



**MONITORING AND EVALUATION POLICY
2022- 2023**

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Reason for the selection of this topic (please ✓) all that apply:		
<input type="checkbox"/> to manage CHIETA performance, measure ROI (effectiveness) and VFM (efficiency) of CHIETA programmes and measure the impact	<input type="checkbox"/> to entrench a culture of performance measure and accountability	<input checked="" type="checkbox"/> Other (Please specify)

Evidence of Best Practice (include National Guidelines where appropriate)

References
<p>Government-Wide Monitoring and Evaluation (GWM&E) Framework</p> <p>National Evaluation Policy Framework (2019)</p> <p>National Development Plan (NDP, 2030)</p> <p>National Skills Development Plan (NSDP, 2025)</p> <p>United Nations Sustainable Development Goals (UNSDG, 2030)</p>

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ACRONYMS

C	
CHIETA	Chemical Industry Education and Training Authority
G	
GWM&E	Government-Wide Monitoring and Evaluation
M	
M & E	Monitoring and Evaluation
MTSF	
MTSF	Medium Term Strategic Framework
N	
NEPF	National Evaluation Policy Framework
NDP	National Development Plan
NSDP	National Skills Development Plan
R	
ROI	Return on Investment
S	
SDA	Skills Development Act
T	
TOR	Terms of Reference
V	
VFM	Value for Money

1. INTRODUCTION

This policy document incorporated reviewed literature and policy procedures in its development. This document is guided by both the National Evaluation Policy Framework (NEPF-2019) and Government-Wide Monitoring and Evaluation Framework (GWM&E-2008). All documents can be read together for completeness. However, for the application of the CHIETA M&E process, the policy document is read together with the policy procedure.

2. PURPOSE

Monitoring and Evaluation (M&E) has always been done sporadically within the CHIETA and has not been adequately informing planning, policymaking, and budgeting, leading to a lost opportunity to improve the relevance, effectiveness, efficiency, impact, and sustainability of CHIETA's interventions.

The purpose of this policy is to monitor and evaluate key outcomes from CHIETA programmes to ascertain the impact resulting from CHIETA fulfilling its mandate, with the view to ensure that the organization retain its Return on Investment (ROI) or effectiveness and Value for Money (VFM) or efficiency in its programme implementation. It is intended to provide a coherent, integrated, and seamless evaluation of all projects and programmes.

This policy shall be known as the CHIETA M&E Policy and the custodian shall be the Research, Planning, Development, Monitoring and Evaluation unit. The policy owner is committed to ensuring a fair, transparent, and accountable process, in presenting the objectives of the policy.

3. OBJECTIVE

The objective of this policy is to ensure an integrated approach to M&E by:

- i. Developing and implementing results-based M&E framework and systems.
- ii. Outlining the processes, procedures, and systems in line with reporting procedures.
- iii. Managing data (i.e., data systems, collection, storage, and usage).
- iv. Providing a coherent, integrated, track and tracing mechanism for monitoring of projects/programmes and beneficiaries through the assessment of outcomes and the extent of their economic sustainability.

- v. Communicating the results with stakeholders through normal communication channels.

While evaluation is often seen as only occurring at the end of an intervention, different forms of evaluation should be undertaken at different phases (based on a type of valuation below), from before an intervention is implemented (ex-ante evaluation), during an intervention (process evaluation to check whether the activities are leading to outputs, and outputs to outcomes), and after the intervention has been completed (ex-post evaluation).

4. RATIONALE AND IMPORTANCE OF THE MONITORING AND EVALUATION

Sector Education and Training Authorities (SETAs) are established in terms of the Skills Development Act (SDA) of 1998 as amended and are tasked with facilitating skills development across their respective sectors for socio-economic development. The NSDP notes that central to the role of SETAs is their effective contribution towards the realisation of the outcomes as laid out in the NSDP, through focused relationship building with workplaces and education and training institutions.

The key to the realisation of the NSDP outcomes is the effective facilitation of the levy-grant system to implement skills development projects and interventions. The GWM&E policy framework notes that the government's major challenge is to become more effective. M&E processes can assist the public sector in evaluating its performance and identifying the factors which contribute to its service delivery outcomes. The CHIETA as a public sector institution is also faced with the challenge of being more effective and sustainable, given increasing funding challenges and is instituting this policy to increase its effectiveness.

The GWM&E is an important part of accountability, good governance and is good business practice. It positions CHIETA as a key strategic component in the Skills Development and Innovation landscape in South Africa. The CHIETA accounting authority has adopted M&E as a key component of impact assessment.

