



# Institutionalization of M&E in the Subnational Level of Government

**Lesson Learnt: eThekweni Municipality**

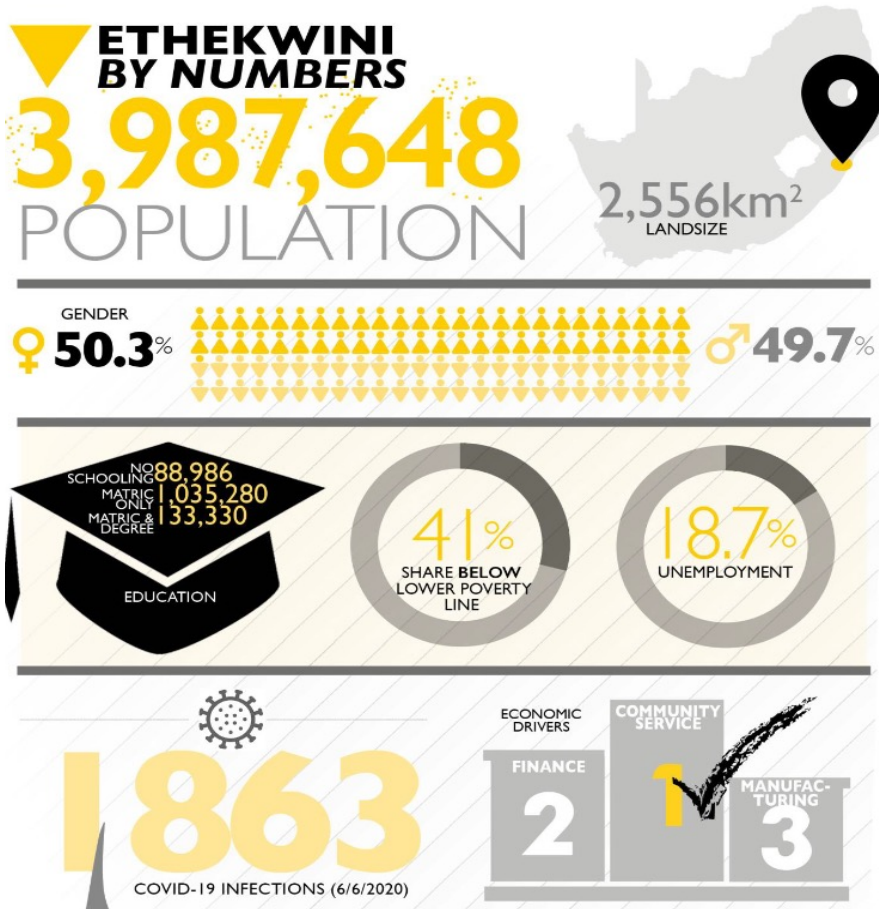
**By Miss Khululiwe Faya (08 June 2023)**





# Context

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- Annual budget = R66 billion
- Number of Wards = 111
- Staff compliment of 24 000
- Inequality, poverty and unemployment.

BY 2030 ETHEKWINI WILL BE AFRICA'S MOST LIVEABLE CITY



# Vision of eThekweni Municipality

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“By 2030 the eThekweni will be  
Africa's most **caring** and **liveable** city”

