



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Monitoring & Evaluation Framework For the Public Service

Presentation to the M&E Learning Network,
SA Reserve Bank Conference Centre
15 February 2011
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OUTLINE OF THE PRESENTATION

- Purpose
- Objectives
- Key elements of the Framework
- Principles & Legislative mandate for M&E
- M&E Functions & Key Deliverables
- Key Stakeholders
- M&E Conceptual Platform & Approach
- Challenges
- Recommendations
- Conclusion

EVOLUTION OF MONITORING AND EVALUATION IN SOUTH AFRICA

1999

Monitoring and evaluation practice in the South African government is at an interesting point in its evolution. Ten years ago M&E was a term known only to a handful of government officials who had been exposed to the practice through donor agencies and through exposure to M&E in other countries;

2010

Today the South African government boasts an M&E architecture that is beginning to approximate those of more developed countries;

The mandate of the DPSA has evolved over the years to incorporate support to national government departments and provinces in the implementation of the decentralized human resource (HR) policy and facilitation of service delivery mechanisms. The introduction and development of robust **Monitoring and Evaluation** mechanisms then becomes critical.

12 Key Outcomes

Outcome 1:	Quality basic education
Outcome 2:	A long and healthy life for all South Africans
Outcome 3:	All people in SA are and feel safe
Outcome 4:	Decent employment through inclusive economic growth
Outcome 5:	Skilled and capable workforce to support an inclusive growth plan
Outcome 6:	An efficient, competitive and responsive economic infrastructure network
Outcome 7:	Vibrant, equitable, sustainable rural communities contributing towards food security for all
Outcome 8:	Sustainable human settlements and improved quality of household life
Outcome 9:	Responsive, accountable, effective and efficient local government System
Outcome 10:	Protect and enhance our environmental assets and natural resources
Outcome 11:	Create a better South Africa, a better Africa and a better World
Outcome 12:	An efficient, effective and development oriented public service and an empowered fair and inclusive citizenship



Outcome 12

DPSA focus is on Outcome 12: An effective, efficient and development oriented Public Service and an Empowered, Fair and Inclusive Citizenship

Monitoring Outputs for Outcome 12

Output 1	Service Delivery Quality and Access
Output 2	Human Resource Management and Development
Output 3	Business processes, systems, decision rights and accountability management
Output 4	Corruption tackled effectively
Output 5	Nation Building and Developing a National Identity
Output 6	Enhancing public participation
Output 7	Enhancing uniform service standards to all



PURPOSE



Purpose of the Framework

- The purpose of this overview is to outline key principles, standards, and a framework for monitoring and evaluating public service regulations & programme;
- It intends to create awareness and interest in M&E among the SMS, staff and other stakeholders within the dpsa and government departments implementing the Public Service Act, regulations, policies /programmes/ projects;
- And above all, to demonstrate how M&E findings could be used to enhance evidence-based decision making and accountability within the public service



Purpose (cont)...

Will provide a step-by-step approach to the process, procedures and methods for monitoring and evaluating public service regulations/ strategy & policies;

- This will be complimented by a series of tools such as M&E guidelines applicable to both dpsa staff and programme managers as well as govt. departments



The Framework as a “Guide” to M&E

- A **Planning Tool**: At the system development outset to assist in identifying and planning for short and longer term consideration;
- A **Diagnostic Tool** throughout to help assist progress and identify possible gaps in M&E system development;
- A **Communication Vehicle** throughout the long process to help inform, educate both technical and non-technical personnel on the direction and pace of the M&E project



OBJECTIVES



Objectives

- To provide the Public Service with prescripts to facilitate the rollout of the monitoring and evaluation of the Public service regulations and other DPSA's legislative and other regulatory mandates.
- To provide the system to document, provide feedback and disseminate results and lessons learned.
- To provide the mechanisms to support the implementation of an effective monitoring and evaluation system and guidance in respect of the activities to be carried out in relation to the implementation of the DPSA M&E system for the public service; and
- To provide clear roles and responsibilities of the different stakeholders in the context of monitoring and evaluation.