The M&E Policy Framework is designed to simplify and guide monitoring and evaluation processes across the CHIETA to effectively measure the impact CHIETA is making in the fulfilment of its mandate and disbursing its expenditure. Through the framework, CHIETA affirms its commitment to ethical corporate values and principles. CHIETA supports the achievement of the NDP (2030) agenda, MTSF (2024) and the NSDP (2030).

The M&E Policy framework measures the achievement of the below CHIETA strategic outcomes (2021-25):

- **Strategic Outcome 1:** A compliant, high-performance CHIETA that is well-capacitated to improve workforce productivity and enhance labour market prospects of employees for sustainable livelihoods
- **Strategic Outcome 2:** Improved enrolments and completion of occupations and qualifications in high demand
- **Strategic Outcome 3:** Seamless work-integrated learning between training institutions, employers, and the labour market
- **Strategic Outcome 4:** Improved workforce productivity and diversity
- **Strategic Outcome 5:** Improved support for TVET and CET colleges
- **Strategic Outcome 6:** Skilled and competent chemical industry entrepreneurs and cooperatives
- **Strategic Outcome 7:** Better equipped workforce, understanding the sector operations
- **Strategic Outcome 8:** Effective career and vocational guidance system

The policy aims to streamline, monitor, and evaluate performance outcomes in an integrated manner within the delivery partners (programmes implementing units), taking a cue from the legislative imperative. The policy integrates the CHIETA balanced scorecard (BSC) performance management framework and uses performance data to monitor, evaluate and improve the effectiveness (ROI) and efficiency (VFM) of programmes and projects. The BSC also serves as a predictor of outcomes achievement.

5. SCOPE

The M&E policy document is intended to provide direction on how CHIETA monitors and evaluates itself against the set outcome in the context of the projects and programmes that could be delivered at the program and unit level. While the different functional areas or programs form part of the scope of this policy, CHIETA employee performance is excluded from this policy and is covered by the CHIETA Performance Management policy. The policy is aimed at tracking Programme 2 indicators of impact assessment.

In the main, the scope of this policy framework is:

1. To monitor and evaluate the impact by tracking the outcomes.
2. To provide a track and trace mechanism for all beneficiaries and projects/programmes funded by CHIETA throughout the funding period.
3. To manage risk by having an 'early warning' system to alert the process.

6. DEFINITIONS AND TERMS

Terms	Definitions
Delivery Agreement	Describes roles and responsibilities against timelines and budgets.
Delivery Forum	A group of departments and other institutions and agencies that impact implementation and delivery.
Delivery Unit	CHIETA unit responsible for programme or project implementation
Evaluation	Evaluation is a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers, and policymakers.
Monitoring	Monitoring involves collecting, analysing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management.
Impact	<p>A positive and negative primary and secondary long-term effect on the higher-level strategic goal.</p> <p>The difference or change that occurs because of a programme or intervention. It answers the question, “How much (if any) of the change observed in the target population occurred because of the programme or intervention?”</p>
Outcome	Benefits that a project or intervention is designed to deliver.
Output	A tangible and intangible product or service that results from project activities.

7. TYPES OF EVALUATION

Type of evaluation	Description	Timing
Diagnostic Evaluation	This is preparatory research (often called ex-ante evaluation) to ascertain the current situation before intervention and to inform intervention design. It identifies what is already known about the issues at hand, the problems, and opportunities to be addressed, causes and consequences, 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 before design or planning
Design Evaluation	Used to analyse the theory of change, internal logic, and consistency of the programme, either before a programme starts or during implementation to see whether the theory of change appears to be relevant and working. This is quick to do and uses only secondary information and should be used for all new programmes. It also assesses the quality of the indicators and the assumptions underpinning the theory of change.	After an intervention has been designed, in the first year, and possibly later
Implementation Evaluation	Aims to evaluate whether an intervention's operational mechanisms support the achievement of the objectives or not and understand why. Look at activities, outputs, and outcomes, use of resources and the causal links. It builds on existing monitoring systems and is applied during programme operation to improve the efficiency and efficacy of operational processes. It also assesses the quality of the indicators and assumptions. This can be rapid, primarily using secondary data, or in-depth with extensive fieldwork.	Once or several times during the intervention.
Outcome Evaluation	Should measure the degree to which the program is influencing the target population's wellbeing and/or behaviours. Outcome evaluations help determine whether the intended benefits of a programme are achieved (i.e., whether the programme can meet its intended purpose).	After the program has contacted at least one person or group in the

