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*"Making shared connections"*

## **Joint Evaluation of the SAPL Programme (2009 – 2011)**

### **Final Evaluation Report**

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## Executive Summary

The team reached a conclusion that AWEPA has performed remarkably well in terms of the SAPL project, enjoys a high level of appreciation by the provincial legislatures and achieved demonstrable results using very limited financial resources provided by SDC and Flanders.

A rigorous methodology was followed involving a Desktop Review, Documentation Review, Interviews, Workshops and Questionnaires. Site visits were undertaken and rigorous analysis done both quantitatively and qualitatively. The findings and recommendations were verified by participants from legislatures and Members. This evaluation was completed in a very tight time frame over a three week period.

## Recommendations

### General

Based on Phase I and II of this evaluation process, there is key value being provided by the existing SAPL Programme, which has significant positive impact “on the ground” within the Legislatures. There is a need however to streamline the Programme going forward, as well as to enhance the AWEPA internal capacity for supporting the Programme, to better deliver strategically structured capacity building within the Legislatures in the medium term.

The key recommendations from the evaluation are as follows:

### 1. Strengthening AWEPA Capacity Recommendations

#### Strategic Plan

A Strategic Plan that clearly outlines and articulates AWEPA’s SAPL programme should be further developed and refined in consultation with all stakeholders. This strategic plan should include components of the existing Project Document and the existing Logical Framework for the SAPL Programme, but should substantially improve the contextual analysis of the provincial legislatures in South Africa, their potential and capacity gaps as well as revise the conceptual framework and the nature and scope of AWEPA’s support. The strategic plan should detail a monitoring and evaluation methodology and plan so that the programmes is independently monitored and assessed throughout its lifecycle and not merely at end of the programme term. The strategic plan should include a Contextual Analysis; Agreement on a Conceptual Framework; The Logframe; A partnership agreement and Mou’s; A monitoring and Evaluation Framework.

There is a need for broader review and consideration by AWEPA as follows:

- AWEPA may consider building the administrative part of the provincial legislatures at SECTOR LEVEL in term of management systems and process including Human Resources.

Based on the direct findings from this evaluation, our recommendation based on the data analysis and review, is to focus on the following 3 or 4 Key Outcomes:

1. Capacity building of the Legislatures within their Oversight Role
2. Capacity building of the Legislatures within their Public Participation Role
3. Capacity Building of the Legislatures in broad leadership and management Skills
4. Gender empowerment

## Internal Capacity

As part of the initiative to strengthen AWEPA, an organisational profile assessment should be carried out in order to identify specific capacity gaps and articulate potential areas of support. This would enable an informed and well-structured capacity building support to the organisation.

In addition, AWEPA should develop a proper monitoring and evaluation system in order to document and analyse the progress of the SAPL project and its outcomes on a regular basis. It should also put in place a proper and accessible document management system. Further recommendations on the proposed approach are included in the desktop review observations included previously.

The reporting function to the Development Partners should be refined and substantially improved. This will help address the challenges associated with communicating the accomplishments of the SAPL programme and provide more information donors and other stakeholders. In the current phase, it has been the case that while SAPL was performing well, its stakeholders were not clearly aware of its accomplishments. The evaluation team was not also able to gather the performance of SAPL from the documents received, and the team was only able to appreciate the programme's performance after the field visits to Northern Cape and Limpopo.

## 2. Programme Recommendations

AWEPA and the SAPL programme have developed very strong, credible and highly regarded relationship with the South African legislative sector. This presents a unique opportunity to the capacity development of the South African provincial legislatures.

With the absence of a national programme or "School / Academy" to capacitate newly elected members of the provincial legislatures and their staff members on their roles and responsibilities, the ability of the AWEPA interventions to fill some of this gap have been highly appreciated by the provinces. It has been indicated however that the ad-hoc/haphazard nature of AWEPA interventions should be revised in order to maximize AWEPA's support. Accordingly, AWEPA, as part of the strategic plan, should therefore

clearly articulate the nature and scope of its support to South African provincial legislatures in a more proactive and structured manner.

Based on the detailed feedback and data obtained through this evaluation, we propose two possible options for the enhancement of the SAPL Programme offerings to better service the Legislatures, particularly in the Outcome Areas of oversight and public participation for improved service delivery.

**Stakeholder workshop** – a stakeholder workshop was facilitated and attended by Members and staff of various legislatures. Findings and recommendations presented from the preliminary report were endorsed and in the workshop the following additional recommendations were made by Members and Staff:

- Gender Empowerment should be considered as an outcome area.
- The concept of a Partnership agreement and MOU should be established between AWEPA and the Legislatures.
- The SAPL Programme should be formalised but not become static and unchangeable. The term “Formalised flexibility” should apply as a guiding principle.
- Monitoring and Evaluation should happen throughout the lifecycle of the programme and reporting to all stakeholders and Social Investment Partners strengthened.
- The relationship between Awepa and LSS should be accelerated and enhanced.
- A “Sector View” that spans across processes, people and system should be fostered and perhaps enabled by Awepa as a strategic goal.
- The Strategic planning process should first be done with the Social Investment Partners and then presented to the Legislatures for input.

All the points and recommendations contained in this report should be considered as well as the possibility of getting additional investment from the Social Investment Partners for extended reach and depth for impact.

## **Two Programme Options were proposed**

### **Option 1: High Impact Option**

### **Option 2: Medium Impact Option**

#### **Option 1: High Impact Option**

AWEPA puts in place a well-structured and full-fledged “Capacity Building Programme” for all provincial legislatures and their staff members. This would enable both newly elected Members and staff to

develop basic skills and acquire important knowledge on their roles and responsibilities through a formalised training. This would require the development and provision of tailor-made training modules to the Members and staff over a specific period, preferably in the first six-month of the newly elected members and as appropriate afterwards. The design and facilitation of these modules should be undertaken by Subject Matter Experts within the Legislative Sector, to ensure their required level of relevance and 'best practice' accordingly.

The training modules may include:

- Introduction to Provincial Legislatures and the South African Political System
- Processes of Law Making
- Oversight and Public Participation
- Standard Operating Procedures
- Ethics and Leadership
- Research Methods and Report Writing
- Presentation Skills
- Social Accountability (strategic planning, resource allocation, expenditure management, performance management and integrity)
- Coaching and Mentoring
- Measuring Performance and Taking Corrective Action (including social audit and physical oversight)

Such training should be preceded by skills audit of participants both for the purposes of base-line data collection and providing an appropriate level of training to the participants.

Under this option, the programme should also support joint provincial platforms such as the Speakers Forum, Association of Secretaries, Chief Whips Forum, Municipal and Provincial Managers Forum, HR Forum and Centres of Excellence on Public Participation and Oversight.

## **Option 2: Medium Impact Option**

AWEPA puts in place a well-structured capacity building programme that focuses on selected, less resourced provinces for example Northern Cape, Limpopo, Eastern Cape and North West.

These four or five provinces receive fully-fledged training as outlined in Option One based on tailor-made training modules, which are presented by relevant Subject Matter Experts within the Legislative Sector. Focus on selected provinces enables intensive and continued engagement. It may also help ease monitoring and evaluation of AWEPA's interventions.

For this option, AWEPA need to develop criteria for the selection of provinces, which may include the level of commitment by provincial legislatures to AWEPA's support.

This option does not however mean that the rest of the provinces are left out of AWEPA's support. The non-selected provinces should be provided the option of sending training participants at their own expense.

As indicated in Option One, the programme should also support the joint provincial platforms whereby all provinces can attend.

The first option above is the most comprehensive and preferred; however the options need to be evaluated within the context of available funding, as well as the existing and proposed AWEPA capacity.

It is the opinion of the evaluation team that the funding to the SAPL should be substantially increased; as the budget for the period 2009 -2011 was very limited to properly carry out the goals of building the capacity of provincial legislatures.

### **General**

AWEPA has not fully documented and communicated its contributions and performance effectively to all stakeholders. Its operation has been partially affected by the relative absence of:

- (1) Sufficient funding and resourcing
- (2) rigorous contextual analysis;
- (3) a clear agreed conceptual framework;
- (4) a well-developed strategic plan;
- (5) relevant M&E and knowledge management systems.

By addressing these limitations, AWEPA together with its Social investment Partners can strengthen its unique contribution to the capacity of South African provincial legislatures. While Awepa has performed exceptionally well with very limited resources in this programme, going forward, a more structured and comprehensive approach is recommended to the SAPL Programme. This will ensure it is delivered in a more strategic, focused manner, to further drive behavioural change and organisational change within the Provincial Legislatures and across the Legislative Sector.

## Introduction

The South African Provincial Legislatures (SAPL) Programme is a three-year programme, based on the partnership established in 1995 between AWEPA and the Speakers' Forum through its Human Resources Development Committee. The programme is specifically aimed at enhancing the performance of the provincial legislatures of South Africa in their roles, with particular emphasis on the roles of oversight and public participation facilitation.

The SAPL programme was launched in 2009 with key relevance in the context of the second decade of the South African democracy, which has been focused on the promotion of service delivery and poverty reduction. In the context of this second decade, the South African provincial legislatures have key oversight role to drive service delivery and poverty reduction at local levels.

Accordingly, the SAPL programme has contributed to the capacity building of the provincial legislatures to enable them to properly fulfil their constitutional mandates. The SAPL, in turn, has been made possible through the financial support of the Swiss Agency for Development and Cooperation (SDC) and the Flanders over three years (2009 to 2011).

On completion of the key activities of the three year programme, SDC commissioned a joint evaluation has been undertaken by an external evaluation and SDC-Southern African staff member in order to assess the performance, outcomes and impact of the SAPL programme.

This draft final report has been prepared by the joint evaluation team. It provides both macro-and-micro level analyses on the SAPL programme relevance, effectiveness, efficiency, impact and sustainability. It is revised based on a stakeholder workshop held on 09 March 2012 and feedbacks from SDC HQs and AWEPA.

## Understanding of Context

### Political Context

The SAPL Programme has been operating in a broader South African political context whereby constitutional power is shared between three spheres of government (national, provincial and local government) that are expected to function based on the principle of cooperative governance. In this framework, service delivery is located with the provincial state level – and the provinces share concurrent powers with the national sphere to formulate and implement policies related to education, health, housing and social welfare amongst others. The provincial legislatures have also the additional responsibility to oversee the performance of the provincial departments and facilitate public participation in governance processes. As the first-decade of post-apartheid South Africa was mainly dedicated for policy formulation, the second-decade is mainly devoted to follow-up the proper implementation of policies through oversight and public participation.

Nevertheless, with the ANC controlling both the national government and eight out of nine provinces, South Africa is characterised by a dominant political party system and politics. As a result, the roles of the provinces including the provincial legislatures have rather been in conformity with the national policy orientations whereby innovation and experimentation on policy formulation and implementation at sub-national levels has been very limited. In addition, similar to the national level, a party list system utilised by South Africa for the allocation of seats in the provincial legislatures created a situation whereby senior provincial party officials become heads of provincial departments while their juniors become members of provincial legislatures. This creates a situation in which members of legislature (who are relatively juniors in their party structures) are expected to oversee the performance of department officials (who are relatively senior in the party hierarchy). With their future dependent on a party list system decided by the senior party members (not a direct, constituency-based election), legislative members naturally become cautious when questioning the performance of provincial departments led by seniors. This has become particularly more challenging with a high-level of corruption related issuing of tenders by some provincial government departments.

Within the above broader political framework, currently, there is an increasing political shift led by the ANC towards the notion of economic transformation with the intention of ensuring better life for all, particularly through the creation of jobs and reduction of unemployment. In light of the economic crisis of the last years and the reduced capacity of the private sector to lead the creation of jobs and drive economic recovery, President Jacob Zuma, in his recent the State of Nation Address in February 2012, unveiled ambitious national plans for specific provincial infrastructure development projects aimed at not only creating employment and stimulating economic growth, but also building a network of infrastructure projects to enhance economies within the South African provinces. This huge infrastructure plan is backed by the Minister of Finance who unveiled more detailed project costs estimate approximately at R330 billion (CHF 42 billion). It is envisaged that the capital costs for this

infrastructure development will be raised from a mix of partnerships with business as well as foreign investment, and from the strategic BRIC alliance relationships.

Clearly such broad infrastructural initiatives with the provinces in mind further drive the need for sound oversight through proper public participation and consultation, particularly on the public resources management in order to ensure that public resources are properly utilised and the planned infrastructures are well delivered. **It is paramount that these projects are implemented in a corrupt free manner at both national and provincial levels** - and therefore the capacity building role of AWEPA and its donors is becomes even more crucial than before, as Members and staff of provincial legislatures should play their oversight and public participation role more effectively.

### SAPL Programme – General Overview

While prior to 1994 AWEPA served as an anti-apartheid movement of European legislatures, since 1994 it has been focused on supporting democratic processes in South Africa with a particular focus on the legislative sector. Its SAPL Programme has been operational between 2009 and 2011 with a specific goal of building capacity within the nine provincial legislatures. The capacity building areas include strengthening the provincial legislative structures through improving basic skills and knowledge to the legislative members and staff and defining the roles and responsibilities of the various actors within the legislative structures. In the absence of specific, customised capacity building and training interventions for the legislative sector as a Sector, particularly at the provincial level, AWEPA has been able to fill some of the gap through the utilisation of local expertise and the facilitation of peer-learning between African and European parliamentarians.

Furthermore, key stakeholder feedback indicated a high level of positive perception and appreciation to the support provided by AWEPA. Across all recipients of the programme, AWEPA has been highly effective in fulfilling a **critical and key role** in up-skilling the capacity of the legislatures, particularly in the areas of oversight and public participation. The high degree of positive feedback received from the individual stakeholders demonstrated a strong relationship between AWEPA and the legislatures, as well as high levels of engagement by the legislatures in the AWEPA programme. In addition, the participants in the programme cited practical and tangible examples of benefits they have gained and the implication of that to sustained behavioural change, directly linked to AWEPA programme.

That being said, there are some areas that require refinement and enhancement within the structure and delivery of the SAPL Programme, to further evolve the Programme to continue to provide relevant support and capacity building to the provincial legislatures, particularly in the light of the recent shift in focus of the National Government, as indicated above. This will enable the SAPL Programme to better drive the required amount of sustainable, longer-term organisational and behavioural change support within the legislatures.

## Programme Objectives, Aims and Outcomes

With the SAPL Programme, AWEPA and its programme partners aim to contribute to a democratic and transparent governance of South Africa's provinces that services the needs of the people. The purpose of the programme is to enable the provincial legislatures to accomplish their legislative duties, their role of government oversight, and their role in promoting public participation in the business of the legislatures as institutions representing the people.

The key outcomes of the SAPL Programme are as follows:

Outcome	Definition
Outcome 1	Members and staff have acquired knowledge, understanding and necessary skills to fulfil their duties
Outcome 2	Members influence decisions relating to urgent socio-economic and human rights issues
Outcome 3	Peer learning and exchange of best practice between Office Bearers of the provincial legislatures and between local-provincial-lead to intensified co-operation
Outcome 4	Provincial legislatures have institutionalized the gender agenda
Outcome 5	Best practice models on public participation developed by the provincial legislatures lead to increased interaction between citizens and the legislatures

The existing logical framework for the SAPL programme, which details the overall objectives, purpose, outcomes and how these link to verifiable outcomes, is included as Annexure 1 of this report.

## Role of Existing Assumptions and Risk Factors

Within the existing AWEPA programme proposal, there are key assumptions and risks that are still prevalent within the broader political context, and which still impact on the SAPL Programme, and therefore its current implementation approach.

The primary assumption of AWEPA and the programme partners assumes that the South Africa political leadership remains committed to democratisation, good governance and decentralisation of (political) power, as this is a precondition for the management and implementation of the SAPL programme.

It is clearly evident from the recent State of the Nation Address that this leadership approach continues to be a focus in South Africa, and even more so now, in the light of specific infrastructure goals and targets being set across the regions of the country. This continued focus will enable AWEPA to further engage the legislatures going forward to commit to the need for capacity building within the realms of oversight and public participation without any likely resistance thereto on the part of the legislatures. It is likely however that the legislatures may require more robust support from AWEPA, in light of the proposed infrastructure projects, which may require the SAPL programme to evolve accordingly.

