
- Context – Mechanisms – Outcomes evaluations
- What works for whom, when and why?

Chapter 7: Working with Indicators

- Different types of indicators
- Indicator protocols for a SETA context
- Limitations of indicators and how to address them

Chapter 8: Developmental Evaluations, Activity System Analysis and Participatory Evaluations

- Introduction to activity system and practice theory
- Introduction to CHAT and expansive learning
- Principles and methods for participatory evaluation in a SETA environment
- Application in evaluation - examples

Chapter 9: Cost Benefit Analyses

- What they are and how to use them
- Examples from within the research programme
- Comparison to Return on Investment studies
- Online tools to use

Chapter 10: Putting it all together: Practical Implementation and Review

- M&E frameworks
- M&E implementation plans
- Resourcing M&E

Bibliography/References

OTHER DELIVERABLES

- **Masters Research Plan** – This document will guide the capacity development programme; details may from time to time be revised in consultation with BANKSETA.
- **Training Materials** – the training version of the report outline, will include case studies, examples, exemplars and practical tools as well as a small selection of readings from the literature.
- **Training** – Accreditation for a graduate level certificate will be sought through Rhodes University Short Courses.

- **Book Format** – broadly based on the report contents outlined above, with additions and improvements made throughout the course of implementation, as well as a publishing proposal.

PAYMENT SCHEDULE

Tranche	Deliverables	Invoice Date	Amount	Amount inclusive of VAT
1 (25%)	Master Research Plan Approved	23 July 2018		**R 120 000.00**
2 (25%)	Training Materials	30 Oct 2018		**R 120 000.00**
3 (20%)	SETA Representatives Trained	30 Nov 2019		**R 96 000.00**
4 (20%)	Book Format	30 Jan 2020		**R 96 000.00**
5 (10%)	Close out Report	20 Feb 2020		**R 48 000.00**
	Total Amount			**R480 000.00**

DETAILED PROJECT PLAN

Stage of Research	Activities	Outputs/ Deliverables	Timeframe		Resources Required
			Start	Finish	
1	Finalise Research Plan	Master Research Plan Approved	July 2018	July 2018	Budget for travel during set-up
2	Engage SETAs on their capacity needs and prepare printed, power point and online training materials; record some sessions on video for online tutorials	Training Materials	August 2018	30 Oct 2018	Meeting budgets (travel, catering, venues); design and online learning platform development expertise; videography and video editing facilities
3	Involve SETAs representatives in a capacity building programme	SETA representatives trained	1 Nov 2018	30 Nov 2019	Commitment and time of SETA representatives; meeting budgets (travel, venues, catering)
4	Revise training materials based on completion of programme and broader research programme outcomes; outline	Book Format	1 Dec 2019	1 March 2020	Writing time, access to potential publishers, travel budget

	book chapters and content				
5	Produce and present close out report	Close out Report	1 Feb 2020	1 March 2020	Writing time; travel budget; feedback on draft report; presentation opportunity