

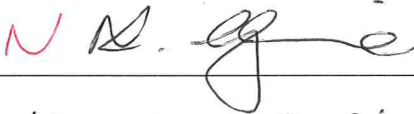




SOUTH AFRICAN TOURISM

Revised Framework for Evaluation of Implementation Programmes

APPROVAL OF FRAMEWORK

Effective Date	Date of approval of Framework	Revised Framework for Evaluation of Implementation Programmes	
Date of Revision	May 2024		
Next Review Date	With changes in regulatory framework and/or changes in entity's system and/or processes	Business Unit	Strategic Planning, Evaluation and Programme Management (SPEPM)
Compiled By	Gomolemo Lebeta Organisational Performance Planning and Reporting Specialist	Signature	
		Date	4 July 2024
Senior Management Approval			
Name, Surname & Title	Yoland Kona Head: Strategic Planning, Evaluation and Programme, Management		
Signature			
Date	04 July 2024		
Name, Surname & Title	Nombulelo Guliwe Chief Executive Officer		
Signature			
Date	4 JULY 2024		

DEFINITIONS, ABBREVIATIONS & ACRONYMS

DEFINITIONS, ABBREVIATION OR ACRONYM	DESCRIPTION
Accuracy	Amounts and other data relating to recorded transactions and events have been recorded appropriately.
Annual Performance Plan	The Annual Performance Plan (APP) is a plan that sets out what the entity intends to do in the forthcoming financial year and during the MTEF to implement its Five-Year Strategic Plan.
Annual Operational Plan	An Annual Operational Plan (AOP) describes the activities and budgets for each of the outputs and output indicators in the APP. It also includes operational outputs not contained in the APP.
CEA	Cost-effectiveness analysis
CEO	Chief Executive Office
DAC	Development Assistance Committee
DPME	Department of Planning, Monitoring and Evaluation
ExCo	The Executive Committee (ExCo), is a governance structure within SA Tourism, and is the group of key managers that make decisions collectively about relevant subjects related to the organisation's proper functioning.
Impact	Positive and negative, primary and secondary, long-term and short-term effects, produced by a development intervention, or the results of achieving specific outcomes, such as reducing poverty and creating jobs.
Input	All the resources that contribute to the production and delivery of outputs. Inputs are "what we use to do the work". Inputs include finances, personnel, equipment, and infrastructure such as buildings.
Monitoring	A continuous process of collecting and analysing data to compare how well a plan, programme, project or policy is being implemented against the expected results. It is a function that uses the systematic collection of data on specified indicators to provide management and stakeholders with information on progress and the achievement of objectives.
Outcome	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".
Outcome indicator	An outcome indicator measures the extent to which the outcomes were achieved by the end of the five-year period. Outcome indicators can be qualitative or quantitative and may provide disaggregated data relating to women, youth and people with disabilities if applicable.
Output	The final products, or goods and services produced for delivery by the entity. Outputs may be defined as "what we produce or deliver".
Output indicator	An output indicator describes the delivery of products and services.
Performance	The degree to which a development intervention operates according to specified criteria, standards or guidelines or achieves results in accordance with stated goals or plans.

DEFINITIONS, ABBREVIATION OR ACRONYM	DESCRIPTION
Performance indicator	<p>A quantitative or qualitative tool that provides reliable means to measure the achievement of programme performance against the stated output and helps to assess the performance of the entity. A variable that allows the verification of changes or shows results relative to what was planned.</p> <p>“Performance indicator” and “performance measure” are sometimes used interchangeably. This framework will use the term “performance indicators”.</p>
OECD	Organisation for Economic Cooperation and Development
SA Tourism	South African Tourism
SPEPM	Strategic Planning, Evaluation and Programme Management (SPEPM) is the business unit that is responsible for the strategic planning, evaluation and programme management function in SA Tourism.
Strategic Plan	A Strategic Plan (SP) is a plan that sets out the entity’s priorities and programmes for a five-year period, as approved by the Board of the entity and the Minister of Tourism, as the entity’s shareholder, within the scope of available resources.
Target	An expected level of performance or improvement required in the future.
Technical description indicator	<p>A technical indicator description (TID) provides the following details of a performance indicator:</p> <ul style="list-style-type: none"> • Indicator title: Identify the title of the indicator • Definition: A brief explanation of what the indicator is • Source of data: Where the information comes from and how it is collected • Method of calculation or assessment: Describes how the indicator is calculated (quantitative indicators) or assessed (qualitative indicators) • Means of verification: Evidence needed to verify the validity of data • Assumptions: Factors that are accepted as true and certain without proof • Disaggregation of beneficiaries: Identified targeted groups, if applicable • Spatial transformation: Contributions to spatial transformation priorities and impact areas • Calculation type: Whether the reported performance is cumulative (year-end), cumulative (year-to-date) or non-cumulative • Reporting cycle: Quarterly, bi-annual or annual reporting cycle • Desired performance: Whether the desired actual performance is on target, higher or lower than the target • Indicator responsibility: Who is responsible for managing and reporting the indicator.

1. INTRODUCTION

South African Tourism (SA Tourism) undertook a process to review the current Framework for the Evaluation of Implementation Programmes and develop a new two-year evaluation plan that will be executed. The revised framework is in line with the National Evaluation Policy Framework, DPME Evaluation Guideline No 2.2.11 on Design Evaluation, and best practices.