It should be, however, be noted that the ANC Policy Conference and its National Congress in 2007 proposed and adopted policies on the need to review the provincial structures of South Africa in light of their capacity and performance related to public service delivery. As a result, the commitment of the

South African political leadership on decentralisation, particularly on the provincial arrangements should not be taken for granted and AWEPA should regular review its assumption on this on a regular basis and make appropriate adjustments to its interventions.

In terms of risks, one of the primary risks associated with the programme is that due to the political nature of the legislatures, the MPLs come and go, and are not appointed for longer periods of time. This risk is still prevalent and associated with the SAPL Programme accordingly. The degree to which this risk impacts negatively on the Programme has not been specifically evaluated, however it is evident that the Programme will need to continue operating within the context of this risk, and continue to take the necessary steps to mitigate the risk as far as possible.

The evolution of the broader political context, will impact on the performance of the programme, as there will be a need for the Programme to continue to offer the “basic” capacity building for new MPLs, based on the above risk factor, whilst also evolving the Programme to offer the required level of more strategic capacity building support, in line with the broader context.

**A key recommendation on the involvement of the Programme offering is to consider evolving the existing capacity building component of the programme.** Whilst capacity building and training has been primarily focused on skills development within the legislatures of members and staff to date, it needs to be extended to build capacity in processes, systems and possible shared services that span across the Sector, as this will ensure more sustained organisational and behavioural change.

Consideration needs to be given towards establishing centres of excellence within different functional and specialist areas, as well as where appropriate, shared services for functions that span across the legislatures, making legislative, oversight and public participation processes more robust. This could be achieved by developing an operational model prototype that can serve all legislatures.

This recommendation will be further developed through Phase II of the evaluation process, on obtaining more concrete qualitative information from the existing legislatures, and will be reported in more detail in the final report accordingly.

### **Further Risks Associated with the Programme Going Forward**

A further risk associated with the SAPL programme going forward will be the broader corruption risk which is prevalent in the political context and currently foremost on the political agenda (for example the supply-chain management and the government tender systems which have very recently come under scrutiny). This risk directly impacts on the SAPL programme, as the programme supports effective oversight at a legislative level, which if operating optimally, should help to curtail any corruption activities within provincial government accordingly.

A practical outworking of this risk, as associated to the SAPL programme, can be viewed by the recent incident in December 2011 when five Limpopo Departments were put under administration by the National Executive. Previously the SAPL programme undertook a Limpopo Provincial Legislature Members Oversight Workshop in November 2009 during which 89% of the delegates indicated that their

expectations were met by the workshop, and it provided good grounding in the principles of oversight. The recent events in the Limpopo province however, would indicate that there is still a requirement for overall sustained organisational and behavioural change in line with the key outputs and aims of the SAPL programme within the legislatures accordingly.

When the evaluation team engaged on this issue at all levels during site visits, the Speaker, Secretary, Members and Staff all indicated that the matter is more complex than the Scope of what AWEPA can provide. They all see training as providing “awareness” and challenging thinking on issues of corruption, but change requires political will and is not an indicator of AWEPA’s performance contribution. This fact could indicate that AWEPA could consider expanding other areas of support to the Provincial Legislatures, based on research on the weaknesses of the Provincial Legislatures (for example systems, processes and resources).

In addition to the above risk, there is a specific internal risk associated with the SAPL Programme as it relates to AWEPA’s current internal systems and processes of monitoring and evaluation of the programme objectives and aims. Whilst further information on this risk component is included under the desk-top review, there is a clear need for the programme objectives and outcome to be:

- more objectively measured and evaluated in terms of verifiable outcomes
- specific to the Programme itself
- reflect the degree of positive impact of the Programme accordingly

## Methodology and Approach

The evaluation process consisted of two phases as follows:

Phase 1: A macro level analysis undertaken in the form of a desk top review, analysing the achieved objectives relative to the programme aims

Phase 2: A micro level analysis of the programme effectiveness, undertaken through targeted interviews, focus group discussions and workshops with key stakeholders

The methodology and approach to each phase are incorporated below.

### Phase I: Desktop Review Process

The desktop review was undertaken within the required timeframe of the evaluation, and was aimed at determining a high-level analysis of the existing Programme achievements, in relation to its aims.

In order for the evaluators to undertake this review and analysis, AWEPA provided the following information:

- The SAPL Project Document
- The SAPL Logical Framework (updated version sourced via SDC)
- AWEPA Capacity Building Framework
- AWEPA Interim Reports from January 2009 to September 2011
- Some history regarding the Logical Framework
- Samples of workshop intervention feedback forms
- Samples of legislature strategic plans
- Samples of legislature requests for services from AWEPA
- Samples of legislature newsletters
- A Norad independent report on support to legislatures in 2010
- Samples of legislature annual reports
- A copy of the AWEPA annual report for 2010

As a first step, a **high-level analysis** was undertaken on the Logical Framework of the Programme and a verification of the key outcomes was done using the proposed sources of verification for the outcomes that were provided by AWEPA.

In addition to the above analysis process, further review and analysis of all other documentation provided was undertaken, in order to provide the findings below, as well as to design the methodology and approach to Phase II of the evaluation.

## Phase II – Micro Analysis

### Key Outcomes Evaluated

As agreed with SDC and AWEPA, the existing detailed joint evaluation process was undertaken across selected SAPL Programme outcomes, following the 80-20 principle. The outcomes chosen for evaluation are Outcomes 1, 2 and 5, as these cover approximately 70% of the overall programme interventions and activities accordingly.

The reasons why Outcome 3 – “peer learning and exchange” was not chosen for evaluation is as its implementation has been less of a focus during the programme period, due to the cost implications of bringing people from Europe for best-practice sharing and mentoring. Likewise there is potential further cost implications associated with evaluating the outcome accordingly. Outcome 4 – “provincial legislatures have institutionalised the gender agenda” was not also chosen as this outcome is measured across the other AWEPA programmes, and therefore it becomes more difficult to isolate and measure

specific SAPL programme outcomes and impact, as other variables will influence the perception of individuals related to AWEPA activities.

Based on the level of activity across the various legislatures, three legislatures were chosen to be evaluated as part of this process, namely: Limpopo, Gauteng and the Northern Cape. However, due to logistical challenges and last-minute cancellation of appointments only two i.e. Limpopo and Northern Cape has been properly evaluated. These two provinces are where most of the Awepa interventions took place.

## Methodology and Approach

In line with the project requirements, our data collection methodology includes four components: targeted interviews, questionnaires; focus group/workshop discussions and a Stakeholder workshop (9 March 2012).

The approach to each of these components is as followed:

**Targeted Interviews** – Targeted interviews were undertaken utilising the interview guide included in annexure 2 of this report. This interview guide was designed in order to obtain qualitative information on Outcomes 1, 2 and 5 of the SAPL Programme, in order to best evaluate the programme effectiveness, efficiency, impact and sustainability.

Targeted interviews were requested across the 3 chosen legislatures with the following audiences:

- Speaker or relevant MP
- Secretary, Deputy Secretary or relevant Senior Personnel
- A focus group of members who attended the SAPL Programme interventions
- A focus group of staff who attended the SAPL Programme interventions

**Questionnaires** - Questionnaires were designed to be disseminated across all programme participants within the 3 chosen legislatures, as well as across the remaining 6 legislatures accordingly. The questionnaires were designed to provide quantitative and qualitative feedback on the workshop interventions attended over the full 2009-2011 period. The questionnaire is included in Annexure 2 of this document, and was used specifically to supplement the qualitative data output from the targeted interviews with quantitative data for more effective programme evaluation.

**Participant Workshop** – following the questionnaire analysis and targeted interviews, a workshop will be conducted with key stakeholders provided by AWEPA, to help obtain more qualitative information on the programme relevance, effectiveness, efficiency, impact and sustainability. This will ensure a more balanced and rounded reporting process on the overall performance of the programme.

**Stakeholder workshop** – a stakeholder workshop was facilitated and attended by Member s and staff of various legislatures. The workshop was also attended by SDC and Flanders as well as AWEPA Head of Monitoring and Evaluation. At the workshop the findings and recommendations made in the preliminary

report were presented, discussed and verified by participants. Ideas, views and suggestions of these stakeholders were identified and included in the Recommendations of this Final Report.

### Roles between HR Net and SDC

The joint evaluation team is consisted of one representative from HR Net and one representative from SDC-Southern Africa. Whilst the specific data collection and analysis of the evaluation were undertaken by both team members, the general clarification of roles between parties is as follows:

HR Net	SDC
HR Net provided the monitoring and evaluation best practice guidance to design the following instruments: <ul style="list-style-type: none"><li>• Questionnaires</li><li>• Interview Guide</li><li>• Workshop Format</li><li>• Reporting Format and Content</li></ul>	SDC provided specific context to the project, including relevant history and information pertaining to the project funders' role, participated in the field visit to Northern Cape and Limpopo and involved in the analysis and write of the evaluation report. SDC also focused on the Results achieved based on the Revised logframe of the project

### Data Gathering and Analysis

Based on the approach outlined above, the relevant stakeholders were requested to participate in the evaluation process, either via the quantitative questionnaire, or through qualitative targeted interviews and focus group discussions.

Unfortunately, the evaluation process conducted with under extremely tight deadlines for submission of the findings, which resulted in legislatures being given approximately one week's notice of the intended activities of the evaluation team. Due to the short timeframes for the evaluation process, not all stakeholders were able to make time available for the evaluation team, particularly within the Gauteng legislatures; however significant participation was achieved with the Limpopo and Northern Cape Legislatures accordingly.

In this preliminary report therefore, the qualitative and quantitative feedback represents the Limpopo and Northern Cape Legislatures, with further findings across other provinces to be included in the draft final report, once all questionnaires and relevant targeted interviews have been conducted.

#### Quantitative Information Gathering

Questionnaires were disseminated across all 9 provinces for input from Members and staff, and the list of interventions analysed included those provided by the AWEPA reporting process, as well as those provided by the relevant legislative staff members themselves.

Each intervention was linked to one or more relevant outcomes based on the following:

- Interventions focused on Members and staff acquiring knowledge were linked to outcome 1

- Interventions focused specifically on Members acquiring skills to influence decisions were allocated to outcome 2
- Interventions focused on inter-provincial knowledge and best-practice sharing, with a focus on public participation were allocated to outcome 5

Interventions analysed per outcome were as follows:

<b>AWEPA Intervention(s)</b> <b>(Intervention = Workshop, Meeting, Seminar, Training or a Guide)</b>	<b>Implementation Date</b>	<b>Outcome/s</b>
Handbook on Standard Operating Procedures for Committees of the Western Cape	2009	1
Gauteng Provincial Speakers' Forum Meeting	November 2009	2
Limpopo Provincial Members Workshop on Oversight	November 2009	1 and 2
Limpopo Provincial Speakers Forum Meeting	December 2009	2
Interprovincial Staff Workshop on Protocol	February 2010	1
Interprovincial Workshop on oversight for Limpopo and Mpumalanga Legislatures Researchers and Committee Coordinators	February 2010	1
Interprovincial Aid Effectiveness Roundtable Meeting	May 2010	1
Interprovincial Workshop on Protocol for Staff	June 2010	1
Preparation of Limpopo Chief Whips Forum Meeting	June 2010	2
Limpopo Provincial Chief Whips Forum Meeting	July 2010	2
Limpopo Provincial Speakers' Forum Meeting	August 2010	2
Interprovincial Workshop on Climate Change	September 2010	5
Interprovincial Speakers and Gauteng LG Speaker Meeting on Oversight	September 2010	1 and 2
Interprovincial Workshop on Oversight (Limpopo & North West)	October 2010	1 and 2
Interprovincial Workshop on Roles and Responsibilities	October 2010	1
Interprovincial Workshop on Ethics (Limpopo and Mpumalanga)	October 2010	1 and 2
Production of Guide on Roles & Responsibilities of Municipal Speaker, Chief Whip and Mayor	October 2010	1
Provincial Workshop on Working Procedures and Relations Between MPLs and Staff	October 2010	1 and 2

<b>AWEPA Intervention(s)</b> <b>(Intervention = Workshop, Meeting, Seminar, Training or a Guide)</b>	<b>Implementation Date</b>	<b>Outcome/s</b>
Provincial Public Participation Meeting	November 2010	5
Provincial Public Participation Meeting	December 2010	5
Provincial Public Participation Meeting	January 2011	5
Interprovincial Workshop on Oversight – Free State & NC	February 2011	1
WC Provincial Parliament Committee Section Workshop on Standard Operating Procedures	January 2011	1
Interprovincial Staff Workshop on Ethics & Accountability for Free State and Limpopo	May 2011	1 and 2
Limpopo Staff Workshop on Budget Analysis	May 2011	1
Regional Seminar on Climate Change Mitigation and Green Economic Development	March 2011	5
Interprovincial Senior Management Training on Leadership, Ethics and Change Management	September 2011	1 and 2
Transformational Leadership Training Workshop	January 2011	1 and 2
Research and Data Workshop	November 2011	1
Researchers' workshop on Aid Effectiveness and Public Hearing process	July 2011	1 and 5
Inter-Provincial Members' workshop on Ethics, Oversight & Accountability	December 2011	1, 2 and 5

For the preliminary report, 52 questionnaires were completed per legislature as follows:

<b>Legislature</b>	<b>Number of Questionnaires</b>	<b>Number of Members</b>	<b>Number of Staff</b>
Northern Cape Province	34	1	33
Limpopo Province	18	9	9

### **Qualitative Information Gathering**

The qualitative targeted interview and focus group discussions were conducted in the Limpopo and Northern Cape legislatures with the following engagements having taken place:

Legislature	Engagements
Northern Cape Legislature	<ul style="list-style-type: none"> <li>• Targeted interview with the Speaker Hon JF Van Wyk</li> <li>• Targeted interview with the Deputy Secretary to the Legislature Mr. PB Moopelwa</li> <li>• Focus Group Session with 4 attendees of the Workshop on Research and Data on Parliamentary Official Development Assistance Oversight (ODA)</li> <li>• Focus Group Session with 20 attendees of the Workshop on Protocol</li> <li>• Focus Group Session with 10 attendees of the Workshop on Professionalism, Ethics and Change Management (also attended by the Secretary to the Legislature)</li> </ul>
Limpopo Legislature	<ul style="list-style-type: none"> <li>• Targeted interview with the Speaker Hon K.A. Phala</li> <li>• Targeted interview with the Acting Secretary to the Legislature Mr. S Mothoa</li> <li>• Focus group discussion with a group of staff who have attended the AWEPA programme interventions</li> <li>• Focus group discussion with a group of members who have attended the AWEPA programme interventions</li> </ul>

Based on the data analysis interventions above, the key findings and recommendations relating to the AWEPA programme evaluation are included in this preliminary report.

These findings will be validated in the proposed workshop with stakeholders on Friday 9 March, and will be refined, in line with key outcomes from the workshop. In addition, outstanding questionnaires will be collated and further incorporated into the findings in the final report, which will be submitted in line with the project timelines indicated below.

### Project Timeframes and Next Steps

The overall project plan was discussed and agreed between the project team, with high-level input from AWEPA and relevant SDC personnel. As mentioned previously, the timeframes for data gathering were short, and therefore the outstanding quantitative data across provinces and outstanding qualitative data from Gauteng Legislature specifically will be incorporated into the final reporting process.

The timings of the project activities to date, as well as those proposed going forward are therefore as follows:

Activity	Timeframe
Questionnaire and Interview Guide Design	21 February 2012
Questionnaire Dissemination to Selected Legislatures	21 February 2012
Submission of Inception Report	22 February 2012
Evaluator team to undertake provincial visit in the Northern Cape, consisting of: 1 Hour interview with speaker/MP 1 hour interview with Sec/ staff 1 focus group with members 1 focus group with staff	28 February 2012
Evaluator team to undertake provincial visit in Limpopo, consisting of: 1 Hour interview with speaker/MP 1 hour interview with Sec/ staff 1 focus group with members 1 focus group with staff	1 March 2012
Data Analysis and Report Writing	2-5 March 2012
Submission of Draft Final Report with Findings and Recommendations based on Data received from Limpopo and Northern Cape Legislatures	6 March 2012
Workshop with Key Stakeholders	9 March 2012
Submission of Final Report with Findings and Recommendations based on Data received from all Legislatures Engaged	12 March 2012
AWEPA, SDC & Flanders to submit feedback to evaluator	15 March 2012
Submission of Final Report	20 March 2012

## Key Findings

### Macro Desk Top Review – Phase I: Key Findings and Observations

As indicated in the inception report, the following observations and findings need to be taken into account with regards to the SAPL programme going forward.

