

The experience of South Africa's Monitoring and Evaluation System –Ghana Study Tour

Department of Planning, Monitoring and Evaluation (DPME)
19 February 2024



planning, monitoring
& evaluation

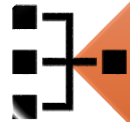
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



OVERVIEW



1. Overview of the DPME – Adv Gugu Thimane



2. Practice of bi-annual monitoring on the MTSF –Ms Josephilda Nhlapo-Hlope



3. Practice of frontline monitoring - Public Sector Monitoring – Mr Thabo Makhosane



4. Local government – the Local Government Management Improvement Model (LGMIM) – Ms Ndilakazi Dondashe



5. Lessons on evaluations– Ms Thokozile Molaiwa



6. Development indicators dashboard – Mr Mokgoropo Makgaba

Overview of the Department of Planning Monitoring and Evaluation

Advocate Gugu Thimane

DPME Mandate and functions

Planning:

Institutionalisation of planning and co-ordination of an integrated government planning system, encompassing long-term planning, medium-term planning and short-term planning, and the development of plans

Monitoring

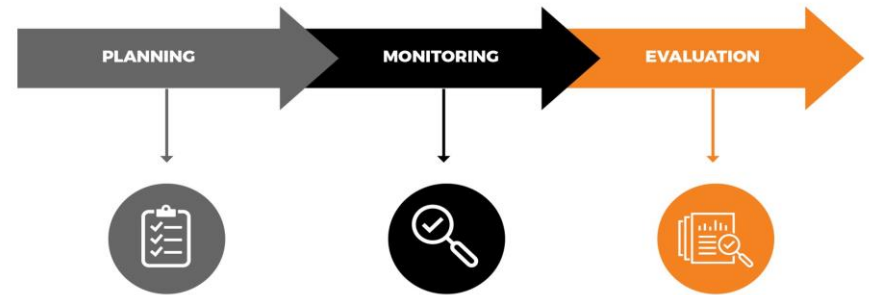
Monitoring the implementation of government priorities, sector plans and the capacity of state institutions to implement its programmes, as well as the maintenance of a robust monitoring and reporting systems

Evaluating

Evaluation of critical government programmes with the intention to inform planning, monitoring, government interventions as well as budget prioritisation.

Interventions

Interventions on behalf of Cabinet and the President through Inter-Ministerial Committees



Programmes or Branches:

Prog. 1: Administration

Prog. 2 A: National Planning Commission Sec.

Prog. 2 B: National Planning Coordination

Prog. 3: Sector Monitoring

Prog. 4: Public Sector Monitoring

Prog. 5: Evaluation, Evidence and Knowledge Systems

GOVERNMENT PRIORITIES: MTSF 2019-2024

Government priorities are outlined in the Medium-Term Strategic Framework (MTSF), a five yearly implementation of the National Development Plan (NDP).

The MTSF 2019-2024 priorities are:

- Priority 1: Capable, Ethical and Developmental State;
- Priority 2: Economic transformation and job creation;
- Priority 3: Education, skills and health;
- Priority 4: Consolidating the social wage through reliable and quality basic services;
- Priority 5: Spatial integration, human settlements and local government;
- Priority 6: Social cohesion and safe communities;
- Priority 7: A better Africa and World.
- Mainstreaming of women, youth and persons with disabilities

OVERVIEW OF MATERIAL SHARED IN THIS PRESENTATIONS

The DPME has a range of planning and M&E instruments, applied at different points of the policy cycle.

The following instruments have been selected for purposes of this meeting:

Macro-level

- Development Indicators
 - Tracks progress on the goals of the NDP 2030 vision

Programme outcome level

- Bi-annual monitoring on the MTSF
 - Monitors progress on the 5-yearly MTSF priorities

Implementation level

- Frontline monitoring
 - Checks on service delivery and facilitates tactical corrective actions
- Local Government Management Improvement Model
 - Assesses quality of management practices and delivery in local government

Evaluations – which apply at any levels

Practice of bi-annual monitoring and reporting on the MTSF

Ms Josephilda Nhlapo-Hlope

MONITORING ROLES OF DIVERSE DEPARTMENTS AND SPHERES OF GOVERNMENT

- DPME is one of several government departments and state institutions that perform monitoring functions:

Auditor General

- Independent monitoring of compliance
- Auditing of performance information
- Reporting to Parliament

Public Service Commission

- Independent monitoring and evaluation of public service
- Focus on adherence to public service principles in Constitution
- Reporting to Parliament

Constitutional authority

Legal authority

Positional authority

National Treasury

- Regulate departmental 5 year and annual plans and reporting
- Receive quarterly performance information
- Expenditure reviews

Cooperative Governance Dept.

- Regulate local government planning
- Monitor performance of local government
- Intervention powers over local government

Public Service Administration

- Monitor national and provincial public service delivery
- Regulate service delivery improvement

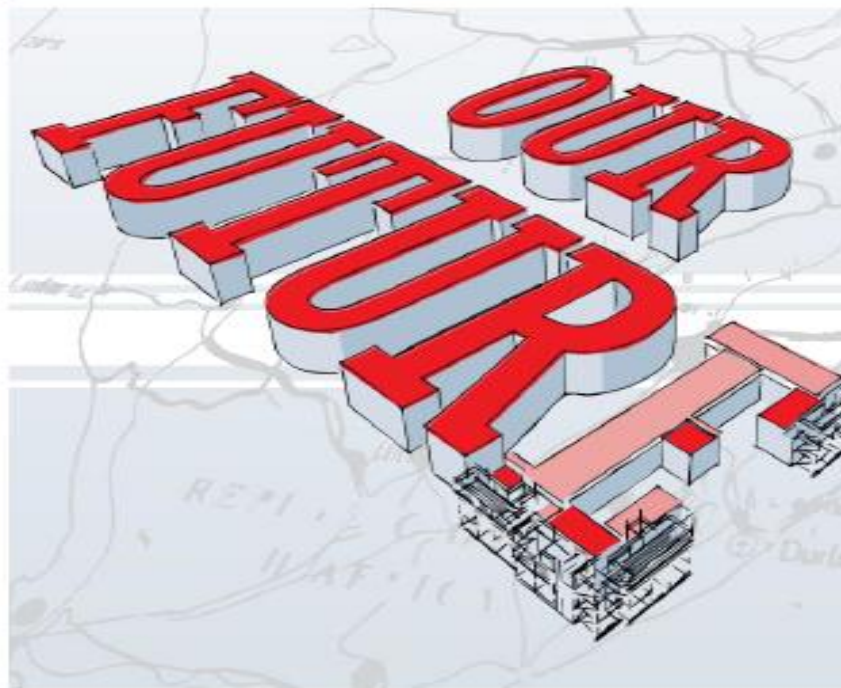
Presidency / Office of the Premier (OoP)

- National Planning Commission:
 - Produce long-term plan (20 years)
- Department of Planning, Monitoring and Evaluation and OoPs
 - Facilitate production of the MTSF and Delivery Agreements for priorities
 - Monitor and evaluate implementation of the MTSF and Delivery Agreements
 - Monitor and evaluate performance of individual departments and municipalities on behalf of the President and Cabinet and Premiers and EXCOs