The Revised Framework for the Evaluation of Implementation Programmes allows South African Tourism to assess whether the identified implementation programmes have successfully delivered its intended outcomes and impacts as reflected in the implementation programmes plans. The benefits that have been derived from the identified implementation programmes and the link to the outcomes of SA Tourism will also be determined as well as presenting recommendations that can be used during future planning to improve the implementation programmes.

The framework ultimately assists SA Tourism to:

- Strengthen its implementation programme and project planning and execution;
- Improve accountability;
- Contribute to more effective decision-making; and
- Realise and/or maximise its intended impacts.

The Revised Framework for the Evaluation of Implementation Programmes outlines the following elements:



2. PRINCIPLES

Performance information is key to effective management, including planning, budgeting, implementation, monitoring, evaluation, and reporting. The Revised Framework for the Evaluation of Implementation Programmes is thus underpinned by the following principles:

- Outline structures, systems, and processes required to evaluate implementation programmes within SA Tourism;
- Define roles and responsibilities for evaluating implementation programmes;
- Consultation processes that ensure the information needs of different users are taken into consideration when specifying the range of information to be collected;
- Easily and accurately communicate evaluation results;
- Be transparent with evaluation results;
- Inculcate a culture of using evidence in decision-making processes through evaluating implementation programmes; and
- Promote a culture of structured and informed evaluation of implementation programmes.

3. LEGISLATIVE & REGULATORY REQUIREMENTS

Various frameworks and guidelines prescribe approaches to the development of evaluation frameworks for public development programmes, as well as the assessment of the design, effectiveness, and impact of such programmes. The following informed the development of SA Tourism's evaluation framework:

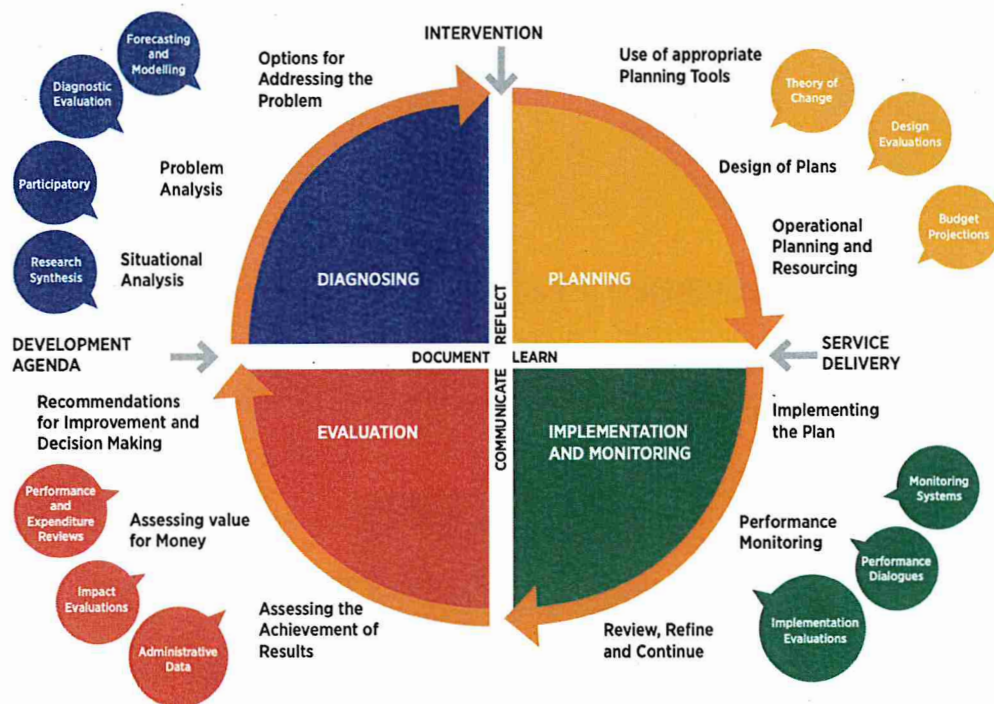
National Evaluation Policy Framework, 2019	Guideline on Implementation Evaluation, Guideline No 2.2.1	Guideline on Implementation Evaluation, Guideline No 2.2.6	Guideline on Design Evaluation, Guideline No 2.2.11
Guideline on Implementation Evaluation, Guideline No 2.2.12	Guideline on Impact Evaluation, Guideline No 2.2.13	Guideline on Economic Evaluation, Guideline 2.2.15	Guideline on Implementation Evaluation, Guideline No 2.2.16
Guideline on Implementation Evaluation, Guideline No 2.2.17	Guideline on Implementation Evaluation, Guideline No 2.2.21	Best practices from international organisations that guide evaluation practice and theory, including the Organisation for Economic Cooperation and Development (OECD) and Better Evaluation	The African Evaluation Principles

4. LINK BETWEEN PERFORMANCE MONITORING AND EVALUATION

Monitoring of programmes differs from evaluation. Monitoring relates to the regular collection, analysis and reporting of programme data to support efficient and effective management, and aims to provide managers with continuous, real-time, feedback on implementation progress and results, as well as early problem indicators that need to be addressed. Monitoring generally reports on actual performance against what was planned (DPME, 2019).

Evaluation may be defined as the collection and analysis of evidence on policies, programmes, projects, and functions, where organisations would assess relevance, performance, value for money, impact and sustainability.

The below diagram indicates stages in which the use of evidence adds value to problem diagnosis, planning design, implementation, monitoring and evaluation processes to improve the developmental results associated with government's policy delivery



SA Tourism has a separate Performance Information Management, Monitoring and Reporting Framework, whilst the Revised Framework for the Evaluation of Implementation Programmes outlines how the evaluation of implementation programmes are undertaken. Evaluations will be conducted for SA Tourism's programmes and/or projects in two-year cycles.

