Presented at the Monitoring and Evaluation Workshop
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INTRODUCTION

MANDATE

• Monitoring and evaluation of government performance has been identified as a responsibility of the PCAS

• The Presidency may evaluate the performance of government against set goals, targets, equitableness of resource allocation and effectiveness and efficiency in service delivery across all levels.

OBJECTIVE

To inform steps to be undertaken in creating a conducive environment enabling all levels of government, private sector, communities and individuals to achieve respective goals in service delivery and improve performance.

Hence the need to assess essential capacity in govt.
Monitoring versus Evaluation

- **MONITORING**
  Tracking changes in program performance over time

- **EVALUATION**
  Attributing program outcomes to their causes
MONITORING

WHY MONITOR

• Monitoring in the government-wide framework refers to a set of activity and milestone tracing techniques, all of which measure some aspect of government performance including the measurement of the current status and change over time (trend analysis) in any of the initiatives.

• Monitoring tracks changes in services provided (outputs) and the desired results (outcomes), providing the basis for accountability in the utilization of resources.

BENEFITS

• Monitoring can be put into place as a management tool that may be sustained over time. It can be used to improve initiatives by identifying aspects that are working according to plan and yielding positive results, while on the other hand it can identify those initiatives that need mid-course corrections.

POA: Monitoring of the progress made in attaining the goals set in the SONA and Makgotla. Cluster POAs: Bi-monthly reporting to Cabinet
**Monitoring components:**

- Development and definition of indicators to measure the progress made towards meeting relevant objectives
- Data collection mechanisms for and monitoring systems to collate data on indicators
- Data verification, validation and systems clean up
- Data analysis to determine outputs, outcomes and trends
- Report writing on the progress made on implementation
- Distribution and feedback mechanisms across the entire spectrum of relevant stakeholders.

**Capacity needed for Govt:**

- Understanding of the POA on GOVT. website
- Ability to develop relevant indicators for the initiatives and interventions arising from the cluster POA
- Information collection strategy on the developed indicators
- Analysis and verification of collected information
- Report writing (notes)
- Communication link with GCIS
DEVELOPMENT AND DEFINITION OF RELEVANT INDICATORS

• Indicators development is based on goals and objectives for government
• These indicators may be calculated on the basis of description and formulae allocated to measure progress made (monitoring) or determining causality (impact assessment).
  – method for acquiring information on indicators,
  – responsibility for collection
  – Info./data source
  – frequency for updating
• Agreement on evaluation methods

• Role of Presidency
• Spearheading the indicator development based on POA
• Setting in place collection, collation and report-back/feedback mechanisms
**IMPACT ASSESSMENT**

- The purpose of impact assessment is primarily to measure the degree of change attributable to a particular initiative or intervention.
- Impact assessment addresses the question of causality.
- What differentiates the two processes are the evaluation techniques which might just include trend analysis in the case of monitoring and the analytic techniques used in impact assessment.

- It determines how much of the observed change in the outcome (quality of life, access to services e.t.c) at the population can be attributable directly to the implementation of government policies and programmes and not to other factors.
- The level of analysis for assessing the impact of government policies and programmes is the population (beneficiaries).

**Lessons from the Ten Year Review are crucial**
- Planning for future government reviews based on TYR indicators
- Development of Mid-term review indicators based on MTSF
- Review and refinement of current TYR indicators
### IMPACT ASSESSMENT PROCESSES

- Development of assessment frameworks (modeling)
- Collection and collation of data from different sources in relation to developed models
- Regression (logistic, multivariate e.t.c) analysis on dependent and independent variables
- Interpretation of results/findings to determine relationships
- Report writing on the impact of government interventions to the population
- Distribution of reports to relevant stakeholders

### Implications for Presidency

- Advanced policy analysis skills
- Advanced data analysis skills
- Basic data mining
- Basic statistical modeling skills
- Econometrics
- Demographic modeling

(work with treasury on economic models)
(Working with departments to compile a compendium of indicators)
(work with Statssa on demographic/population dynamics & NSS)
DEVELOPMENT OF DATA COLLECTION MECHANISMS FOR INDICATORS

To enable comparisons (demographic, social, economic, financial and corporate governance) across the provinces, population groups, gender and age groups around government sectors over time and space.

The data collected on indicators will thus have to accommodate such comparisons and be disintegrated within the developed systems and databases according to the above mentioned categories, especially the GDC.

Role of Presidency

- Data collection
- Verification
- Validation
- Report writing
The use of information systems in monitoring provides a reliable flow of information to allow management to keep abreast with the progress in the implementation of policy thrusts, programmes and activities based on decisions made in different gatherings.

