



MINISTRY  
COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS  
REPUBLIC OF SOUTH AFRICA

**NATIONAL COUNCIL OF PROVINCES  
QUESTIONS FOR WRITTEN REPLY**

**QUESTION NUMBER 496  
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***District Development Model***

**496. Mr F J Badenhorst (Western Cape: DA) to ask the Minister of Cooperative Governance and Traditional Affairs: [★139]**

Whether, with the continued references to the District Development Model and 'One Plan-One Budget', she will furnish full details of the success of the said Model regarding the pilot sites such as the (a) OR Tambo District Municipality, (b) Waterberg District Municipality and (c) eThekweni Metropolitan Municipality?  
CW551E

**REPLY:**

In 2022 a DDM implementation evaluation study was commissioned by the department and conducted by the DBSA in the three pilot sites of eThekweni, OR Tambo and Waterberg. The purpose was to assess whether the DDM had been implemented in line with the conceptual design and the initial phases of establishment, piloting, and institutionalisation. The evaluation also aimed to identify potential misalignment between the actual implementation and the intended outcomes of the DDM Programme. Lastly, the evaluation aimed to draw lessons and experiences and document case studies of emerging good practices in the three pilots.

The evaluation study was guided by a number of key evaluation questions. One set of questions focused on the alignment of strategic policy objectives with the implementation of the three phases and how to improve the approach to inform the broader roll-out of the DDM. The second set of questions focused on the achievement of implementation milestones, the initial design assumptions, risk management, the practicality of joint planning and budgeting, the contribution of the implementation

frameworks to the success of the DDM and how to improve DDM implementation into the future. The key evaluation criteria used in this implementation evaluation were relevance, effectiveness, efficiency, impact, and sustainability. Based on the evaluation questions and field work, the implementation evaluation study report then presented six key findings, five lessons and 10 recommendations, which are summarised in the below table:

## HIGH-LEVEL OVERVIEW OF THE STUDY OUTCOMES

Six (6) Findings	Five (5) Lessons Learned	10 (Ten) Recommendations
<ol style="list-style-type: none"> <li>1. There is awareness and support across government spheres for the DDM.</li> <li>2. DDM implementation milestones have been partially achieved.</li> <li>3. DDM coordination structures and political oversight structures have partially contributed to the DDM.</li> <li>4. Progress on joint planning through the One Plan</li> <li>5. The DDM had limited impact on IGR.</li> <li>6. DDM implementation has been rapid, and thus learning has been emergent.</li> </ol>	<ol style="list-style-type: none"> <li>1. Importance of ex ante articulation of a theory of change.</li> <li>2. The importance of ex ante development of monitoring and evaluation tools for continuous learning and improvement.</li> <li>3. Continuous learning is necessary for achievement of objectives.</li> <li>4. The need for policy mechanisms to achieve One Budget (longterm financial planning to support One Plan).</li> <li>5. The importance of change management in government reform initiatives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and implement measures to strengthen intergovernmental relations.</li> <li>2. Develop and implement measures to ensure all stakeholders perform their allocated roles, and responsibilities.</li> <li>3. Invest in communication and awareness to promote the DDM.</li> <li>4. Adopt the revised IM&amp;E Framework and theory of change.</li> <li>5. Develop and implement measures to further improve integrated planning.</li> <li>6. Change management.</li> <li>7. Communities of practice</li> <li>8. DDM Information Management System</li> <li>9. Capacity building</li> <li>10. Provide the information required for structures to drive accountability.</li> </ol>



The Department aims to further enhance the evaluation process through the following salient mechanisms;

- 1) The evaluation tested the assumptions of the DDM and the findings in terms of relevance, effectiveness, efficiency, sustainability, risk management, and communications.
- 2) The DDM coordination structures and political oversight structures have been created as part of the establishment phase and are exercising continued oversight.
- 3) National Treasury, the Department of Planning, Monitoring and Evaluation (DPME), DCOG and their provincial counterparts have developed guidelines that have contributed to joint planning and to the institutionalisation of the DDM across spheres of government.
- 4) Further the evaluation report makes recommendations regarding measures to strengthen intergovernmental relations, measures to ensure all stakeholders perform their allocated roles, and responsibilities, communication and awareness

to promote the DDM, a theory of change and IM&E Framework, measures to further improve integrated planning, change management, the establishment of communities of practice, the DDM Information Management System, capacity building and accountability.

**End.**