5. ROLES AND RESPONSIBILITIES

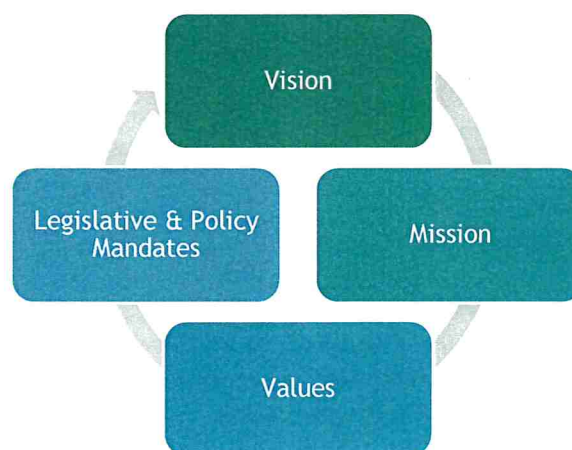
Overall responsibility for performance information management, monitoring, evaluation and reporting is vested with the Chief Executive Officer (CEO), supported by the Executive Management Committee (ExCo), on behalf of the SA Tourism Board.

The table below outlines the roles and responsibilities within the Revised Framework for the Evaluation of Implementation Programmes:

Strategic Planning, Evaluation & Programme Management (SPEPM)	Line Managers & Business Units	Executive Committee (ExCo)	Chief Executive Officer (CEO)
<ul style="list-style-type: none"> • Develop and review the framework for evaluating implementation programmes • Coordinate the evaluation of implementation programmes annually • Report to Executive Committee (ExCo) on evaluation results 	<ul style="list-style-type: none"> • Assist with evaluations where it impacts their business units • Assist with the engagement with stakeholders and/or beneficiaries of the implementation programmes during the evaluation process • Consider the findings and recommendations of the evaluations for future planning and execution of implementation programmes 	<ul style="list-style-type: none"> • Consider and note the framework and its revisions • Consider and note the evaluation reports 	<ul style="list-style-type: none"> • Consider and approve the framework and its revisions • Consider and note the evaluation reports

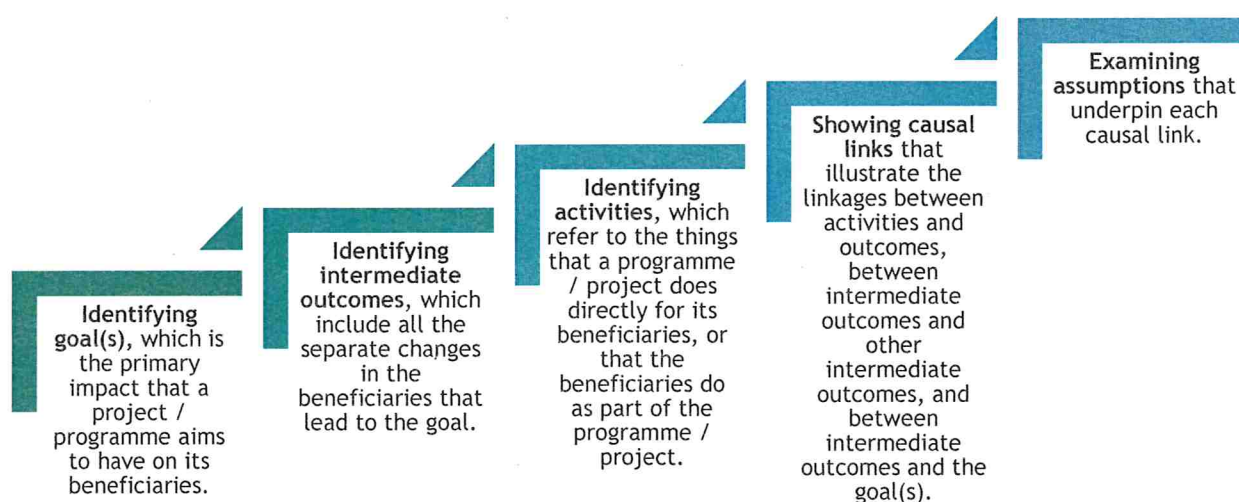
6. SOUTH AFRICAN TOURISM'S STRATEGIC DIRECTION

SA Tourism's strategic direction must inform the execution of the framework, whilst conducting evaluations of implementation programmes. The strategic direction in this instance includes:

