Government Wide Monitoring and Evaluation System

<table>
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<tr>
<th>Name</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Ronette Engela</td>
<td>The Presidency</td>
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<tr>
<td>Conrad Barberton</td>
<td>National Treasury</td>
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<tr>
<td>Akiiki Kahimbaara</td>
<td>StatsSa</td>
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<tr>
<td>Mohanuoa Mabidilala</td>
<td>DPLG</td>
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<tr>
<td>Henk Serfontein</td>
<td>DPSA</td>
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Content of presentation

- Overview of the GWM&E framework
- Programme Performance Information
- Evaluations
- Census and Surveys - National Statistical System
- Derived and Transversal Information Systems
  - DPLG Local Government System
  - DPSA Systems
In 2005 Cabinet approved an implementation plan to develop a monitoring and evaluation system for use across government.

To encompass:
- Monitoring: implementation, effectiveness, validation
- Evaluation: impact and process evaluation
- Early warning: proactively identify blockages
- Verification: validates integrity of data
- Data collection: using existing capacities
- Analysis: research driven assessments
- Reporting: appropriate & customised to target groups

The centre of government needs to provide clear policies and frameworks.
- Composite system that draws its data from contributory systems
- Emerging system built up over time with consistent and sustained participation by all stakeholders

Phased implementation through 3x work streams

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<th>Policy and Standards</th>
<th>Reporting and Databases</th>
<th>Capacity Building</th>
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Lead Agency

Partner Agencies
Are we still on track?

- Missed a number of deadlines
- Information needed to inform next phase of development not in place
  - Audit of reporting requirements and M&E systems in gov late
  - P&P shifted to Policy and Standards
- Independent development of systems
  - Nearly all provinces
- Lack of own capacity - many consultants in sectors
- Misconception re ‘System: IT’ vs ‘Framework’

Reporting labyrinth plethora of data
For example:
Provincial dept reports to:
- Own dept and exec authority
- National concurrent dept
- Premier Office
- National Treasury
- Presidency
Entry points

- Executive reporting
- Evidence based decision making for:
  - Resource allocation
  - Policy refinement
- Extensive executive interest
- Support government implementation focus
GWM&E System: data terrains

- Program Performance Information
- Census and Survey Information
- Registers and Admin data
- Evaluations
GWM&E System: policy platform

Policy Framework

Census and Survey Information
Registers and Admin data

Programme Performance Information
Evaluations
GWM&E Framework: Programme Performance Information

PPI

Dept Dept Dept Dept

Derived information system

Transversal systems

C&S

E

DPLG

DWAF

PERSAL

BAS
GWM&E System: Executive reports

Census and Survey Information Registers & Admin data

Evaluations

National Indicators

Derived information system

Transversal systems

Dept Dept Dept

PoA
10 categories of Development Indicators

- Economic growth & transformation
- Employment
- Poverty & inequality
- Household & community assets
- Health
- Education
- Social Cohesion
- Safety & Security
- International relations
- Good governance
Economic growth & transformation

- GDP, GDP per capita
- FDI
- CFC
- Government debt
- Budget deficit
- CPI, CPIX
- Bonds point spread
- R&D
- Exports
- BEE
- Black managers
Employment

Poverty and Inequality

- Employment
- Unemployment
- Expanded Public Works

- Per capita income
- Inequality (Gini Theil)
- Poverty headcount
- Poverty gap analysis
- Social assistance grants
- Life expectancy
- Living Standards Measures
Household & Community Assets

- Dwellings
- Waters
- Sanitation
- Electricity
- Land restitution
- Land redistribution
Employment

Poverty and Inequality

- Employment
- Unemployment
- Expanded Public Works

- Per capita income
- Inequality (Gini Theil)
- Poverty headcount
- Poverty gap analysis
- Social assistance grants
- Life expectancy
- Living Standards Measures
Health Education

- HEALTH
  - Infant and child mortality rate
  - Severe malnutrition under five years
  - Immunisation coverage
  - Maternal mortality ratio
  - HIV prevalence
  - Tuberculosis (TB)
  - Malaria