LINKAGES BETWEEN PLANNING AND MONITORING

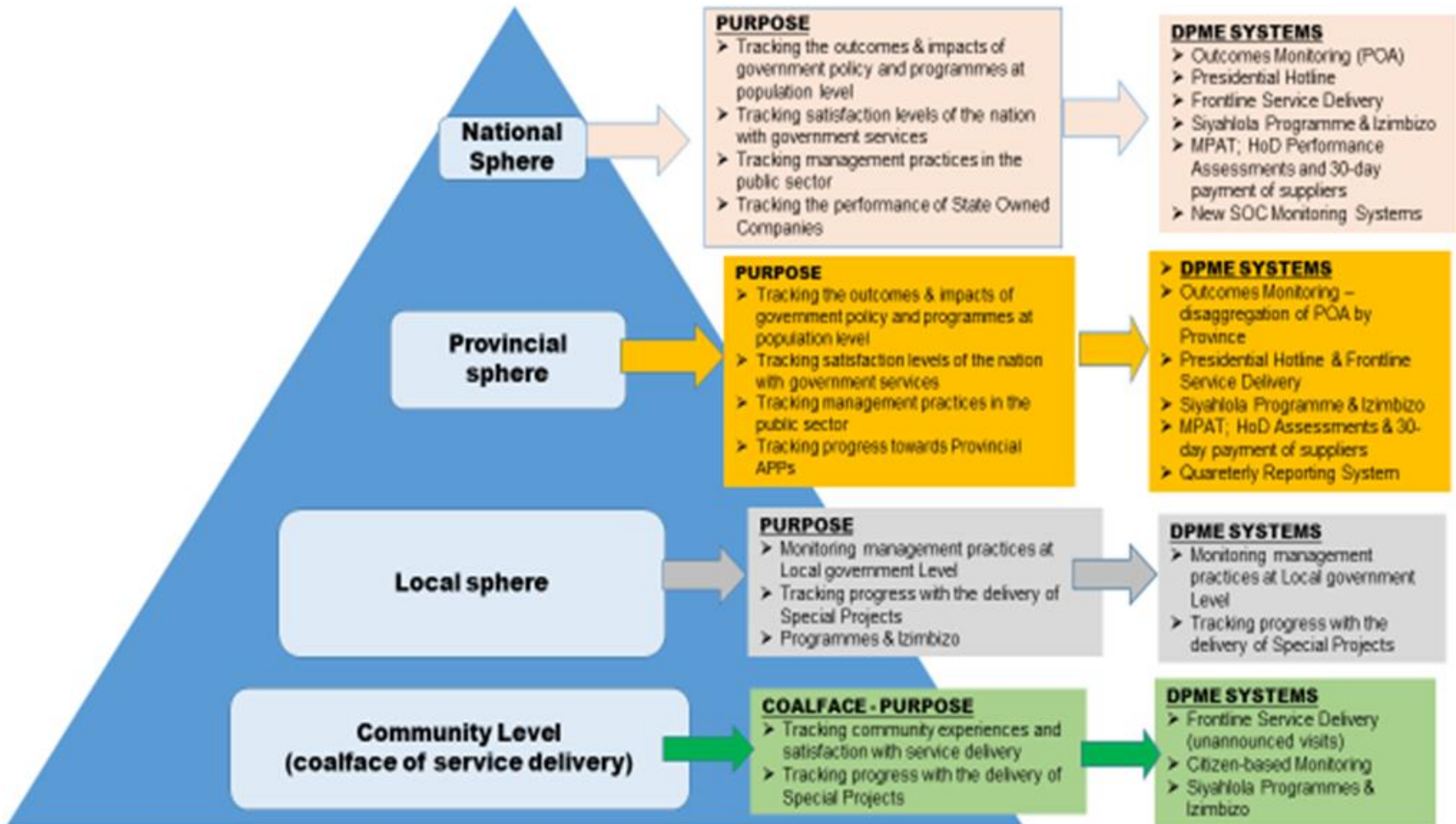
- Government's plans – of different types - constitute the basis of DPME's monitoring efforts
- DPME endeavours to establish systems to monitor progress with the implementation of government plans and programmes at each sphere, and to monitor improvements in management practices.
- NDP 2030 is our overarching national plan

Our future -
make it work



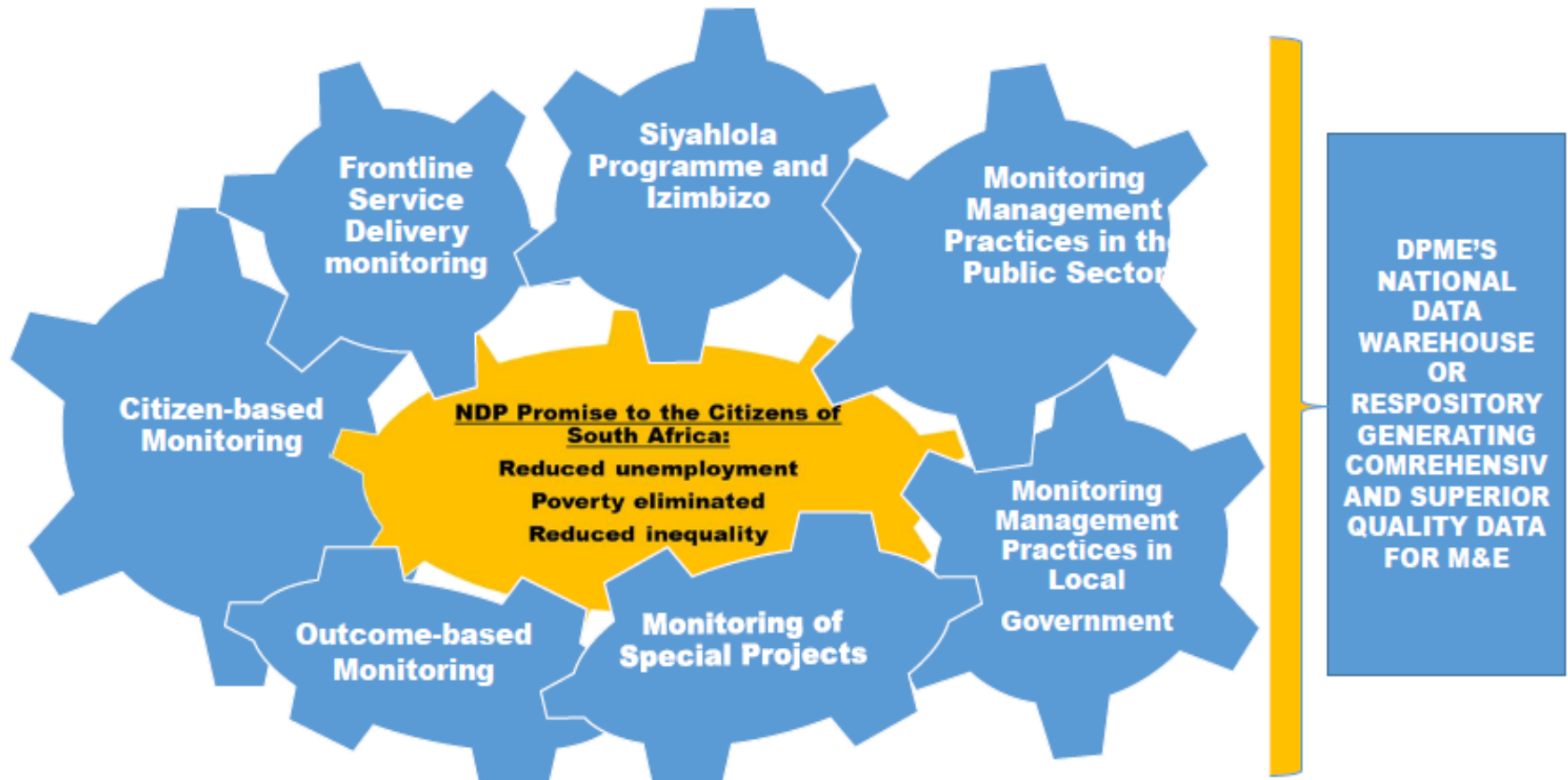
- **Eradicate absolute poverty** – from 39% of people living below the poverty line of R419 (2009 prices) to zero.
- **Reduce unemployment rate to 6%** – by creating 11 million more jobs by 2030.
- **Significantly reduce inequality** from 0.69 to 0.60 gini coefficient through a range of policy interventions.
- The NDP sets goals, targets to be achieved by 2030 in each sector as well as policy proposals on how to achieve the goals.