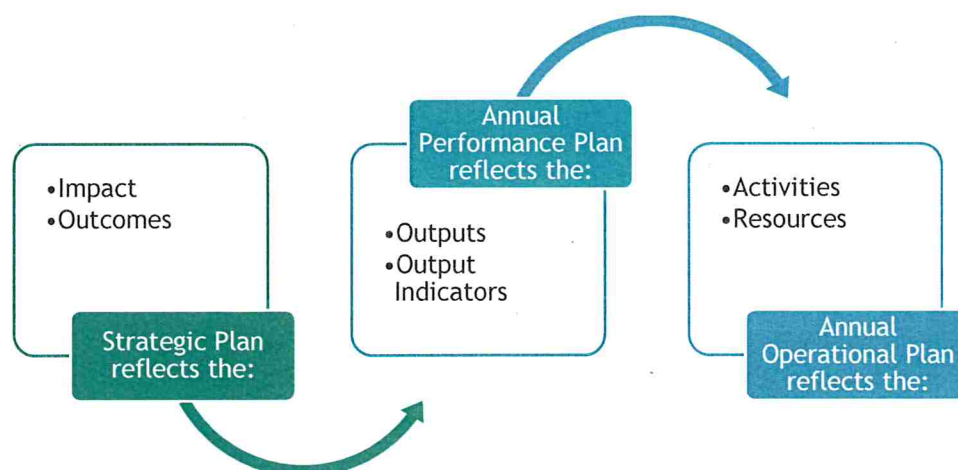


7. THEORY OF CHANGE

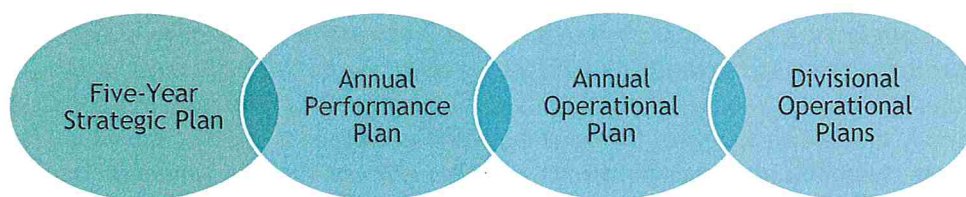
The Theory of Change, as a planning tool, describes the process or pathway for achieving desired results, thus, it is the output of a thinking process that creates a comprehensive picture outlining the early- and intermediate-term changes required to reach a long-term goal in a specific area because of a specific intervention. The process requires stakeholders to be precise about the type of changes they want to achieve, and it should be clear why change is expected to happen in a particular way. Elements of the theory include the pathway of change; results and preconditions (impact, outcomes, outputs, activities and inputs); indicators; and assumptions. The process of developing the theory of change includes five core steps:



Once the above results chain has been developed, the key planning documents with a specific focus are produced, namely:



South African Tourism applies the Theory of Change during the development of its key planning documents, namely:



8. EVALUATION APPROACH

UNDERSTANDING EVALUATIONS

According to the DPME (2019), evaluation may be **defined** as “the systematic collection and objective 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 four primary **purposes** of evaluations are:

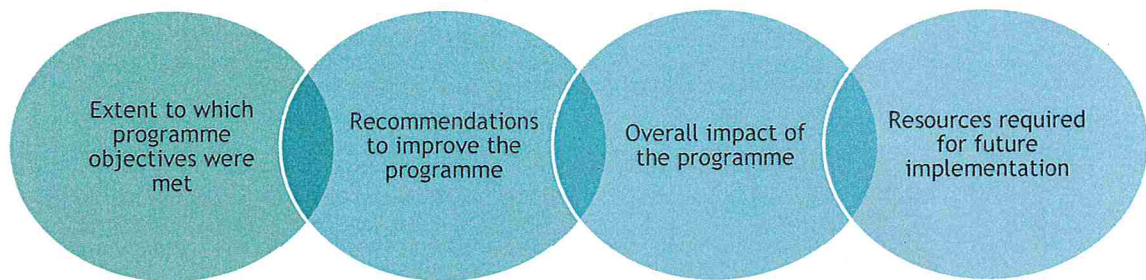
Improving Performance	Improving Accountability	Generating Knowledge	Decision-making
Improving performance / evaluation for learning aims to provide feedback to programme managers regarding the relevance and appropriateness of an intervention, efficiency, effectiveness and correct mix of inputs, outputs and outcomes.	Evaluation for improving accountability on budget and spend, return on investment, value for money, and impact on beneficiaries.	Evaluation for generating knowledge for research about what works and what does not with regards to a public policy, and government programmes. It allows government to build an evidence base for future policy and programme development.	Policymakers, planners and finance departments need to be able to judge the merit or worth of an intervention in terms of its success, impact, unintended consequences, options for expanding, re-engineering or closing the initiative.

Primary **uses** of evaluation studies include:

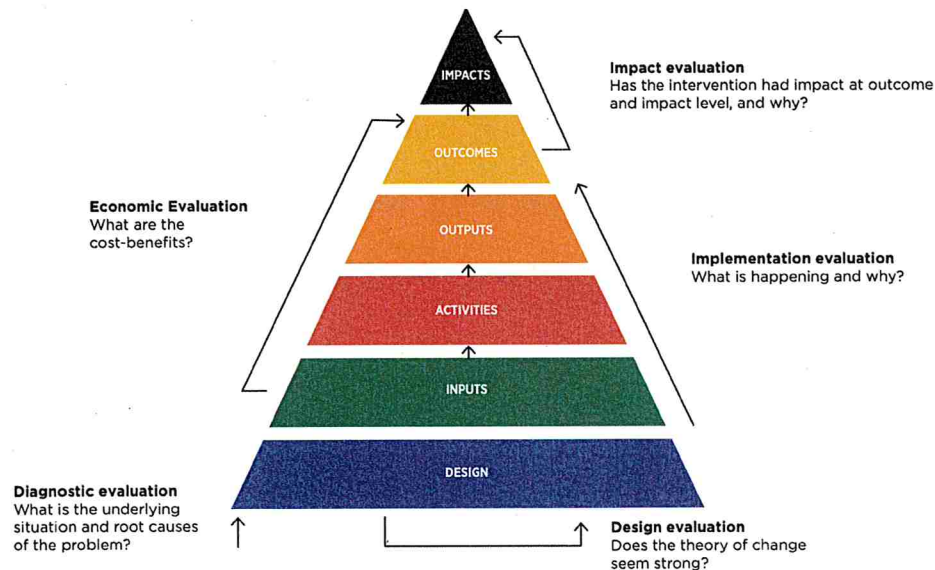
- Improving or refining policy
- Improving or strengthening programmes and projects
- Improving accountability
- Generating knowledge or building evidence bases
- Contributing to effective decision-making.

