the dr&pw

Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

DEPARTMENTAL MONITORING AND EVALUATION POLICY FRAMEWORK

Version 3
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CONTENTS

1. DEFINITIONS AND ABBREVIATIONS

Accountability	Obligation to demonstrate that work have been conducted in compliance with agreed rules and standards.
Appraisal	An overall assessment of the relevance, feasibility and potential sustainability of a development intervention prior to decision of funding.
Audit	An independent, objective assurance activity designed to add value and improved an organization operations.
Baseline	The baseline is the situation before a program or activity begins; it is the starting point for result monitoring.
Benchmark	Refers to the performance that has been achieved in the recent past by the comparable organizations or what can be reasonably inferred to have been achieved in the circumstances.
CFO	Chief Financial Officer
Competence	The blend of knowledge, skills, behaviour and aptitude that a person can apply in the work environment, which indicates a person's ability to meet requirements of a specific post.
Conclusion	Points out the factors of success and failure of the evaluated intervention, with special attention paid to the intended, and unintended results and impacts, and more generally to any other strength or weakness.
Data Collection Tools	Methodologies needed to identify information sources and collect information during an evaluation.
Delegation	The efficient allocation of powers to people with appropriate ability and experience.
DPSA	Department of Public Service and Administration
DRPW	Department of Roads and Public Works
Economy	Absence of waste for a given output.
Effect	Intended or unintended change due directly as indirect to an intervention
Effectiveness	The extent to which the development intervention objectives were achieved or, are expected to be achieved taking into account, their relative importance.

Efficiency	A measure of how economically resources/inputs (funds, expertise, time etc.) are converted into results.
Electronic Government	The use of information and communication technologies in the public service to improve its internal functioning.
External Evaluation	The evaluation of a development intervention conducted by entities e.g. AG, and/or individuals outside DRPW.
Finding	A finding uses evidence from one or more evaluations to allow for a factual statement.
Goal	The higher-order objective to which a development intervention is intended to contribute.
HOD	Head of Department
Indicators	Quantitative or qualitative factors or variables that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.
Information	Either coded, verbal, textual, numerical, audio-visual generated by individuals and departments in performance of duties.
Inputs	The financial, Human and material resources used for the development intervention.
IT	Information Technology
Lessons learned	Generalizations based on evaluation experiences with projects, programs or policies that abstract from the specific circumstances to broader situations. Frequently lessons highlight strengths or weaknesses in preparation, design and implementation that affect performance, outcome and impact.
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MTEF	Medium Term Expenditure Framework
Outcomes	The likely or achieved short-term and medium-tern effects of an intervention.
Outputs	The products, capital goods and services that result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Performance	The degree to which a development intervention operates according to a specific criteria/standards/guidelines or achieves results in accordance with the

	stated goals or plans
Performance indicators	A variable that allows the verification of changes in the development intervention or shows results relative to what was planed
Performance Measurement	A system of assessing performance of development interventions against stated goals.
PM	Programme Managers
Process Evaluation	An evaluation of the internal dynamics of the department, their policy instrument, their service delivery mechanism, their management practices and the linkages among these.
Programme Managers	Senior Management Services Members who are responsible for managing a certain Departmental Programme/Directorate.
Project Evaluation	Evaluation of an individual development intervention, designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader program.
Project or Programme objective	The intended physical, financial, institutional, socials or other development results wo which a project/program is expected to contribute.
Purpose	Publicly stated objectives of the development Programme
Quality Assurance	Any activity that is concerned with assessing and improving the merit or worth of a development intervention or its compliance with given standards.
RBM	Results-based Management
Results-based Management	Strategy focusing on performance and achievement of outputs, outcomes and impacts.
Review	An assessment of the performances of an intervention, periodically or on an ad hoc basis.
Risk Analysis	An analysis or an assessment of factors that affect or are likely to affect successful achievement of an intervention's objectives
Self-evaluation	An evaluation by those who are entrusted with the design and delivery of a development intervention.
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed.
Target Group	The specific individuals or organizations for whose benefit the development

	intervention is undertaken.
Validity	The extent to which the data collection strategies and instruments measure what purports to measure.
Treasury regulations	Regulations as published in the Government Notice No R556 of 31 May 2000, as amended from time to time, and made under section 76 of the Public Financial Management Act.

2. INTRODUCTION

With the advent of democracy, there are growing pressures on our government and organization to be more responsive to the demands of the internal and external stakeholders for good governance, accountability and transparency, greater development effectiveness, and delivery of tangible results.