CASCADE OF DPME MONITORING SYSTEMS AT DIFFERENT SPHERES OF GOVERNMENT AND COALFACE OF SERVICE DELIVERY



TOWARDS AN INTEGRATED MONITORING SYSTEM

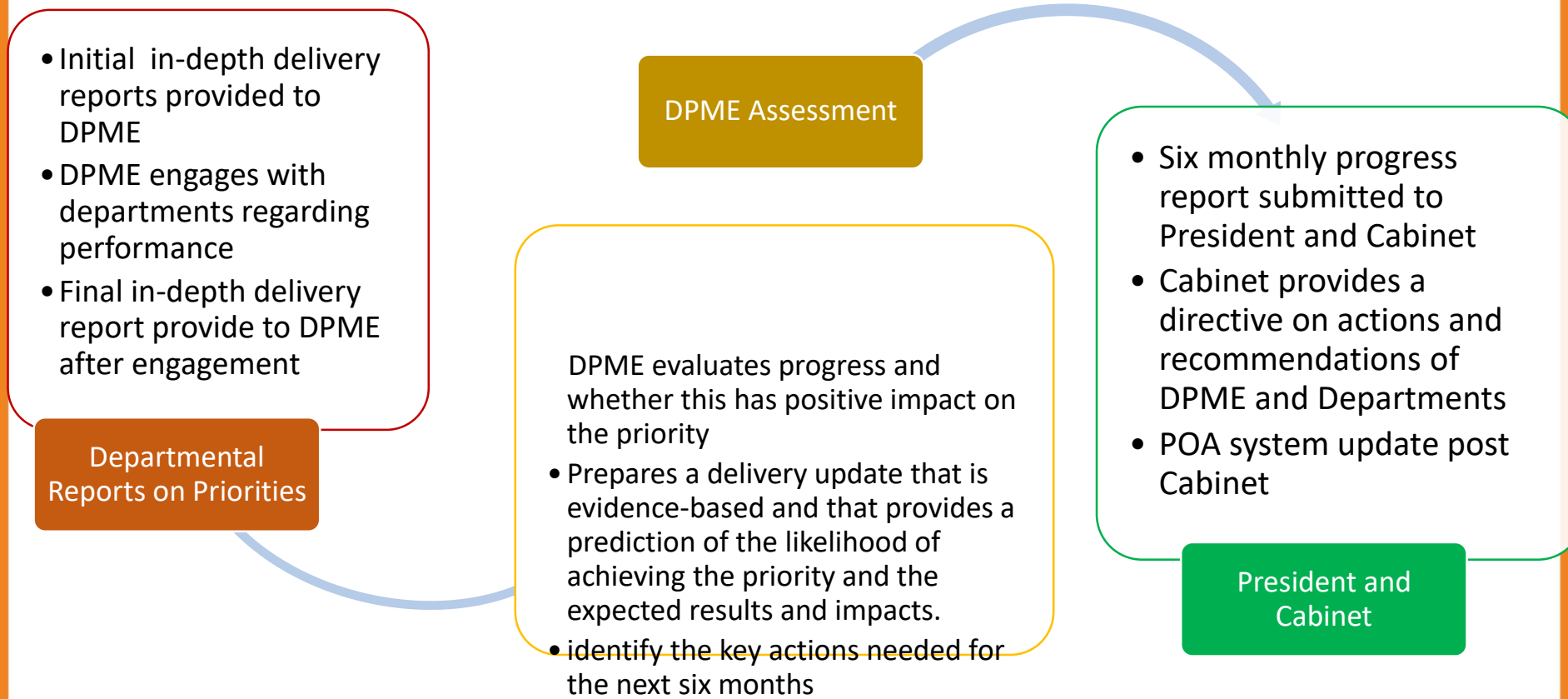
- All existing DPME M&E systems contribute in mutually reinforcing ways towards tracking progress on addressing the triple goals embodied in the NDP's Vision 2030, as well as towards building and entrenching a culture of effective M&E within government – working with all government departments.



- Continuous capacity building across levels of government; continuous building of M&E capabilities within DPME and continuous learning and reflection are core anchors of the integrated M&E system

MONITORING OF THE MTSF/Bi-ANNUAL AND REPORTING

Bi-annual Integrated MTSF Monitoring Reports (POA) are produced every six (6) months as in-depth reports to the Cabinet on performance of the MTSF towards achievement of government priorities and goals of the NDP. The reports are evidence-based and that provides predictive information of the likelihood and extent of the interventions would achieving the expected outcomes and impacts.



METHODOLOGY AND APPROACH



- The methodology and approach adopted is anchored on results-based planning, monitoring and evaluation for evidence based decision-making. **Results-Based Management and Theory of Change** remain the foundations for impact-based planning, monitoring and evaluation and the achievement of development results.
- Process includes data collection, verification, validation, analysis, interpretation, synthesis, evaluation etc. - collect the right data at the right time.
- Sources of data include evaluations, research reports, policy briefs, **Case Studies and Front Line** among others
- DPME also conducts **verification visits to selected sites** to understand impact of policy in the lived experience of users of government services and from those implementing at ground level
- In addition, DPME analyses administrative data to track progress and resource usage to achieve MTSF outcomes
- International comparisons were also done to benchmark progress
- Recommendations are made on the basis of evidence. Remedial actions are¹³ informed by the weighing of options and risk analysis in terms of potential for implementability and impact.

Legend

	Not Achieved
	Partially achieved
	Achieved

MONITORING THE NDP 2030 THROUGH THE MTSF

Chapters in the NDP	Priority	Objective	Cluster and Portfolio Dept	DPME Outcome Facilitator	
14 Chapters of the NDP <ul style="list-style-type: none"> • Education • Safety & Security • Economic Growth & Employment • Skills Development • Infrastructure • Rural Development • Human Settlements • Local Government • Environment • International Relations • Capable state • Social Protection • National Building & Social cohesion 	1	Building a Capable, Ethical and Developmental State.	Building a capable state with solid administrative and governance capacity underpins by efficiency, coordination of all our efforts towards achieving our national goals and objectives	Governance, State Capacity and Institutional Development (GSCID)	Dr S. Ntakumba / Dr G Madiba
	2	Economic Transformation And Job Creation.	Faster and sustained inclusive growth is an essential pre-requisite for addressing the triple challenges of poverty, inequality and unemployment	Economic Sectors, Investment, Employment and Infrastructure Development (ESIEID)	Ms. P Shipalana/ Mr Z Mdlalose
	3	Education, skills and health	Education and skills development initiatives are the cornerstones of an inclusive economy. A health system that works for everyone, produces positive health outcomes, and is accessible to all.	Social Protection, Community and Human Development (SPCHD)	Dr T Mabogoane, Mr T Masilela
	4	Consolidating the social wage through reliable and quality basic services	A comprehensive, inclusive and responsive social protection system ensures the resilience of citizens and protects them from the ravages of extreme poverty and hunger	Social Protection, Community and Human Development (SPCHD)	Ms J Nhlapho Hlope/ Ms M Kenneth
	5	Spatial Integration, Human Settlements and Local Government.	Spatial integration based on spatial capabilities to enhance planning, service delivery and human settlements using district plans to consolidated and streamline resources allocations.	Social Protection, Community and Human Development (SPCHD)	M Z Mdlalose, Ms K Sethoabane
	6	Social cohesion and safe communities	A safe and secure country encourages economic growth and transformation and is therefore an important contributor to addressing the triple challenges of poverty, inequality and unemployment	Justice, Crime Prevention and Security (JCPS)	Ms J Nhlapho Hlophe/ Ms M Kenneth
	7	A better Africa and World	Building a better Africa and world ensuring an equitable global multilateral system. Pursue the national interest in order to attract Foreign Direct Investment as well as grow the tourism sector.	International Cooperation, Trade and Security (ICTS)	Ms M Kenneth

Conclusions and Way Forward

- Valuable lessons continue to be learnt from the use of data to enhance government accountability in South Africa.
- Many Ministries have embraced the approach and have focused on measurable results, improving their data, and becoming more effective.
- Ministries first assess and rate their performance based on data, before the DPME in the Presidency conducts its own assessment.
- Placement of data in the public domain – through the POA website – has increased pressure to ensure accuracy and comprehensiveness.
- Performance Agreements between the President and Ministers have been successfully implemented despite the fact that there is no legal framework that governs these.
- They are an important accountability tool.

Practice of frontline monitoring - Public Sector Monitoring

Strengthening Frontline Monitoring - *Leaving no one behind...*

Mr Thabo Makhosane



PRESENTATION OUTLINE

01	Overview of DPME Monitoring Tools
02	DPME's monitoring mechanism and tools
03	Milestone & Progress to date (Case study)
04	Conclusion



OVERVIEW OF DPME MONITORING TOOLS

The overall purpose of monitoring is to:

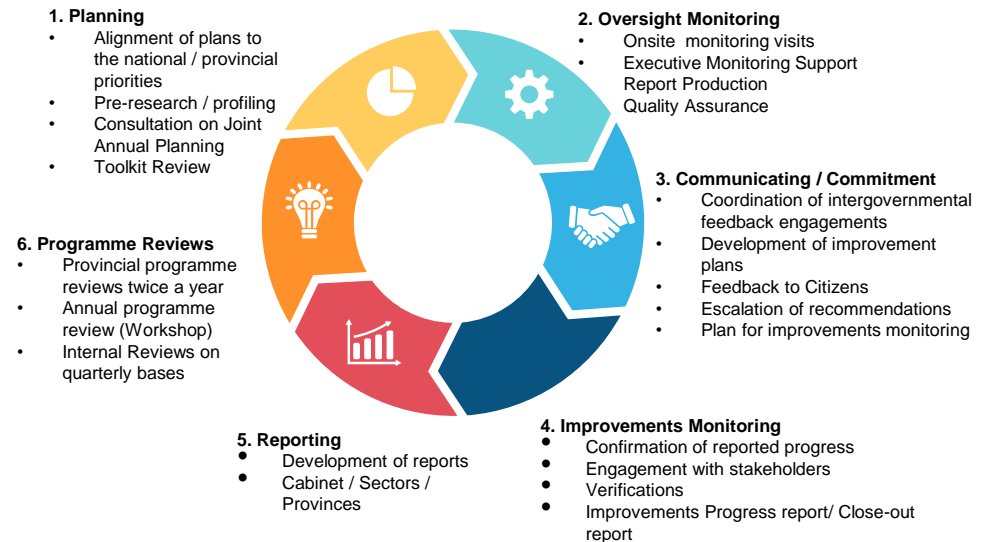
- Ensure accountability for service delivery and positive impacts on citizens - at all levels of the system across all spheres of government; amongst technocrats; amongst the political leadership.
- Enhance delivery through improved executive oversight, including executive oversight over Ministers by the President and executive oversight by Ministers on Implementation Forum and Departments.
- DG Clusters and Ministerial Cabinet Committees ensuring integrated and intersectoral implementation of priorities.



