



KWAZULU-NATAL PROVINCE
OFFICE OF THE PREMIER
REPUBLIC OF SOUTH AFRICA



Institutionalisation of Monitoring and Evaluation KwaZulu- Natal Province

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GROWING KWAZULU-NATAL TOGETHER



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KZN PROVINCIAL EVALUATION STEERING COMMITTEE (PESC)

- The Provincial Evaluation steering Committee is responsible for the oversight and monitoring the progress and processes of the evaluations in the province (in the Provincial Evaluation Plan and in the departments)
- Identify resources needed for the evaluations to be undertaken and provide guidance on the evaluation strategy component of project development.
- Members of the PESC are required to act as the evaluation champions within their respective departments and areas of expertise to mainstream evaluations and build evaluation capacity within the province and for dissemination of the results.
- The PESC may, as needed, identify specific task teams to address specific issues and/ or undertake rapid evaluations. Facilitate and undertake monitoring and evaluation training and capacity development.



THE PROVINCIAL ENVIRONMENT

- Provincial Departments, Local Government (Metro & Local Municipalities), State Owned Entities, Private, Institutions of higher learning.
- Different levels of understanding in terms of implementing the evaluation function across different spheres.
- Poor or non integration between planning at programme / project level and monitoring and evaluation. (challenges with integrating theory of change and the development of (SMART) measurable, achievable/ attainable, relevant and time-bound, CREAM (Clear, Relevant, Economic, Adequate and Monitorable indicators.
- Less or no involvement of community when conducting evaluations (**evident by the number of community protest**).
- Shelving of evaluations rather than utilising them for improvement.
- Identifying evaluation capacities and capabilities, needs and priorities (in the right trajectory and numerous gains already evident).
- Capacity in relation to data collection, use and storage:
 - Infrastructure and systems needed to support evaluation
 - Evaluation human resource skills
 - Availability and credibility of data/ information (data quality standards).



CAPACITY DEVELOPMENT PLAN

- The United Nations Development Program (UNDP) defines CD as “the process through which individuals, organisations, and societies **obtain**, strengthen, and maintain the capabilities to set and achieve **their own development objectives over time.**”
- Embedded in the Provincial M&E Framework.
- MTSF Priorities, GWME Framework, NEPF, DPME Guidelines

What, How and Who?

- Who? Know the recipients for capacity development support. This includes individuals (Evaluators, Programme Managers, potential sponsors, etc), organizations (All spheres of Government), networks (Collaborations with other sectors) and systems (such as set of organisational structures, management processes, standards, strategies, plans, indicators, information systems).
- How? Need driven⁵, Skills transfer, Peer to Peer learnings, Learn by doing, Trainings and Workshops.
- What? Technical and operational capacity.



CAPACITY BUILDING APPROACHES

- Training needs grouped into categories and thematical areas.(Formal, workshops, training etc
- Functional Steering committee.
- Adopt a “How to eat an elephant” approach.
- Encourage a learn by doing approach with support assured.
- Take advantage of opportunities and prioritise the most vulnerable
- Collaborations and partnerships:
 - DPME
 - Stats SA
 - KZN Provincial Planning Commission
 - Moses Kotane Institute
 - UKZN
 - NSG
 - SAMEA ⁶
 - Twende Mbele
 - Provincial Departments
 - Local Government (Ethekwini Metro as member of PESC)



CAPACITY DEVELOPMENT INITIATIVES IN THE PROVINCE

- Examples of activities/ initiatives
 - Commissioning Evaluation Training: (Seminar and NSG as a course).
 - SASQAF Training: Stats SA.
 - EXCEL L 1 and L2 OTP provided by SITA.
 - Excel and PowerBI Training: OTP and Microsoft
 - SPSS: UKZN and Ethekwini Municipality (Training for MILE) Provided by Prof Bob .
 - Provincial Evaluation Seminar: Networking and Learning.
 - Discussions/ presentations on different types of evaluations.
 - Evaluation progress reports and reflections at PESC meetings to inform future learnings, and peer reviews.
 - Appointment of student interns (exposure to professional evaluation and the training of the next generators of evaluators in the province).
 - **Municipal Programme Evaluation Engagement workshops.**
 - Integrated⁷Indicator Framework Training: Stats SA
 - Super- Cross Training
 - Development of Policy Briefs
 - Rapid Evaluation
 - Theory of Change



CAPACITY DEVELOPMENT INITIATIVES IN THE PROVINCE

- Developing evaluation skills that are sensitive to diversity within Province.
- Recognition of the need to focus on generic evaluation skills as well as specialised evaluation skills linked to specific departmental needs and types of evaluations
- Identify and develop capacity where evaluation is limited or non-existent.
- Focus on creating platforms/ fora to encourage peer-to-peer learning and networking as well as to enable external experts to provide support
- Sharing of good practices
- Championing the use of evaluation information in policy and programme conceptualisation and implementation
- ⁸ INSTITUTIONALISING EVALUATION IN THE PROVINCE!