#### 1. Strategic Framework

The SAPL programme appears to currently be driven by the Project document and the Logical Framework, supplemented by the AWEPA Capacity Building Framework. It is our understanding from these frameworks, that the legislatures are then consulted on an annual basis to determine the work-plan for the coming year and the specific support they require from the SAPL programme accordingly.

Based on the above, we are of the opinion that the current strategic framework and strategic planning processes are not robust enough in order to meet the key objectives and aims of the SAPL programme as optimally as possible, based on the following findings:

- The project document provides the high-level approach to the programme implementation, however it appears there is no annual strategic review of each outcome and prioritising of the outcomes against either the political context or best practice on a regular basis in a structured manner
- Whilst the annual programme is determined in consultation with the legislatures, there appears to be no robust strategic planning process to determine the annual programme, which focuses on best practice benchmarks or methodology, or key recommendations based on external expertise to the legislatures
- Whilst the activities in the logical framework appear to link effectively to the programme outcomes, there is no regular, objective measurement process to determine whether the expected results of the programme are being achieved and can specifically be attributed to the SAPL programme itself.
- Whilst a baseline review of the SAPL programme was undertaken in 2009/2010, the information gathered was qualitative in nature, and clear, quantitative measures and goals were not put in place to objectively measure the outcome and impact of the SAPL programme going forward
- The objectively verifiable indicators for outcomes are broad in nature, and measure many variables, including the potential successful implementation of the SAPL programme. It is not possible to link these outcomes to the direct performance of the SAPL programme alone.

We therefore recommend that a more detailed strategic planning process be undertaken by AWEPA in order to address some of the findings above, as well as a more robust annual performance planning exercise to be undertaken to link the key strategic focus outcomes of the project to SMART goals and targets, which can be more effectively reported on.

This will ensure the SAPL programme effectiveness, efficiency; impact and sustainability are more quantifiable going forward, and drive key organisational and behavioural change.

## **2. Monitoring and Evaluation**

In addition to there being no apparent strategic integration between activities with clear measurable and indicators, there appears to be no effective evaluation and monitoring process aligned to a clearly articulated current and future state, with detailed measurable outcomes within the SAPL programme structure.

The basic function of monitoring and evaluation as well as project tracking does not appear to be functioning adequately, based on the following observations:

- Very little information could be provided to the evaluator in order to evaluate the project effectively. Based on our experience, we expected a more comprehensive paper-trail relating to each intervention – for example, attendance registers, minutes of meetings, workshop outlines and key learning objectives, summary of workshop feedback, summary of outputs and action steps allocated to individual delegates
- It appears that the above are either not recorded, or are undertaken on an ad-hoc basis, and not stored in a central database, as those that were provided were not a representative sample.
- The output from the delegate evaluation forms needed to be statistically analysed and collated by the evaluation team, as this had not been previously undertaken by AWEPA
- Previous learning's do not appear to be collated and therefore there is no perceived structured implementation of these going forward

Based on our interactions with AWEPA on this project, it appears that this may be due to the fact that the existing project team consists of one individual managing the project, which may be insufficient capacity to effectively implement the SAPL programme as well as undertake an in-house comprehensive monitoring and evaluation function of the programme accordingly. In addition it appears that the existing resource may have received insufficient handover in his role, which has resulted in some documentation not being made easily available to him accordingly. The project has also been affected by the departure a long time staff member

We therefore recommend the following in order to improve the monitoring and evaluating process on the SAPL programme:

- Up-skilling and development of the internal AWEPA project management, monitoring and evaluation processes, to more effectively implement the SAPL programme going forward.
- The SAPL interventions be linked more clearly to performance indicators within the legislatures, to enable monitoring of more sustained effectiveness and impact, in a move to driving organisational and behavioural change
- More comprehensive feedback questionnaires for each SAPL programme intervention to be designed to better evaluate the key learning's and action steps to be taken post the interventions. This will help embed knowledge obtained by participants through the interventions.
- More detailed analysis of feedback forms and statistical summaries need to be compiled and utilized to enhance programme interventions going forward.

- Key learning's from interventions need to be tracked and implemented to ensure continuous improvement.
- Action Plans for delegates should be incorporated into each intervention, for utilisation in a broader evaluation of impact and sustainability.
- A six-monthly qualitative and quantitative evaluation process should be undertaken with participants, to measure learning effectiveness and sustainability.
- More regular external monitoring and evaluation should be undertaken on an annual basis, in line with best practice methodology for independent review.

### **3. Reporting Approach**

We note the following with regards to the existing reporting approach from the AWEPA interim reports submitted for review, as well as the various email correspondence between SDC and AWEPA:

- Reports are submitted within regular timeframes
- The reporting process deals with all comments made by both parties, to help foster dialogue
- The reports submitted appear to be too summarised and qualitative, without sufficient quantitative evaluation of the SAPL programme effectiveness in general, or specific measured outcomes and impact
- There appears to be no specific reporting on Outcome 5. When discussed with AWEPA, they indicated that all interventions across legislatures fall into this outcome as they focus on best-practice sharing. For completeness however, it would be more effective to link specific interventions with specific focus on public participation to this outcome, that are reported on effectively

We therefore recommend a more detailed and robust reporting process be designed by AWEPA for the SAPL Programme, to help further enhance the relationship between AWEPA and its funders. This would also mitigate any potential risks that may arise with regards to continued funding for the programme, and ensure that AWEPA could shift its focus to more sustainable and longer-term interventions, in line with the broader political context.

### **4. Programme Effectiveness**

With specific reference to the programme effectiveness, the desk-top review strongly links the programme relevance to the existing legislative requirements.

Further findings and recommendations on the overall programme effectiveness are included below in this preliminary report.

## **Micro Programme Review – Phase II: Key Findings and Observations**

### **General**

In the context of an environment where there is no specifically customized capacity building and training interventions for the legislative sector, there is a strong feeling across all Speakers, Secretaries,

Members and Staff engaged in the evaluation process that AWEPA's programme is highly effective in fulfilling a **critical and key role** in up-skilling the capacity of the legislatures, particularly within the spheres of oversight and public participation.

This positive view was supported by an approximate 50-60% interviewees indicating that the AWEPA programme met their needs and requirements, and a further approximate 20-30% indicating that the programme exceeded their expectations overall.

The programme has been particularly effective in building the basic capacity of members in oversight, as well as in driving best practice public participation, through the development of the relevant Forums and the relevant workshop interventions. Many examples were also provided of practical implementation of key behaviours, driven by the AWEPA programme, and individuals specifically linked the AWEPA programme interventions to the key behavioural changes.

The proposed enhancements recommended by interviewees include the programme being delivered in a more structured manner; ensuring knowledge is consolidated and built upon in a structured way; as well as the programmes encompassing a broader range of skills, to focus also on managerial and leadership components, which are key to the legislature's success.

Specific qualitative and quantitative feedback received per outcome are included in Annexures 4 and 5 of this report, however a high level summary is included below.

### Findings: Outcome 1

Feedback was obtained on whether the interventions under Outcome 1 met the participants' requirements and specifically helped them to directly increase their knowledge, skills and influence over their own and others' behaviours within the Legislature. An average of 32% of the members "strongly agreed" that this was the case, and 66% of members "agreed" that this was the case. With regards to staff members, an average of 26% "strongly agreed" and 50% "agreed" this was the case, with the remainder either impartial or disagreeing. Levels of disagreement ranged between 5-10%, and were more prevalent amongst staff members.

On further analysis and discussion across the focus groups in the Northern Cape and Limpopo the following feedback was obtained:

- 94% of Staff in the Northern Cape who attended the Workshop on Protocol held within the Legislature indicated that the workshop was highly effective in increasing their knowledge and skills, and was practically applicable within their work context.
- 94% of Limpopo Legislative Staff from the Research, Committees and Protocol Sections who attended a who attended a variety of interventions, including: Aid Effectiveness, Workshops on Oversight, Budget Workshop, Ethics and Accountability Workshop and Protocol Workshop indicated that the workshop was highly effective in increasing their knowledge and skills, and was practically applicable within their work context

- 90% of Limpopo Members who attended the workshop on oversight and the workshop on ethics indicated that the workshop was highly effective in increasing their knowledge and skills, and was practically applicable within their work context.

A detailed summary of the quantitative results for Outcome 1 is included in the table below:

<b>Outcome 1: Questionnaire Statistics</b>										
<b>Questions</b>	<b>Members</b>				<b>Staff</b>					
1. Overall I rate the Intervention(s) I attended	Did Not answer	Excellent	Good	Very Good	Did Not answer	Excellent	Fair	Good	Very Good	
	10%	30%	40%	20%	14%	24%	2%	29%	31%	
2. The Intervention(s) met my expectations	Did Not answer	Exceeded	fully		Did Not answer	Exceeded	fully	Partially		
	10%	30%	60%		10%	19%	57%	14%		
3. The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels.	Agree	Strongly Agree			Did Not answer	Agree	Disagree	Impartial	Strongly Agree	
	50%	50%			2%	64%	5%	5%	24%	
4. After the Intervention(s), I have been able to apply what I have learnt back in my place of work and or sphere of influence	Agree	Strongly Agree			Agree	Impartial	Strongly Agree			
	70%	30%			59%	12%	29%			
5. The Intervention(s) helped me to directly increase my knowledge	Agree	Strongly Agree			Agree	Impartial	Strongly Agree			
	70%	30%			31%	7%	62%			
6. The Intervention(s) helped me to directly increase my skills	Agree	Strongly Agree			Agree	Disagree	Impartial	Strongly Agree		
	70%	30%			55%	5%	9%	31%		

<b>Outcome 1: Questionnaire Statistics</b>										
<b>Questions</b>	<b>Members</b>				<b>Staff</b>					
7. The Intervention(s) helped me to directly change my own behaviour	Agree	Disagree	Strongly Agree		Agree	Disagree	Impartial	Strongly Agree		
	70%	10%	20%		55%	5%	19%	21%		
8. The Intervention(s) helped me change the behaviour of others	Agree	Strongly Agree			Agree	Disagree	Impartial	Strongly Agree		
	80%	20%			40%	10%	40%	10%		
9. The Intervention(s) was / were professionally organised by AWEPA	Agree	Strongly Agree			Agree	Impartial	Strongly Agree			
	50%	50%			43%	2%	55%			
10. AWEPA has directly through these interventions helped us to drive organisational change in the Legislature?	Agree	Strongly Agree			Did Not answer	Agree	Disagree	Impartial	Strongly Agree	
	70%	30%			2%	41%	7%	29%	21%	
12. AWEPA has directly through these interventions helped Members and legislative staff to improve oversight	yes	No			Yes	No				
	100%	0%			55%	45%				

### Outcome 1: Questionnaire Statistics

Questions	Members				Staff				
	Agree	Strongly Agree			Did Not answer	Agree	Impartial	Strongly Agree	Strongly Disagree
13. As a Member / Legislative staff member, I have acquired knowledge, understanding and the necessary skills to fulfil my duties directly from these intervention(s)	70%	30%			14%	52%	12%	19%	3%
17. Overall assessment of the facilitator(s) of the interventions I attended	Did not answer	Agree	Strongly Agree		Did not answer	Agree	Impartial	Strongly Agree	
	20%	50%	30%		43%	24%	2%	31%	
18. AWEPA and the SAPL Programme have added value to the Legislature	Yes	No			Yes	No			
	10%	0%			90%	10%			

On qualitative discussion, the general view is that AWEPA has been able to achieve on the Outcome 1 result to a significant level of performance by using experts in the fields of oversight and public participation to build the capacity of members and staff. This has been expressed well by the staff and members during the evaluation mission.

A specific example of this was provided by the Deputy Secretary of the Northern Cape, Mr. Patrick Mopela, who indicated that there has been a shift in the quality of budgeting and reporting from being more of a “copy and paste” exercise, to one that is substantially better quality, as a direct result of the oversight training. Furthermore, he personally feels that his leadership skills have improved, due to having obtained better knowledge and skills with regards to ethics and oversight.

In addition, several examples of improved oversight were provided, including for instance, Honourable N. Mhlari, a member of the Limpopo provincial legislature, who stated that the AWEPA training has enabled her to review Annual Performance Plans (AAPs) and Strategic Plan. Mr. S Moth, the acting secretary of the provincial legislature, also stated that the AWAPA trainings have enabled the members to properly interrogate the provincial departments and their cluster such as the clusters on infrastructure and social development. Furthermore, the training provided on protocol to the support staff of the Northern Cape provincial legislature has provided basic skills on protocol and helped alleviate problems related to protocol in the provinces. The staff members have been able to utilise the skills in the organisation of the official opening of the parliament in 2012 and the annual conference of the Association of Public Accounts Committee (APAC) in 2011. SDC Southern Africa representative participate in this APAC workshop and give his testimony to the good quality of protocol even though he did not know it was a result of AWEPA capacity building intervention on protocol at the time.

A key issue impacting directly on the Members is that many of them come into their positions with minimal exposure to the key knowledge areas and skills required for their roles. This means that they benefit substantially from the AWEPA interventions, as indicated in the statistics above. This view was supported by the Speaker in the Limpopo Legislature, Hon K.A Phala who explained that “political parties take their members from the ‘street’ and put them in legislatures”. In his view, some Members are semi-literate and have not idea about their role in the legislature. Unlike researcher they do not join the legislature based on their degrees and experiences (merits) and require substantial capacity building support to play their role effectively. Based on this, his view is that the training should mainly focus on members, not staff.

This is further evidenced by general Member feedback requesting further enhancement of the programme to include more general “management” skills, such as presentation skills, research skills, change management and other general ‘soft skill’ components. It is suggested that newly elected Members should receive well-structured training within the first-six month to help consolidate their skills, and that a well-developed and broader, structured Legislature Capacity Building Program should be considered. At the moment there is not such programme that properly trains the Members to help

them fulfil their roles properly, and whilst the SAPL Programme contributes significantly to developing knowledge and skills, the programme is not as structured or broad as the Legislatures full requirement.

From the SAPL programme perspective however, this feedback would need to be balanced with the broader programme risk that MPs are generally only in office for 5 years and hence there if the programme is extended to cover the broader skill development, there is only a short-term benefit to this capacity building accordingly.

With regards to the legislative staff specifically, individuals in these roles usually come into their positions with broader experience and qualifications and a basic ‘capacity’ to undertake their roles effectively. The major challenge they face however is that they do not have “sector specific” knowledge related to the legislature sector, and they require capacity building initiatives that help to tailor-make their skills and capacity to their new environment.

It is the view of the staff that the existing SAPL Programme interventions have been skewed towards the Members and that more time should be invested into the staff training, and this needs to be taken into consideration when refining the SAPL Programme going forward. This view is however also shared by the Members, and both groups of individuals feel they need continued significant and structured capacity building going forward.

## **Findings: Outcome 2**

The general view of the effectiveness of the SAPL Programme relative to Outcome 2 is equally as positive as that indicated under Outcome 1.

Specifically 100% of Members indicated that the AWEPA Programme has directly helped Members to improve their general oversight and function, with 80% indicating “Strongly Agree” and 20% indicating “Agree” to being more able to influence decisions related to urgent socio-economic and human rights issues.