Citizens are no longer solely interested in the administration of laws, but also in the services that are involved. Critically, they are more than ever interested in outcomes, like the performance of the economy in creating jobs.

Similarly, the Department of Roads and Public Works recognizes that, to ensure that tangible results are achieved, the way that monitors, evaluates and reports on its policies, projects and programmes becomes crucial.

The fact that the M&E unit is based in the office of the President expresses government's commitment to carry out an obligation arising from the people's contract (Manifesto Document). Since then there has been an increasing focus on M&E in South Africa.

The government-wide M&E system also emphasizes the importance of a monitoring and evaluation. As we have learned when implemented properly, M&E systems can provide a continuous flow of information feedback into the system, which can help guide policymakers towards achieving the desired results.

M&E is thus a powerful public management tool that can be used to help policymakers and decision makers track progress and demonstrate impact of a given project, programme or policy. In 23 November 2011, cabinet approved the National Evaluation Policy Framework (NEPF) for national and provincial government. The NEPF provides for the development of annual and three year national and provincial evaluation plans, minimum standards for evaluation, and the development of improvement plans to address evaluation findings. It states that evaluation in the NEPF should be led by line function departments with technical support to be provided by the Department of Performance Monitoring and Evaluation.

3. REGULATORY FRAMEWORK

This Departmental Monitoring and Evaluation Policy Framework is informed by, among others, the following:

- The Constitution of the Republic Of South Africa Act, Act No. 108 of 1996.
- The Public Financial Management Act, Act No 1 of 1999.
- The Department of Public Service and Administration (DPSA). White Paper on Transforming Public Service Delivery, 1997 (Government Gazette No 18340 of 01 October 1997.
- The Skills Development Act, Act No. 97 of 1998, as amended.
- The White Paper on Transformation of the Public Service, 1995.
- The Department of Public Service and Administration
- The White Paper on Public Service Training and Education (WPPSTE), 1997.
- The Public Service Act, Act No.103 of 1994, as amended.
- Public Service Regulations, 2001, as amended.
- The National Skills Development Strategy (NSDS), 2005 -2010.
- The Human Resource Development Strategy for South Africa, 2010.
- The National Treasury Budget Review, 2007.
- The National Treasury Provincial Budgets and Expenditure Review, 2003/04 2009/10.
- The National Treasury Framework for Managing Programme Performance Information, May 2007.
- The National Treasury Guide for the Preparation of Annual Reports for the year ended 2007.
- The National Treasury Guide for the Preparation of Annual Reports for the year ended 31 March 2006.
- The National Treasury. Frameworks and templates for provincial departments for the preparation of strategic and performance plans for 2005 – 2010.
- The Presidency Proposal and Implementation Plan for a government-wide M&E system, 2005.
- The Socio-Economic Impact Assessment System (SEIAS), introduced by Cabinet in 2015 to replace the then Regulatory Impact Assessment (RIA).
- The National Policy Development Framework, 2020, adopted by Cabinet on 2 December 2020 and launched on 9 March 2021.
- Department of Planning, Monitoring & Evaluation (DPME), 2021: *Evidence management for an effective and efficient Socio-economic Impact Assessment System (SEIAS): An organizational guide on using evidence when implementing SEIAS.*
- The DR&PW Strategic Plan.
- The DR&PW Annual Performance Plan (APP).
- The DR&PW Compilation of Policies on Fraud, Corruption and Ethics Management, called *"The Plan".*
- The DR&PW Risk Management Policy.
- The DR&PW Risk Management Strategy.

4. THE POWER OF MEASURING RESULTS

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognize failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

Figure 1: The M&E Chain

5. THE MEANING OF CONCEPTS

5.1 MONITORING

Monitoring is a tool of good management and refers to the continuous assessment of policy/project/implementation/policy objectives in relation to:

- Agreed outputs;
- Outcomes;