To achieve this, DPME has over time developed various monitoring mechanism and tools.

- Programme of Action (POA) for Monitoring the implementation of the MTSF and produce bi-annual reports (Public Service, Priority 1)
- Assessing quality of management practices and delivery in local government through Local Government Management Improvement Model (LGMIM).
- Monitor Performance Agreements of Ministers and HODs based on the MTSF priorities.
- **Frontline, Monitoring & Support (FM&S) - Presidential Hotline & Citizen-Based Monitoring (CBM) & Executing Monitoring (Imbizo).**
- Public Sector Monitoring & Support:- Institutional Performance Monitoring of National and Provincial Departments (Executive Performance – Ministers and DG’s Performance Management), strengthening oversight on State Owned Entities (SOE’s)
- Operation Phakisa which is an intervention mechanism to fast track the implementation of the National Development Plan (NDP).

Logical Framework for FM&S



WHAT IS AN IMBIZO?

Imbizo is a Zulu name derived from the verb “biza” which means “call (together)” or “convene”. Hence, an Imbizo is a “coming-together” or meeting or gathering.

In the South African context, Imbizo is a unique participatory platform that fosters public participation and a meaningful dialogue between elected public representatives and communities. It is an essential element of accountability which entrenches the principles of engagement and reconciliation for progress and development.

Imbizo programme is a Public Participation Programme (taking government to the people) championed by the President and hosted with the Ministers, Premier, MECs, Mayors. The program facilitates the identification of projects and focus areas in line with government priority programmes and responds directly to community needs.

The primary aims:

- 1) Direct engagement with communities on their needs and quality of government service;
- 2) A platform for Political Principals and officials to articulate government plans for addressing identified challenges;
- 3) Jointly derive solutions with communities in the form of implementation plans regarding development of their areas;
- 4) Hands-on monitoring;
- 5) Monitor implementation of key programmes and facilitate responses from Departments; and
- 6) Implement and provide progress updates to the Principals and communities.

The District Delivery Model (DDM) Presidential Imbizos have brought to life the democratic principle of participatory democracy and the theme – “**Leave no one behind**”.



IMBIZO PLANNING & MONITORING PROCESS

Pre-Imbizo Program

Preparatory Arrangements

Undertake preliminary assessment of the critical issues and areas relating to the priority programme, prior to the visit.

Advocate for, and actively participate in the Technical Steering (Planning) Committee to define the scope of work and compile relevant information on selected sites, including prioritisation.

Produce Briefing Notes / Profiles

- Outreach Activities / Community Engagements
- Sector Engagements
- Project visits
- Round-Table Discussions

Actual-Imbizo (On the day)

Imbizo

Support implementation of the Executive Program

Prepare a **post-visit report** focusing on key commitments made during the monitoring visit

Post-Imbizo

Sustained intervention

Develop an action plan on commitments made by government and concerns raised by community – with time frames.

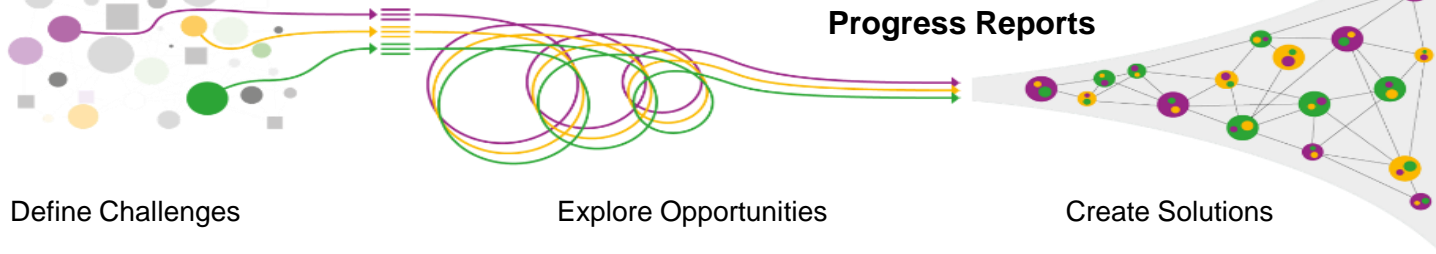
Communicate commitments to relevant departments, with proposed recommendations on intervention and time frames.

Monitor the implementation of departmental interventions, in response to commitments and concerns raised.

Verify reported progress.

Progress Reports

- Consolidation of reports into Intervention Implementation Plans
- Final report to be adopted by Exco and monitored as key program of Government with regular updates.
- Offices of the Premier to generate Exco submission on Institutionalization of Executive Monitoring Program for other Districts through the DDM Champions
- DPME to conduct monitoring and verification support



Define Challenges

Explore Opportunities

Create Solutions

IMBIZO COMMITMENTS MONITORING *DRAFT* ANNUAL PLAN

Targeting Strategy (Focus will be on the 1st Round of Imbizo's)

- February 2024: Engagements with CoGTA and other stakeholders
- **Improvements Monitoring Engagements Sessions** with Provinces (IGR approach)

Timeline	Targeted Provinces
March 2024	NW, FS, GP, NC
April 2024	WC, KZN, LP, EC

- **Improvements Verifications (on-site monitoring)**

Timeline	Targeted Provinces
May 2024	MP, NW, FS, GP, NC
June 2024	WC, KZN, LP, EC

- Integrated Quarter 1 report produced on the 09 Provinces.

NB

- *The cycle of Improvements Monitoring Engagements Sessions and Improvements Verifications (on-site monitoring) to be repeated quarterly covering all four Quarters*

Improvements Monitoring Approach

- Co-facilitation between DPME & CoGTA
- 1st Improvement Engagement (Physical)
- 2nd Improvement Engagement (Virtual)
- Improvements Verifications (on-site monitoring)

FM&S MONITORING SYSTEM & STRATEGY

01

Where we come from as
FSDM (2011 – 2019)

**Frontline Service
Delivery Monitoring
(FSDM) Facility Base
Monitoring**

Standardised
questionnaires

9 KPAs (adherence to
standards)
8 Sector Departments
3 Data points (Monitors,
Staff, Citizens)

02

Where we were as
FM&S (2020 – 2022) –
Paper based tools

**Project Based
Monitoring
Approach**

Standardised
questionnaires
Project Specific

(adherence to
standards /
verification)
Data points (Monitors,
Staff, Citizens) -
Paper-based tools

03

Where we are as FM&S
(2023 – 2024)
– Electronic

**Project Based Monitoring
Approach**

Standardised questionnaires
Project Specific (adherence
to standards / verification)
Data points (Monitors, Staff,
Citizens)

Web-based data collection
system
Web-based data storage
system
Basic data analysis

04

What needs to happen

4IR Is Fact not
Fiction

Technology will
continue to evolve

Create Digitalisation
& Modernisation
Platform

The FM&S Monitoring Strategy is managed by the PSM&CD branch, supported by the DPME governance structures, namely the Data Governance Forum (DGF) and the Data Governance Committee (DGC). Implementation takes place through key data role-players within DPME, FM&S CD leading