A detailed summary of the quantitative results for Outcome 2 is included in the table below:

<b>Outcome 2: Questionnaire Statistics</b>										
<b>Questions</b>	<b>Members</b>				<b>Staff</b>					
1. Overall I rate the Intervention(s) I attended	Did Not answer	Excellent	Good	Very Good	Did Not answer	Excellent	Fair	Good	Very Good	
	10%	30%	40%	20%	14%	24%	2%	29%	31%	
2. The Intervention(s) met my expectations	Did Not answer	Exceeded	fully		Did Not answer	Exceeded	fully	Partially		
	10%	30%	60%		10%	19%	57%	14%		
3. The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels.	Agree	Strongly Agree			Did Not answer	Agree	Disagree	Impartial	Strongly Agree	
	50%	50%			2%	64%	5%	5%	24%	
4. After the Intervention(s), I have been able to apply what I have learnt back in my place of work and or sphere of influence	Agree	Strongly Agree			Agree	Impartial	Strongly Agree			
	70%	30%			59%	12%	29%			
5. The Intervention(s) helped me to directly increase my knowledge	Agree	Strongly Agree			Agree	Impartial	Strongly Agree			
	70%	30%			31%	7%	62%			
6. The Intervention(s) helped me to directly increase my skills	Agree	Strongly Agree			Agree	Disagree	Impartial	Strongly Agree		
	70%	30%			55%	5%	9%	31%		

<b>Outcome 2: Questionnaire Statistics</b>										
<b>Questions</b>	<b>Members</b>				<b>Staff</b>					
7. The Intervention(s) helped me to directly change my own behaviour	Agree	Disagree	Strongly Agree		Agree	Disagree	Impartial	Strongly Agree		
	70%	10%	20%		55%	5%	19%	21%		
8. The Intervention(s) helped me change the behaviour of others	Agree	Strongly Agree			Agree	Disagree	Impartial	Strongly Agree		
	80%	20%			40%	10%	40%	10%		
9. The Intervention(s) was / were professionally organised by AWEPA	Agree	Strongly Agree			Agree	Impartial	Strongly Agree			
	50%	50%			43%	2%	55%			
10. AWEPA has directly through these interventions helped us to drive organisational change in the Legislature?	Agree	Strongly Agree			Did Not answer	Agree	Disagree	Impartial	Strongly Agree	
	70%	30%			2%	41%	7%	29%	21%	
12. AWEPA has directly through these interventions helped Members and legislative staff to improve oversight	yes	No			Yes	No				
	100%	0%			55%	45%				

<b>Outcome 2: Questionnaire Statistics</b>										
<b>Questions</b>	<b>Members</b>				<b>Staff</b>					
13. As a Member / Legislative staff member, I have acquired knowledge, understanding and the necessary skills to fulfil my duties directly from these intervention(s)	Agree	Strongly Agree			Did Not answer	Agree	Impartial	Strongly Agree	Strongly Disagree	
	70%	30%			14%	52%	12%	19%	3%	
17. Overall assessment of the facilitator(s) of the interventions I attended	Did not answer	Agree	Strongly Agree		Did not answer	Agree	Impartial	Strongly Agree		
	20%	50%	30%		43%	24%	2%	31%		
18. AWEPA and the SAPL Programme have added value to the Legislature	Yes	No			Yes	No				
	10%	0%			90%	10%				

Examples of members being more able to influence decisions related to urgent socio-economic and human rights issues were specifically provided during the targeted interview process. Specific reference was made to the Portfolio committees, who have been playing their oversight role more effectively through decisions influenced by Members. Specifically, the committees are no longer conducting only in-house reviews of the performance provincial departments but also carry out on-site visit to check service delivery through holding their committee meeting in community setting. For example, the education portfolio committee conducts its meeting in schools while the health portfolio committee conducts their meeting in hospitals. Such decision has been made and implemented following the SAPL interventions and allows the committee first-hand knowledge of what is happening and pressure the provincial departments to fix problems. For instance, the members have been able to identify that schools appearing on report do not exist in reality.

### Findings: Outcome 5

The general positive feedback relative to Outcomes 1 and 2 was also shared across Outcome 5.

A specific question was posed to participants with regards to public participation as follows: “AWEPA has directly through their interventions helped us to increase levels of participation by citizens”. In response to this question, 90% of the Members indicated “yes”, that the SAPL programme has directly helped to increase levels of participation by citizens. When analyzing the legislative staff data however, 52% of staff answered “no” to the question. Furthermore, when responding to the questions “have best practice models on public participation been developed by the legislatures as a direct result of the SAPL Programme” 70% of Members indicated “yes” this is the case, whilst only 26% of staff indicated “yes” and 48% of staff did not answer the question.

On detailed analysis, qualitative feedback indicated that most legislative staff interpreted the above questions relative to their individual roles and experiences of the SAPL programme. The workshops that they attended relative to their roles did not specifically help them to assess whether the general AWEPA interventions had helped to increase public participation in general. Therefore a “no” response from staff members should not be interpreted negatively in this context (Refer to qualitative data, questions 11 and 12 in Annexure 5).

A detailed summary of the quantitative results for Outcome 5 is included in the table below:

<b>Outcome 5: Questionnaire Statistics</b>											
<b>Questions</b>	<b>Members</b>					<b>Staff</b>					
1. Overall I rate the Intervention(s) I attended	Did Not answer	Excellent	Good	Very Good		Did Not answer	Excellent	Fair	Good	Very Good	
	10%	30%	40%	20%		14%	24%	2%	29%	31%	
2. The Intervention(s) met my expectations	Did Not answer	Exceeded	fully			Did Not answer	Exceeded	fully	Partially		
	10%	30%	60%			10%	19%	57%	14%		
3. The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels.	Agree	Strongly Agree				Did Not answer	Agree	Disagree	Impartial	Strongly Agree	
	50%	50%				2%	64%	5%	5%	24%	
4. After the Intervention(s), I have been able to apply what I have learnt back in my place of work and or sphere of influence	Agree	Strongly Agree				Agree	Impartial	Strongly Agree			
	70%	30%				59%	12%	29%			
5. The Intervention(s) helped me to directly increase my knowledge	Agree	Strongly Agree				Agree	Impartial	Strongly Agree			
	70%	30%				31%	7%	62%			
6. The Intervention(s) helped me to directly increase my skills	Agree	Strongly Agree				Agree	Disagree	Impartial	Strongly Agree		
	70%	30%				55%	5%	9%	31%		

<b>Outcome 5: Questionnaire Statistics</b>										
<b>Questions</b>	<b>Members</b>					<b>Staff</b>				
7. The Intervention(s) helped me to directly change my own behaviour	Agree	Disagree	Strongly Agree			Agree	Disagree	Impartial	Strongly Agree	
	70%	10%	20%			55%	5%	19%	21%	
8. The Intervention(s) helped me change the behaviour of others	Agree	Strongly Agree				Agree	Disagree	Impartial	Strongly Agree	
	80%	20%				40%	10%	40%	10%	
9. The Intervention(s) was / were professionally organised by AWEPA	Agree	Strongly Agree				Agree	Impartial	Strongly Agree		
	50%	50%				43%	2%	55%		
10. AWEPA has directly through these interventions helped us to drive organisational change in the Legislature?	Agree	Strongly Agree				Did Not answer	Agree	Disagree	Impartial	Strongly Agree
	70%	30%				2%	41%	7%	29%	21%
11. AWEPA has directly through these interventions helped us to increase levels of participation by citizens?	yes	no				YES	NO			
	90%	10%				48%	52%			
12. AWEPA has directly through these interventions helped Members and legislative staff to improve oversight	yes	No				Yes	No			
	100%	0%				55%	45%			

<b>Outcome 5: Questionnaire Statistics</b>										
<b>Questions</b>	<b>Members</b>				<b>Staff</b>					
13. As a Member / Legislative staff member, I have acquired knowledge, understanding and the necessary skills to fulfil my duties directly from these intervention(s)	Agree	Strongly Agree			Did Not answer	Agree	Impartial	Strongly Agree	Strongly Disagree	
	70%	30%			14%	52%	12%	19%	3%	
14. As a Member, I am more able to influence decisions relating to urgent socio-economic and human rights issues as a result of having attended these intervention(s)	Agree	Strongly Agree								
	80%	20%								
15. Have Best practice models on public participation been developed by the provincial legislatures as a direct result of participation in the SAPL programme?	Yes	No			Yes	No	Did not answer			
	70%	30%			26%	26%	48%			
16. Have the Best practice models on public participation developed by the provincial legislatures led to increased interaction between citizens and legislatures?	Disagree	Agree			No answer	Agree	Disagree	Impartial	Strongly Agree	Strongly Disagree
	50%	50%			50%	14%	10%	12%	12%	2%
17. Overall assessment of the facilitator(s) of the interventions I attended	Did not answer	Agree	Strongly Agree		Did not answer	Agree	Impartial	Strongly Agree		
	20%	50%	30%		43%	24%	2%	31%		
18. AWEPA and the SAPL Programme have added value to the Legislature	Yes	No			Yes	No				
	10%	0%			90%	10%				

A specific example of a best practice model on public participation having been designed and implemented was cited by the Limpopo Legislature. In Limpopo, the provincial legislature passed a Petition Act that enables ordinary community members to initiate and submit complaints on service delivery. The relevant portfolio committee follows up on the complaint through on-site visits and demands the provincial departments to rectify the situation where a problem exists. For instance, a refusal by a municipal manager to appear before the legislature to respond to community complaints led to his dismissal.

In another instance, the Limpopo provincial legislature received a petition from a remote village in the province highlighting severe challenges faced by the community in terms of public services. In response to the petition, the legislature sent a delegation to the community to discuss the challenge, which led to a development plan with specific timeframes (e.g. setting up a health centre within six-months). The legislature accordingly instructed the provincial departments to implement the plan. This has substantially improved service provision to the community whereby the acting secretary recently received a phone call from the community representative who expressed the community's gratitude for the support provided by the legislature.

# Recommendations

## General

Based on Phase I and II of this evaluation process, there is key value being provided by the existing SAPL Programme, which has significant positive impact “on the ground” within the Legislatures. There is a need however to streamline the Programme going forward, as well as to enhance the AWEPA internal capacity for supporting the Programme, to better deliver strategically structured capacity building within the Legislatures in the medium term.

The key recommendations from the evaluation are as follows:

## 3. Strengthening AWEPA Capacity Recommendations

### Strategic Plan

A Strategic Plan that clearly outlines and articulates AWEPA’s SAPL programme should be further developed and refined in consultation with all stakeholders. This strategic plan should include components of the existing Project Document and the existing Logical Framework for the SAPL Programme, but should substantially improve the contextual analysis of the provincial legislatures in South Africa, their potential and capacity gaps as well as revise the conceptual framework and the nature and scope of AWEPA’s support. The strategic plan should detail a monitoring and evaluation methodology and plan so that the programmes is independently monitored and assessed throughout its lifecycle and not merely at end of the programme term.

### *Contextual Analysis*

- In terms of contextual analysis, while AWEPA intervention is informed by some analysis, this appears to be insufficient. The SAPL project could substantially benefit from a deeper understanding and articulation the South African provincial legislatures through a rigorous analysis of the provincial states that takes into account South Africa’s political economy and its negotiated political arrangement and the implication of all these to the current state of the legislatures. This would help to outline the major fault-lines that negatively affect the effective performance of the provincial legislatures and identify potential areas programmatic support whereby AWEPA can reasonably expect to demonstrate tangible results within the next project timeframe.

### *Conceptual Framework*

- In terms of conceptual framework, AWEPA may consider to revise and properly articulate the conceptual framework that guides its support to South African provincial legislatures. This, first and foremost should be informed by the contextual analysis mentioned above. However, AWEPA may also want to consider the following social accountability framework developed by the Public Sector Accountability Monitor (PSAM) at Rhodes University ([www.psam.org.za](http://www.psam.org.za)).



- This framework was developed based on practical experiences in the Eastern Cape provinces of South Africa may serve as a starting point for AWEPA's articulate of its framework. Rhodes University runs an 11-day Fundamentals Course on Social Accountability based on the PSAM Framework whereby it capacitates civil society organization from the Southern African region. AWEPA may want to familiarize its staff to the framework through this course and explore the advantages of adapting this framework to its support to provincial legislatures in South Africa.

### **Logframe**

- Within the context of this Strategic Plan, the existing Outcomes should be reviewed and refined in line with the key findings of this evaluation, to ensure they are less broad, and better able to be measured objectively with verifiable indicators for outcomes that are more able to be directly linked to the SAPL Programme interventions specifically. Outcomes should be linked to three Performance areas: Oversight; Public Participation; Management capacitation.

There is a need for broader review and consideration by AWEPA as follows:

- AWEPA may consider building the administrative part of the provincial legislatures in term of management systems and process including Human Resources. This should be preceded by an organisational review of the provincial legislatures such as committee systems. Such intervention can help to create synergies and uniformity for better performance across provincial legislatures on issues like IT systems and financial management; and capacitate staff on basic management skills such as labour relations.
- While training is essential for both members and staff to carry out their functions, it is not sufficient to ensure the effectiveness of the legislatures to play their oversight roles. As a result, AWEPA may consider identifying and engaging in other areas of support. For instance, research and advocacy on

the weaknesses of the provincial legislatures in the context of the South African political systems and political economy may help address some structural challenges faced by the legislatures.

Irrespective of the above, based on the direct findings from this evaluation, our recommendation based on the data analysis and review, is to focus on the following 3 key Outcomes:

- Capacity building of the Legislatures within their Oversight Role
- Capacity building of the Legislatures within their Public Participation Role
- Capacity Building of the Legislatures in broad leadership and management Skills

In designing the above, the information obtained from this evaluation process can be used as a baseline measurement for the programme monitoring and evaluation process going forward.

### ***Partnership Agreement***

Having completed the Strategic Planning process, AWEPA should then consider entering into a Partnership Agreement with the provincial legislatures based on the abovementioned Strategic Plan. Such partnership agreement can facilitate a structured and formalised relationship between AWEPA and the provincial legislatures – and avoid ad-hoc and haphazard relationship. This approach would be fully supported by the Legislatures, as they already have similar agreements with other Partners. It also enables to avoid duplication with the existence of EU's support to Legislative Sector Support (LSS).

AWEPA should identify an appropriate institutional location for its capacity building programme, which may assist for the growth and sustainability of its intervention. One possibility is a national partnership agreement with the National Council of Provinces (NCOP).

### ***Programming***

It is suggested that 70% of AWEPA's programme should be planned in advance and laid out in the partnership agreements while 30% could be based on specific requests made by the provincial legislatures. This helps AWEPA to have a well structured intervention in its support to the provincial legislatures while at the same it maintains its flexible approach that has proved important.

### **Internal Capacity**

As part of the initiative to strengthen AWEPA, an organisational profile assessment should be carried out in order to identify specific capacity gaps and articulate potential areas of support. This would enable an informed and well-structured capacity building support to the organisation.

In addition, AWEPA should develop a proper monitoring and evaluation system in order to document and analyse the progress of the SAPL project and its outcomes on a regular basis. It should also put in place a proper and accessible document management system. Further recommendations on the proposed approach are included in the desktop review observations included previously.

The reporting function to the Development Partners should be refined and substantially improved. This will help address the challenges associated with communicating the accomplishments of the SAPL programme and provide more information donors and other stakeholders. In the current phase, it has been the case that while SAPL was performing well, its stakeholders were not clearly aware of its accomplishments. The evaluation team was not also able to gather the performance of SAPL from the

documents received, and the team was only able to appreciate the programme's performance after the field visits to Northern Cape and Limpopo.

#### 4. Programme Recommendations

AWEPA and the SAPL programme have developed very strong, credible and highly regarded relationship with the South African legislative sector. This presents a unique opportunity to the capacity development of the South African provincial legislatures.

With the absence of a national programme or "School / Academy" to capacitate newly elected members of the provincial legislatures and their staff members on their roles and responsibilities, the ability of the AWEPA interventions to fill some of this gap have been highly appreciated by the provinces. It has been indicated however that the ad-hoc/haphazard nature of AWEPA interventions should be revised in order to maximize AWEPA's support. Accordingly, AWEPA, as part of the strategic plan, should therefore clearly articulate the nature and scope of its support to South African provincial legislatures in a more proactive and structured manner.

Based on the detailed feedback and data obtained through this evaluation, we propose two possible options for the enhancement of the SAPL Programme offerings to better service the Legislatures, particularly in the Outcome Areas of oversight and public participation for improved service delivery.

**Stakeholder workshop** – a stakeholder workshop was facilitated and attended by Members and staff of various legislatures. Findings and recommendations presented from the preliminary report were endorsed and in the workshop the following additional recommendations were made by Members and Staff:

While the evaluation didn't focus on Gender as an outcome for the reason's outlined in the methodological component of the report, Members strongly felt that this should be included as an outcome area either indirectly or directly into the interventions in Oversight and Public Participation Role. Members suggested that a combination of both should be considered and raised concerns that if simply built into the Oversight and Public Participation Outcomes area it would not carry sufficient weight

Members raised a suggestion and need For Awepa to help the Legislature's strengthen their constituency offices.