- Structure;
- Processes;
- The use of inputs and;
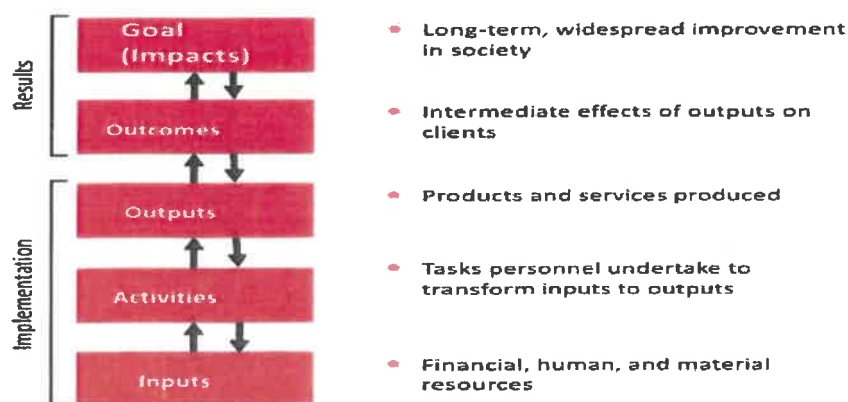- The use of infrastructure.

This is being done by the monitoring of activities at the strategic points to determine whether individual units and the organization itself are obtaining and utilizing their resources (inputs) effectively and efficiently to accomplish their objectives (outputs) and where this is not being achieved, implementing corrective action.

5.2 EVALUATION

In general evaluation is the systematic collection of information about a potential broad range of topics for a variety of possible judgements for and with specific intended primary users for specific, intended uses.

A more specific meaning of evaluation is that it has to do with the periodic independent assessment of a project/programme or a policy performance, efficiency, results, impact and effects (both intended and unintended in relation to stated objectives/standards. Evaluation may also address the extent to which the project/programme or policy continues to serve a useful purpose (relevance) and whether there are more cost-effective alternatives available to achieve the same result.

Figure 2: The Results Model

- Long-term, widespread improvement in society
- Intermediate effects of outputs on clients
- Products and services produced
- Tasks personnel undertake to transform inputs to outputs
- Financial, human, and material resources

Evaluation also deals with the interpretation of monitoring information so that it can usefully inform the ongoing policy formulation and implementation process, by for example, suggesting corrective forms of action. Evaluation is considered a particular type of research intended to assess and explain the results of specific interventions/projects.

Together monitoring and evaluation form the key components of effective Performance Review.

Note: Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards and assessment of actual and expected results and the identification of relevant lessons. The definitions proposed by the policy framework for the government-wide monitoring and evaluation system broadly accord with the above definitions.

6. COMPLEMENTARY ROLES OF MONITORING AND EVALUATION

Monitoring and evaluation can be described as distinct yet complementary. Monitoring gives information on WHERE a policy program or project is at any given time (and over time) relative to respective targets and outcomes. Evaluation gives evidence of WHY targets and outcomes are not being achieved.

Table 1: The difference between monitoring and evaluation:

Monitoring	Evaluation
• Clarifies program objectives	• Analyses WHY intended results were not achieved.
• Links activities and their resources to objectives	• Assesses specific cause and contributions of activities to results.
• Translates objectives into performance indicators, compare actual results and targets.	• Explore unintended results.
• Report progress to managers and alert them to problems.	• Provides lessons, highlight significant accomplishments and offer recommendations for improvement.

7. PURPOSE OF MONITORING AND EVALUATION

7.1 ACCOUNTABILITY

Accountability is governed by the Constitution and legislation such as the Public Finances Management Act and supported by institutions such as the Auditor-General, Public Services Commission etc. Failure to adhere to meeting accountability requirements is often met by sanctions.

7.2 STIMULATING TRANSPARENCY

One of the most persuasive uses for M&E, if its findings are made available to a broader audience is that it promotes transparency and through this facilitates decision making and accountability. M&E requires a willingness to be subjected to scrutiny, as findings may be published and made available to the public.

7.3 DECISION MAKING

Examples used in this content are decisions on resource allocation, choices between competing strategies to achieve the same objective policy decisions and decision on programme design and implementation. The accuracy of information and the manner in which it is presented become critical for supporting management in their decision-making process. However, M&E can never replace good management practices; rather it augments and complements management.

7.4 ORGANIZATIONAL BEHAVIOUR AND LEARNING

M&E is a research tool to explore short programme design, or solution to societal problems will work BEST and WHY and WHAT programme design and operational processes will create the BEST VALUE FOR MONEY.

M&E should provide the analysis and evidence to do the trade-off between various alternative strategies.

7.5 SUPPORT FOR PROGRAMMES

If the success of a programme can be demonstrated by means of M&E findings, it is easier to gather support for the programme, e.g. increase budgetary allocations for a specific programme when important policy decisions affecting the programme must be made.