		target population.
Economic Evaluation	<p>It considers whether the costs of a policy or programme are commensurate with the benefits (value add). Types of economic evaluation include:</p> <p>Cost-effectiveness analysis, which values the costs of implementing and delivering the policy, 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 Cost-benefit analysis (CBA), 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). Additionally, if the organisation efficiency measures address the CHIETA balanced scorecard.</p>	At any stage
Impact evaluation	<p>Seeks to measure changes in outcomes (and the wellbeing of the target population) that are attributable to a specific intervention. Its purpose is to inform stakeholders regarding the extent to which an intervention should be continued or not, and if there are any potential modifications needed. This kind of evaluation is implemented at the end of or after programme closure.</p>	Designed early on, baseline implemented early, impact checked at key stages, e.g. after 3/5 years
Evaluation Synthesis	<p>Synthesising the results of a range of evaluations to generalise findings across government or within a particular sector, e.g., a function such as supply chain management, a sector, or a cross-cutting issue such as capacity. The DPME will undertake evaluation synthesis based on evaluations already undertaken in the previous national evaluation plan.</p>	After some evaluations are completed in each sector

Adapted: NEPF (2011)

8. POLICY PRINCIPLES

1. M&E should contribute to improved governance	
<ul style="list-style-type: none"> • Transparency • Accountability • Participation • Inclusion 	<ul style="list-style-type: none"> • All findings are publicly available unless there are compelling reasons otherwise. • Use of resources is open to public scrutiny. • Voice is provided to historically marginalized people. • Traditionally excluded interests are represented throughout M&E processes.
2. M&E should be rights-based	
<ul style="list-style-type: none"> • Bill of Rights 	<ul style="list-style-type: none"> • A rights-based culture is promoted and entrenched by its inclusion in the value base for all M&E processes.
3. M&E should be development-oriented – nationally, institutionally, and locally	
<ul style="list-style-type: none"> • Pro-poor orientation • Service delivery • Learning • Human resource • Impact awareness 	<ul style="list-style-type: none"> • Poverty's causes, effects and dynamics are highlighted, and the interests of the poor people are prioritized above those of more advantaged groups. • Variables reflecting institutional performance and service delivery are analysed and reviewed, links are identified, and responsive strategies are formulated. • Knowledge and an appetite for learning are nurtured in institutions and individuals. • The skills required for deliberative M&E are available, fostered and retained while the knowledge needed for strategic HR utilization is available and used. • The possible impacts of M&E interventions are considered and reflected upon in plans and their actual outcomes are tracked and analysed systematically and consistently.
4. M&E should be undertaken ethically and with integrity	
<ul style="list-style-type: none"> • Confidentiality 	<ul style="list-style-type: none"> • Processes ensure the responsible use of personal and sensitive information.

<ul style="list-style-type: none"> • Respect • Representation of competence • Fair reporting 	<ul style="list-style-type: none"> • Promises of anonymity and non-identifiability are honoured and relied upon. • Dignity and self-esteem are built amongst stakeholders and affected people. • There is a skilful and sensitive implementation of M&E processes. • Those engaged in monitoring and evaluation fairly represent their competence and the limitations of their reports. • Reporting provides a fair and balanced account of the findings.
5. M&E should be utilisation oriented	
<ul style="list-style-type: none"> • Defining and meeting expectations • Supporting utilisation 	<ul style="list-style-type: none"> • M&E products meet the knowledge and strategic needs. • A record of recommendations is maintained, and their implementation is followed up. • An accessible central repository of evaluation reports and indicators is maintained.
6. M&E should be methodologically sound	
<ul style="list-style-type: none"> • Consistent indicators • Data/evidence-based • Appropriateness • Triangulated 	<ul style="list-style-type: none"> • Common indicators and data collection methods are used where possible to improve data quality and allow trend analysis. • Findings are based on systematic evidence and analysis. • Methodology matches the questions being asked. • Multiple sources are used to build more credible findings.
7. M&E should be operationally effective	
<ul style="list-style-type: none"> • Planned • Scope • Managed • Cost-effective 	<ul style="list-style-type: none"> • As an integrated component of public management, M&E is routine and regularized. • The scale of M&E reflects its purpose, level of risk and available resources. • Conscientious management of the function leads to sustained on-time delivery of excellence.