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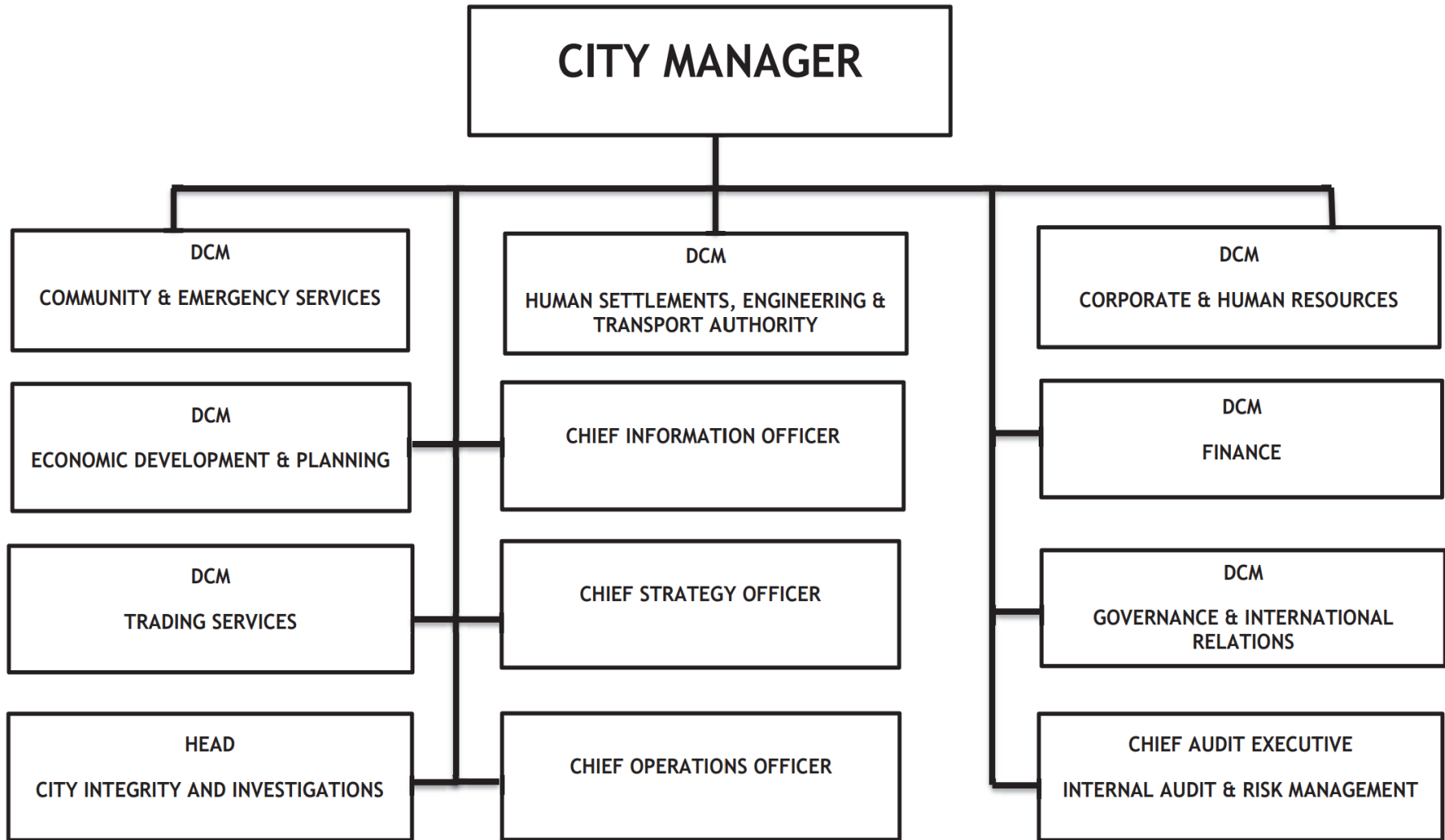
# Legislative Mandate

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- Constitution of South Africa
  - Section 152
- Municipal Structures Act
  - Section 144
- Municipal Systems Act
  - Section 38
- Municipal Finance Management Act
  - Circular 13 (SDBIP)
  - Circular 32 (Oversight Report)
  - Circular 54 (Municipal Budget and Reporting Regulations)
- National Treasury's Framework for Managing Performance
  - Circular 88
- Government Wide M&E Framework
- National Evaluation Policy Framework



# ETHEKWINI MUNICIPALITY





# Service Delivery Budget Implementation Plan (SDBIP)

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## SUMMARY OF KPIs PER PLAN

Plan Number	Plan Name	Total number of KPI's due for reporting in Q3
Plan 1	Develop and Sustain our Spatial, Natural and Built Environmen	13
Plan 2	Developing a Prosperous, Diverse Economy and Employment Creation	26
Plan 3A	Creating a Quality Living Environment	40
Plan 3B	Creating a Quality Living Environment	29
Plan 3C	Creating a Quality Living Environment- Strategy Office	10
Plan 4A	Fostering a Socially Equitable Environment	9
Plan 4B	Fostering a Socially Equitable Environment	13
Plan 5	Supporting organisational design, human capital development and management	18
Plan 6A	A vibrant and creative city - the foundation for sustainability and social cohesion	10
Plan 6B	Stadia Facilities Unit	6
Plan 6C	Agro-Ecology	5
Plan 7A	Good Governance and Responsive Local Government	18
Plan 7B	Good Governance and Responsive Local Government	7
Plan 7C	Good Governance and Responsive Local Government	4
Plan 8	Financially Accountable and Sustainable City	31
		<b>239</b>