8. CHALLENGES FACING MONITORING AND EVALUATION SYSTEMS

- Weak political will and institutional capacity may slow progress. M&E needs highly placed champions who are willing to assume the political risks in advocating M&E results when needed.
- Difficulties in inter-ministerial cooperation and coordination may impede progress towards strategic planning.
- Data information must be of appropriate quality and quantity.
- Officials need to be trained in modern data collection, monitoring methods and analysis.
- Technical assistance and training for capacity and institutional development may be required.
- Establish a political and administrative culture characterized by accountability, transparency, a concern for ethics and avoidance of conflict of interest.
- High turnover among government officials represents a challenge to building M&E systems. Frequent personnel changes in the departments make it difficult to identify and keep working with champions.

Figure 3: Ten Steps to the Results-Based Monitoring and Evaluation System

9. INSTITUTIONALISING MONITORING AND EVALUATION

9.1 THEORY OF CHANGE

The National Evaluation Policy Framework approved by cabinet highlights the need for an effective theory of change in interventions.

The theory of change can be defined as an ongoing process of reflection to explore chance and how it happen.

Programme logic

It is important to frame the problems or issues to be addressed through evaluation within a sound and theoretical implementation of the theory of change.

The programme logic model will identify the following element of a policy intervention:

- The issues being addressed
- The inputs (money, time, people skills) invested.
- The activities which need to be undertaken to achieve policy objectives.
- The initial outputs of the policy.
- The outcomes (short, medium term results).
- The assumptions made about how these elements links together which will enable the programme to successfully progress from one stage to the next.

The most authoritative programme logic model in South Africa is that of National Treasury (See figure 4).

The Department of Roads and Public Works will use the South African Government Evaluation programme logic to implement the theory of change (integrating, planning, implementation, evaluation and reporting).

The theory of change is crucial in understanding why interventions are made, what is it supposed to achieve and whether that has happened.

Figure 4: Key Performance Information Concepts

The developmental results of achieving specific outcomes — **IMPACTS**

What we aim to change?

The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs — **OUTCOMES**

What we wish to achieve?

The final products, or goods and services produced for delivery — **OUTPUTS**

What we produce or deliver?

The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes — **ACTIVITIES**

What we do?

The resources that contribute to the production and delivery of outputs — **INPUTS**

What we use to do the work?

Manage towards achieving these results

Plan, budget, implement and monitor

Benefits and uses of the theory of change:

When you have a good theory of change you have:

- A clear testable hypothesis about how change will occur that encourages learning and innovation and enable you to demonstrate accountability for your results.
- A visual representation of the change you want to see in your community and how you expect it to come about.
- A clear framework for developing your strategies and blueprint for monitoring your performance with your constituents because measurable indicators of success and what it takes to get there.
- Agreement among stakeholders about what defines success and what it takes to get there.
- A justification for developing your organizational capabilities.
- A powerful communication tool to capture the complexities of your initiative.

You use your theory:

- As a framework to check milestones and stay on course.
- To document lessons learned about what really happens.

- To contribute to social learning about what works in the department.
- To keep the process of implementation and evaluation transparent, so everyone knows what is happening and why.
- To persuade donors to invest in longer term outcomes rather than short projects.
- As a basis for reports to stakeholders, donors, and policymakers boards.

9.2   DATA ANALYSIS

- Lack of data on which to draw for looking at impacts.
- Insufficient planning for and monitoring of the compilation of baseline or culmination data resulting in incomplete database with incomplete information, which may lead to inaccurate findings and conclusions.

In order to measure change, one needs both a starting and an ending point. Evaluation therefore depends on the availability of evaluation data both on status quo and at the cut-off point.

"A performance baseline is quantitative information that provides data at the beginning as, or just prior to, the monitoring period. The baseline is used as a starting point or guide, by which to monitor future performance."

The ideal data connection method will depend on:
- What evaluators (M&E unit) needs to know.
- Where the data is
- What resources and time are available
- How complex data should be collected
- How frequently data should be collected.

Knowledge Management (KM) can be defined as the process of capturing, developing, sharing and effectively using organizational knowledge.

It refers to a multi-disciplinary approach to achieving organizational objectives by making the best use of knowledge.

KM efforts typically focus on organizational objectives such as improved performance, competitive advantage innovation, the sharing of lessons learned integration and continuous improvement of the organization.