The concept of a Partnership agreement was widely welcomed and it was suggested that a MOU be established between AWEPA and the Legislatures who will be involved in the programme going forward. The issue of sustainability of the programme was raised and put as a strategic objective for all parties. It was even suggested that perhaps a model should be developed where resources are pooled.

It was felt that the programme should be formalised but not become static, inflexible and unchangeable. The term “Formalised flexibility” should apply as a guiding principle.

It was strongly suggested that Monitoring and Evaluation happen throughout the lifecycle of the programme and that reporting to all stakeholders and Social Investment Partners be improved.

Critically it was recommended that the relationship between Awepa and LSS be accelerated and that the parties ensure there isn't a duplication of interventional activity. It appears as though the two organisations are complimentary in what they are doing both adding value to the strengthening of the Legislatures.

A major problem was raised in that there isn't a sufficient “Sector View” and that activities and operations (not only of Awepa) but on the Legislatures themselves need to cut across processes, people and system through the Sector as a whole. A serious request was made that Awepa add value by creating platforms and for such engagement to enable alignment across the Sector at multiple levels.

It was suggested that the Strategic planning process first be done with the Social Investment Partners as soon as possible and then presented to the Legislatures for input.

All the points and recommendations contained in this report should be considered as well as the possibility of getting additional investment from the Social Investment Partners for extended reach and depth for impact.

### **Overall Awepa received accolades from all who attended the workshop!**

#### **Option 1: High Impact Option**

AWEPA puts in place a well-structured and full-fledged “Capacity Building Programme” for all provincial legislatures and their staff members. This would enable both newly elected members and staff to develop basic skills and acquire important knowledge on their roles and responsibilities through a formalised training. This would require the development and provision of tailor-made training modules to the members and staff over a specific period, preferably in the first six-month of the newly elected members and as appropriate afterwards. The design and facilitation of these modules should be undertaken by Subject Matter Experts within the Legislative Sector, to ensure their required level of relevance and ‘best practice’ accordingly.

The training modules may include:

- Introduction to Provincial Legislatures and the South African Political System
- Processes of Law Making
- Oversight and Public Participation
- Standard Operating Procedures
- Ethics and Leadership
- Research Methods and Report Writing
- Presentation Skills
- Social Accountability (strategic planning, resource allocation, expenditure management, performance management and integrity)
- Coaching and Mentoring
- Measuring Performance and Taking Corrective Action (including social audit and physical oversight)

Such training should be preceded by skills audit of participants both for the purposes of base-line data collection and providing an appropriate level of training to the participants.

Under this option, the programme should also support joint provincial platforms such as the Speakers Forum, Association of Secretaries, Chief Whips Forum, Municipal and Provincial Managers Forum, HR Forum and Centres of Excellence on Public Participation and Oversight.

## **Option 2: Medium Impact Option**

AWEPA puts in place a well-structured capacity building programme that focuses on selected, less resourced provinces for example Northern Cape, Limpopo, Eastern Cape and North West.

These four or five provinces receive fully-fledged training as outlined in Option One based on tailor-made training modules, which are presented by relevant Subject Matter Experts within the Legislative Sector. Focus on selected provinces enables intensive and continued engagement. It may also help ease monitoring and evaluation of AWEPA's interventions.

For this option, AWEPA need to develop criteria for the selection of provinces, which may include the level of commitment by provincial legislatures to AWEPA's support.

This option does not however mean that the rest of the provinces are left out of AWEPA's support. The non-selected provinces should be provided the option of sending training participants at their own expense.

As indicated in Option One, the programme should also support the joint provincial platforms whereby all provinces can attend.

The first option above is the most comprehensive and preferred; however the options need to be evaluated within the context of available funding, as well as the existing and proposed AWEPA capacity.

It is the opinion of the evaluation team that the funding to the SAPL should be substantially increased; as the budget for the period 2009 -2011 was very limited to properly carry out the goals of building the capacity of provincial legislatures.

## Conclusion

Within the existing provincial legislature context, the SAPL Programme currently provides significant support to key members and staff of the legislature, who have provided tangibly positive feedback on the outcomes of the SAPL Programme, and who have a solid relationship with AWEPA.

AWEPA accordingly has performed remarkably well, enjoys a very high level of reputation by the provincial legislatures and achieved demonstrable results using very limited financial resources provided by SDC and the Flanders. AWEPA has however not been able to properly document and communicate its contribution and performance effectively to all stakeholders. Its operation has been affected by the absence of: (1) rigorous contextual analysis; (2) clear conceptual framework; (3) well-developed strategic plan; and (4) relevant M&E and knowledge management systems.

By addressing these limitations, AWEPA can strengthen its unique contribution to the capacity of South African provincial legislatures

Going forward, a more structured and comprehensive approach is recommended to the SAPL Programme, to ensure it is delivered in a more strategic, and focused manner, to further drive behavioural change and organisational change within the provincial legislatures.

## **Annexures**

Annexure 1: Logical Framework SAPL

Annexure 2: Sample Interview Guide for Targeted Interview Data Collection

Annexure 3: Sample Questionnaire for Quantitative and Qualitative Data Collection

Annexure 4: Graphs Summarising Quantitative Feedback from Questionnaire Analysis

Annexure 5: Summary of Qualitative Feedback from Questionnaire Analysis

## Annexure 1: Logical Framework: "South Africa Provincial Legislatures Programme"

	Intervention logic		Objectively verifiable indicators for O.O. and P.P.	Sources of verification (SoV) for O.O. and P.P.	Assumptions
<b>Overall objectives</b>	To contribute towards a democratic and transparent governance with respect for human rights		Accountable Provincial Governments and effective public participation in service delivery	Annual reports Media reports Government performance survey reports	The South African political leadership remains committed to democratisation, good governance and decentralisation of (political) power
<b>Project purpose</b>	To enable the Provincial Legislatures to accomplish their legislative duties, their role of government oversight and of representative of the people		Laws developed at the provincial level Public outreach programmes in place Extent to which legislatures exercise effective oversight over the executive	Oversight reports Media reports Civil Society Reviews Annual reports Evaluation reports	All beneficiaries and partners remain committed to the project and that the target groups will continue to reserve time for programme activities
<b>Outcomes</b>	1. Members and staff have acquired knowledge, understanding and necessary skills to fulfil their duties	2. Members influence decisions relating to urgent socio-economic and human rights issues	3. Peer learning and exchange of best practices between Office Bearers of the provincial legislatures and between local-provincial-national and foreign legislatures lead to intensified cooperation	4. Provincial Legislatures have institutionalised the gender agenda	5. Best practice models on public participation developed by the provincial legislatures lead to increased interaction between citizens and the legislatures
<b>Activities</b>	1.2 Provincial & interprovincial workshops for members on oversight and the budget process  1.3 Provincial & interprovincial workshops for staff on their supportive role to committees and Members	2.1 Interprovincial workshop for Members on NEPAD & MDGs  2.2 Inter-provincial workshop on HIV/AIDS and Children	3.1 Interprovincial workshop for the Chief Whips Forum on planning and coordination  3.2 Provincial Speakers' Forum meetings to facilitate dialogue and share best practices  3.4 Interprovincial workshops for MPLs, MPs and NCOP	4.1 Inter-provincial workshop for Members on gender mainstreaming  4.2 Provincial workshops on mainstreaming gender in the budget	5.2 Provincial workshops on public participation
<b>Expected results after programme implementation</b>	Effective implementation of all Performance Evaluation and Budget Analysis (PEBA) prescripts leading to effective oversight  At least 75% of Members are able to exercise the oversight function by	At least 3 legislatures establish a tracking system for their resolutions regarding urgent humanitarian and key service delivery issues  In each legislature one or more committees are proactively dealing with	Coordination mechanism in place in at least 3 provinces Existing Speakers Forums are strengthened and meet twice a year  Facilitation of interaction through Chief Whips	Building block in place for strategy for gender mainstreaming  At least one dedicated staff member for the women's caucus business in each legislature	Improved communication between legislatures and public in at least 3 provinces

	<p>critically analyzing government departments' quarterly and annual reports and asking intelligent questions</p> <p>At least 70% of oversight reports produced reflect linkages between the annual report, the strategic plan and the budget of the various government departments</p> <p>At least 60% of committee support staff are able to analyse financial statements</p> <p>Legislature annual reports contain information on the process of government expenditures scrutiny</p>	<p>structural socio-economic and humanitarian issues</p> <p>Provincial legislatures pass bills and resolutions in order to deal with socio-economic and humanitarian issues in a structural manner</p>	<p>Structural sharing of best practices and materials between provinces</p>	<p>Committees that deal with gender are dedicating more resources (eg researchers) on gender issues</p> <p>Critical analysis of budget through the gender lens</p>	
<b>Current situation</b>	<p>Analysis of annual reports is done as per Performance Evaluation and Budget Analysis (PEBA) prescripts PEBA Efficacy study revealed that not all the research tools are being utilized and thus affecting quality of analysis</p> <p>About 40% of Members do not understand what oversight function entails and its significance. Some of them see the oversight as a task of opposition</p> <p>Oversight reports focus on operational issues and contain no or very weak reference to strategic and budgetary issues. About 70%<sup>1</sup> of committee support</p>	<p>The legislatures do not have a tracking system for the resolutions and committee recommendation passed to enable them to monitor their incorporation to the departments' plans</p> <p>Committee recommendations are limited to exceptional events, like disease outbreaks or strikes</p> <p>Two out of nine provinces reported that bills and resolutions on socio-economic and humanitarians issues are passed by the house. In most cases however it concerns a reaction to crisis situations</p>	<p>Public representatives of the 3 spheres do not coordinate their constituency work Constituency work is mostly political party based</p> <p>Interaction between Legislatures and municipalities facilitated through the Provincial Speakers Forum which exists in 4 provinces, namely: Eastern Cape, Gauteng, Limpopo, Mpumalanga;</p> <p>Limited sharing of best practices and materials between provinces and no effective structure in place to stimulate exchange</p>	<p>Gender is not institutionally mainstreamed</p> <p>Women's caucuses which are the champions of the gender agenda in the legislatures do not have support staff and financial resources</p> <p>Gender issue is located in committees that deal with several issues like family, youths and disabled people. Gender is getting only relatively little attention</p> <p>Budget is analyzed according to the different portfolios, e.g education, health, etc, but not gender</p>	<p>Citizens participate in public education activities, sectoral parliaments and public hearings. In some cases however their participation is not so meaningful, due to lack to differentiate between the government and the legislatures</p> <p>There is no coordination of public participation initiatives amongst the 3 spheres of government</p> <p>Public hearings are held by portfolio Public hearings are held by portfolio committees to hear the views of the public about a Bill in front of the committee. During the hearings there is a tendency of deviation from the agenda</p>

	staff and Members have limited understanding of financial statements and therefore cannot provide required analysis of these for the purpose of oversight				as the public use the platform to vent their frustrations about general service delivery committees to hear the views of the public about a Bill in front of the committee. During the hearings there is a tendency of deviation from the agenda as the public use the platform to vent their frustrations about general service delivery
<b>Objectively verifiable indicators for Outcomes</b>	<p>Analysis of annual reports through scrutinisation of government expenditures</p> <p>Quality of questions by legislature committees emanating from the annual reports of the various government departments</p> <p>Quality of oversight reports prepared by Committee coordinators</p> <p>Acceptance of oversight reports by committees</p> <p>-Improved planning by committees</p>	<p>House debates on humanitarian issues</p> <p>Committee recommendations on urgent issue</p> <p>Bills and resolutions on humanitarian issues are passed by the House</p>	<p>Adoption of best practices by the different Legislatures</p> <p>Interaction between Provincial Legislatures and the municipalities twice a year per province</p> <p>Active Provincial Speakers Forums exist in 3 provinces</p>	<p>Gender issues included in the Legislature Programme</p> <p>Allocation of resources for gender committees and Women's Caucus where applicable</p> <p>Budget analysis through a gender lens</p> <p>Women MPLs have a platform to share best practices</p>	<p>Participation of citizens in Legislature activities.</p> <p>Questions asked by citizens during public hearings risen by 30% at the end of the three year programme</p>
<b>Sources of verification for Outcomes</b>	<p>-Legislature annual reports</p> <p>-Committee reports</p> <p>-Strategic plan of the committees and that of the institution</p> <p>-Post activity communication with beneficiaries</p>	<p>-Public hearings advertisements</p> <p>-Post-activity surveys</p> <p>-Legislature publications</p> <p>-Media publications</p>	<p>-The Legislature Programme</p> <p>-Legislature annual reports</p> <p>-Reports of the Provincial bodies of Local Government</p> <p>-Post activity communication with beneficiaries</p> <p>-Consultation Meetings with the relevant office bearers of the Legislatures</p>	<p>-Gender committees/Women's Caucus reports</p> <p>-Institutional strategic plan</p> <p>-Legislature annual reports</p> <p>-Research on women's rights and religion/tradition</p>	<p>-Annual reports of the legislatures</p> <p>-Public hearings report</p> <p>-Public education programme</p> <p>-Constituency office reports</p>

## Annexure 2: Targeted Interview Guide

### Introduction

The following interview guide is to be utilised to obtain key qualitative input into the SAPL Programme evaluation.

The questions are to be utilised in both one-on-one discussions with key senior personnel, as well as in the focus groups discussions throughout the evaluation process. Where there are certain staff or members who have not been exposed to certain SAPL interventions, certain questions may be less relevant and can be excluded accordingly.

### Interview Details

Date:	
Legislature:	
Person Being Interviewed:	
Position or Role in the Legislature:	
Length of Service in the Legislature:	

### General Overview

What has been the extent of your involvement in the AWEPA SAPL programme and what is your over-arching analysis and opinion on the success of the programme to date?

Is it clear to you what the mandate of the programme is, and how it has tried to address key requirements in your legislature, in line with the mandate?

Are there any key areas where you think the programme has done exceptionally well and made a large impact on the legislatures, and what is the evidence of this impact?

What are the key challenges facing the implementation of the programme in your legislature, and how do you think these can better be overcome by the Programme?

**Outcome 1: Members and Staff have Acquired Knowledge, Understanding and Necessary Skills to Fulfil their Duties**

One of the key outcomes of the SAPL programme is to assist members and staff to acquire knowledge, understanding and skills to fulfil their duties. The SAPL programme has aimed to do this by providing various provincial and interprovincial interventions focused on oversight and the budgeting process.