<ul style="list-style-type: none"> • Systematic 	<ul style="list-style-type: none"> • The benefits of M&E are clear, and its scale is appropriate given resource availability. • Robust systems are built up that are resilient and do not depend on individuals or chance.
8. M&E data should be trustworthy and be of high quality	
Monitoring and Evaluation data must meet the standard of the South African Statistical Quality Assurance Framework	<p>The 8 data quality checks are:</p> <p>(1). relevance, (2) accuracy, (3) timeliness, (4) accessibility, (5) interpretability, (6) coherence, (7) methodological soundness and (8) integrity.</p>
9. Increase cost-effectiveness by instilling a culture of adhering to VFM and improved ROI in every project/programme CHIETA undertakes.	

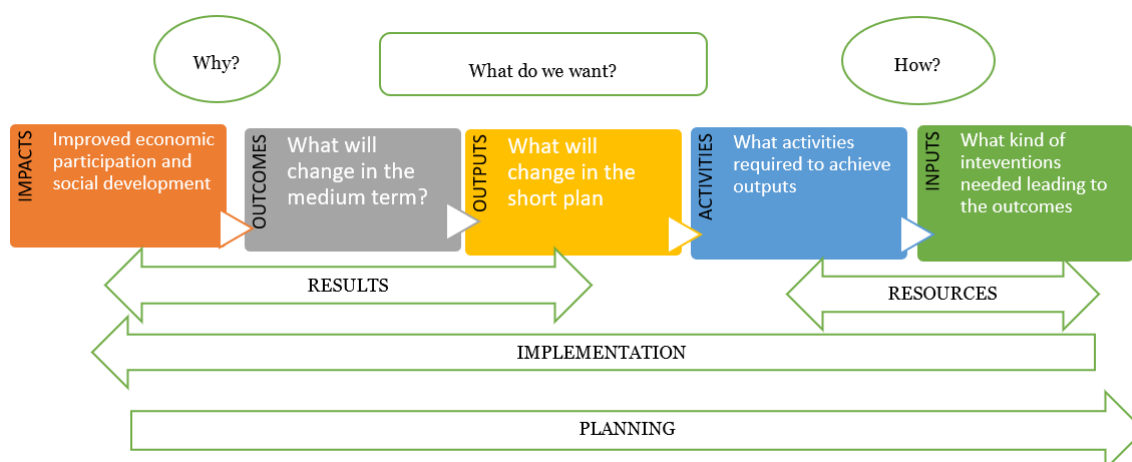
Adapted: The Presidency (2007): Policy Framework for the Government-wide Monitoring and Evaluation System

9. LEGISLATIVE AND STRATEGIC MANDATE

Administrative of Justice Act 3 of 2000
Basic Condition of Employment Act 1997, as amended
Constitution of South Africa, No 108 of 1996
Government-Wide Monitoring and Evaluation Framework
Public Finance Management Act (No.1 of 1999 as amended by Act 29 of 1999)
Promotion of Access to Information Act 2 of 2000
Skills Development Act 97 of 1998
Skills Development Levies Act 9 of 1999
Medium Term Strategy Framework (2019-2024)
National Skills Development Plan (2030)
National Development Plan (2030)

10. CONCEPT OF MONITORING AND EVALUATION

The GWM&E as a system is intended to facilitate a clear sequence of events based on critical reflection and managerial action in response to analysis of the relationships between the deployment of inputs, the generation of outputs and their associated outcomes and impacts. The CHIETA M&E Framework (in the Policy Procedure) provides a ‘roadmap’ for M&E execution. The planning of the M&E is done from left to right (backwards), while the implementation is from right to left side (see framework below).



Adapted: Endvawnow.org (2010)

The M&E process involves measuring the effectiveness (doing the right things) and efficiency (doing things the right way) of the CHIETA interventions. The achievement of the outcomes refers to effectiveness (ROI), while efficiency (VFM) is a sum of output vs input by functional /areas or programmes.

The CHIETA M&E should be thought of as a single process, utilizing data collected on an ongoing basis and at different time points. M&E data will support learning and accountability for all stakeholders, including beneficiaries, project implementers, and the accounting authority.

Regular monitoring of progress and achievement combined with lessons learned to improve the program will be done at a regional and delivery unit level. This forms the basis for a flexible and adaptive management system.

The CHIETA Strategic Plan and the Balanced scorecard details change drivers and factors that influence desired development outcomes. The M&E policy seeks to evaluate whether CHIETA is working as expected at its different levels. This is done by seeking to test both the effectiveness and efficiency of indicators described in the CHIETA strategic plan.