Currently there is no functional KM system in the Department. Most units work in silos with no approved process in place to disseminate or share information.

The department has a lot of information that is collected by every unit but very little of this information is collected at a single point and prepared for senior managers to use timeously for decision making.

There is not staff member that is held responsible within his/her work plan for data collection. KM technologies like Groupware (software that facilitate the collaboration and sharing of organizational information like Lotus Notes and Workflow) tools that allow the presentation of processes associated with the creation, use and maintenance of organizational data management needs to be implemented in the department to ensure quality data for M&E processes.

Senior Managers should identify staff members and assign the task of data collection to them. The information collected must be uploaded into a database for reporting purposes. The IT unit should lead the way to create and implement the technical tools needed.

The South African Statistical Quality Assurance Framework (Stats SA, 2010) will be utilized to serve as a guideline to assess the quality of the department's statistics (Table 3).

Table 2: Summary of common data collection methods in UNDP evaluations

Methods	Description	Advantage	Disadvantage
Monitoring and Evaluation Systems	Uses performance indicators to measure progress, particularly actual results against expected results.	Can be a reliable, cost efficient, objective method to assess progress of outputs and outcomes.	Dependent upon viable monitoring and evaluation systems that have established baseline indicators and targets and have collected reliable data in relation to targets over time, as well as data relating to outcome indicators.
Extant Reports and Documents	Existing documentation, including quantitative and descriptive information about the initiative, its outputs and outcomes, such as documentation from capacity development activities, donor reports, and other evidence.	Cost efficient.	Documentary evidence can be difficult to code and analyze in response to questions. Difficult to verify reliability and validity of data.
Questionnaires	Provides a standardized approach to obtaining information on a wide range of topics from a large number or diversity of stakeholders (usually employing sampling techniques) to	Good for gathering descriptive data on a wide range of topics quickly at relatively low cost. Easy to analyze. Gives anonymity to	Self-reporting may lead to biased reporting. Data may provide a general picture but may lack depth. May not provide adequate information

	obtain information on their attitudes, beliefs, opinions, perceptions, level of satisfaction, etc. concerning the operations, inputs, outputs and contextual factors of a UNDP initiative.	respondents.	on context. Subject to sampling bias.
Interviews	Solicit person-to-person responses to predetermined questions designed to obtain in-depth information about a person's impressions or experiences, or to learn more about their answers to questionnaires or surveys.	Facilitates fuller coverage, range and depth of information of a topic.	Can be time consuming. Can be difficult to analyze. Can be costly. Potential for interviewer to bias client's responses.
On-Site Observation	Entails use of a detailed observation form to record accurate information on-site about how a programme operates (ongoing activities, processes, discussions, social interactions and observable results as directly observed during	Can see operations of a programme as they are occurring. Can adapt to events as they occur.	Can be difficult to categorize or interpret observed behaviour. Can be expensive. Subject to (site) selection bias.

	the course of an initiative).		
Group Interviews	A small group (6 to 8 people) are interviewed together to explore in-depth stakeholder opinions, similar or divergent points of view, or judgements about a development initiative or policy, as well as information about their behaviours, understanding and perceptions of an initiative or to collect information around tangible and non-tangible changes resulting from an initiative.	Quick, reliable way to obtain common impressions from diverse stakeholders. Efficient way to obtain a high degree of range and depth of information in a short time.	Can be hard to analyze responses. Requires trained facilitator. May be difficult to schedule.
Key Informants	Qualitative in-depth interviews, often one-on-one, with a wide range of stakeholders who have first-hand knowledge about the initiative operations and	Can provide insight on the nature of problems and give recommendations for solutions. Can provide different perspectives on a	Subject to sampling bias. Must have some means to verify or corroborate information.

	context. These community experts can provide particular knowledge and understanding of problems and recommend solutions.	single issue or on several issues.	
Expert Panels	A peer review, or reference group, composed of external experts to provide input on technical or other substance topics covered by the evaluation.	Adds credibility. Can serve as added (expert) source of information that can provide greater depth. Can verify or substantiate information and results in topic area.	Cost of consultancy and related expenses if any. Must ensure impartiality and that there are no conflicts of interest.
Case Studies	Involves comprehensive examination through cross comparison of cases to obtain in-depth information with the goal to fully understand the operational dynamics, activities, outputs, outcomes and interactions of a	Useful to fully explore factors that contribute to outputs and outcomes.	Requires considerable time and resources not usually available for commissioned evaluations. Can be difficult to analyze.

	development project or programme.		