SOME CHALLENGES

- Unavailability of funding for planned capacity development initiatives
- Unforeseen circumstances resulting to change in Provincial priorities due to floods, 2021 July unrest.
- No implementation of NEPF in Local Government except Metropolitan

ADOPTED / PROPOSED SOLUTIONS

- Utilise workshops for learning, sharing knowledge
- Invite specialists to share knowledge in PESC meetings
- DPME to assist with Municipal Evaluation Guidelines (e.g Municipal Evaluation Plan)
- More and More collaborations!!!



BENEFITS OF CAPACITY DEVELOPMENT IN THE PROVINCE

- Increased number of evaluations undertaken since the provincial evaluation cycle.
- Notable participation across Provincial Departments.
- Implementation of Improvement Plans across departments.
- Some Departments have DEPs approved and funded.
- Requests coming from Senior Management to evaluate programmes.
- Efforts to improve implementation of the NEPF (Municipal Engagement workshops to get evaluations institutionalized in the local sphere.
- Institutionalisation of evaluations in Provincial Entities (through mother departments).



MUNICIPAL PROGRAMME EVALUATION ENGAGEMENT WORKSHOP

- The 2019 revised National Evaluation Policy Framework (NEPF) informed by the NES.
- Objectives of the Municipal Programme Evaluation engagement workshop:
 - Engage with the municipalities on the status of readiness to conduct evaluations.
 - Support local government in the implementation of Evaluation Framework.
 - Expand and strengthen evaluation capacity in the Local government sphere.
- Regionalized to three sessions of 1 day each (Southern, North and Midlands).
- A total of 105 officials participated in the engagement sessions, with 35 participants per region.
- 10 Municipalities out of 54 in the province did not participate in all workshops as follows
- Region 1 (Newcastle): Inkosi Langalibalele.
- Region 2 (Richardsbay): Jozini LM, Zululand DM and Umlalazi LM.
- Region 3 (South OTP, PMB): Umvoti LM, Umzimkhulu LM, Dr. Nkosazana Dlamini Zuma LM, KwaDukuza LM, Maphumulo LM and Umdoni LM.



MUNICIPAL PROGRAMME EVALUATION ENGAGEMENT WORKSHOP

- Workshops were used as capacity building and pitched at learning and information sharing approach.
- The programme focused on providing information on the institutionalization of evaluation at local government as stipulated in the NEPF, reflection of the evaluation function in the province, a distinction between M&E and Research, the relationship between planning, budgeting, monitoring and evaluation.
- EThekweni metro shared experiences in its journey to institutionalize evaluations; this was used as a mechanism to encourage and motivate local government to conduct evaluations.
- Administration of a Questionnaire to screen on the general status of evaluation at LG level.



THE QUESTIONNAIRE RESPONSES: MUNICIPAL PROGRAMME EVALUATION ENGAGEMENT WORKSHOP

- Findings from the short survey indicated that:
 - The current Local Government **Organogram** only include IDP Unit (strategic planning), Performance Management (monitors implementation of IDP), the evaluation aspect is not included. (Municipal structures do not have evaluation units and dedicated officials dealing with municipal programme evaluation).
 - **No evaluations being conducted:** At the Local Government level there might be **evaluations** that are conducted and these could be what they call satisfaction surveys.
 - Provincial COGTA has not implemented NEPF, 2019 to ensure that evaluations are undertaken in the local municipalities (COGTA currently undertake one municipal evaluation study every year).
 - Most municipalities are currently conducting assessment as legislated, for example, they conduct assessment of performance against project deliverables as performed by service providers,¹³ which are SCM practices mandated by the Municipal Finance Management Act (MFMA). Thus, this is currently the only form of independent assessments that seem to be undertaken at the local government level and they cannot confirm to be conducted according the National Evaluation System (NES).



THE QUESTIONNAIRE RESPONSES: MUNICIPAL PROGRAMME EVALUATION ENGAGEMENT WORKSHOP

- There was a concern on how intense the LG space is legislated and this could impact on institutionalization of evaluations .
- The **evaluation function** doesn't exist in all municipalities, except for eThekweni Metro.
- There was no knowledge on or understanding of programme evaluation and its function.
- Fear of political interference was raised as a threat to evaluations.
- It was sighted with concern that, lack of understanding of the evaluation function by municipal management and seniors can affect the institutionalization of evaluation in local government.
- Some participants showed interest in undertaking evaluations, some had previously attempted to undertake but could not due to the lack of capacity and capability, some disputed evaluation with a view that it is undertaken to suit certain political agenda.



RECOMMENDATIONS

- Evaluation advocacy campaign at leadership/ executive structures.
- It was clear that Provincial COGTA should lead municipalities with the **support** from OTP, DPME and DCOG.
- OTP to ensure that Provincial COGTA take the lead and assume the role to institutionalize evaluations in the LG sphere.
- There is a need for **capacity skills development initiatives**.
- Creation of generic structures/ Organograms that support evaluations.
- Evaluations should be rolled out in phases, first in metros and districts and few selected local municipalities.

THANK YOU

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