Functions like evaluation include appraisal (an assessment of the potential value of an undertaking during the conception phase), audit (an assessment of management controls and compliance with administrative rules, regulations, and policies), investigation (an examination or enquiry into irregularities or wrongdoing) and review (a rapid assessment of the performance of a topic or undertaking in absence of evaluation criteria e.g., usually operational issues).

Complementary and Interdependent Roles

While monitoring and evaluation are distinct functions, the CHIETA recognizes their complementary and interdependent roles. Findings from the prospective evaluation (or similar processes such as appraisal or baseline studies), for example, are useful in defining indicators for monitoring purposes. Moreover, results from monitoring progress towards results can help identify important evaluation questions. It is primarily for these reasons that the two functions are integrated into the present policy framework.

Monitoring criteria

For effective results-based monitoring and to ensure evaluability (the extent to which projects or undertakings can be evaluated both reliably and credibly), indicators should be formulated using SMART criteria (specific, measurable, attainable, relevant, and time-bound):

- a. Specific: The indicator is sufficiently clear as to what is being measured and specific enough to measure progress towards a result.
- b. Measurable: The indicator is a reliable measure and is objectively verifiable. Qualitative measures should ideally be translated into some numeric form.
- c. Attainable: The indicator can be realistically met.
- d. Relevant: The indicator captures what is being measured (i.e., it is relevant to the activity/result).
- e. Time-bound: The indicator is expected to be achieved within a defined period.

M&E as envisioned by this policy will be conducted at intervals determined by the relevant authority (and guided by the type of evaluation, see below). The consideration (factors) on what outcome and frequency of measure will be determined by, (a) the identified special and/or strategic programmes in a financial year, (ii) a representative sample across subsectors or programmes, (iii) company size and (iv) number of beneficiaries.

The monitoring of programmes is looked at in conjunction with CHIETA BSC dimensions as they could be proxy measures for outcomes that could be difficult to measure in one financial year.

11. MONITORING AND EVALUATION POLICY OWNERSHIP

This M&E policy remains the property of CHIETA and governs how CHIETA conducts monitoring and evaluation. The ownership and data collected in the process are for CHIETA use and can be shared with the interested and/or affected parties at the discretion of CHIETA and in line with the CHIETA data management and information sharing protocols.

12. DATA MANAGEMENT AND INFORMATION DISSEMINATION

Data use

The usefulness of data is through the achievement of the outcomes which are about effectiveness (qualitative), as well as the efficiencies (quantitative) that are through the CHIETA balanced scorecard metrics and the evaluation type used. The effectiveness indicators could lag due to the long-cyclic nature of the outcomes, while the efficiency indicators could lead and be measured frequently due to its short-cycle nature and may be paired with the risk management monitoring system (early-warning system). The details are in the Policy procedure.

Data analytics and management

Data is at the 'heart' of the monitoring and evaluation process. Data analytics and management are crucial in the data reporting value chain. The M&E is about interpreting existing data, *albeit* its quality. The approach is a 7-step process:

- i. Establish the source of data and its use – what do you need the data for?
- ii. Collect data
- iii. Cleanse data
- iv. Explore and analyse data
- v. Model data
- vi. Validate data
- vii. Deploy and optimise

Data management capabilities and competencies

CHIETA data management system or MIS supports the capability and competence to automate the manipulation of data for M&E purposes.

13. MONITORING AND EVALUATION POLICY IMPLEMENTATION PROCESS

Following final approval by the Governing Board, and within the financial year period, CHIETA would procure the services of an implementation partner as guided by the CHIETA funding policy to roll out and implement the framework and report to the Governing Board every quarter (or depending on the type of evaluation/s

undertaken). More than one type of evaluation at a time is recommended to ensure that evaluation results have utility and relevance.

The type of evaluation/s used should meet the six criteria to provide greater evaluation precision:

Criterion	Key question	Definition
Relevance	Is the intervention doing the right thing?	The extent to which the intervention objectives and design respond to the needs of beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.
Coherence	How well does the intervention fit?	The compatibility of the intervention with other interventions in a country, sector, or institution. The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa.
Effectiveness	Is the intervention achieving its objectives?	The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. Analysis of effectiveness involves taking account of the relative importance of the objectives or results.
Efficiency	How well are resources being used?	The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. “Economic” is understood as the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes, and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context.
Impact	What difference does the intervention makes?	The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental, and economic effects of the intervention that are longer-term or broader in scope than those already captured under the effectiveness criterion.
Sustainability	Will the benefits last?	The extent to which the net benefits of the intervention continue or are likely to continue. This includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks, and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long term.