Do you feel that these specific workshops were effectively implemented, and more importantly did this workshop specifically help you to acquire key knowledge? (EFFECTIVENESS)

What impact has the knowledge you acquired had on the way you currently perform your function? (IMPACT)

What impact has the SAPL intervention specifically had on the effective implementation of performance evaluation and budget analysis prescripts, leading to effective oversight? (IMPACT)

Do you think that members and staff are better equipped to critically analyse quarterly and annual reports and financial statements and ask intelligent questions as a direct result of the SAPL programme? (IMPACT)

What is the key behaviour change that you have implemented since attending this workshop, which helps to substantiate its effectiveness? How sustainable has this behaviour change been, and why? (SUSTAINABILITY)

How could the SAPL programme change its interventions to be more effective in bringing about sustained behaviour and organisational change? (EFFECTIVENESS)

What are the biggest oversight issues facing members and staff today, and how could the SAPL programme better assist members and staff to acquire knowledge, understanding and skills to fulfil their duties? (RELEVANCE)

**Outcome 2: Members influence decisions relating to urgent socio-economic and human rights issues**

Another key outcomes of the SAPL programme is to assist members to influence decisions relating to urgent socio-economic and human rights issues

Do you feel that the SAPL interventions you have attended or that have been run directly assist members to influence decisions relating to urgent social-economic and human rights issues, and if so, how do they do this? (EFFECTIVENESS)

What decisions of yours have been directly impacted by the SAPL programme, and what was the impact of this revised decision making process you undertook? (IMPACT)

Has your legislature made further progress in establishing a tracking system for resolution of urgent humanitarian and key service delivery issues in the last 2 year period, and can any part of this be attributed to the SAPL programme? (IMPACT)

Has the number of committees proactively dealing with structural and socio-economic and humanitarian issues increased as a direct result of the SAPL programme? Please provide detail. (IMPACT)

What key behaviour changes have been demonstrated due to the SAPL programme focus on socio-economic and human rights issues and how sustainable has this behaviour change been, and why? (SUSTAINABILITY)

How could the SAPL programme change its interventions to be more effective in bringing about sustained behaviour and organisational change in this area of focus? (EFFECTIVENESS)

What is the biggest problem related to socio-economic and human rights issues facing the legislature today? How could the SAPL programme change its interventions to be more effective in bringing about sustained behaviour and organisational change with regards to this issue? (RELEVANCE)

**Outcome 5: Best Practice Models on Public Participation Developed by the Provincial Legislatures Lead to Increased Interaction Between Citizens and the Legislatures?**

Another key outcomes of the SAPL programme is to assist with developing best practice models on Public Participation by the Provincial Legislatures which lead to increased interaction between citizens and the legislatures

How would you evaluate your existing public participation model currently? What improvement has been demonstrated in the communication between the legislatures and public in the last 3 years? (EFFECTIVENESS)

What impact has the SAPL programme had on the model to date? (IMPACT)

What specific SAPL interventions impacted positively on the model, and why? (IMPACT)

Are the best practice components introduced through the SAPL programme implemented and how sustainable are they? (SUSTAINABILITY)

How could the SAPL programme change its interventions to be more effective in bringing about sustained behaviour and organisational change with regards to public participation models? (EFFECTIVENESS)

How could the SAPL programme better support the public participation model currently operating within your legislature going forward? (RELEVANCE)

## General Programme Focus and Conclusion

How do you think the SAPL programme can go about more objectively analysing its effectiveness within the legislatures? (EFFECTIVENESS)

Do you feel that the SAPL programme has been implemented efficiently in the broader political context? (EFFICIENCY)

Do you feel that the SAPL programme has been implemented efficiently, in a timely and professional manner? (EFFICIENCY)

What is the key challenge you face in your role currently, and is there any way that the SAPL programme could assist in alleviating this challenge for you? (RELEVANCE)

Interview Closure

**Annexure 3: Sample Questionnaire for Limpopo Legislature**

**AWEPA - Limpopo Legislature Questionnaire**

	<b>Yes</b>	<b>No</b>
I am Member		
I am a Staff member of the Legislature		

<b>Please indicate which AWEPA intervention (s) you attended:</b>		
<b>AWEPA Intervention(s) (Intervention = Workshop, Meeting, Seminar, Training or a Guide)</b>	<b>Implementation Date</b>	<b>TICK BELOW</b>
Limpopo Provincial Members Workshop on Oversight	November 2009	
Interprovincial Staff Workshop on Protocol	February 2010	
Interprovincial Workshop on oversight for Limpopo and Mpumalanga Legislatures Researchers and Committee Coordinators	February 2010	
Interprovincial Aid Effectiveness Roundtable Meeting	May 2010	
Interprovincial Workshop on Protocol for Staff	June 2010	
Interprovincial Workshop on Climate Change	September 2010	
Interprovincial Speakers and Gauteng LG Speaker Meeting on Oversight	September 2010	
Interprovincial Workshop on Oversight (Limpopo & North West)	October 2010	
Interprovincial Workshop on Ethics	October 2010	
Production of Guide on Roles & Responsibilities of Municipal Speaker, Chief Whip and Mayor	October 2010	
Interprovincial Staff Workshop on Ethics & Accountability	May 2011	
Researchers' workshop on Aid Effectiveness and Public Hearing process	July 2011	
Limpopo Staff Workshop on Budget Analysis	August 2011	
Aid effectiveness Public Hearings	November 2011	
Inter-Provincial Members' workshop on Ethics, Oversight & Accountability	December 2011	

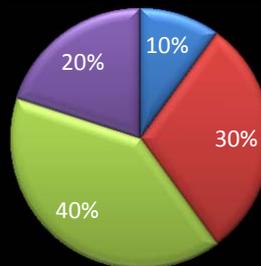
1. Overall I rate the Intervention(s) I attended	<b>Not applicable</b>	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Very Good</b>	<b>Excellent</b>
2. The Intervention(s) met my expectations	Partially		Fully		Exceeded	
3. The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels	Strongly disagree	Disagree	Impartial	Agree	Strongly agree	
4. After the Intervention(s), I have been able to apply what I have learnt back in my place of work and or sphere of influence	Strongly disagree	Disagree	Impartial	Agree	Strongly agree	
5. The Intervention(s) helped me to directly increase my knowledge	Strongly disagree	Disagree	Impartial	Agree	Strongly agree	
6. The Intervention(s) helped me to directly increase my skills	Strongly disagree	Disagree	Impartial	Agree	Strongly agree	
7. The Intervention(s) helped me to directly change my own behaviour	Strongly disagree	Disagree	Impartial	Agree	Strongly agree	
8. The Intervention(s) helped me change the behaviour of others	Strongly disagree	Disagree	Impartial	Agree	Strongly agree	
9. The Intervention(s) was / were professionally organised by AWEPA	Strongly disagree	Disagree	Impartial	Agree	Strongly agree	
10. AWEPA has directly through these interventions helped us to drive organisational change in the Legislature?	Strongly disagree	Disagree	Impartial	Agree	Strongly agree	
Please explain your answer above						

11. AWEPA has directly through these interventions helped us to increase levels of participation by citizens?	Yes		No		
Please explain your answer above					
12. AWEPA has directly through these interventions helped Members and legislative staff to improve oversight	Yes		No		
Please explain your answer above					
13. As a Member / Legislative staff member, I have acquired knowledge, understanding and the necessary skills to fulfil my duties directly from these intervention(s)	Strongly disagree	Disagree	Impartial	Agree	Strongly agree
If you answered affirmatively, please explain "how" you are now more able to better fulfil your duties directly from these intervention(s)					
How has this impacted on service delivery, oversight and public participation?					
14. As a Member, I am more able to influence decisions relating to urgent socio-economic and human rights issues as a result of having attended these intervention(s)	Strongly disagree	Disagree	Impartial	Agree	Strongly agree
If you answered in the affirmative, please explain "how" you are now more able to influence decisions relating to urgent socio-economic and human rights issues as a result of having attended these intervention(s)					
What has been the outcome of these decisions as a direct result of your increased ability to influence them?					
15. Have Best practice models on public participation been developed by the provincial legislatures as a direct result of participation in the SAPL Programme?	Yes		No		
If so, please provide details of the SAPL participation which resulted in best practice development.					
Have the Best practice models on public participation developed by the provincial legislatures led to increased interaction between citizens and legislatures?	Strongly disagree	Disagree	Impartial	Agree	Strongly agree
If you answered in the affirmative, please describe how this has happened and how it has been applied					
16. Overall assessment of the facilitator(s) of the interventions I attended	Strongly disagree	Disagree	Impartial	Agree	Strongly agree
17. AWEPA and the SAPL Programme have added value to the Legislature	Yes		No		
If you answered yes above, please indicate how you measure such value:					
18. How, if at all, should the AWEPA Programme be designed or modified to match the future needs of the Legislature, its staff and Members?					

## Outcome 1: Members and staff have acquired Knowledge, Understanding and necessary Skills to fulfil their duties

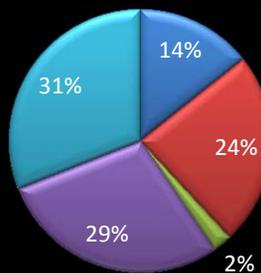
### Question 1: Overall rating of the Intervention(s) attended (staff)

■ Did Not answer ■ Excellent ■ Good ■ Very Good



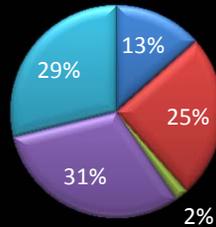
### Question 1: Overall rating of the Intervention(s) attended (Members)

■ Did Not answer ■ Excellent ■ Fair ■ Good ■ Very Good



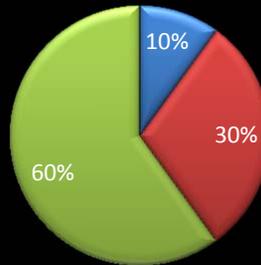
### Question 1: Overall rating of the Intervention(s) attended (staff & Members)

■ Did Not answer ■ Excellent ■ Fair ■ Good ■ Very Good



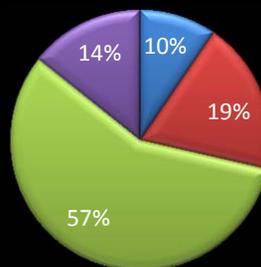
### Question 2: The Intervention(s) met expectations (staff)

■ Did Not answer ■ Exceeded ■ fully



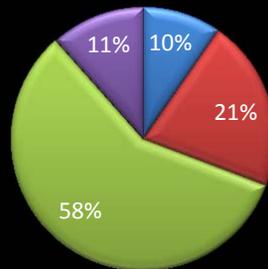
### Question 2: The Intervention(s) met expectations (Members)

■ Did Not answer ■ Exceeded ■ fully ■ Partially



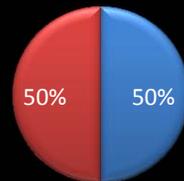
## Question 2: The Intervention(s) met expectations (staff & members)

■ Did Not answer ■ Exceeded ■ fully ■ Partially



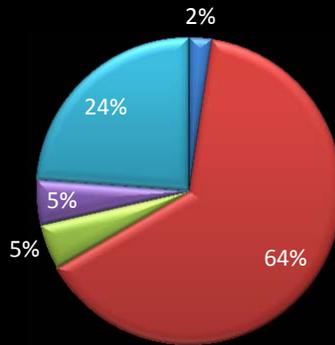
## Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (members)

■ Agree ■ Strongly Agree



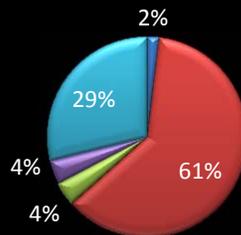
**Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



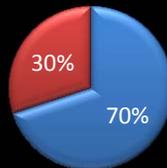
**Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (members & staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



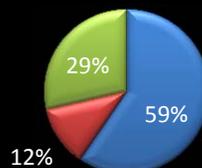
**Question 4:After the Intervention(s),  
have been able to apply what has  
been learnt back in the place of work  
and or sphere of influence (member)**

■ Agree ■ Strongly Agree



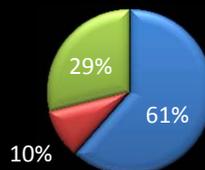
**Question 4:After the Intervention(s),  
have been able to apply what has  
been learnt back in the place of work  
and or sphere of influence (staff)**

■ Agree ■ Impartial ■ Strongly Agree



**Question 4:After the Intervention(s),  
have been able to apply what has  
been learnt back in the place of work  
and or sphere of influence...**

■ Agree ■ Impartial ■ Strongly Agree



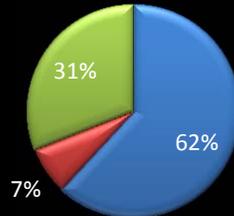
### Question 5: The Intervention(s) helped to directly increase my knowledge (members)

■ Agree ■ Strongly Agree



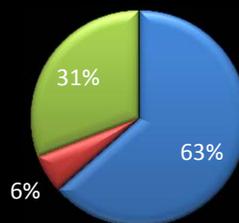
### Question 5: The Intervention(s) helped to directly increase my knowledge (staff)

■ Agree ■ Impartial ■ Strongly Agree



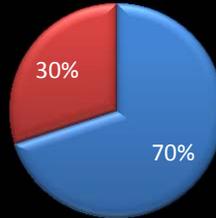
### Question 5: The Intervention(s) helped to directly increase my knowledge (members & staff)

■ Agree ■ Impartial ■ Strongly Agree



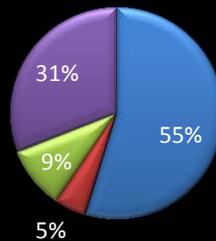
### Question 6: The Intervention(s) helped to directly increase skills (members)

■ Agree ■ Strongly Agree



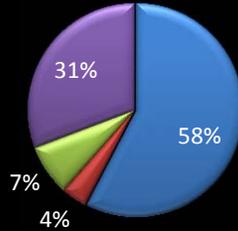
### Question 6: The Intervention(s) helped to directly increase skills (staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



### Question 6: The Intervention(s) helped to directly increase skills (members and staff)

Agree Disagree Impartial Strongly Agree



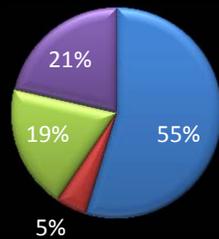
### Question 7: The Intervention(s) helped to directly change my own behaviour (members)

Agree Disagree Strongly Agree



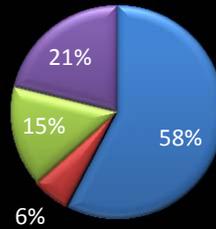
### Question 7: The Intervention(s) helped to directly change my own behaviour (Staff)

Agree Disagree Impartial Strongly Agree



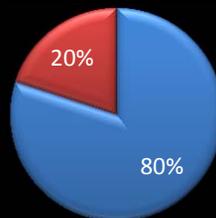
### Question 7: The Intervention(s) helped to directly change my own behaviour (members & staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



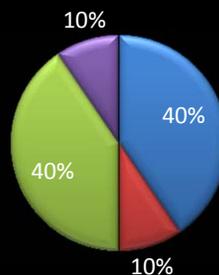
### Question 8: The Intervention(s) helped change the behaviour of others (members)

■ Agree ■ Strongly Agree



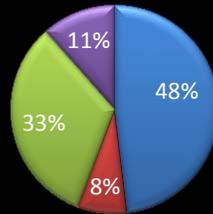
### Question 8: The Intervention(s) helped change the behaviour of others (staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



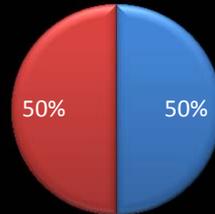
### Question 8: The Intervention(s) helped change the behaviour of others (members & staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



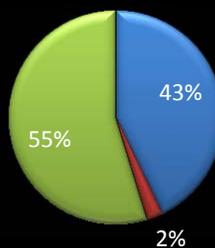
### Question 9: The Intervention(s) was / were professionally organised by AWEPA (Members)

■ Agree ■ Strongly Agree



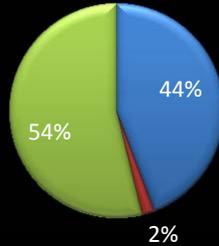
### Question 9: The Intervention(s) was / were professionally organised by AWEPA (staff)

■ Agree ■ Impartial ■ Strongly Agree



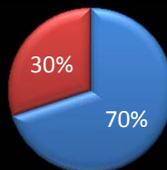
**Question 9: The Intervention(s) was / were professionally organised by AWEPA (Members & staff)**

■ Agree ■ Impartial ■ Strongly Agree



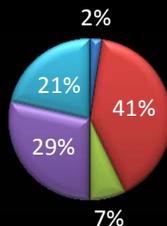
**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Members)**

■ Agree ■ Strongly Agree



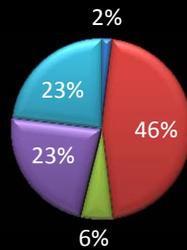
**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Members & staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



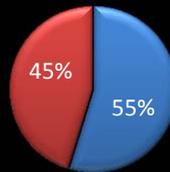
**Question 12: AWEPA has directly through these interventions helped Members and legislative staff to improve oversight (Members)**

■ yes ■ No



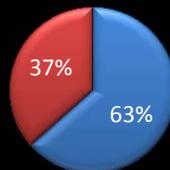
**Question 12: AWEPA has directly through these interventions helped Members and legislative staff to improve oversight (staff)**

■ Yes ■ No



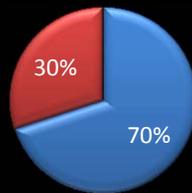
**Question 12: AWEPA has directly through these interventions helped Members and legislative staff to improve oversight (Members & staff)**

■ Yes ■ No



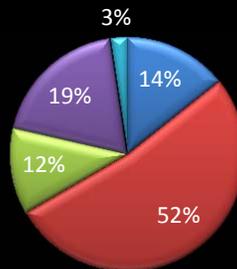
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (members)**

■ Agree ■ Strongly Agree



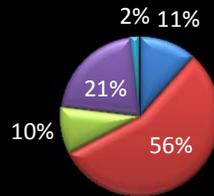
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (staff)**

■ Did Not answer ■ Agree ■ Impartial ■ Strongly Agree ■ Strongly Disagree



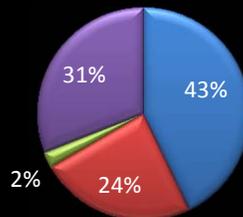
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (members & staff)**