PRINCIPLES AND LEGISLATIVE MANDATES



Basic values and Principles underpinning M&E in the Public Service

Constitution of South Africa
Act 108 of 1996

Batho Pele Principles

1. DPSA M&E for the public service is underpinned by the basic values and principles governing public administration as enshrined in the Constitution, Chapter 10 which includes the following M&E principles
 - Accountability of Public Administration,
 - Transparency to the public fostered through provision of timely, accessible and accountable information;
2. Batho Pele Principles/ dpsa values
3. Government Wide M7E System Principles



Legislative mandate

Public Service Act, 1994

Public Service Amendment Act, 2007;

Draft Public Service Regulations, 2008

DPSA's Manual on Promotion of
Access to Information Act;

Public Service Regulations 2001, as
amended 2008;

State Information Technology Agency
(SITA) Act;

Draft Single Public Service Bill
Related Policies/Acts –

Intergovernmental Relations
Framework



Policy Frameworks

E-government policy;

SMS Policy; Government-wide
Monitoring & Evaluation Policy;

Framework on Managing Programme
Performance; Discussion Document on
“Improving Government Performance”;
Green Paper on the National Planning
Commission

HR White Papers:

HR Management in the Public Sector

Affirmative Action

Employment Policy

Public Service Training & Education

Transforming Public Service Delivery

Guiding Documents

MTSF, POA, SONA,
Lekgotla Decisions,
Minister's Budget Speech
etc



M&E Mandate

-Framework on Managing Programme Performance Information, (2007);

-Statistics Act, No 6 of 1999 - NSS

-Proposal and Implementation Plan for Government-wide Monitoring & Evaluation System (2005) & Policy (2007)

- International Instruments on M&E

**DPSA
M&E
FRAMEWORK
FOR THE
PUBLIC
SERVICE**

Green Papers

Green Paper on the National Planning Commission (September 2009)

Government Wide M&E Policy Outcome Based Approach

Discussion document

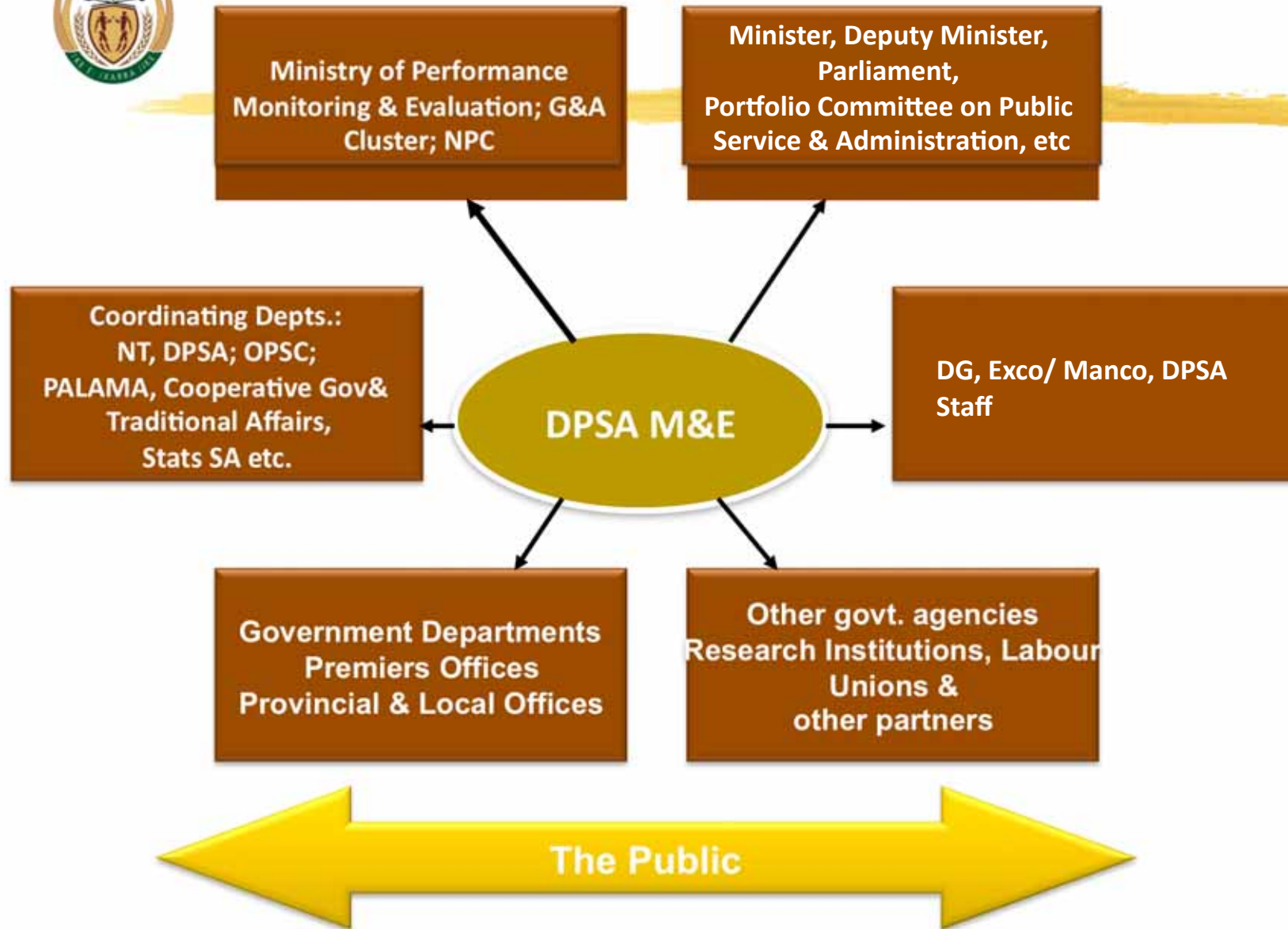
“Improving Government Performance: Our Approach” (September 2009)