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# SDBIP Example

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Municipal name: eThekweni Municipality Creating a Quality Living Environment							
SDBIP: 2022-23							
Plan 3 - Creating a Quality Living Environment							
Plan Owner -							
National KPA	SFA	Mayoral 10 point plan	IDP Programme	National Treasury Ref No.	Performance Indicator (Output level only)	Unit of measure	Annual target for 2022/23
Basic service delivery	3A. Meet infrastructure and household service needs and backlogs		3.1 Address Infrastructure backlogs: Water	WS2.11	3A.1 Number of new water connections meeting minimum standards (WS2.11)	Number	2000 new water connections meeting minimum standards by 30 June 2023
			3.4 New Integrated housing development	HS1.11	3A.48 Number of subsidized housing units constructed using various Human Settlements Programmes (HS1.11)	Number	2300 subsidized housing units constructed using various Human Settlements Programmes (HS1.11): this is inclusive of BNG, disaster programme and rectification programme
					3A.76 The km of surfaced municipal road lanes which has been resurfaced and resealed.	km	65 KMs of surfaced municipal road lanes which has been resurfaced and resealed by 30 June 2023
					3B.4 Public Transport Services. No. of passengers (People with disabilities) using accessible scheduled public transport services.	Number	30 000 People with disabilities using accessible scheduled public transport services by 30 June 2023
				EE1.11	3A.24 Number of dwellings provided with connections to the mains electricity supply by the municipality (EE1.11 )	Number	3 500 dwellings provided with connections to the electricity grid, supplied by the municipality by 30 June 2023



## VISION

By 2030 we will be a **centre of excellence in monitoring and evaluation** within the local government sphere, by ensuring performance accountability and promoting transparency within eThekweni Municipality.