■ Did Not answer ■ Agree ■ Impartial ■ Strongly Agree ■ Strongly Disagree



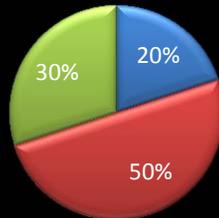
**Question 17: Overall assessment of the facilitator(s) of the interventions attended (staff)**

■ Did not answer ■ Agree ■ Impartial ■ Strongly Agree



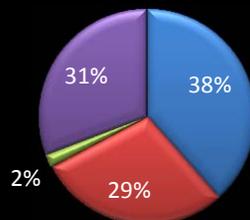
### Question 17: Overall assessment of the facilitator(s) of the interventions attended (Members)

■ Did not answer ■ Agree ■ Strongly Agree



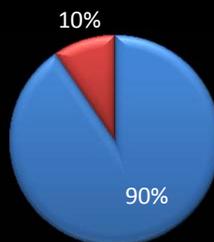
### Question 17: Overall assessment of the facilitator(s) of the interventions attended (staff & members)

■ Did not answer ■ Agree ■ Impartial ■ Strongly Agree



### Question 18: AWEPA and the SAPL Programme have added value to the Legislature (staff)

■ Yes ■ No



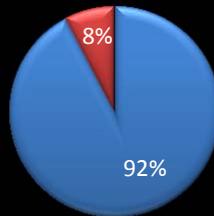
**Question 18: AWEPA and the SAPL Programme have added value to the Legislature (Members)**

■ Yes ■ No

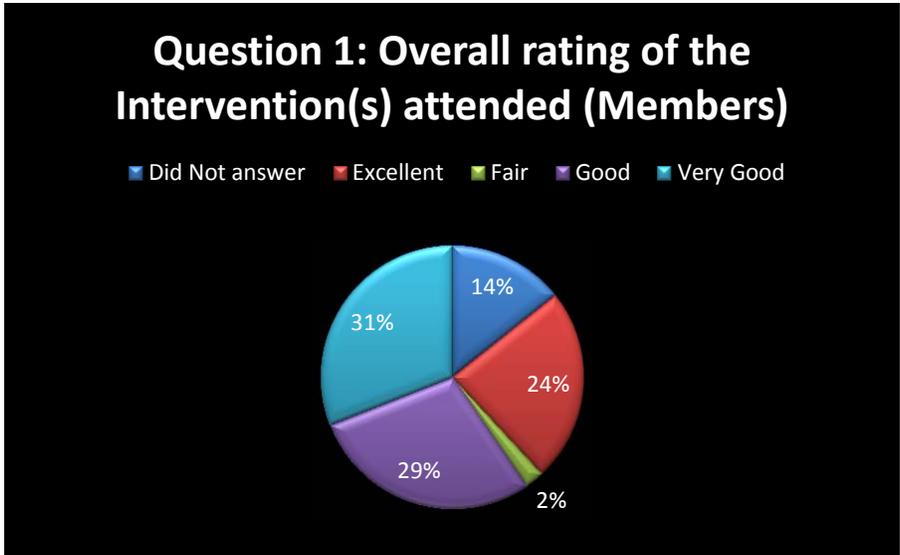


**Question 18: AWEPA and the SAPL Programme have added value to the Legislature (staff & Members)**

■ Yes ■ No

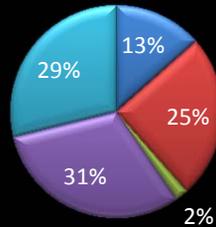


**Outcome 2: Members influence decisions relating to urgent spcio-economic and human rights issues.**



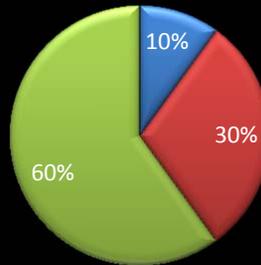
### Question 1: Overall rating of the Intervention(s) attended (staff & Members)

■ Did Not answer ■ Excellent ■ Fair ■ Good ■ Very Good



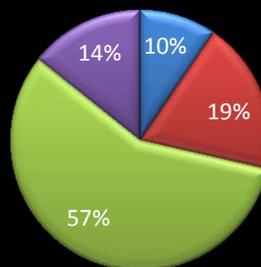
### Question 2: The Intervention(s) met expectations (staff)

■ Did Not answer ■ Exceeded ■ fully



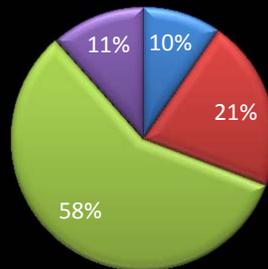
### Question 2: The Intervention(s) met expectations (Members)

■ Did Not answer ■ Exceeded ■ fully ■ Partially



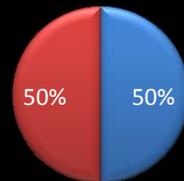
## Question 2: The Intervention(s) met expectations (staff & members)

■ Did Not answer ■ Exceeded ■ fully ■ Partially



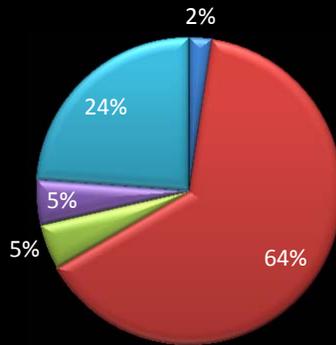
## Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (members)

■ Agree ■ Strongly Agree



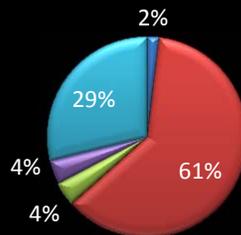
**Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



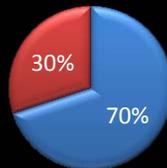
**Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (members & staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



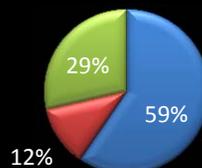
**Question 4:After the Intervention(s),  
have been able to apply what has  
been learnt back in the place of work  
and or sphere of influence (member)**

■ Agree ■ Strongly Agree



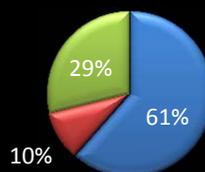
**Question 4:After the Intervention(s),  
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been learnt back in the place of work  
and or sphere of influence (staff)**

■ Agree ■ Impartial ■ Strongly Agree



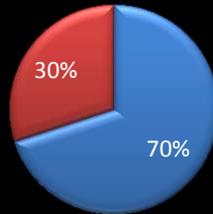
**Question 4:After the Intervention(s),  
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been learnt back in the place of work  
and or sphere of influence...**

■ Agree ■ Impartial ■ Strongly Agree



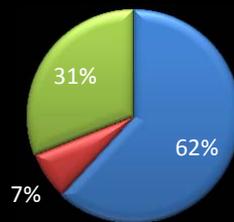
### Question 5: The Intervention(s) helped to directly increase my knowledge (members)

■ Agree ■ Strongly Agree



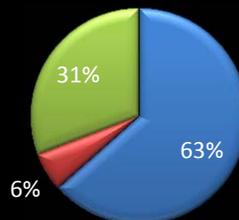
### Question 5: The Intervention(s) helped to directly increase my knowledge (staff)

■ Agree ■ Impartial ■ Strongly Agree



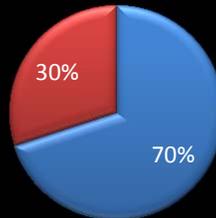
### Question 5: The Intervention(s) helped to directly increase my knowledge (members & staff)

■ Agree ■ Impartial ■ Strongly Agree



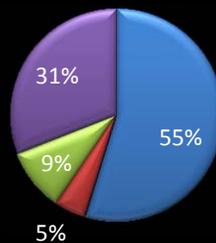
### Question 6: The Intervention(s) helped to directly increase skills (members)

■ Agree ■ Strongly Agree



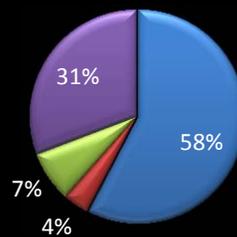
### Question 6: The Intervention(s) helped to directly increase skills (staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



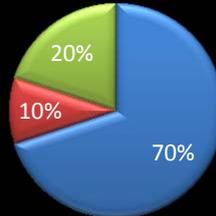
### Question 6: The Intervention(s) helped to directly increase skills (members and staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



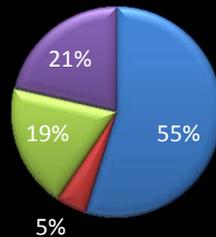
### Question 7: The Intervention(s) helped to directly change my own behaviour (members)

Agree Disagree Strongly Agree



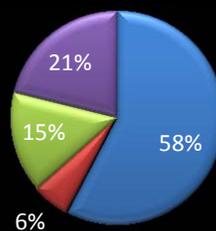
### Question 7: The Intervention(s) helped to directly change my own behaviour (Staff)

Agree Disagree Impartial Strongly Agree



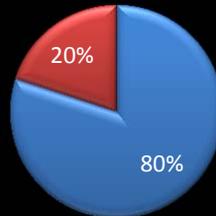
### Question 7: The Intervention(s) helped to directly change my own behaviour (members & staff)

Agree Disagree Impartial Strongly Agree



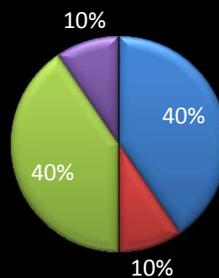
### Question 8: The Intervention(s) helped change the behaviour of others (members)

■ Agree ■ Strongly Agree



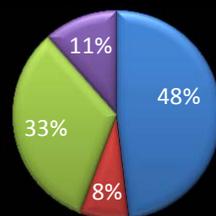
### Question 8: The Intervention(s) helped change the behaviour of others (staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



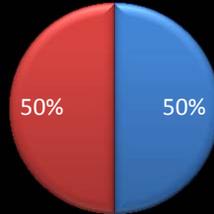
### Question 8: The Intervention(s) helped change the behaviour of others (members & staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



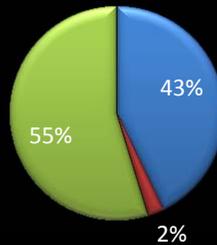
**Question 9: The Intervention(s) was / were professionally organised by AWEPA (Members)**

■ Agree ■ Strongly Agree



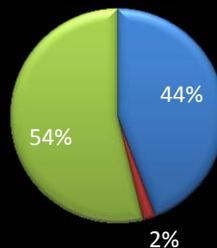
**Question 9: The Intervention(s) was / were professionally organised by AWEPA (staff)**

■ Agree ■ Impartial ■ Strongly Agree



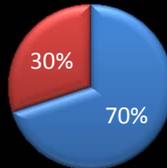
**Question 9: The Intervention(s) was / were professionally organised by AWEPA (Members & staff)**

■ Agree ■ Impartial ■ Strongly Agree



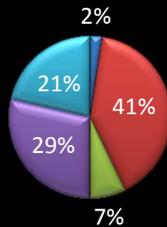
**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Members)**

■ Agree ■ Strongly Agree



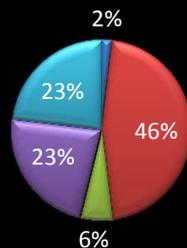
**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree

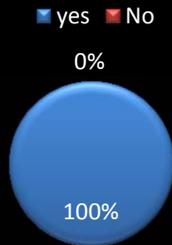


**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Members & staff)**

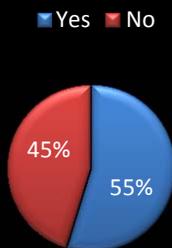
■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



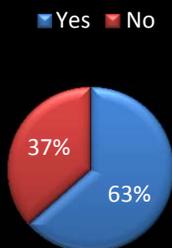
**Question 12: AWEPA has directly through these interventions helped Members and legislative staff to improve oversight (Members)**



**Question 12: AWEPA has directly through these interventions helped Members and legislative staff to improve oversight (staff)**

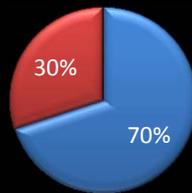


**Question 12: AWEPA has directly through these interventions helped Members and legislative staff to improve oversight (Members & staff)**



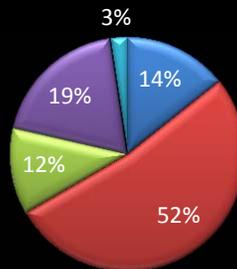
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (members)**

■ Agree ■ Strongly Agree



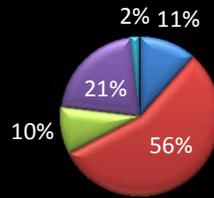
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (staff)**

■ Did Not answer ■ Agree ■ Impartial ■ Strongly Agree ■ Strongly Disagree



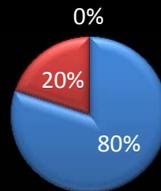
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (members & staff)**

■ Did Not answer ■ Agree ■ Impartial ■ Strongly Agree ■ Strongly Disagree



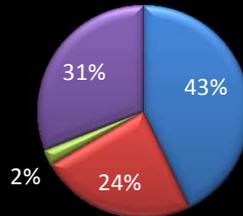
**Question 14: More able to influence decisions relating to urgent socio-economic and human rights issues as a result of having attended these intervention(s) (Members only)**

■ Agree ■ Strongly Agree



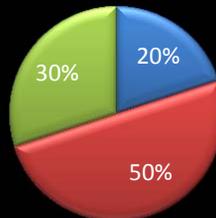
### Question 17: Overall assessment of the facilitator(s) of the interventions attended (satff)

■ Did not answer ■ Agree ■ Impartial ■ Strongly Agree



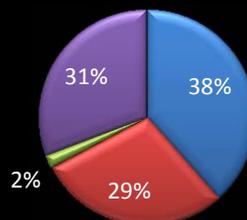
### Question 17: Overall assessment of the facilitator(s) of the interventions attended (Members)

■ Did not answer ■ Agree ■ Strongly Agree

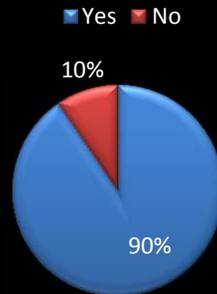


### Question 17: Overall assessment of the facilitator(s) of the interventions attended (satff & members)

■ Did not answer ■ Agree ■ Impartial ■ Strongly Agree



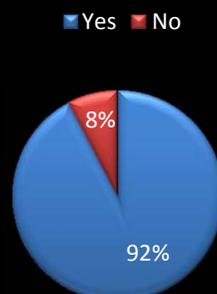
**Question 18: AWEPA and the SAPL Programme have added value to the Legislature (staff)**



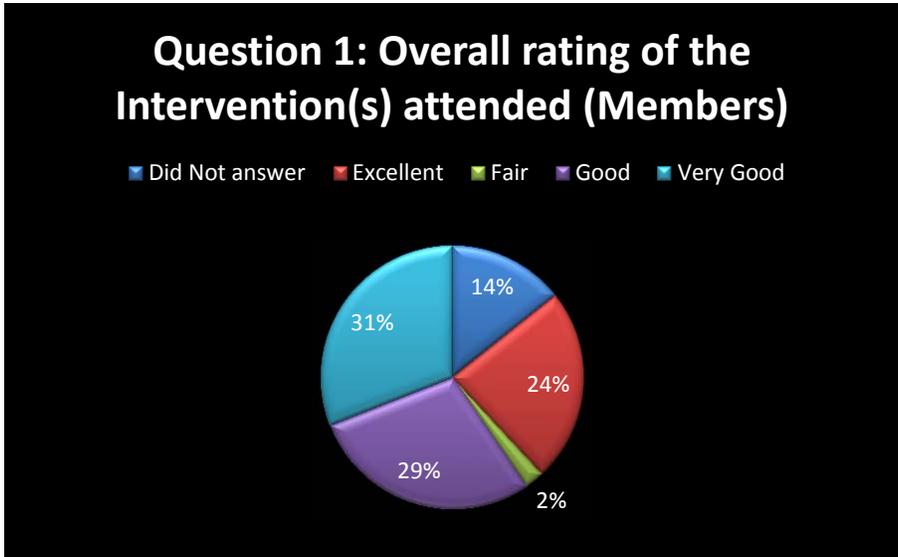
**Question 18: AWEPA and the SAPL Programme have added value to the Legislature (Members)**