KEY STAKEHOLDERS



Key Stakeholders: Information Provision





M&E CONCEPTUAL PLATFORM & APPROACH



DPSA M&E CONCEPTUAL PLATFORM & FUNCTIONS

1. To develop and maintain a comprehensive & Integrated M&E System for the public service

2. To develop M&E Guidelines including stakeholder participation and principles and standards for M&E within the public service, M&E Tools & Capacity development

3. To design, manage & maintain data collection, collation, analysis, verification & reporting systems (PMW, Persal, Reporting etc)

4. To evaluate the effectiveness, efficiency and appropriateness of the public service policy implementation (in line with DPSA mandate)

5 Support & coordinate Government-wide M&E initiatives and coordination of the Delivery Agreement & G&A Priorities



DPSA Approach to M&E

Results-based Monitoring & Evaluation

Focus on results or (outcomes & impacts) . This will be ensured through the implementation of Integrated Results M&E Framework for the public service

Participatory Monitoring & Evaluation

Focus on engagement of various Stakeholders around inputs/outputs into policy monitoring. This will be ensured through the Stakeholder Participation Guidelines

M & E implementation

Responsibility for monitoring of the implementation of policies lies with the policy owner

Objective Policy Evaluations (centralised)

Responsibility of CD:M&E through Medium Term Policy Evaluation Plan: Midterm Reviews; Assessments; Summative & Formative, Surveys

Strategic Information Support

Responsibility of CD: M&E through one time reporting (central data collection), compliance monitoring, analysis, reporting, Info Manag, data matrix etc

Support & Capacity Development

Development of M&E Plans; Result Frameworks, M&E Guidelines Tools; Stakeholder Info Needs Analysis, ToR, PERSAL, etc



Organogram

Chief Directorate: Monitoring and Evaluation

Purpose: To manage and coordinate monitoring and evaluation systems for the public sector

Functions: Develop and implement M&E Policy Framework

Provide strategic M&E information for decision making

Conduct evaluation and assessment of the impact of Public Service policies programmes

Directorate: M&E Policy and Implementation Support

Purpose: To develop and implement M&E Policy Framework

Directorate: Evaluations

Purpose: To conduct evaluation and assessment of the impact of Public Service Policies and programmes

Directorate: M&E Systems and Data Integrity

Purpose: To provide strategic M&E information for decision making



M&E Policy & Implementation Support

Development and implementation of M&E Framework

- M&E Guidelines and series of M&E Tools;
- Glossary of key Terms for M&E
- M&E Plans; Results Frameworks; Log Frames
- M&E Principles & Standards

Participatory Monitoring & Evaluation

- Focus on engagement of various Stakeholders around inputs/outputs into policy development and performance monitoring. This will be ensured through M&E Stakeholder Participation Guidelines Stakeholder Participation.ppt
- Stakeholder Information Needs Analysis