## MISSION

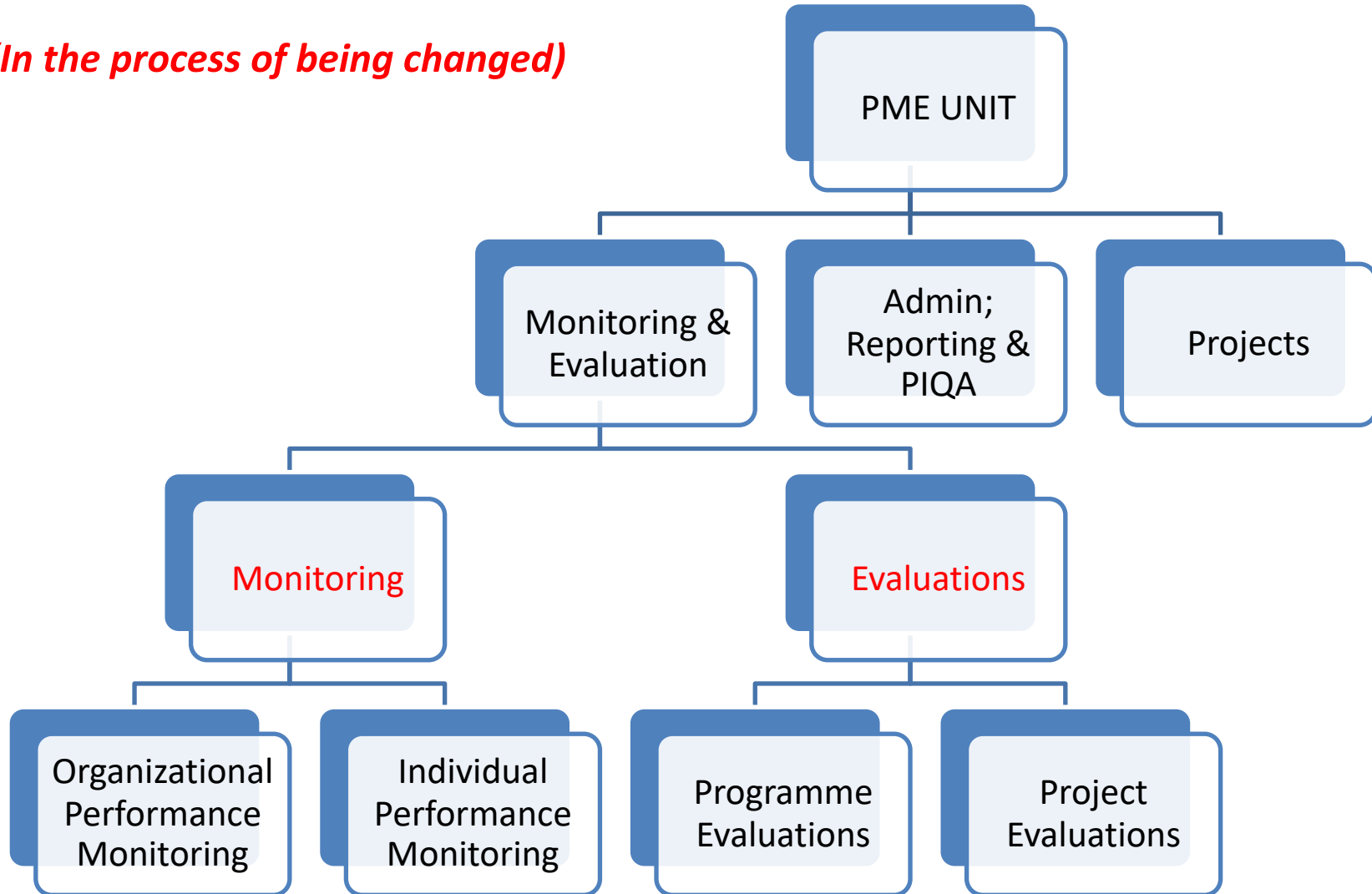
**EThekweni PME is dedicated to continuous enhancement of service delivery and stakeholder satisfaction through efficient and effective monitoring and evaluation of municipal performance.**