EVALUATION APPROACHES & TYPES

Various **approaches** to evaluations exist, including rapid evaluation; collaborative learning through sectoral reviews and transversal evaluations. SA Tourism uses rapid and summative evaluations. Rapid evaluations are quick evaluations, taking up to three months to complete, and which combine methods such as desktop, document and literature review, key informant interviews, and stakeholder workshops, etc. Summative evaluations occur at the end of a programme cycle and provides an overall description of programme effectiveness. Common types of summative evaluation include outcome and impact evaluations and cost-effective and cost-benefit analysis. These types of evaluations focus on:



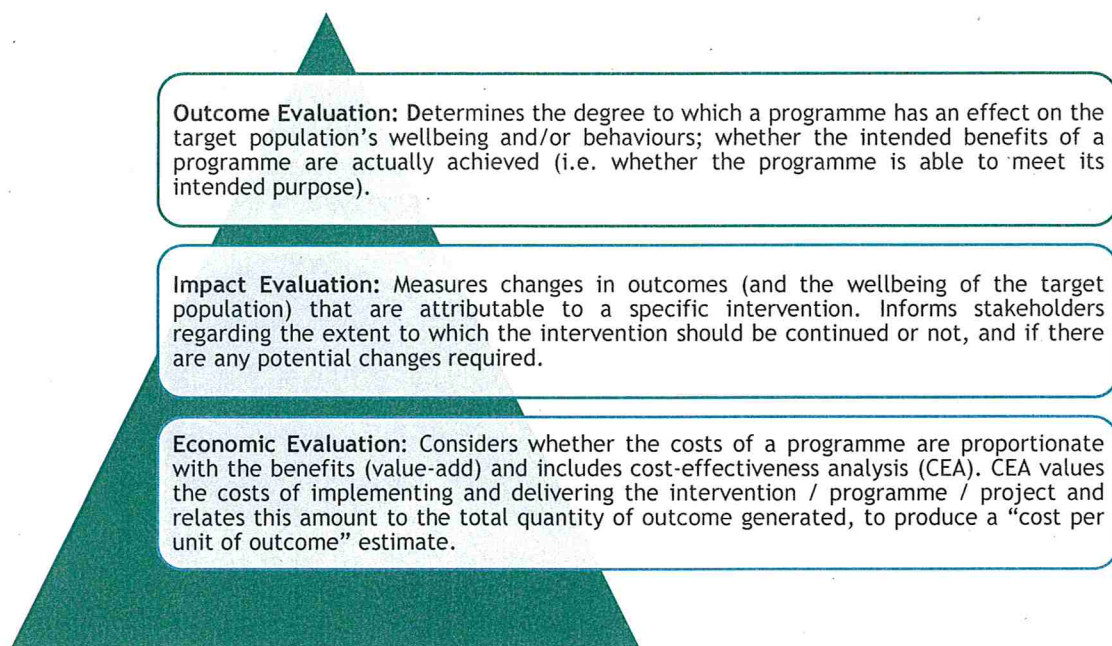
According to the DPME (2019), countries utilise varying terminology to describe evaluations, but the fundamental principles of the evaluation process are largely the same. The **types** of evaluation are based on the base logic model (cause-effect), which links inputs to activities, outputs, outcomes and impacts (DPME, 2019). The following figure provides an overview of the different types of evaluation based on the logic model:



Source: DPME, 2019

Revised Framework for Evaluation of Implementation Programmes, 2024

South African Tourism's Framework for the Evaluation of Implementation Programmes will focus on the following types of evaluation:



EVALUATION CRITERIA AND QUESTIONS

Evaluation **criteria** serve as a benchmark, standard, or yardstick, against which performance and suitability of a programme is measured. In conducting implementation programme evaluation studies related to government-funded, or institution-funded projects, evaluators typically follow the criteria set out by the Development Assistance Committee (DAC) of The Organisation for Economic Co-operation and Development (OECD). These were first articulated in 1991 in the DAC Principles for Evaluation of Development Assistance and are now extensively used by many public and private organisations.

The following table, as per the DPME, outlines the key categories that are usually applied in evaluating programmes including the key questions that could be answered through an evaluation:

Evaluation Type	Evaluation Definition	Criterion	Criterion Definition	Key Question/s
Outcome	Determines whether the intended benefits of a programme are achieved (i.e. whether the programme can meet its intended purpose).	Relevance	The extent to which the programme / project is aligned to government objectives and suited to the priorities and needs of the target group.	Is the intervention doing the right thing?
		Effectiveness (Process Evaluation)	The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results. Analysis of effectiveness involves taking account of the relative importance of the objectives or results.	Is the intervention achieving its objectives?
Economic	Considers whether the costs of a programme are proportionate with the benefits.	Efficiency (Process Evaluation)	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. "Timely" delivery is within the intended timeframe.	How well are resources being used? What are the costs in relation to the benefits?
				Is the programme providing value for money?
Impact	Measures changes in outcomes (and the wellbeing of the target population) that are attributable to a specific intervention.	Impact (Performance Evaluation)	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.	What results have been achieved? What difference does the intervention make?
				How have beneficiaries' lives changed because of the programme?
				Are the results attributed to the intervention?
		Sustainability (Performance Evaluation)	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 analysis 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.	Can the programme impacts / benefits be sustained? How could things be done better in the future?