Information systems facilitate assessment of the quality, quantity and timeliness of policy and programme inputs while operational constraints towards programme and policy effectiveness are identified, thus gaps may be addressed.

They may further provide contextual information for evaluation processes.

Role of Presidency

- Reporting Formats from FOSAD
  - (the project card)
- EIMS
  - Roll out
  - TRAINING
  - Commitment
- Integration with NSS (urgent to review)
Three models may be applied in monitoring and evaluation activities at the Presidency

• High level tertiary model: This model can be informed by State of the Nation address, Cabinet Decision and cluster priorities;

• Government level monitoring and evaluation (PCAS): This model measures the progress made by government as a whole in addressing the objectives and implementing priority programmes;

• Departmental Monitoring and Evaluation Initiatives: This level addresses the progress made by individual departments in implementing their programmes in line with government priorities. These include indicators to measure programme level objectives (outputs), developed within each department in their informed by their strategic frameworks.
Government model for systems integration at National level

Government Statistics
(National Statistical System)

Executive Info.
(CabEnet)

Govt. POA

Planning

Programme level Statistics/Info
(Departmental Information Systems)

M&E

Provincial and Local Government M&E
Illustration of Program Monitoring

Program outcome indicator

Program start

TIME->

Program end
Illustration of Program Monitoring

Program outcome indicator

Program start

TIME->

Program end

Actual?
Illustration of Program Impact

Change in program outcome

Program start

TIME->

Program end

With program

Without program
Illustration of Program Impact

Change in program outcome

Program start

TIME->

Program end

With program

Without program

Program impact
Components of Programme Monitoring and Impact Assessment

**Inputs**
- Personnel
- Equipment
- Finance

**Program Level**
- Monitoring
- Impact Assessment

**Processes**
- Project Cycle: Phases
  1. Housing Dev. Process
     - Access to land
     - Land avail. Agreement
  2. Planning Process
     - Layout
     - Civil eng. Design
  3. Township est. process
     - Install Civ. Eng. Services
     - Units construction
  4. Hand over process
     - Keys to beneficiaries

**Outputs**
- Deliverables
  - Serviced sites
  - Subsidies approved
  - Units completed
  - Units under const.
  - Projects approved
  - Fem. Headed H/holds
  - Budget & Exp.

**Outcomes**
- Impact
  - Housing access
  - Better lives
  - % Beneficiaries
  - Objectives met

**Population Level**
- Monitoring

**Resources:**
- Personnel
- Equipment
- Finance
Observational designs require correction for errors that are randomized in an experimental design.

- Hence the need for Statistical skills...
- They provide easily understood, unambiguous results.
The Role of the Logical/Strategic/Conceptual Framework

- Logical vs Strategic vs Conceptual
- Clarify program objective стратегический результат/dependent variable
- Interrelate units, levels and directions of action
- Allow for consensus-building around a common paradigm
Example of a Strategic Framework

Strategic Objective/Priority

Objective 1

Indicator 1

Indicator 2

Objective 2

Indicator 1

Indicator 2

Indicator 3
Example of a Conceptual Framework for a Structural Model

Individual demand

Program supply

Service utilization

Output of delivery

Adequacy of Delivery
Example of a Conceptual Framework
a Structural Model

- Individual demand
- Program supply
- Technical inputs
- Service utilization
- Housing Delivery
- Institutional capacity
- Adequate Housing
- Self-sufficiency
Key Questions for Program M&E

- What is a program?
  - Nationally organized, often publicly sponsored, effort to deliver social-economic services to target populations with need
  - Organizational systems activated for service delivery
  - Indefinite lifetime
  - Has an institutional host that is organic, of known size, adaptive, and operates in a changing environment

- Did the program achieve its objectives?
- Were the results attributable to program efforts?
- Which program activities were more or less important/effective?
- Did the intended benefit from the program?
- At what cost?
Scope of Program M&E

- What level of program evaluation?
  - National, subnational, specific site?
  - Implications for M&E design
  - Inference of results
- Relevant time frame?
- Relevant units of action?
RELEVANT SKILLS AND RESOURCES REQUIRED

- Research;
- Statistical/data analysis;
- Specialized software to perform modeling and other evaluation techniques;
- Research design for evaluation may include population surveys, community surveys or forums, focus groups as well as randomized experiments;
- Policy analysis and report writing;
Monitoring versus Evaluation

Can good monitoring lead to good evaluation?

- Can good monitoring lead to good evaluation?
  - Indicators = Significant and influential factors
  - Framework = Theoretically sound model
  - Directionality = Temporally correct causal flow
  - Levels = Appropriate hierarchy of units

- Coupling quantitative and qualitative assessment methods