- EDUCATION
  - Educator - learner ratio
  - Enrolment
  - Matric pass rate
  - Matriculants with mathematics higher grade passes
  - Adult literacy
  - Graduating science, engineering and technical (SET)
Social cohesion

- Strength of civil society
- Voter participation
- Voters per province
- Women who are members of legislative bodies
- Confident of a happy future for all races
- Country going in the right direction
- Identity in the form of class
- Pride in being South African
- Public opinion on race relations
## Safety & Security

### SAFETY & SECURITY
- Broad categories of crimes
- Contact crime
- Property crime
- Detection rate
- Charges referred to court
- Conviction rate
- Inmates
- Road accidents and fatalities

## International Relations

### INTERNATIONAL RELATIONS
- Peace operations
- Democratically elected governments in Africa
- GDP growth in Africa
- Tourism
- Mission operations
- Diplomats trained
Good governance

- GOOD GOVERNANCE
- Tax returns
- Audits
- Corruption perceptions
- Budget transparency
- Public opinion on delivery of basic services
- Red tape, business
- Biodiversity
Standard format

- Indicator
- Category linked to 10 Year Review
- Goal
- Trend analysis
- Table
- Graph
- Definition
- Data source
- (Data note)
Indicators future

- Publication - annually
- Will add some indicators
- Minimum requirement for all depts
- Replicated in all spheres (as applicable)
- Develop data for
  - Community assets
  - Health
  - Education
  - Safety & Security on district level
GWM&E System: Executive reports

- Census and Survey Information Registers & Admin data
- Derived information system
- Transversal systems
- Dept Dept Dept

Evaluations

National Indicators

PoA
Area of Responsibility

Evaluations

Census and Survey Information

Derived information system

Transversal systems

Dept Dept Dept
Evaluation

- Need for detailed policy evaluations on a number of different levels:
  - Departmental led reviews and evaluation of policies and programmes
  - Sectoral reviews
  - Broad, cross cutting reviews led by centre of government

Monitoring and evaluation have different purposes
Programme Performance Information

Kuben Naidoo

National Treasury
Mandate Treasury

Ensure information on inputs, outputs and outcomes ...

...underpins planning, **budgeting**, implementation management and accountability reporting...

...to promote transparency and expenditure control.
Programme Performance Information

Area of Responsibility

Dept

Dept

Exec Authority

Dept exec

Programme manager

Line manager
Framework for Managing Performance Information

Key Performance Concepts

- **What we wish to achieve?**
  - The developmental results of achieving specific outcomes
  - The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs

- **What we produce or deliver?**
  - The final products, or goods and services produced for delivery

- **What we do?**
  - The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes

- **What we use to do the work?**
  - The resources that contribute to the production and delivery of outputs

Manage towards achieving these results

Plan, budget, implement and monitor
Framework for Managing Performance Information

Performance Indicators

**DIRECT INDICATORS**
Data gathered mainly by management information systems

- Types of direct indicators
  - Quantity
  - Quality
  - Cost / Price
  - Timeliness
  - Start and end times
  - Distribution
  - Adequacy
  - Accessibility

**OPINION-BASED INDICATORS**
Data gathered through surveys

- Calculated using a combination of direct indicators and other data

**RELATIONSHIP INDICATORS**

- Equity
- Effectiveness
- Efficiency
- Economy

**Types of direct indicators**
- Quantity
- Quality
- Cost / Price
- Timeliness
- Start and end times
- Distribution
- Adequacy
- Accessibility
Ensure Programme Performance Information is appropriately used for planning, budgeting and management purposes

- set performance standards and targets prior to the start of each year
- review performance and take management action
- evaluate performance at the end of a service delivery period

Next steps: Treasury (2)

PPI manual per sector - extensive consultation to determine needs of different users

Link to individual performance agreements of line managers and HOD
National Statistical System