9. EVALUATION TERMS OF REFERENCE

A terms of reference for all evaluations should be developed and may include a clause permitting flexibility for the evaluation team to determine the best approach to collecting and analysing data. The terms of reference must be developed and scoped jointly by the SPEPM business unit and the managers of the evaluation that will be conducted.

The template for the terms of reference for each evaluation should contain the following key elements:

- Title / object and type of the evaluation;
- Background and rationale;
- Focus or scope of the evaluation;
- Evaluation objectives and design;
- Evaluation plan including deliverables and listing relevant information;
- The methodology or evaluation approach;
- Management arrangements including the composition of the evaluation team, implementation arrangements, and enquiries.

DPME Evaluation Guideline No 2.2.1: How to Develop Terms of Reference for Evaluation Projects is applicable to developing the evaluation terms of reference.

10. EVALUATION MATRIX

An evaluation matrix provides an overall guide for conducting evaluations across different implementation programmes or projects. The evaluation matrix outlines each assessment area/criteria and their related questions, data requirements (i.e. indicators/parameters to inform each question), data sources, and data collection methods. The South African Tourism evaluation matrix is as follows:

Evaluation Type	Evaluation Criteria	Focus	Key Evaluation Questions	Data Source	Data Collection Method
Outcome	Relevance	Relevance to government objectives and suited to the priorities and needs of the target group.	<ul style="list-style-type: none"> Is the intervention doing the right thing? How is the programme/project relevant/aligned to government objectives and/or development priorities and the sector? Why is the programme/project crucial to the sector and its development? Why should the programme/project, as a public development intervention, be continued? What would be the likely result if there had been no programme/project? 	Primary: <ul style="list-style-type: none"> Beneficiaries / service users Programme/Project managers Key stakeholders 	Primary: <ul style="list-style-type: none"> Beneficiaries / service users high-level rapid survey (qualitative) Programme / Project Managers interviews (qualitative) Key stakeholder interviews (qualitative)
				Secondary: <ul style="list-style-type: none"> Key legislation / policies / strategies Available literature Programme/project documents 	Secondary: <ul style="list-style-type: none"> Policy review (qualitative) Literature review (qualitative) Document review (qualitative)
Outcome	Relevance	Relevance to beneficiary / service user needs	<ul style="list-style-type: none"> How has the programme / project addressed beneficiary / service users' priorities / needs? What priorities / needs have been addressed? To what extent have their priorities / needs been addressed? 	Primary: <ul style="list-style-type: none"> Beneficiaries / service users Programme / Project Managers Key stakeholders 	Primary: <ul style="list-style-type: none"> Beneficiaries / service users high-level rapid survey (qualitative) Programme / Project Managers interviews (qualitative) Key stakeholder interviews (qualitative)

	Evaluation Criteria	Focus	Key Evaluation Questions	Data Source	Data Collection Method
	Effectiveness	General	<ul style="list-style-type: none"> How has the programme / project fulfilled its mandate? To what extent has the programme / project fulfilled its mandate? How has the programme / project achieved its objectives? To what extent has the programme / project achieved its objectives / outcomes? 	Primary: <ul style="list-style-type: none"> Programme / Project Managers Key stakeholders Secondary: <ul style="list-style-type: none"> Programme / Project documents (including annual reports, etc. with monitoring data for the indicators) 	Primary: <ul style="list-style-type: none"> Programme / Project Managers' interviews (qualitative) Key stakeholders' interviews (qualitative) Secondary: <ul style="list-style-type: none"> Document review and quantitative, i.e. statistical monitoring data from SAT programme reports and documents)
Economic	Efficiency	General	<ul style="list-style-type: none"> How well are resources being used? To what extent has the intervention been cost effective? What is the cost per unit of output / outcome? What is the output / outcome per R1 million spent? Did the programme / project provide value for money? What is the return on investment (ROI)? 	Primary: <ul style="list-style-type: none"> Programme / Project Managers Key stakeholders 	Primary: <ul style="list-style-type: none"> Programme / Project Managers' interviews (qualitative) Key stakeholder interviews (qualitative)