MILESTONES & PROGRESS TO DATE

Priority	Projects and Coverage
Priority 2: Economic Transformation and Job Creation	<ul style="list-style-type: none"> Economic recovery (Industrial Parks (IP), Special Economic Zones (SEZs). Improvements monitoring & interventions are underway in some of these facilities including Atlantis SEZ & Nkowankowa IP
Priority 3: Education / Skills and Health	<ul style="list-style-type: none"> Ideal Clinic monitoring (in support of NHI) - 124 sites monitored Monitoring of the ECD transition from DSD to DBE: 86 sites monitored in Q1, 116 to be monitored in Q2 - 202 ECDs SAFE School Initiative monitoring – 157 sites monitored ASIDI Schools verification monitoring – 29 Schools in FS Ideal Hospital monitoring (in support of NHI) - 44 sites monitored Back to School Campaign (GP, FS, EC and ongoing) Special Schools (25 Schools monitored and ongoing)
Priority 4: Consolidation the Social Wage through Reliance & Quality basic services	<ul style="list-style-type: none"> SASSA / SAPO Grant payments Monitoring Visits March 2023 – 11 sites monitored
Priority 5: Spatial Integration, Human Settlements and Local Government	<ul style="list-style-type: none"> Flood Disaster Monitoring (KZN, NW, EC) Availability of basic services in Informal Settlements (Khayelitsha, WC) – 23 sites monitored. Integrated Public Transport Network (IPTN) – Rustenburg, LGMIM Monitoring – 11 municipalities monitored (FS, MP, WC).
Priority 6: Social Cohesion and Safe Communities	<ul style="list-style-type: none"> GBV Monitoring: Despite improvements monitoring of the SAPS - 30 GBV Hotspots, Thuthuzela Care Centres & One Stop Centres, GBV initiatives campaigns are featured in the DM's executive monitoring programmes. GBV&F Monitoring in Lusikisiki, Eastern Cape (DPME/UNFPA partnership) ongoing Collaboration with UNICEF is in progress to develop a Monitoring DASHBOARD which will amongst others, include reporting on GBV
Priority 7: A better Africa and World	<ul style="list-style-type: none"> Community-Based M&E forum (Uganda Baraza and Imbizo in SA) 85 participants were on the call from the public servants and civil society organisations from Uganda, Kenya, South Africa, Niger, Benin and Ghana.

- CBM Community of Practice: use the CBM Pilot Study in the Xhariep District, Free State as a launching pad. This is a partnership between the Office of the Premier and University of the FS.
- Rapid Implementation Evaluation of FM&S Project Management Approach
- Imbizo support and follow ups (all provinces)
DFFE
- Digitalisation of business processes (short to mid-term project)

Emerging Strategic Partnerships with Presidency, CoGTA, DPSSA,

DEELPAN CASE STUDY



OUTREACH

Significant progress made in restoring Deelpan Village in the northwest province to help victims

Lungelo Mkamba

The government is making substantial inroads and progress to restore Deelpan Village in the North West province and assist victims who were negatively impacted by devastating inclement weather that damaged homes and infrastructure.

Through joint efforts and intervention by the government, access to schools has been restored and roads are being graded to facilitate movement. Land has also been made available by traditional leaders and a contractor has commenced the construction of 103 houses in Phase 1 of the project, which is expected to be completed by March 2024.

Phase 2 is earmarked to commence in the 2024/2025 financial year.

The details of the progress were revealed during the recent frontline oversight monitoring that was conducted by the Department of Planning, Monitoring and Evaluation (DPME) to engage key stakeholders and assess the restoration efforts in Deelpan.

The DPME team was led by Deputy Director General: Public Sector Monitoring and Capacity Development, Advocate Gugu Thimane, who also chaired a Task Team encompassing officials from the Tswaing Local Municipality, North West Premier's Office, national and provincial government departments, as well as political leaders, to monitor and fast-track the refurbishment of Deelpan.

The Task Team, which is chaired by the DPME, has been meeting weekly since February 2023 to facilitate quicker responses to the concerns raised by the community of Deelpan.

A report tabled at the Task Team on Wednesday, 12 December 2023, further revealed that the Ngaka Modiri Molema District Municipality has commenced with the drilling of boreholes and testing the quality of water for human consumption will follow. The meeting was also informed that at least 80 jobs have been created for locals at the construction site of the permanent houses.

PHOTO CREDIT: Eam Whittaker

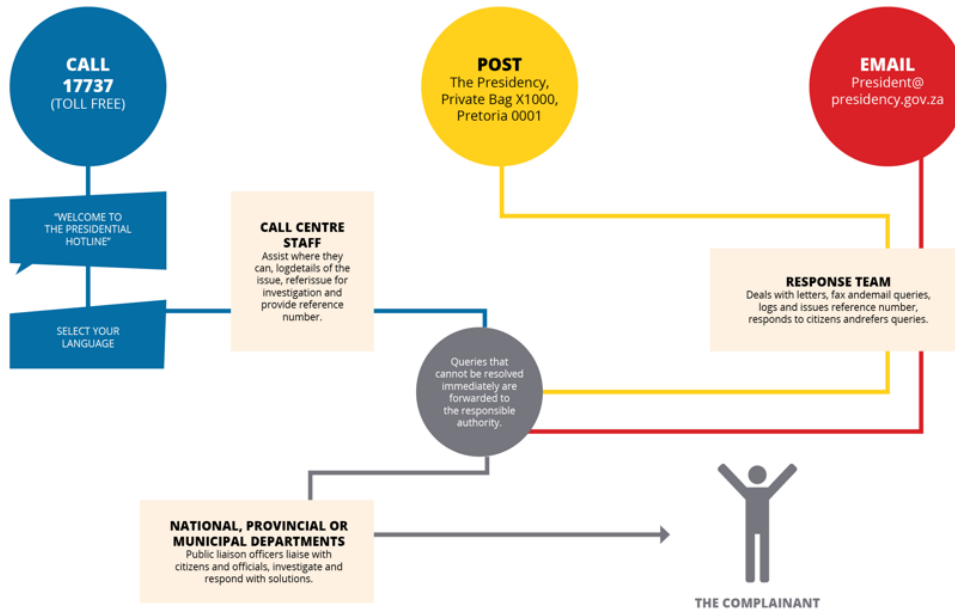


Flood Disaster Monitoring: Deelpan Village (NW) – Phase 1 Construction of 103 houses for families affected by disaster to be completed in quarter 4 of 2023/24 financial year.

- The EIA and Technical studies are conducted for phase 2 construction for 2024/25 financial year.
- There are socio-economic interventions by sector departments on Sports, Social Development, Agriculture, Education, Health and NGOs



ARCHITECTURE OF THE PRESIDENTIAL HOTLINE



An apex, responsive, modernised, citizen-oriented, agile and a rapid response-like public complaints management system.

Modernising the Presidential Hotline as an agile complaints management system



- **Improve customer service experience** — make smarter, personalized decisions
- **Reduce costs** — automate and streamline communications, including interactive dialogues
- **Increase self-resolution rates** — more efficiently allocate call center agents

2009

Presidential Hotline was established

2011

Transferred to DPME

2012

Diagnostic studies: TAU & DNA

2019

CSIR Diagnostic study, Evolution and Redesign


2020

Khawuleza App

PH Digitalisation & Modernisation Project

PRESIDENTIAL VALUE CHAIN

Citizens



Do the citizen know about PH?

Under utilization of PH by citizens

Line 1 – Call Centre (SITA)




Lack of integration (Value for Money)
 Limited Service (Multiple entry points)

Khawuleza APP
 Lack of Modernisation

- Establish a fully fledged modern citizens complaints management system which will;
 - Provide multiple access points (Social Media)
 - Proactive self service
- Roll out of Khawuleza App
- Integration & Automation


Line 2 – Back Office case management (Union Building)



Letter's Backlog (How Old, How many)
 Limited use of information, intelligence and early warning
 Proactive addressing of emerging trends

- Clear the backlog on letters
- Establishment of an early warning system
- Develop and implementation of intervention strategy
- Enhancement of a intelligence system to integrate call centre and other data systems.

Line 3 – PLO Network (National, Provincial & Municipalities)



Low resolution Limited rate management accountability
 Low responsiveness

- Letters for low performance addressed to HoD's and DGs for intervention through the Office of the DPME DG. Note an improvement 31% to 54% (Quarter 2 to Quarter 3) 2023/24 financial year.
- Meetings of low case resolutions were held in Nov/Dec 2023 with the Department of Transport, SASSA, Home Affairs, Offices of the Premier, Gauteng and Free State.
- Intelligent management systems
- Improve responsiveness to cases
- Development and tabling of quarterly reports to governance structures

- Communication Strategy
- Communications / awareness campaign rolled out

CONCLUSION

The following **PRINCIPLES** are key in guiding improved citizen-based monitoring:

As a democratic nation, the voice of citizens is integral to building a capable, ethical and developmental state in South Africa

Imbizo and citizen-based monitoring is not a once-off event, but an on-going process of relationship building and performance improvement

Government must encourage independent monitoring by civil society & other entities
Monitoring mechanisms should be workable and suit the context in which they are applied

Monitoring findings and planned improvements need to be communicated to citizens timeously

Communication strategies must be informed by the target audience

Government monitoring systems need to include the views and experiences of citizens

Citizen participation in planning strengthens citizen participation in monitoring

Imbizo and Citizen-based monitoring must form an integral part of service delivery improvement plans and management decision-making processes

Engaging citizens and civil society in monitoring government performance result in the following benefits:

- Community ownership and improved service-delivery
- Improved public expenditure efficiency
- Greater trust in government and public confidence systems
- Promote accountability across government
- Improve program effectiveness
- Strengthen institutions, processes and systems
- Enhance & complement government's performance monitoring

Local Government Management Improvement Model (LGMIM)

Ms Ndilakazi Dondashe



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CONTENTS

- ❑ LGMIM Premise
- ❑ Description of LGMIM
- ❑ LGMIM performance measurement
- ❑ LGMIM journey



LGMIM Premise

..... a developmental state cannot materialise by decree, nor can it be legislated or waved into existence by declarations. It has to be consciously built and sustained (NDP)

Pathways to improving municipal performance is to focus on the organisation

Management practices



Workplace capabilities



Desired Results:
Quality of service delivery & productivity

Considers and focuses on the managerial practices of a municipality. That is to determine what the organisation does and how it approaches its tasks to achieve the desired results



How?