M&E Capacity Development

- Focus on establishment of M&E Networks, Forum; training in consultation with HRD & Palama; M&E Capacity Development Plan.ppt
- International Benchmarking exercises
- M&E Workshops & Conferences



M&E Systems & Data Integrity

Evidence-based
Performance
Reports

- Acquisition of data from various sources;
- Data verification, ensuring accuracy of data collected; updating data; facilitating cleaning of data from other transversal systems such as Persal, Vulindlela, IFMS ;
[PERSAL Cleanup Strategy .ppt](#)
- Control of data, quality & credibility
- Production of monthly, quarterly and annual M&E reports;
- Disseminate information to various stakeholders, Presidency, NT, OPSC, Branches etc

Development and
Management of M&E
System

- Maintenance of Matrix of Indicators
- Development and management of Compliance Monitoring System (Basics of Administration)
- Acquisition of statistical software for data analysis
- Manage M&E Information, including repository of M&E Information

EVALUATIONS

Development and implementation of Multi-Year Evaluation Plan & **User Satisfaction Surveys**

- **Centralised** to ensure independence and objectivity (Whilst still waiting for Evaluation Policy for SA);
 - Concept Notes for Evaluations
 - Evaluability Assessments, Periodic Reviews,
 - Solicit Key Evaluation Questions (guiding documents & through stakeholder information needs analysis);
 - Disseminate evaluation findings
- [Employee Satisfaction Survey 15-02-2011.ppt](#)

Evaluation Handbook & Guidelines

- Focus on evaluation methodologies; [Service User Satisfaction Survey 15-02-2011.ppt](#)
- Development of TOR's for evaluations;
- Development of Key Steps & Standards for Evaluations;
- Linkage with local and international networks and associations on Evaluations



CHALLENGES

Effective monitoring & evaluation of performance...



Challenges...

- ✓ Lack of integrated statistical system driven by strategic priorities with outputs and outcomes indicators;
- ✓ No reliable and coordinated reporting mechanism (Duplication on information requests to departments/ provinces; burden);
- ✓ Inadequate training
- ✓ Most government departments have not as yet institutionalized M&E;

Effective monitoring & evaluation of performance

Challenges



- ✓ Lack of adequate funding to conduct evaluations
- ✓ Balance between Supply & Demand side of M&E;
- ✓ Lack of Management Support & Buy-in;
- ✓ Inadequate guidelines to conduct M&E
- ✓ Inadequate networking & bench marking



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- ✓ Do we all know the role each one of us has to play, **CLEARLY DEFINED**?
- ✓ Do we have an integrated strategy that encapsulate the **current and future functions** ?
- ✓ How do we work in a **coordinated** manner? (reporting)
- ✓ Do we have a common understanding of what needs to be monitored and evaluated, and how?
- ✓ Are we properly configured based on our skills and knowledge of the subject area?



RECOMMENDATIONS



Recommendations

Gov. Depts to support the development & sustainability of M&E System by considering the following critical components:

1. Enabling Environment:

- M&E System over time; **Commitment to launch, resource & sustain;**
- Commitment to **independence** as Basis for Credibility;
- **Political will** to support underlying values and ethics (transparency, objectivity, accountability & good governance;
- To be effective, use of M&E must evolve into the culture of each government institution



Recommendations cont...

2. **Willingness to challenge current performance**

culture within departments/organizations (If there is no such willingness, there is a “high risk that M&E will not be supported”

- Assurance that M&E can and will be sustained;

3. **Infrastructure** to Supply M&E Information (Trustworthy and Credible Information)



Recommendations (cont...)

4. **Technical Capacity** : Reliable data systems, credibility of information being reported on, adequate analytical capacity;
5. **Policies & standards** to clarify roles and responsibilities;
 - **Organizational structure** to conduct and manage M&E exercise. Structural setting of M &E capacities (Institutional context – reporting lines e.g. interest in program design)
6. **Resourcing** (Sources of funding need to be identified to both start up and sustained M &E Capacity)



Important...

- It takes **leadership commitment** to achieve a high-performing organization;
- Plus **redeployment of resources to build monitoring and evaluation system**;
- Plus **individuals committed to improve the** performance of their organization;
- We are discussing a **political process** with **technical dimensions** – not the reverse

So...it comes down to a combination of institutional capacity and political will.



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Planning



Expenditure



accountability