			<ul style="list-style-type: none"> ○ To what extent are the costs associated with the programme / project proportionate to the benefits it has generated? ○ What factors are influencing any discrepancies? ○ How do these factors link to the intervention? ○ What is the ratio of inputs (e.g. costs) to outputs and outcomes? ○ To what extent do factors linked to the intervention influence the efficiency with which the observed achievements were attained? ○ What other factors influence the costs and benefits? ○ How timely and efficient is the intervention's process for reporting and monitoring? ○ What are the critical issues, if any, in the programme / project support that should be addressed to enhance its services and impact? ○ What are potential pitfalls, if any, that may affect the programme / project delivery or impact? ○ How can these pitfalls be avoided? 	<p>Secondary:</p> <ul style="list-style-type: none"> ○ Programme / project documents (including annual reports, etc. with monitoring data for the indicators) 	<p>Secondary:</p> <ul style="list-style-type: none"> ○ Document (quantitative, programme data) <p>review and i.e.</p>
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Evaluation Type	Evaluation Criteria	Focus	Key Evaluation Questions	Data Source	Data Collection Method
Impact	Impact	Programme / project impact (intended and unintended) on beneficiaries / service users at a micro level	<ul style="list-style-type: none"> What is the programme / project intended impact on beneficiaries / service users? How has the programme / project impacted / benefited service users / beneficiaries? To what extent? Who and how many service users / beneficiaries have been impacted? What is the programme / project direct proportional contribution towards the realised impact? Was the programme / project crucial to the organisation's development? Who else has been impacted? How, and to what extent? What are the unintended impacts? Can you attribute the changes to the programme / project or are they due to other factors? 	<p>Primary:</p> <ul style="list-style-type: none"> Beneficiaries / service users Programme / Project Managers Key stakeholders 	<p>Primary:</p> <ul style="list-style-type: none"> Beneficiaries / service users high-level rapid survey (qualitative and quantitative) Programme / Project Managers interviews (qualitative) Key stakeholder interviews (qualitative)
		Programme / project impact (intended and unintended) on economic and social factors at a macro level	<ul style="list-style-type: none"> What is the programme / project intended economic and social impact? What difference does the programme / project make? Did the programme / project work? Did the intervention produce the intended impacts in the short, medium, and long term? What are the unintended impacts? Can you attribute the changes to the programme / project or are they due to other factors? 	<p>Primary:</p> <ul style="list-style-type: none"> Beneficiaries / service users Programme / Project Managers Key stakeholders 	<p>Primary:</p> <ul style="list-style-type: none"> Beneficiaries/service users high-level rapid survey (qualitative and quantitative) Programme / Project Managers interviews (qualitative) Key stakeholder interviews (qualitative)

Evaluation Type	Evaluation Criteria	Focus	Key Evaluation Questions	Data Source	Data Collection Method
Impact <i>contd</i>	Sustainability	Sustainability of the programme / project benefits	<ul style="list-style-type: none"> ○ Are impacts / benefits likely to be sustainable and durable? ○ To what extent did the benefits / derived from the programme / project continue after the support ceased? ○ What major factors influenced the sustainability of the programme / project? ○ What can be done to improve the sustainability of the programme / project? ○ How could things be done better in the future? 	Primary: <ul style="list-style-type: none"> ○ Beneficiaries / service users ○ Programme / Project Managers ○ Key stakeholders 	Primary: <ul style="list-style-type: none"> ○ Beneficiaries / service users high-level rapid survey (qualitative and quantitative) ○ Programme / Project Managers interviews (qualitative) ○ Key stakeholder interviews (qualitative)

11. IDENTIFICATION OF IMPLEMENTATION PROGRAMMES FOR EVALUATION

South African Tourism's five budget programmes each have several outputs and targets, articulated in its Annual Performance Plan, that could be evaluated in any given financial year. Given the nature of these outputs and targets, a priority matrix will be applied to rank and select the priority outputs and targets that will be evaluated over a two-year evaluation period. The criteria used to rate these priority outputs and targets are:

- The matrix begins by assessing the target group for each output and target that would be impacted: Outputs and targets that impact traders or consumers receive a higher rating of 2, compared to outputs and targets that play a support role at an organisation level (i.e., there are no beneficiaries that would be impacted directly) that would receive a lower rating of 1.
- The second component of the matrix assesses the impact of each output and target on the tourism sector. A higher rating of 3 is awarded to outputs and targets that have a direct impact on their target audience within the tourism sector, while a rating of 2 is allocated to outputs and targets that have an indirect impact or are associated with another output and target that has a direct impact on consumers. Outputs and targets that provide a support role to the organisation receive a lower rating of 1.
- The last component of the matrix tracks the progress made on each output and target. The logic is that outputs and targets that have completed sub-projects in the previous year obtain a higher rating of 4 and are ideally suited to be evaluated first. Other outputs and targets that are implemented annually receive a rating of 3 as they may be evaluated upon their completion, within a short or medium period. Future-dated and ongoing projects are rated between 1 and 2 as they may not be eligible to be evaluated immediately or in the next two financial years.

Target Group	Traders or Consumers Rating: 2		No External Beneficiaries Rating: 1
Impact	Direct impact on their target audience within the tourism sector Rating: 3	Indirect impact or associated with another output and target that has a direct impact on consumers Rating: 2	Outputs and targets providing a support role Rating: 1
Progress Made	Completed sub-projects in the previous year Rating: 4	Implemented annually Rating: 3	Future-dated and ongoing projects Rating: Between 1 & 2

Once the rating exercise has been completed, the matrix provides a cumulative score for each output and target. Outputs and targets with the highest scores qualify to be selected for the evaluation.

The year selection for evaluation, that is when the evaluation will be undertaken, is based on whether the project has completed deliverables and measurable impacts in the prior financial year.

12. ENTITY'S EVALUATION PLAN

To give effect to the Framework, a two-year evaluation plan will be developed that identifies the six outputs and targets that will be evaluated over the next two-year period. The six outputs and targets are identified using the priority matrix, and are documented into an evaluation plan, using DPME Evaluation Guideline No 2.2.16: How to develop a Departmental Evaluation Plan is applicable with regards to the execution of this framework.