By analysing how the organisation works & assesses this against agreed management performance standards and criteria

What is the LGMIM?

The Local Government Management Improvement Model:

- ❑ Assesses the quality of management practices of municipalities and provides a holistic or integrated picture thereof
- ❑ Serves two important purposes, i.e. learning and accountability
- ❑ The assessment results can be used by municipal management to improve performance and transversal departments to provide targeted support
- ❑ LGMIM assessments on the following critical 6 Key Performance Areas:
 - ❑ Integrated Planning, monitoring and reporting
 - ❑ Municipal Services
 - ❑ Human Resource Management
 - ❑ Financial Management
 - ❑ Community Engagement
 - ❑ Governance



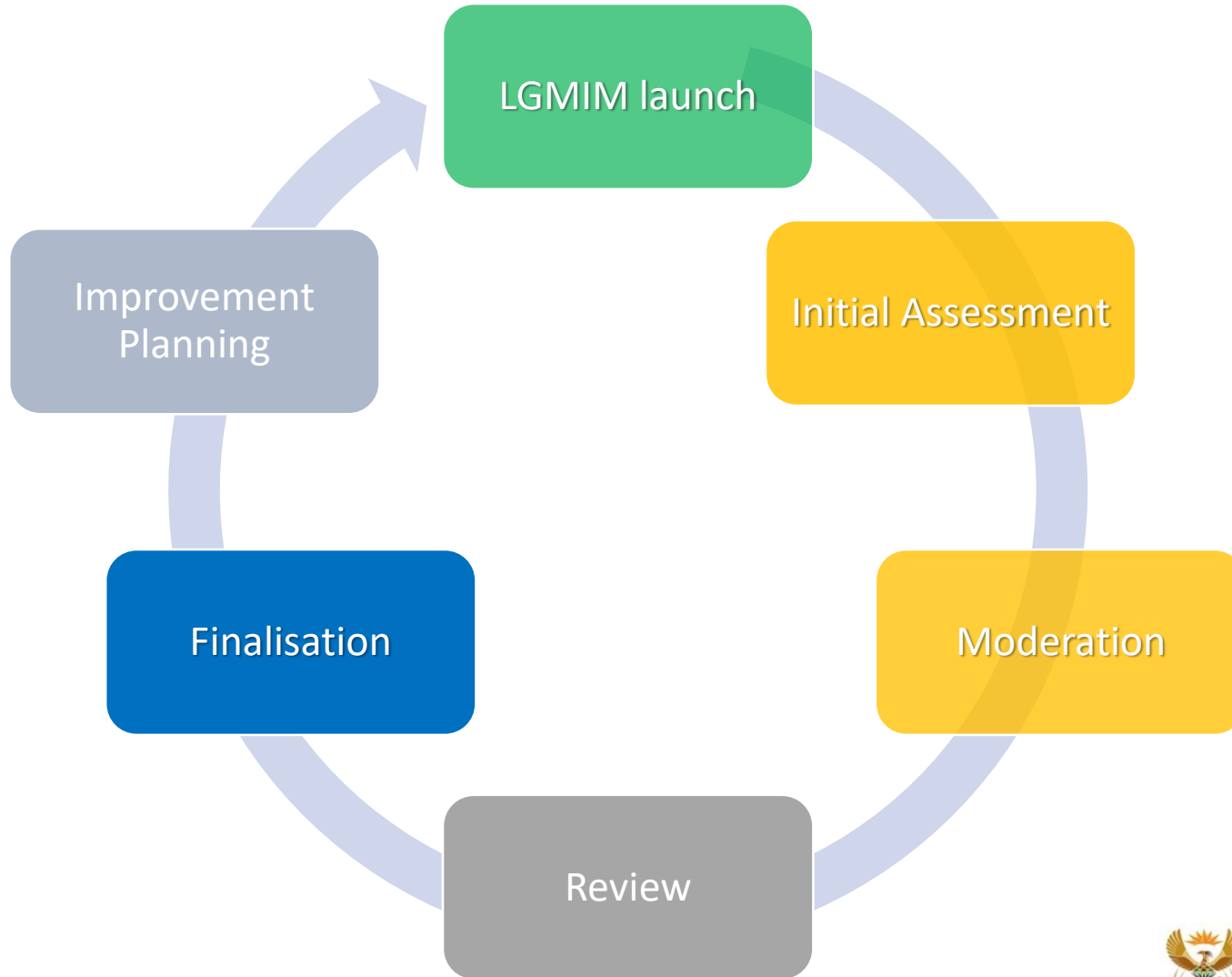
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Performance Measurement

Level	Description
Level 1	The municipality showed limited if any adherence to management practices in line with legal, regulatory and prescribed best practice requirements. Affected management standard require serious attention from the management team.
Level 2	The municipality has some management practices in place that partially adhere to legal, regulatory and prescribed best practice requirements. A platform exists to become fully effective, but will require some attention from the management team.
Level 3	Municipality employs management practices in line with legal, regulatory and prescribed best practice requirements. The municipality is fully effective and the management team should endeavour to sustain the good performance.
Level 4	Municipality employs management practices in line with legal, regulatory and prescribed best practice requirements and shows innovation.