Table 3: Selected SASQAF indicators and standard for quality statistics

Indicator	Standard	Quality Statistics Level 4	Acceptable Statistics Level 3	Questionable Statistics Level 2	Poor Statistics Level 1
2.1. Have both the internal user of the data been identified?	2.1.1. An up-to-date database must exist.	An up-to-date database exists.	A user database exists but is not up to date.	Users are known but not recorded in a database.	Users have not been identified.
2.2. Is there a process to identify user needs?	2.2.1. A process to identify user needs must exist.	A process to identify user needs exist	N/A	N/A	A process to identify user needs does not exist.
2.3. Are user needs and the usage of statistical information analyzed?	2.3.1. A report containing the findings of user needs and the usage of statistical information must be available.	A report containing the findings of user needs and the usage of statistical information is available.	User needs and the usage of statistical information are analyzed, but a report is available.	One of user needs or usage of statistical information is analyzed, but report is not available.	User needs and usage of statistical information are not analyzed.
2.4. Changes are made as a result of user needs assessment.	The results of the user needs assessment must influence decisions on statistical	The results of the user needs assessment influence decisions on the statistical	The results of the user assessment influence decisions on the statistical	The results of the user assessment do not influence decisions on the statistical	The results of the user assessment do not influence in any way decisions on

value chain of the survey or on administrative data collection systems where feasible. Documented reasons for not implementing user needs must be provided as feedback to users.	value chain of the survey or administrative data.	value chain of the survey or administrative data collection systems. Documented reasons for not implementing user need are not provided as feedback to users.	value chain of the survey or administrative data collection systems. Documented reasons for not implementing user need are provided as feedback to users.	the statistical value chain of the survey or administrative data collection systems. Documented reasons for not implementing user need are not provided as feedback to users.

9.3 DEVELOPING AND FORMULATING INDICATORS

The process of developing indicators may be described in three steps;

1. The adoption of an explicit programme theory of change and its concomitant programme logic model for the programme or project.

2. The identification of a list of alternative indicators that may be used to measure or verify performance at the various stages of the programme or project through a consultative process.

3. Assessing the potential indicators against pre-determined criteria to select the most appropriate indicators that will ensure accurate, valid and reliable measurement of performance and change.

The development of indicators will be drawn from the National Monitoring and Evaluation Framework to ensure linkages to the National Development Plan. The indicators will be tested for:

- **Reliability:** The indicators should be accurate enough for its intended use and response to changes in the level of performance.

- **Well-defined:** The indicators needs to have a clear unambiguous definition so that data will be collected consistently, and be easy to understand and use.
- **Verifiable:** It must be possible to validate the processes and systems that produce the indicators.
- **Appropriate:** The indicator must avoid unintended consequences and encourage service delivery improvements, and not give managers incentives to carry out activities simply to meet a particular target.
- **Relevant:** The indicator must relate logically and directly to an aspect of the institutions mandate and the realization of strategic goals and objectives.

Other practical criteria for indicators:
- Indicators should be clear, unambiguous sample and easy to understand and explain.
- It should highlight an important quality or characteristic that is the focus of the enquiry.
- It should be measurable (quantitative as qualitative).
- It should be widely accepted as a scientifically valid indication of what it is supposed to measure.
- Sufficient historical, current and future data of sufficient quality to apply the indicator should preferably exist or be readily available in a cost effective way.
- The data should be comparable to other data in different bigger or smaller geographical areas.
- It should be intentionally comparable.

9.4 CAPACITATED STAFF TO OPERATE THE M&E SYSTEM

The department needs to develop the respective capacities of the personnel who will feed into the system to ensure optimal functioning of the system e.g. ;
- The ability to successfully construct indicators
- The means to collect aggregate data
- Analyze and report on performance data in relation to the indicators and their baseline.
- Also the need to know what to do with the information once it arrives.
- Basic Information Technology Skills

Creating the necessary institutional capacity will enable the organization to manage its own M&E system as opposed to the use of external (contracted) evaluators.