The following applies to each evaluation:

Inception phase	<ul style="list-style-type: none"> During this phase the evaluators decide on the theory of change, scope, questions, methodology, process, and reports. This framework together with DPME Evaluation Guideline No 2.2.12: Guideline on Implementation Evaluation and DPME Evaluation Guideline No 2.2.13: Guideline on Impact Evaluation must be followed. The evaluators should demonstrate how they will address issues that may have a bearing on the interests of vulnerable populations. SA Tourism will deploy the African Evaluation Guideline (2015), which is a checklist to assist in planning evaluations, reviewing progress and ensuring adequate completion of quality evaluations. Based on the above, the evaluation terms of reference and inception document must be approved by the project head and the evaluation steering committee or organisational team. DPME Evaluation Guideline No 2.2.1 must be followed.
Steering Committee	<ul style="list-style-type: none"> For all evaluations, there must be a Steering Committee or organisational team that leads the evaluations. This group provides technical support, advice and expertise. Attention should be given to the composition of the Steering Committee. Other relevant stakeholders e.g. other government departments, beneficiary representatives, or academics may form part of the Steering Committee. The Steering Committee should be chaired by the evaluation project leader. For rapid evaluations, refer to the DPME Evaluation Guideline 2.2.21: How to undertake rapid evaluations.
Management and support	<ul style="list-style-type: none"> There should be regular technical meetings between the evaluation team and the evaluation Steering Committee or organisational team so that any evaluation-related technical issues or challenges can be addressed. This includes regular briefings of senior managers, so they are kept fully abreast, involved and supportive of the process and the emerging evaluation products.
Recommendations and management response	<ul style="list-style-type: none"> During the formulation of recommendations, the following steps are needed: <ol style="list-style-type: none"> Evaluators draw up recommendations with the support of the programme managers; Evaluators must ensure that all recommendations are evidence-based, that they respond adequately to equity challenges, and that they have strong utilisation value. The evaluator should refer to the DPME Evaluation Guideline 2.2.17 which provides guidance on how best to develop actionable recommendations; Management responds to the findings and recommendations of an evaluation report, and prepare a management response, either accepting the results or indicating where they disagree and giving reasons.

Improvement plan	<ul style="list-style-type: none"> ○ Following the management response, a stakeholder workshop may be organised to develop an improvement plan. The DPME Evaluation Guideline 2.2.6 on How to Develop and an Improvement Plan to Address Evaluation Recommendations will be used. ○ Following the production and quality assurance of the improvement plan, the CEO must approve and monitor its implementation. ○ In this regard, the responsible business unit will provide progress reports against the improvement plan to ExCo and the SPEPM business unit on a quarterly basis.
Communicating Evaluation Results	<p>Evaluations have different messages for various stakeholders and audiences. Therefore, it is imperative that messages are drawn out potentially in a range of documents for different audiences - i.e. political (short and to the point), technical audiences (more detailed) and other beneficiaries etc. The following steps should be followed:</p> <ul style="list-style-type: none"> ○ Develop a dissemination process for evaluation reports, including publishing evaluation reports on relevant websites and social media sites, developing communication materials on the evaluation, sharing findings with key stakeholders as well as the media; ○ The department must ensure that the full evaluation reports are posted on their websites together with the management response; ○ A copy of the evaluation report must be submitted to DPME for lodging on DPME's website; ○ Copies of the evaluation should be sent to the relevant stakeholders; ○ The format of summary evaluation reports should follow the 1/5/25 rule which include: <ul style="list-style-type: none"> ▪ a one-page policy summary of key policy messages; ▪ a 5-page executive summary; and ▪ a 25-page summary report from the main evaluation report.

Under normal circumstances, a peer review process should be established for all evaluations to ensure the credibility and quality of evaluations. This could include peer departments, academics and experts in the field, including any thematic specialist depending on the focus of the evaluation. Peer reviewers provide an independent view on the process as well as the product. However, within SA Tourism, the evaluations are undertaken by an external party, which provides assurance for credible, objective and quality evaluations.

With regards to the validation of evaluation findings, evaluations must be relevant and timely for decision-making. Evaluations become salient by seeking answers to questions of importance in programmes and policies in time for decision processes. Evaluations are legitimate by being objective, unbiased and inclusive. Strengthening legitimacy can be attained through the involvement of the stakeholders who will use the evaluation results. There are varying degrees of validation that can be conducted on an evaluation. To a large extent the tests conducted depend on the questions and the required timelines for answers. In some instances, e.g. design evaluation, interviews alone are sufficient. For impact evaluation a range of statistical validation approaches may be required. In commissioning evaluations, SA Tourism adopts a joint evaluation in that evaluators are external to the organisation, but regularly interact with internal staff and external stakeholders in the evaluation of the implementation programme, potentially from design through to impact.

13. EVALUATIONS LINKED TO THE FIVE-YEAR TERM

Government entities are required to undertake at minimum two evaluations during a strategic plan period, or five-year term:

- A **Mid-Term Evaluation**: an informative evaluation to be undertaken in the middle of the term to assess whether the entity is on the correct path towards achieving its set five-year strategic objectives.
- An **End of Term Evaluation**: a summative evaluation to be undertaken at the end of the term to assess whether the entity has achieved its five-year strategic objectives.

These evaluations are detailed within South African Tourism's Performance Information Management, Monitoring and Reporting Framework. DPME Evaluation Guideline No 2.2.15: Guideline on Evaluation Synthesis is applicable to mid-term and end of term evaluations.

14. REVIEW AND UPDATE

The South African Tourism Framework for the Evaluation of Implementation Programmes will be reviewed and updated to reflect any changes in legislation or regulations, and/or in the entity's processes and systems, as and when required.

15. IMPLEMENTATION DATE

This Framework for the Evaluation of Implementation Programmes will be implemented with effect from the date of approval.