LGMIM Journey



LESSONS ON EVALUATIONS

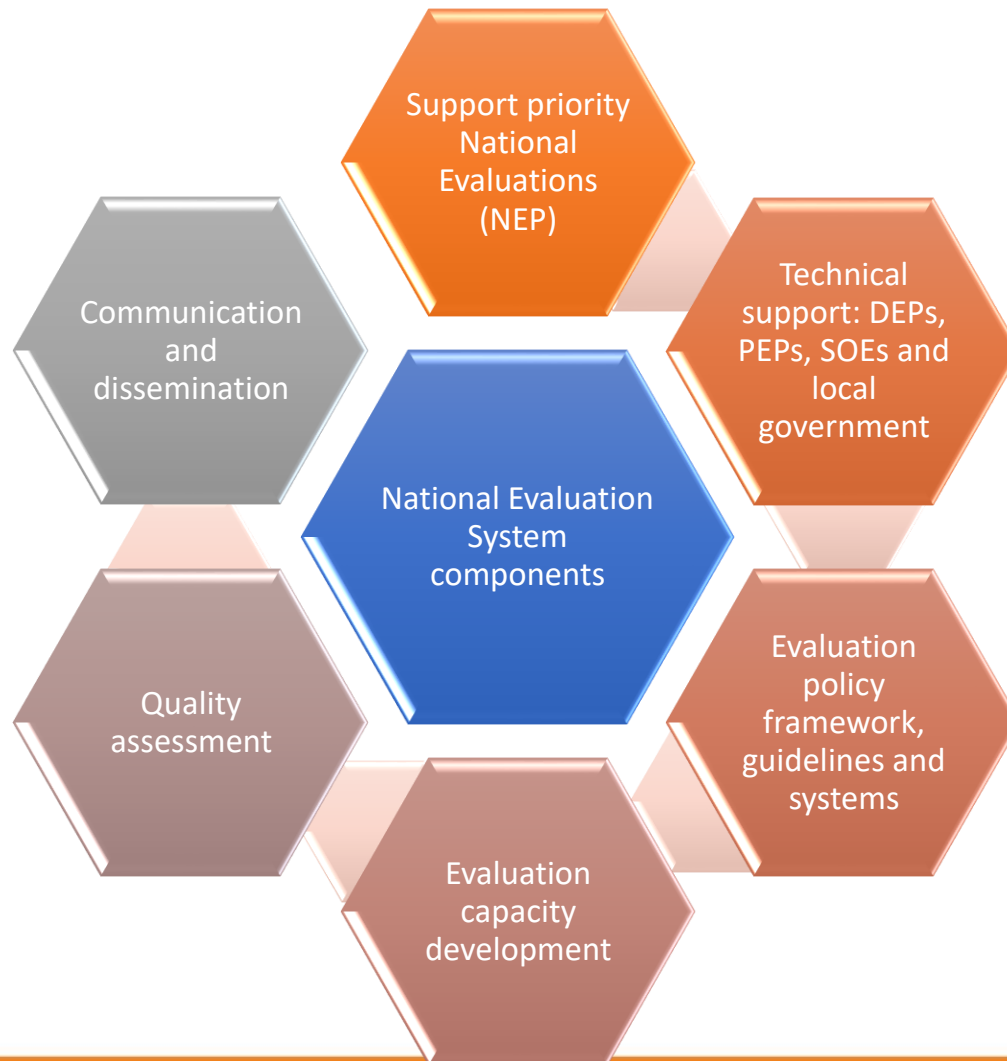
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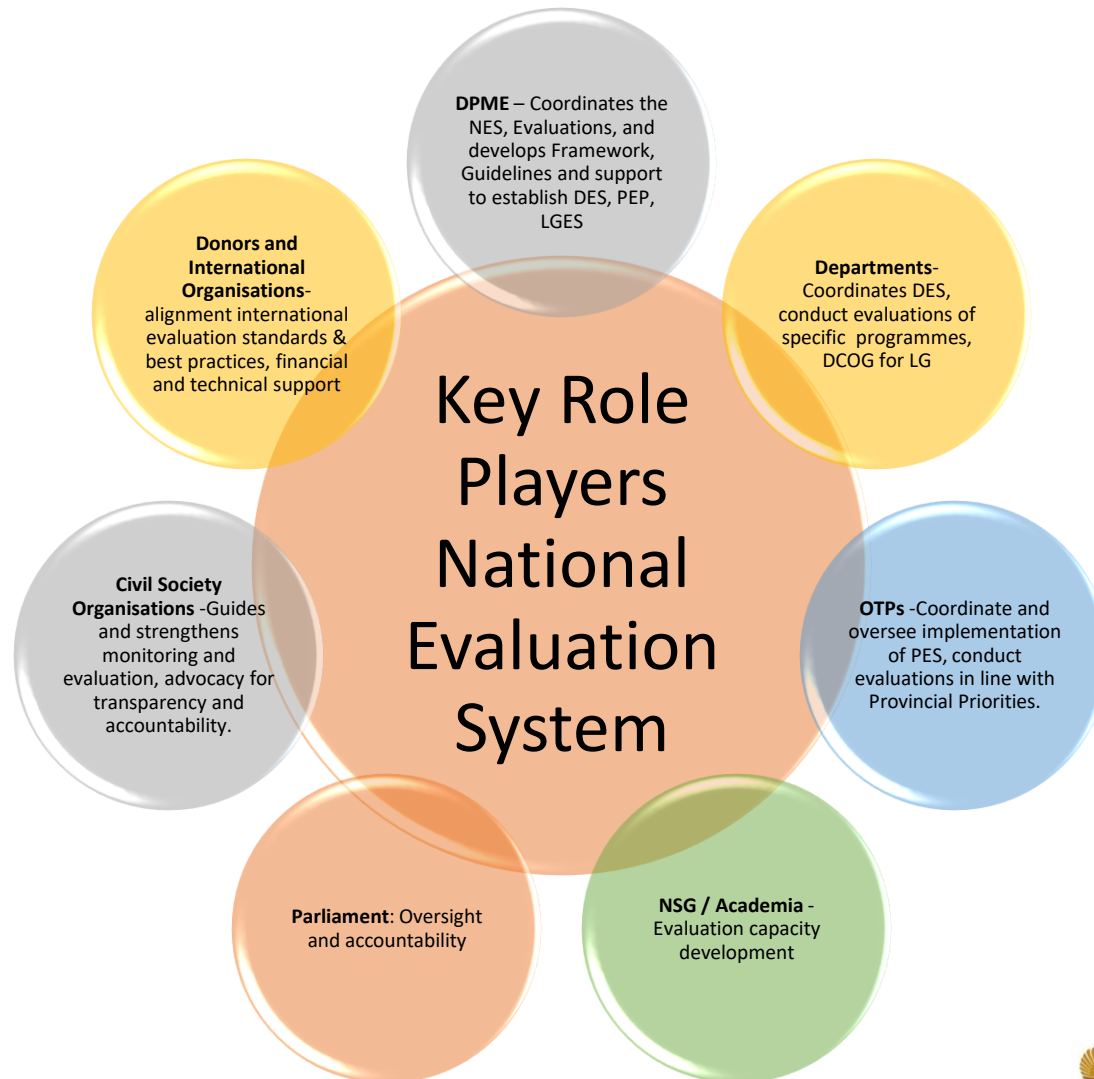
COMPONENTS OF THE NATIONAL EVALUATION SYSTEM (NES)



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KEY ROLE PLAYERS NES



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How the evaluation system was established

2007 GWMES – 3 domains, Programme for Performance Information approved and later Statistics Quality – evaluation missing

2010 DPME established and monitoring systems moving. Early 2010 request to move on evaluation

July 2011 Study tour to Mexico/Colombia/US

Aug 2011 NEPF written and goes for consultation

Oct 2011 First pilot evaluation starts

Nov 2011 NEPF approved by Cabinet

Early 2012 First guidelines

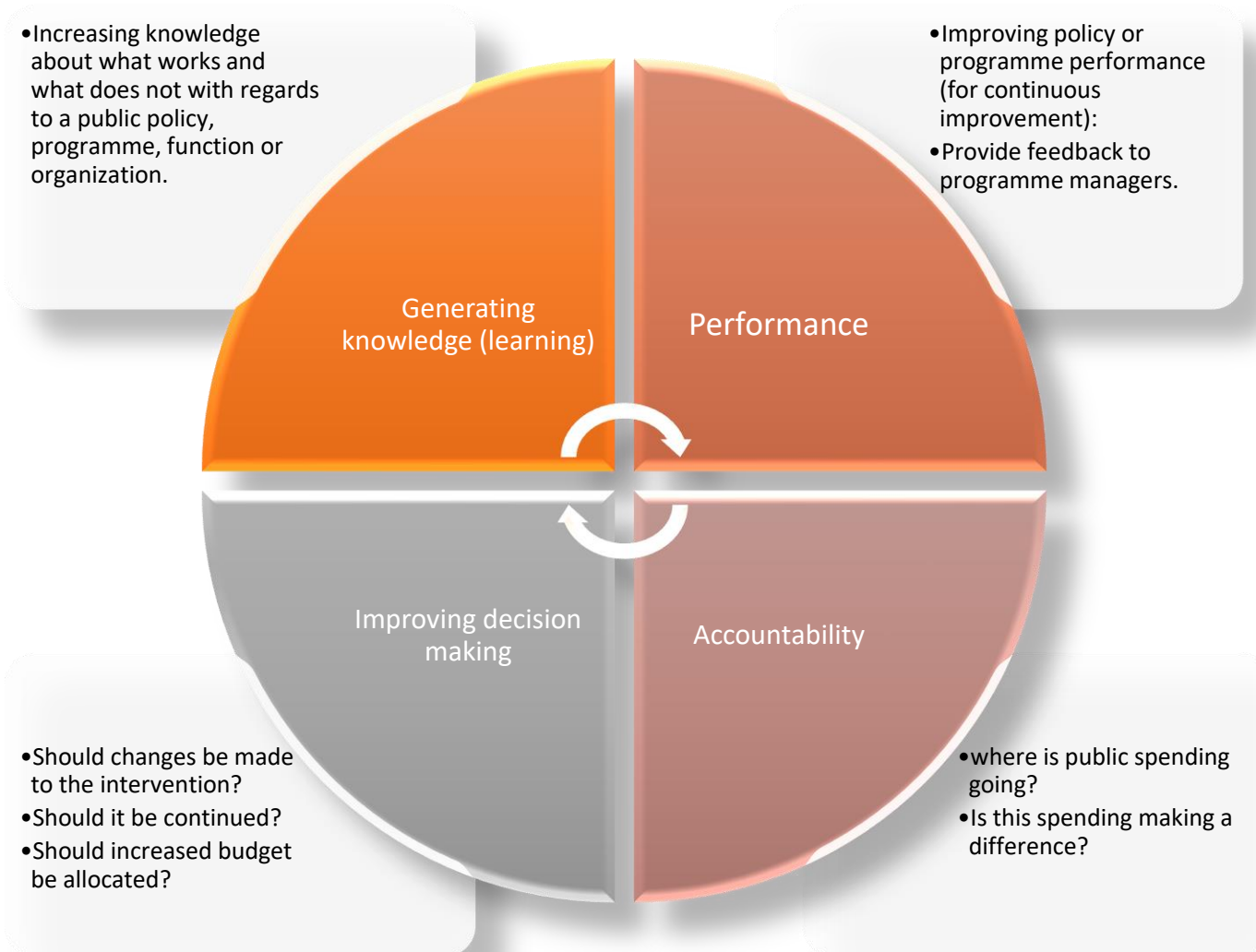
June 2012 First evaluation completes, first NEP for 2012/13 approved