**Question 18: AWEPA and the SAPL Programme have added value to the Legislature (staff & Members)**

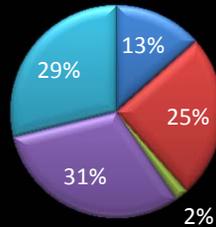


**Outcome 5: Best practice Models on Public Participation  
Developed by the provincial Legislatures Lead to Increased  
interaction between citizens and the legislatures.**



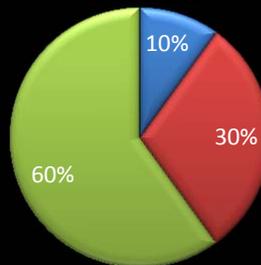
### Question 1: Overall rating of the Intervention(s) attended (staff & Members)

■ Did Not answer ■ Excellent ■ Fair ■ Good ■ Very Good



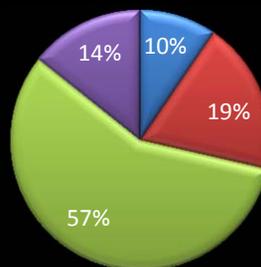
### Question 2: The Intervention(s) met expectations (staff)

■ Did Not answer ■ Exceeded ■ fully



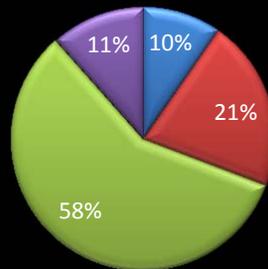
### Question 2: The Intervention(s) met expectations (Members)

■ Did Not answer ■ Exceeded ■ fully ■ Partially



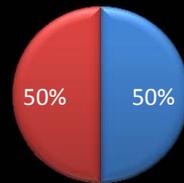
## Question 2: The Intervention(s) met expectations (staff & members)

■ Did Not answer ■ Exceeded ■ fully ■ Partially



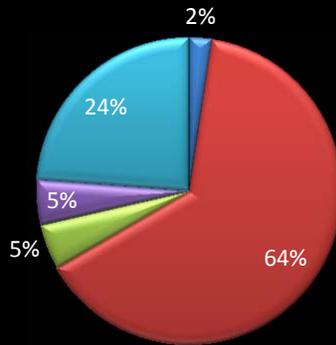
## Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (members)

■ Agree ■ Strongly Agree



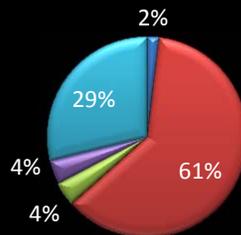
**Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



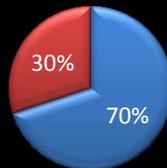
**Question 3: The Intervention(s) was / were practical, informative, led to discussion and debate suitable to adult learning at senior levels (members & staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



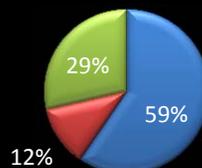
**Question 4:After the Intervention(s),  
have been able to apply what has  
been learnt back in the place of work  
and or sphere of influence (member)**

■ Agree ■ Strongly Agree



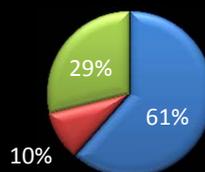
**Question 4:After the Intervention(s),  
have been able to apply what has  
been learnt back in the place of work  
and or sphere of influence (staff)**

■ Agree ■ Impartial ■ Strongly Agree



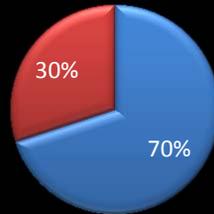
**Question 4:After the Intervention(s),  
have been able to apply what has  
been learnt back in the place of work  
and or sphere of influence...**

■ Agree ■ Impartial ■ Strongly Agree



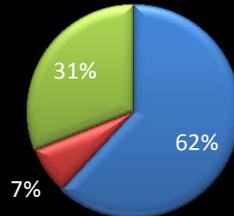
### Question 5: The Intervention(s) helped to directly increase my knowledge (members)

■ Agree ■ Strongly Agree



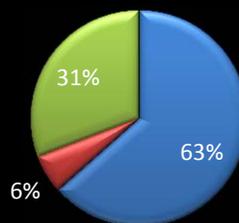
### Question 5: The Intervention(s) helped to directly increase my knowledge (staff)

■ Agree ■ Impartial ■ Strongly Agree



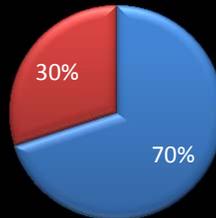
### Question 5: The Intervention(s) helped to directly increase my knowledge (members & staff)

■ Agree ■ Impartial ■ Strongly Agree



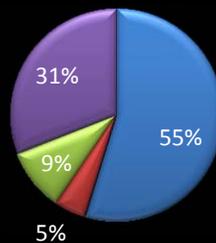
### Question 6: The Intervention(s) helped to directly increase skills (members)

■ Agree ■ Strongly Agree



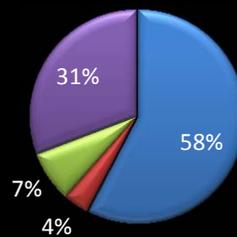
### Question 6: The Intervention(s) helped to directly increase skills (staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



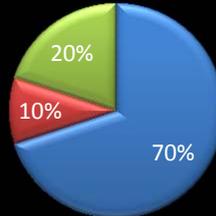
### Question 6: The Intervention(s) helped to directly increase skills (members and staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



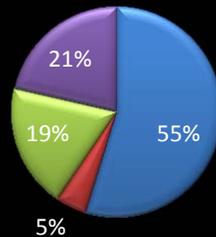
### Question 7: The Intervention(s) helped to directly change my own behaviour (members)

Agree Disagree Strongly Agree



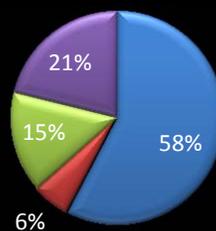
### Question 7: The Intervention(s) helped to directly change my own behaviour (Staff)

Agree Disagree Impartial Strongly Agree



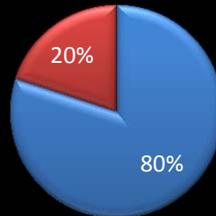
### Question 7: The Intervention(s) helped to directly change my own behaviour (members & staff)

Agree Disagree Impartial Strongly Agree



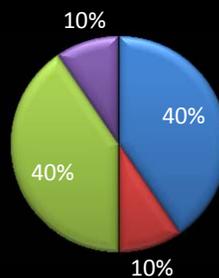
### Question 8: The Intervention(s) helped change the behaviour of others (members)

■ Agree ■ Strongly Agree



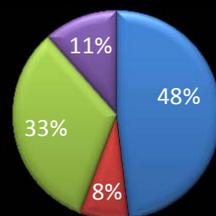
### Question 8: The Intervention(s) helped change the behaviour of others (staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



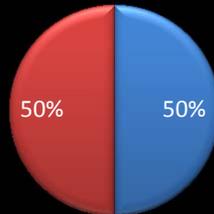
### Question 8: The Intervention(s) helped change the behaviour of others (members & staff)

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



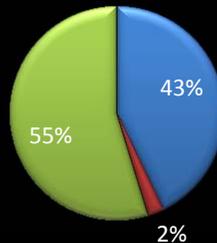
**Question 9: The Intervention(s) was / were professionally organised by AWEPA (Members)**

■ Agree ■ Strongly Agree



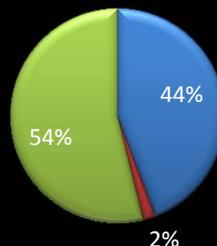
**Question 9: The Intervention(s) was / were professionally organised by AWEPA (staff)**

■ Agree ■ Impartial ■ Strongly Agree



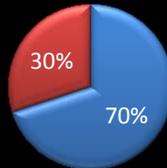
**Question 9: The Intervention(s) was / were professionally organised by AWEPA (Members & staff)**

■ Agree ■ Impartial ■ Strongly Agree



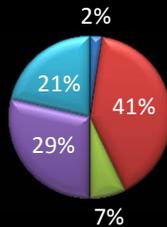
**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Members)**

■ Agree ■ Strongly Agree



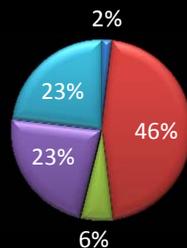
**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Staff)**

■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree

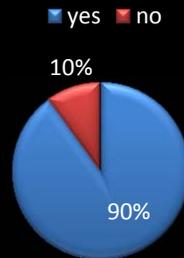


**Question 10: AWEPA has directly through these interventions helped to drive organisational change in the Legislature? (Members & staff)**

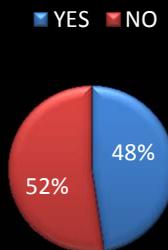
■ Did Not answer ■ Agree ■ Disagree ■ Impartial ■ Strongly Agree



**Question 11: AWEPA has directly through these interventions helped to increase levels of participation by citizens? (Members)**

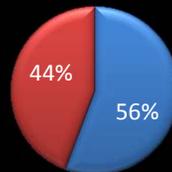


**Question 11: AWEPA has directly through these interventions helped to increase levels of participation by citizens? (staff)**



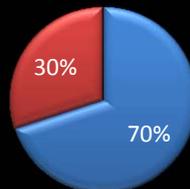
**Question 11: AWEPA has directly through these interventions helped to increase levels of participation by citizens? (Members & staff)**

■ Yes ■ No



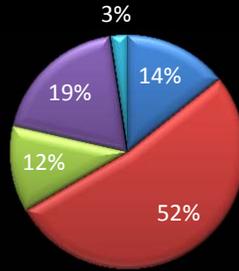
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (members)**

■ Agree ■ Strongly Agree



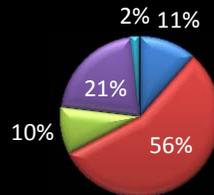
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (staff)**

■ Did Not answer ■ Agree ■ Impartial ■ Strongly Agree ■ Strongly Disagree



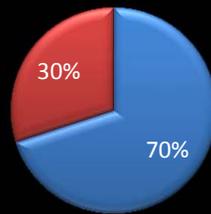
**Question 13: Have acquired knowledge, understanding and the necessary skills to fulfil duties directly from these intervention(s) (members & staff)**

■ Did Not answer ■ Agree ■ Impartial ■ Strongly Agree ■ Strongly Disagree



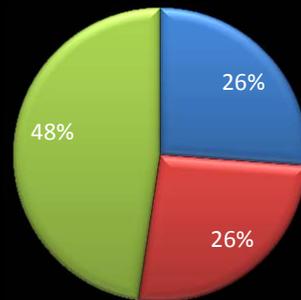
**Question15: Have Best practice models on public participation been developed by the provincial legislatures as a direct result of participation in the SAPL programme? (Members)**

■ Yes ■ No



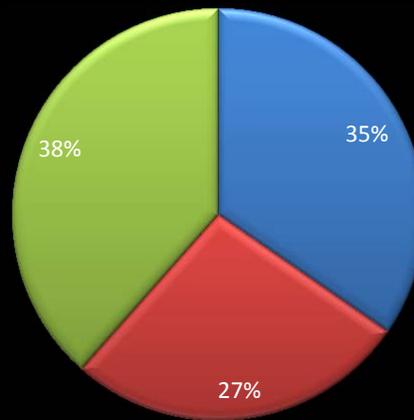
**Question15: Have Best practice models on public participation been developed by the provincial legislatures as a direct result of participation in the SAPL programme? (staff)**

■ Yes ■ No ■ Did not answer



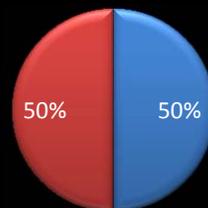
**Question15: Have Best practice models on public participation been developed by the provincial legislatures as a direct result of participation in the SAPL programme? (Members & staff)**

■ Yes ■ No ■ Did not answer



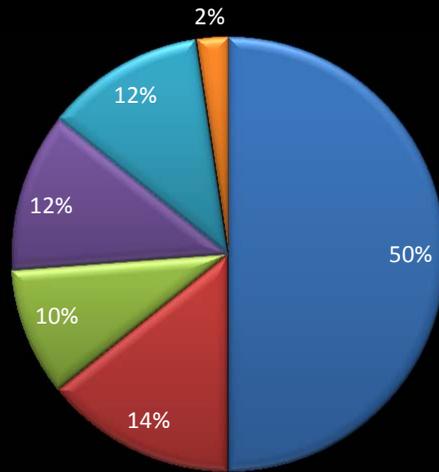
**Question 16: Have the Best practice models on public participation developed by the provincial legislatures led to increased interaction between citizens and legislatures? (Members)**

■ Agree



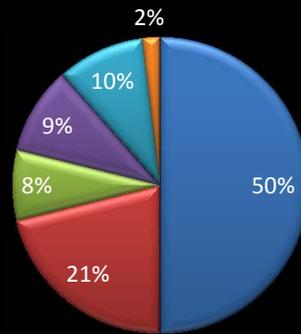
**Question 16: Have the Best practice models on public participation developed by the provincial legislatures led to increased interaction between citizens and legislatures? (staff)**

■ Agree ■ Disagree ■ Impartial ■ Strongly Agree ■ Strongly Disagree



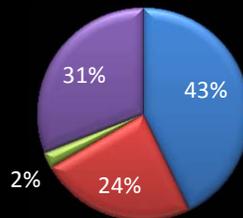
**Question 16: Have the Best practice models on public participation developed by the provincial legislatures led to increased interaction between citizens and legislatures? (Members & staff)**

■ Did not answer ■ Agree ■ Disagree  
■ Impartial ■ Strongly Agree ■ Strongly Disagree



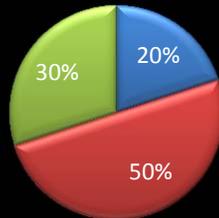
**Question 17: Overall assessment of the facilitator(s) of the interventions attended (staff)**

■ Did not answer ■ Agree ■ Impartial ■ Strongly Agree



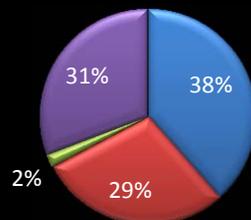
### Question 17: Overall assessment of the facilitator(s) of the interventions attended (Members)

■ Did not answer ■ Agree ■ Strongly Agree



### Question 17: Overall assessment of the facilitator(s) of the interventions attended (staff & members)

■ Did not answer ■ Agree ■ Impartial ■ Strongly Agree



### Question 18: AWEPA and the SAPL Programme have added value to the Legislature (staff)

■ Yes ■ No



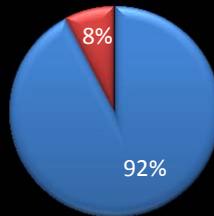
**Question 18: AWEPA and the SAPL Programme have added value to the Legislature (Members)**

■ Yes ■ No



**Question 18: AWEPA and the SAPL Programme have added value to the Legislature (staff & Members)**

■ Yes ■ No



**AWEPA SAPL Investment Plan (2012 -2016)**

		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>TOTAL</b>
		<b>Rands</b>	<b>Rands</b>	<b>Rands</b>	<b>Rands</b>	<b>Rands</b>
<b>Option 1 High Impact</b>	SDC *	3'500'000	3'500'000	3'500'000	3'500'000	<b>14'000'000</b>
	Flanders	1'200'000	1'200'000	1'200'000	1'200'000	<b>4'800'000</b>
	<b>Total</b>	<b>4'700'000</b>	<b>4'700'000</b>	<b>4'700'000</b>	<b>4'700'000</b>	<b>18'800'000</b>
<b>Option 2 Medium Impact</b>	SDC	2'400'000	2'400'000	2'400'000	2'400'000	<b>9'600'000</b>
	Flanders	1'200'000	1'200'000	1'200'000	1'200'000	<b>4'800'000</b>
	<b>Total</b>	<b>3'600'000</b>	<b>3'600'000</b>	<b>3'600'000</b>	<b>3'600'000</b>	<b>14'400'000</b>

SDC \*

Includes capacity building of Awepa: Monitoring & Evaluation; Programme Delivery