9.5   THE ROLE OF THE M&E UNIT

- Assisting the department with the planning and design of the M&E function in the initiation and establishment phase, including the facilitation of the readiness assessment and in coordination with ICT and the CFO, develop an approved business plan.
- The development of an M&E Policy Framework for the department where the roles and responsibilities of the different players are provided.
- Responsible for facilitating an agreement on the monitoring framework, including objectives, anticipated outcomes, target indicators and data to be used.
- Once established, the M&E unit is responsible for updating the policy and business plan on a regular basis
- Ensuring that the necessary resource management for finance, human resource, information management systems and logistics are in place.
- Promoting the M&E function by providing advice on training and orientation.
- Ensuring validity and reliable information.
- Acquiring such information on a regular basis.
- Managing such information in order to produce monitoring and evaluation information.
- Drafting and releasing monitoring reports to decision makers.
- Evaluating monitoring results.

In the final instance, units are responsible for the ongoing management of the M&E function, for constant improvements to the system and for coordinating all performance related initiatives as well as opportunities to integrate and support the relationship between policy research and evaluation work.

10. MONITORING

10.1 KEY LEVELS TO MONITOR

International best practice suggests that monitoring should be executed at the following key levels:

10.1.1. Political Level

At this level monitoring is aimed at the broader social impact and outcomes of government policy. In this MECs and Portfolio Committee members usually require case reports.

10.1.2. Strategic level

This is also referred to as the executive level, monitoring is aimed at achieving the purpose objectives of the department where HOD, Chief Directors and Directors usually require reports on effectiveness of departmental strategy, in meeting service level needs and objectives.

10.1.3. Management Level

This is also referred to as the supervisory level, monitoring is aimed at improving short-term organizational performance where middle managers usually require efficiency performance reports.

10.1.4. Operational Level

At this level monitoring is aimed at performance according to standards. This has to do with the effective management of the department's key resources.

10.2 INSTITUTIONAL MONITORING SYSTEM

10.2.1. Progress Monitoring

The following should be determined/established when monitoring systems are being applied for the regular monitoring of progress in the Department of Roads and Public Works.

- Ensure that the department complies with the prescriptions of all legislation and regulations.
- Measures to periodically monitor progress.
- Emphasis to be put on internal and external monitoring of processes.
- Sufficient controls to ensure that the department's decisions are carried out.
- Whether the department's identified goals have been achieved according to expectations.

Attention should also be devoted to:

- Goals pursued
- Programmes identified to achieve the aims and,
- Processes employed in the department by officials in implementing directives.

10.3 PERFORMANCE MONITORING

The aim of performance monitoring is to look at the effects of what has been done, and to what extent the programme may achieve its higher order objectives.

The focus of performance monitoring will be:

- On routine tasks performed by the operating level of the department.
- Focus will be on the department, not the individual although it can track the outputs of the individuals.

10.2.2. Prerequisites

Goals: Organizational and budgetary goals should be clearly defined, described in measurable quantities and be compatible with each other.

Criteria: Applicable criteria to measure performance at the various stages should be established.

Coherence: There should be coherence in activities/government actions.

Accuracy: An objective and accurate picture of the situation should be provided.

Timelines: At a stage where the progress of executive action can still be influenced.

Flexibility: The ability to quickly adjust to changed circumstances.

11. MONITORING SYSTEMS

Figure 5: What every monitoring system needs

The Department of Roads and Public Works will use the following monitoring systems:

- Strategic monitoring
- Management monitoring
- Operational monitoring
- Performance monitoring

11.1 STRATEGIC MONITORING

Has to do with the close study of the department.

Effectiveness: To determine the extent to which the department attains its goals and objectives.

Productivity: To assess the effectiveness with which the department's resources are being deployed.

Management Effectiveness: By auditing the department's key success factors such as financial discipline, organizational structure, research and development, financial and risk policies and services

rendered.

11.2 MANAGEMENT MONITORING SYSTEMS

Will seek to ensure that the department's resources are acquired and utilized effectively and deals with risk and uncertainty. Management monitoring will be centred on the budget and planning.

This involves the reviewing of the budget variances report upon which action programmes at the various levels of management are re-planned and redeveloped because of new circumstances.

This involves:

- The structuring of the hierarchy of review meetings.
- The specification of the type of action programme that has to be presented for approval at each level of review.
- And the manner in which the review meetings are to be conducted.

11.2.1 Financial monitoring

Deals primarily with the economic performance of the department which is quantified and measured in finance terms.

11.2.2 Planning monitoring

It deals with efficiency and is aimed at improving organizational performance by setting of objectives at all levels of management. These objectives that will be monitored have the following characteristics:

- Time Frames : Specified targets at specified dates.