2013 Piloting provincial evaluation plans with 2 provinces

2014 Establishing departmental evaluation plan system

2019 Review of the 2011 NEPF

RATIONAL FOR EVALUATION IN THE NES



SCOPE OF THE POLICY FRAMEWORK

- Outlines the approach for **National Evaluation System**
- Obligatory only for evaluations in the **national evaluation plan** (8-15 per year down to 4), but later a management standard made government wide
- **Government wide** – initially focus on departmental programmes not public entities, later added SOEs and local government
- Focus on policies, plans, implementation programmes, projects and systems (not organisations initially)
- **Partnership** between departments and DPME and outside government- CLEAR AA, TWENDE, SAMEA, UP,
- Gradually developing **provincial** and **departmental** evaluation plans as evaluation starts to gets adopted widely across government
- **2019 version** includes state-owned entities, promotes rapid evaluations as an alternative

**NATIONAL
EVALUATION POLICY
FRAMEWORK**

NOVEMBER 2019



NATIONAL EVALUATION SYSTEM



Approach

Utilisation - focus

Unit of analysis - programmes, plans, policies and systems

Focus – programme importance

Types of evaluation – diagnostic, design, implementation, impact, economic – different stages of programme cycle

Systems / Tools

National, Provincial, Dept, Evaluation Plans

Standards: 27 guidelines and 9 templates

5 training courses, national evaluation seminar

Quality assessment system

Repository/EMIS (140+ evaluations)

People and organisations

Evaluation Unit in DPME to drive the system (15 people recently reduced to 13)
Provincial Offices of the Premier

M&E units in departments – most people monitoring skills

Cross-gov Evaluation Advisory Committee to support

Senior Managers to demand evidence

Guidelines - some new directions with DPME and SAMEA



- Attempt to make evaluation more responsive to the emerging systemic threats from inequality and climate/ecosystems breakdown
- SA intends to influence the update of the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee Criteria for Evaluation through representation at the International Evaluation Academy.



CHALLENGES IN 2018

Contextual challenges

- **Quality** of evaluation service providers
- **Skills** in government – most M&E people are actually monitoring people
- **Poor programme planning** – only 62% of programmes being evaluated had documents, or indicators – many requiring major changes
- Some departments **fearing** exposure
- **Changes in minister and DG** - danger of not-invented here syndrome and move to punitive system – how to secure transitions – need for legislation
- **Threats** to DPME's role and status.
- Later, **fiscal constraints** cutting evaluation budgets.



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CHALLENGES IN 2018

What has been a challenge

- **Tension between short-term** problem solving vs long-term agenda and institutionalisation
- **Cost and time** of evaluations and systematic reviews – importance of process (implementation evaluations) – hence move since 2017 on rapid evaluations
- Inadequate commitment from DPME to build wider **ecosystem** - capacity development, communication
- Limited **communication** of results
- **Improvement plan** process not thorough enough and not enough accountability by senior managers to have to act
- Not enough diversity of evaluators – challenge of **legitimacy**
- System not **sustainable** enough – vulnerable to leadership transitions – needs eventually to be legislated



LESSONS

Contextual factors supporting M&E system

- **High level political commitment** from Cabinet, and responsible Minister.
- Rapid establishment of strong **champion**, DPME, eventually 15 staff in evaluation.
- Effective set of M&E **programme leaders/managers** with delegated authority who have created systems from scratch and got them up and running extremely quickly.

Other **institutional elements** include:

- Project promoting evidence-based policy making - **flexible support** important in supporting the emergence of DPME.
- **Capacity** to undertake evaluations in some depts and Public Service Commission;



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LESSONS

What worked

- **Learning from others' experience** using study tours, research, exchanges. Enabled rapid prototyping, piloting and upscaling. Reflective processes.
- **Coalition** across government to support evaluation (national Evaluation Technical Working Group)
- Building the system **incrementally**
 - Started with approach most suitable (Policy Framework)
 - Pilot evaluation used to build the approach
 - National -> provincial -> departmental, guidelines, standards etc
- **Utilisation focus** – don't want reports but action
- Implemented at **scale**, across levels of gov
- MPAT system so part of **management standards**
- Evaluations made **public**
- Evaluations **being used**:
 - Cabinet took evaluations seriously
 - Many evaluations influencing policy and practice
 - Some commitment from management to implement evaluations, and implement results
- Having **centre of government role** to drive and act as knowledge broker has been key, plus budget to subsidise cost of evaluations
- Built **centres of excellence** in government - some provinces, some departments



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DEVELOPMENT INDICATORS DASHBOARD

Dr Constance Mabela
Mr Mokgoropo Makgaba



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Development Indicators

Purpose of the Development Indicators (DI) Report

To annually track progress towards achieving the National Development Plan Vision 2030 goals

- ❑ The DI was first publication in 2007. It provides an analysis of long term trends from 1994 to date, using latest available data.
- ❑ Uses consistent and uniform set of key statistical indicators that address the NDP & the 5-yearly Medium Term Strategic Framework (MTSF).
- ❑ There is an annual activity to maintain indicator sets: add new ones, suspend or discontinue if no longer irrelevant or data no longer unavailable. The DI 2022 continues phasing in the changes in the Revised DI Indicators Framework adopted in 2021.
- ❑ Data is sourced from government administrative databases, official statistics, and research done by local and international institutions.
- ❑ Quality assurance: Validation with data sources; datasets are rejected if quality concerns cannot be addressed.
- ❑ Development Indicators Database: Publicly accessible dataset with disaggregated data is available on the DPME website covering provinces, gender, age, sectors, etc.
- ❑ Future revisions will be informed, among others, by new data expected from the Census 2022.

Overview of the DI Dashboard

- ❑ South Africa's Development Indicators Dashboard features a compilation of key statistical indicators to track progress on the goals of the National Development Plan (NDP).
- ❑ The indicators reflect the outcomes and impact of government programmes and the contribution of the non-government sectors.
- ❑ The data used in the Dashboard is sourced from government administrative systems, international databases, research institutions, and official statistics.

Key features and functionality:

- Data time series from 1994 to latest available year.
- 13 NDP chapters, 84 indicators and sub-indicators.
- Consistent with the Medium-Term Strategic Framework (MTSF) priorities, a five-yearly Implementation framework for the NDP.

Landing Page for the DI Dashboard

<https://development-indicators.csir.co.za>

SOUTH AFRICA'S DEVELOPMENT INDICATORS DASHBOARD



Planning, Monitoring and Evaluation
Science and Innovation



CSIR
Touching Lives Through Innovation



national planning commission
Department
The Presidency
REPUBLIC OF SOUTH AFRICA



ABOUT

South Africa's Development Indicators Dashboard features a compilation of key statistical indicators to track progress on the goals of the National Development Plan (NDP). The indicators reflect the outcomes and impact of government programmes and the contribution of the non-government sectors. The data used in the Dashboard is sourced from government administrative systems, international databases, research institutions, and official statistics. The data for most indicators goes back to 1994, the onset of South Africa's democratic era.

The content of the Dashboard is organized in themes that align with the 13 chapters of the NDP and contains a time series of about 84 indicators and sub-indicators. The indicators are consistent with the priorities of the Medium-Term Strategic Framework (MTSF), which is a five-yearly implementation framework for the NDP.

Content for the Dashboard is produced jointly by the Department of Planning, Monitoring and Evaluations (DPME) and the National Planning Commission (NPC) and hosted in this platform by the National Data Policy Observatory (NPDO), which is based within the Council for Scientific and Industrial Research (CSIR). The NPDO is funded by the Department of Science and Innovation (DSI).



Capable and Developmental State

 Fighting Corruption	 Economy	 Innovation	 Transforming Human Settlement
 Social Protection	 Health	 Education and Training	 Transforming Society
 Safety and Security	 Environment	 Positioning South Africa in the World	 Demographics

A photograph of the National Parliament Building in South Africa, featuring two prominent domes and a central flagpole, with the text "THANK YOU" overlaid in white.

THANK YOU