# Summary of PME Structure

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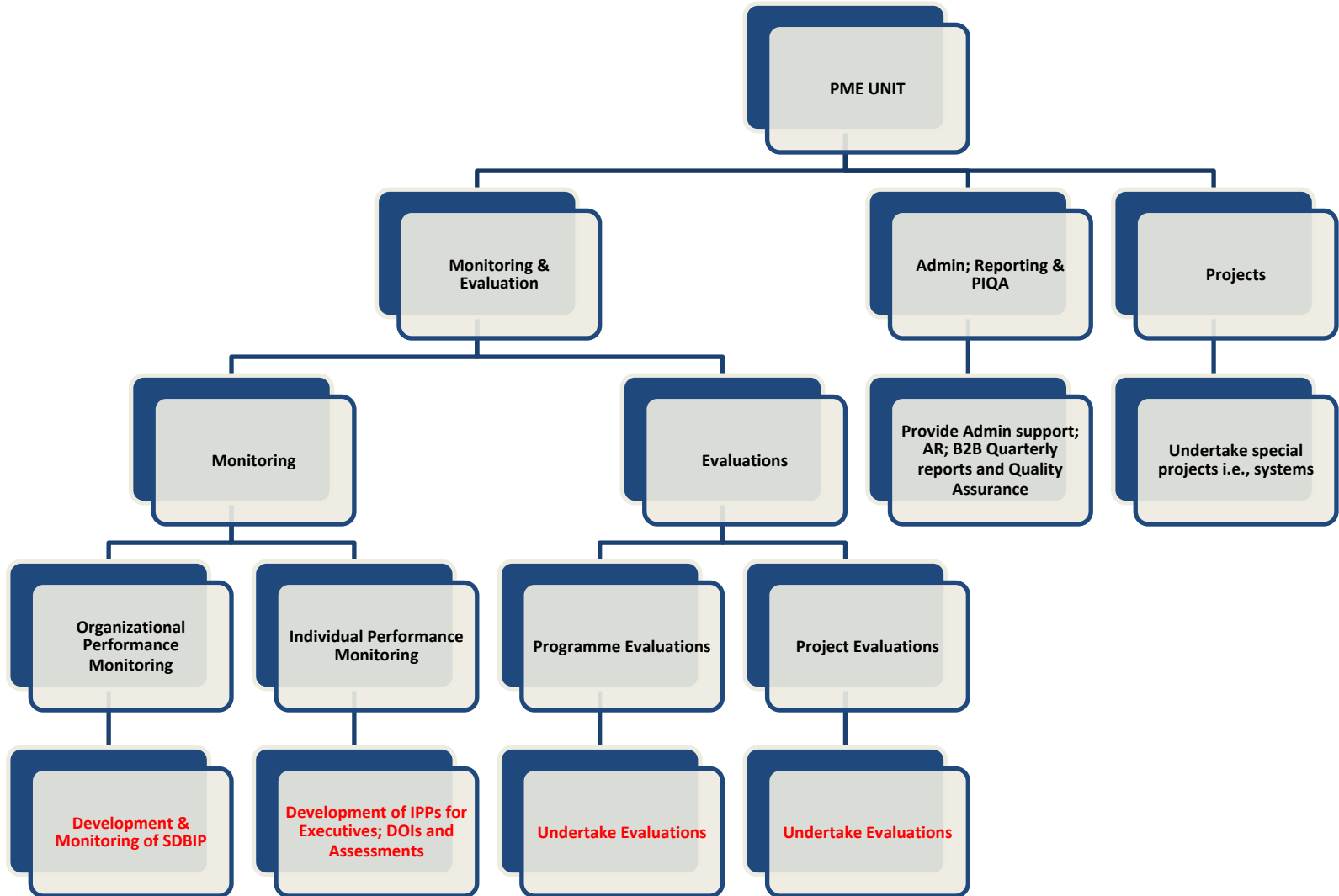
*(In the process of being changed)*





# Summary of Current PME Outputs

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# Challenges

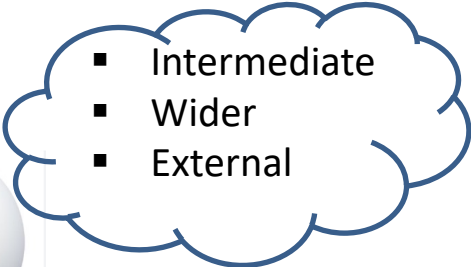
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- Legislated timelines for monitoring processes
- Lack of physical verification / monitoring
- Lack of evaluation capacity
  - Evaluation seen as an add-on activity
- Inadequate planning processes (i.e., setting of indicators)
- Lack of budget to fund complex evaluations
- Lack of funding for filling vacant posts
- It takes too long to access documentation from departments



- Immediate
- In-depth
- Personal/internal



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- Intermediate
  - Wider
  - External