Source: NEPF (2011)

The evaluation type and the terms of reference (TOR) will be guided by the Governance and Strategy committee as delegated by the accounting authority and in turn inform the objective of the evaluation.

Overall, the CHIETA M&E implementation is a four-phase process:

- i. **Diagnostic phase:** Identify outcomes/problems; Do formative research
- ii. **Design phase:** Develop log frame & indicators; Generate M&E plan; Collect baseline data
- iii. **Output/Implementation phase:** Monitor & conduct evaluations
- iv. **Outcome and Impact phase:** Compile final evaluation; Capture, disseminate, use lessons learned.

M&E process is executed sequentially, but sometimes the process may be reiterative.

14. M&E REPORTING

At least no lesser than three evaluation types (triangulation¹) should be used or reported on at a given time. Economic evaluation is crucial in any selected combination to provide quantitative data.

The results from the CHIETA's M&E exercises are to be reported based on the M&E phases and the type of evaluation conducted:

- a. **Diagnostic phase:** Diagnostic evaluations report should reflect what are the root causes and potential options for addressing a particular programme problem. Evaluation/research synthesis assesses the current situation (what is known about the problem) and analyses emerging trends from a series of studies. The diagnostic evaluation should also include a gender analysis to determine if and where specific inequities exist that require a policy and/or programmatic intervention.
- b. **Design phase:** Design evaluations to report on the strength of the theory of change, the logical framework, the indicators, and the implementation plan – and how they provide relevance and coherence. It is important to ensure that the developed indicators are gender-sensitive and can measure the difference in outcomes/impact for women and men.
- c. **Output / Implementation phase:** Implementation evaluations to report on the implementation of plans, programmes, and policies to review and improve them. These evaluations should determine whether

¹ Triangulation facilitates validation of data through cross verification from more than two sources. It tests the consistency of findings obtained through different instruments and increases the chance to control, or at least assess, some of the threats or multiple causes influencing our results.

any specific beneficiary group is being under-served or receiving services that are fundamentally inequitable.

- d. **Outcome and Impact phase:** Outcomes and impact evaluations are conducted to assess whether desired changes have been achieved. Economic evaluations are undertaken to understand whether costs equal the benefits and whether value for money is being obtained. Economic evaluations should assess the extent to which the initial investment (budget) was gender-responsive and how these translated into gender-equitable outcomes.

15. RELATED DOCUMENTS

NDP (2030) - The National Development Plan (NDP) is a long-term South African development plan, developed by the National Planning Commission in collaboration and consultation with all South Africans.

NSDP (2030) - The National Skills Development Plan (NSDP) seeks to improve both the integration of the post-school education and training system ("PSET") and the interface between PSET institutions and the world of work.

MTSF (2024) - The Medium-Term Strategic Framework (MTSF) is a government's strategic plan for the 2019-2024 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved.

SSP (2025) - A Sector Skills Plan (SSP) serves as a comprehensive document that outlines the skills demand and supply resulting in the skills gaps that exist in a sector. This skills gap (scarce or critical skills) informs the development of PIVOTAL Interventions aimed at addressing skills needs in the sector.

APP (2021) - Annual Performance Plan (APP) identify the performance indicators and targets that the institution will seek to achieve in the upcoming budget year. These performance indicators and targets must be aligned across an institution's annual plans, budgets, in-year, and annual reports.

GWM&E Framework - Government-Wide Monitoring and Evaluation (GWM&E) is a document that is an overarching policy framework for monitoring and evaluation in the South African Government.

NEPF (2011) - National Evaluation Policy Framework (NEPF) provides a minimum standard for evaluations across government. It promotes credible and quality evaluations, which can be used for learning to improve the effectiveness, efficiency, relevance, and impact of government interventions.

Amendment sheet

Issue No.	Page No.	Date	Title/Sections	Authorized by
3	3, 5, 8	20/01/22	Included page number, Introduction, Purpose, Types of Evaluations, Approval and Version controls	GSC
4	22	09/05/24	Updated the next review date	

16. APPROVAL AND VERSION CONTROL

This policy is effective from xxxx until November 2023.

APPROVED BY CHIETA GOVERNING BOARD ON: _____

CONFIRMED BY CHIETA CEO: _____

Next Review Date: May 2024