Akiiki Kahimbaara  StatsSA
Area of Responsibility

Evaluations

Census and Survey Information
Registers and Admin data

Derived information system

Transversal systems

Dept Dept Dept
The Statistics Act (No. 6 of 1999)
2002 January Cabinet Legkotla
State of the Nation Addresses
2004 and 2005

• Section 14 subsection 6 clauses (a), (b) and (c) where the Statistician-General may advise an organ of state on the application of quality criteria and standards

• Section 14 subsection 7 clauses (a) and (b) grants the Statistician-General power to designate statistics produced by other organs of state as official statistics

• Section 14 subsection 8 clauses (a) and (b) authorises the Statistician-General to comment on the quality of national statistics produced by another organ of state; and to publish such other department’s statistics
Demand for information
[user groups or indicator categories]

- Insufficient supply of quality information
- Uncertain quality?
  Poor comparability
  Isolated producers
  No shared standards
- Insufficient statistical skills
Demand for information
[user groups or Indicator categories]

- Adequate information
- Reliable information [quality, sustainable]
- Sufficient skills

Regulatory environment
- Statistics Law
- Governance structure
- Quality standards
- Advocacy programme
- Code of conduct

Other producers [departments, CSOs, etc]

Stats SA

Proposed solution

Feedback

Coordination
Proposed new approach

Maintain the **decentralised** system of statistical production

Use **official statistics** to ensure quality
- SASQAF [quality framework]
- Framework of international best practice
- UN Principles of Official Statistics

Transform all national statistics into official statistics

SASQAF Draft available
Transform existing departmental data (registers & surveys) into sustainable sources of official statistics

- More use of administrative data than of surveys - sustainability and cost
- Agreements and collaboration between Stats SA and individual dept
- Joint Working Party between Stats SA and each of the departments to improve quality
Access registers or datasets and map them against indicators in the compendium

- Identify gaps – where the compendium of indicators should be coming from the department
- Assess quality of registers or datasets for usability
- Suggest improvements

Next steps
StatsSA

Working with individual departments
Next steps StatsSA (2)

Audit departments for statistical capacity

- Encourage departments to establish **statistical capacity** – as part of existing M&E units or as components on their own
- Allocate sufficient **resources**: part of MTEF budgeting for **sustainability**
- Implement **statistical training programmes** with support from Stats SA

Build statistical capacity in departments
Concerns

Inadequate appreciation of the practice of managing for results

- Measurement of performance and “objective” info for planning and decision-making not a priority
- Current practice of existing M&E units without measurement

Circumlocutionary behaviour of public officers (multiple formalities)

- Waiting for approval (all the way to the minister!): inadequate delegation of authority
- Lack of institutional memory in government departments [change the head: start afresh]

- Operational silos – protecting one’s turf
- Cover-ups: fear of exposure
Derived system: DPLG local government

Mohanuoa Mabidilala

DPLG
GWM&E Framework: DPLG Derived Information

PPI

Dept  Dept  Dept  Dept

Derived information system

Transversal systems
Function of DPLG

• develop national policies and legislation with regards to Provinces and Local Govt, and to monitor the implementation
• to support Provinces and Local Govt in fulfilling their constitutional and legal mandate
DPLG Monitoring, Reporting & Evaluation

Responsibility

DPLG

• Developing and implementing an integrated monitoring and evaluation system (dplg)

• Providing leadership and support to Local Govt for the successful implementation of the GWM&E framework

• The development of an MR&E capacity in the province and local government to monitor and report implementation of the 5 Year Local Government Strategic Agenda (2006 – 2011)
DPLG will develop and implement a system for assessing local govt service delivery.