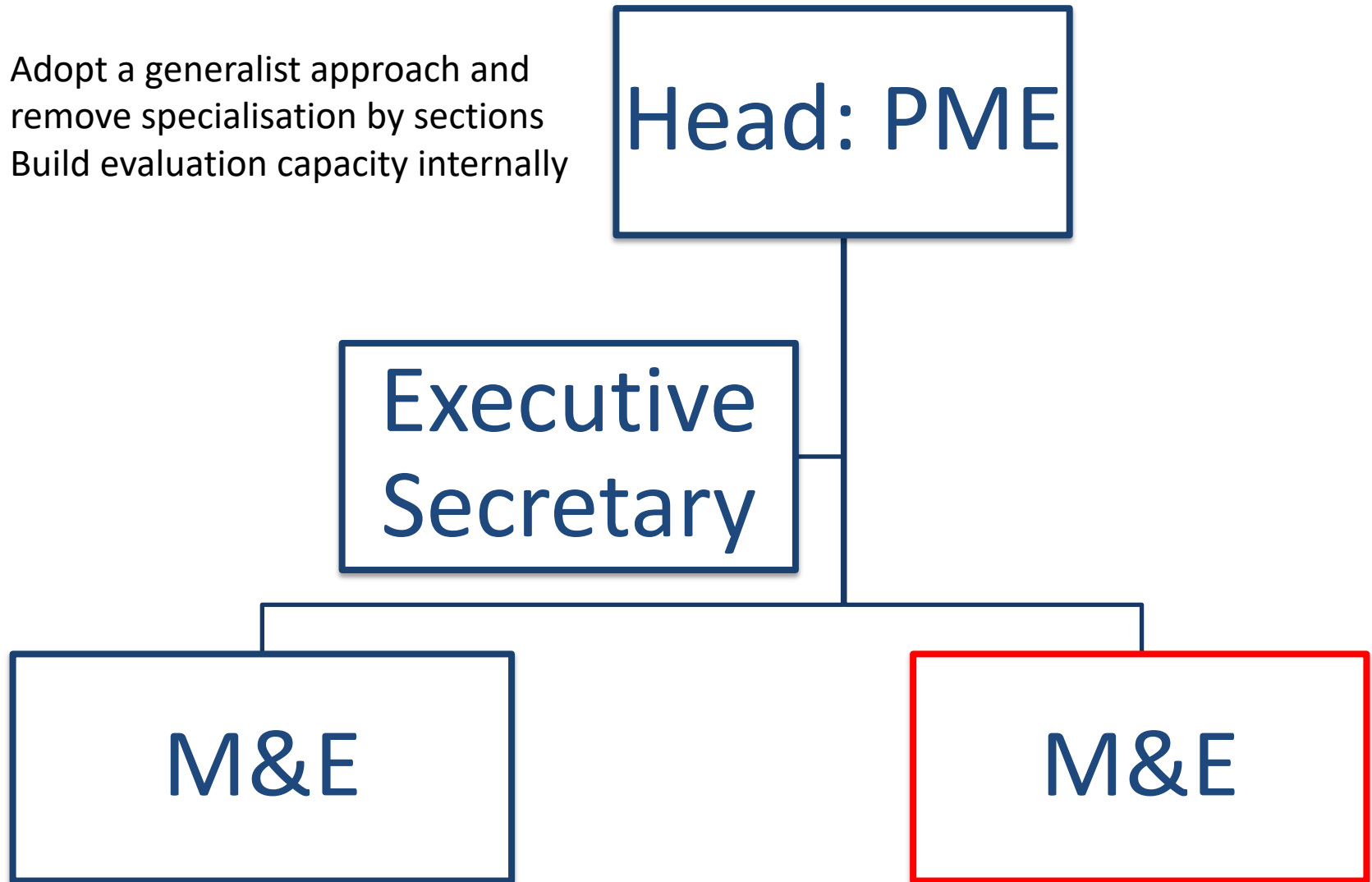


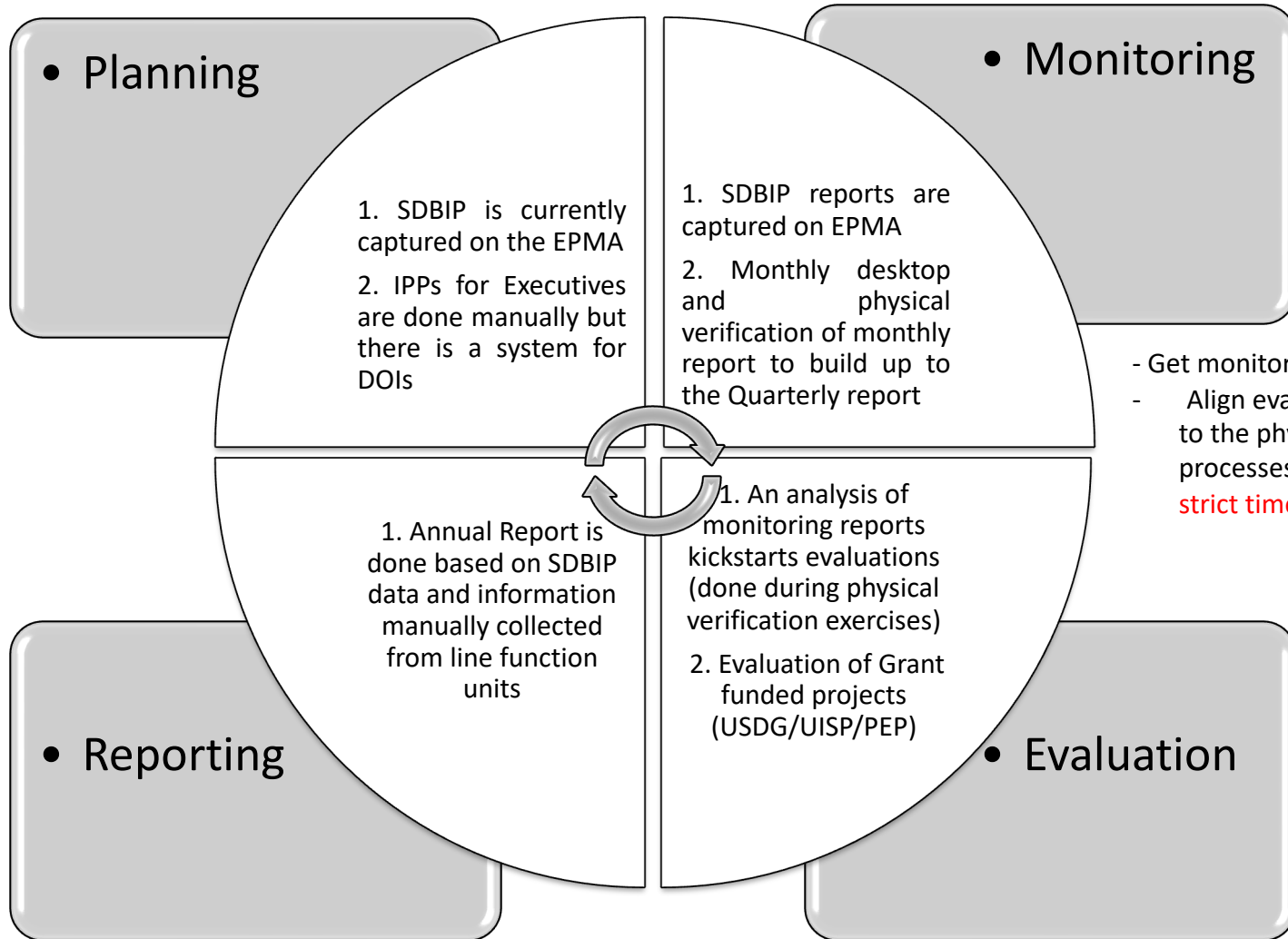
- Long-term
- Requires Team effort



# Proposed Structure

- Adopt a generalist approach and remove specialisation by sections
- Build evaluation capacity internally







# Opportunities

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## METRO LEARNING NETWORK

- Metro Learning Network was established in February 2022 (initiated by ETM)
- Meetings are held on a quarterly basis
- Members of the learning network
  - City of Johannesburg (**Current Chair**)
  - City of Tshwane
  - Ekurhuleni
  - Mangaung
  - City of Cape Town
  - Nelson Mandela Bay
  - Buffalo City
  - eThekweni Municipality

## PUBLIC EMPLOYMENT PROGRAMME

- Commenced in May 2022 to-date
- X2 unemployed graduates per Ward utilized for Monitoring and Evaluation (**181 candidates**)
- Utilization of Arc-GIS Survey tool to collect and analyze data
- We are starting to link performance of service delivery units with data on the ground

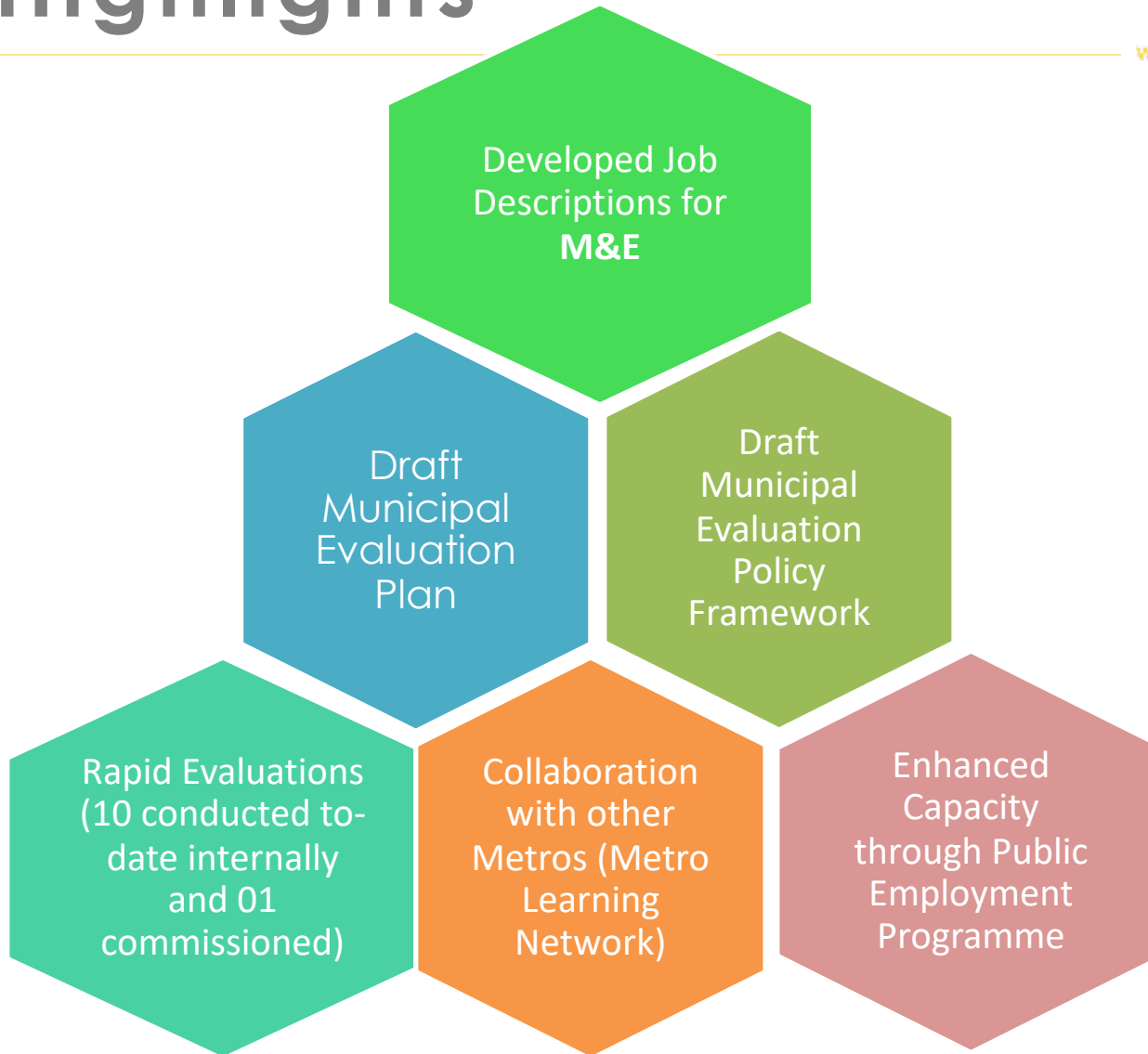
## CAPACITY BUILDING INITIATIVES

- Internally is done through assigning Rapid evaluations to management within the unit and interns
- Practical step-by-step Rapid Evaluation assignments
- Through MILE/KZN Provincial Steering Committee we can capacitate KZN municipalities on evaluations
  - Step-by-step practical exercises



# Highlights

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# Highlights/Achievements

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- X1 Cooperative Education Programme (CEP) & x2 Infrastructure Skills Development Grant (ISDG) Evaluation studies
  - Commissioned by eThekweni Municipal Academy
  - CEP was done in time to influence the revision of a Cooperative Education Policy
  - Improvement Plan was done for ISDG study
  - Commitment by our Chief Learning Officer (Prof M Ngubane) that for this financial year we are only monitoring the implementation of recommendations
  - Monitoring is done through the SDBIP
- IDP study brought awakening to the planners and has allowed M&E space to forge our place in the planning processes
- X5 studies are currently being conducted



# THANK YOU

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