5 Local Govt KPAs

- Municipal Transformation and Organisational Development
- Basic Service Delivery
- Local Economic Development
- Financial Viability and Management
- Public Participation and Community Involvement
Collaboration with key departments

- The Presidency
- National Treasury
- Dept of Public Service and Administration
- Dept of Water and Forestry
- Dept of Mineral and Energy
- Dept of Housing
- Statistics South Africa
- South African Institute for Management Development (MR&E capacity building)
Problem

DPLG assessed readiness of provincial depts of local govt and Office of Premiers to do Local govt M&E

Varying degrees: of understanding and of M&E capacity and readiness

• Lack of integrated approach to local government M&E across 3 spheres
• Lack of appropriate M&E reporting structures to monitor local government service delivery
• Capacity and capability to monitor local govt service delivery
DPLG did assessment of business processes that inform MR&E system

- Develop and implement MR&E policy
- Capacity building strategy
- Institutionalise MR&E systems across the three spheres of govt by using existing structures within IGR Act as M&E forums

Standardise approach to Monitoring, Reporting and Evaluating
Collated all indicators on local govt Phase 1

Initially 500
Now ±150

Types of local government Indicators

<table>
<thead>
<tr>
<th>Indicator category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Input</td>
<td>43%</td>
</tr>
<tr>
<td>Activities</td>
<td>20%</td>
</tr>
<tr>
<td>Output</td>
<td>45%</td>
</tr>
<tr>
<td>Outcome</td>
<td>27%</td>
</tr>
<tr>
<td>Impact</td>
<td>8%</td>
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</tbody>
</table>

Initially 500:
- Collated all indicators on local govt
- Phase 1

Now ±150:
- ±150
Shared understanding of Local government indicator development across all three spheres Phase 2
Achievements to date

- Readiness assessment of provincial dept of local government
- Draft Local Government MR&E framework, aligned to GWM&E
- MR&E business process mapping of Local government indicators
- National Local Government MR&E forum established
- Collaboration with SAMDI and NT TAU for capacity building
Next steps

- Finalise Local Government M&E policy framework
- Develop a compendium of indicators for Local Government
- Design and implement Local govt MR&E system that extracts information with multiple sector departments that deal with Local Government – based on impact model
- Capacity building for provinces and municipalities
Derived system: DPSA

Henk Serfontein  DPSA
Public Service Act

- Responsible for public service transformation
- Custodian of public management frameworks
- Performance and knowledge management
- Service delivery improvement

Mandate DPSA

Co-Chair of the Governance and Administration Cluster

Co-Chair the GWM&E Task Team

Aim

Increase public service effectiveness and improve governance
Area of Responsibility

GWM&E System: Executive reports

PPI

National Indicators

Census and Survey Information

Derived information systems

PM Watch

Cabinet Lekgotla Report

Transversal systems

Dept

Dept

Dept
Responsibility
DPSA

Lead agency on databases and Reporting Work stream

Two major initiatives currently in development

Public Management Watch
- Extracts HR and Budget expenditure data
- Identifies vulnerable departments

HR utilisation Report
- Derived from departmental annual reports
- Focuses on how well HR is used
Creation of
- Year end Report
- bi-annual Cabinet maKgotla

• Will draw from various GWM&E sources
• To provide useful, practical updates
• Executive level information
• High strategic overview.
Linking the performance management and measurement systems needs dedicated attention.

**Task: Improving public management outside financial and expenditure issues**

- DPSA M&E capacity overstretched (APRM etc.)
- Building public participation systems a key issue
- Must enhance GWM&E stakeholder relations
- Overcoming formalistic compliance by sectors and provinces.

**Challenges DPSA**
Priority: Work stream 2 objectives

Data bases and reporting

- Priority streamlining reporting burden
- Compilation of reporting requirement Master list
- Undertake consultations with systems users
- Focus on improving understanding of their needs
- Develop database architecture

Next steps
DPSA
Conclusion

- Conceptual clarity - IGR
- Key role players involved
- Convergence around indicators

Concerns

- Need to incorporate Public Opinions/ Imbizo processes
- Public Entities and Constitutional Bodies

Data quality will improve with public attention and utilisation

Myth: “at the press of a button”
- Systems to alert about problem, need political will to deal with it

Steady does it
Ke ya leboga

Ke a leboha

Ke a leboga

Ngiyabonga

Ndiyabulela

Ngiyabonga

Ngiyathokoza

Inkomu

Ndi khou livhuha

Dankie

Thank you