- Resources   : A resource statement regarding the money and personnel allocated to the project

- Milestone Specificity: Linked to clear, output-oriented quantified achievement points at all levels which serves as performance indicators and can be;

    Non-quantifiable, such as signature by a specific date and

Quantifiable such as 10% increase in the number of trained people.

NB: The emphasis should be on the results rather than processes.

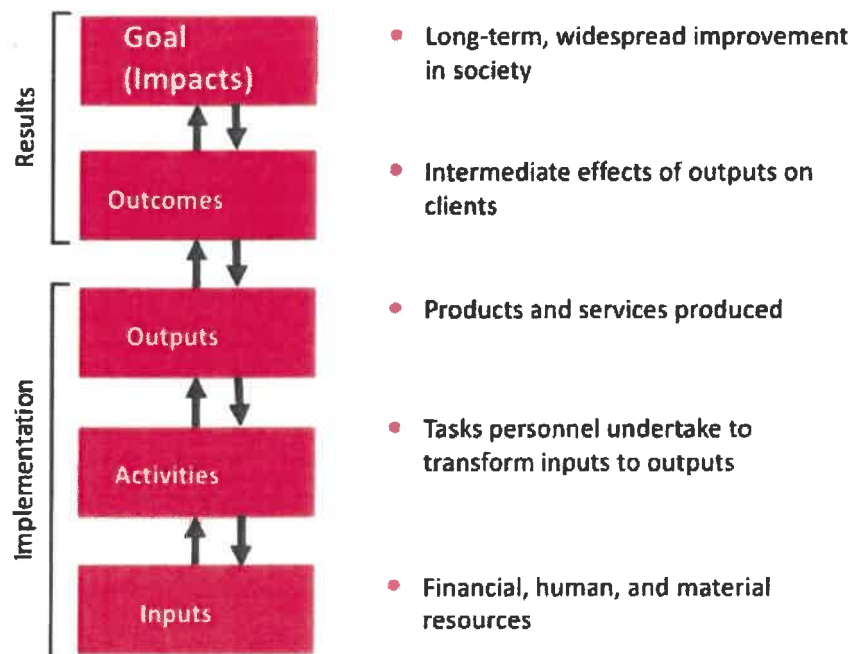### 11.2.3. Operational monitoring

It is the process of ensuring that specific tasks are carried out efficiently and of managing towards the achievement of efficiency standards at the supervisory level of management of the department's key resources, i.e. Physical, financial, information and human resources.

The actual output (quantity, quality and time) of the physical process is monitored by using and establishing the following principles which also serve as a trigger for initiating corrective action.

- Clear specifications of task and procedure.
- Project and customized structures (time and quality).
- Batch process structures (functional process layout or resource grouping).
- Continuous or standardized process structures (quantity).
- Efficiency standards which is a measure reflecting the level of expected satisfactory performance, must be realistic, demanding and attainable. Standards can be established in the following common ways;
    o Arbitrary Standards: Set by an experienced individual applying his/her judgement to a specific situation.
    o Analytical Standards: Set in cases where a precedent exists for some process activities but not for others e.g. Proman
    o Scientific Standards: Established where the work process is measured using any one of several well-established measurement techniques.
    o Historical standards: used in cases where a historical precedent for an entire activity exists.
    o Measurement frequency: minimum time required to complete a task/activity.
    o Operational Monitoring reports which specify actionable variance levels in terms of quantity, quality of management to enable supervisors and management to exercise control over what has been delegated to the lower levels and to initiate corrective action.

- Data needs which should be determined before determining data availability
- Productivity/performance monitoring
- To focus on output of the department and not the individual
- DRPW's output is relatively routine and unchanging thus scene measures can be used year after year to provide long-range record of the department's performance.
- All performance information should be turned into a single indicator that compares the current year's performance to a base year.

Figure 6: Results-Based Monitoring

Goal (Impacts)		• Long-term, widespread improvement in society
Outcomes	Results	• Intermediate effects of outputs on clients
Outputs		• Products and services produced
Activities	Implementation	• Tasks personnel undertake to transform inputs to outputs
Inputs		• Financial, human, and material resources

11.3 WHICH OUTPUTS TO MONITOR

The question of which outputs to monitor can be analyzed through the concept of chains of organizational outputs which is a simple diagram of the expected outputs for on programme (See table 4).

The easiest way to develop an output chain is to establish the immediate, intermediate and ultimate outputs beginning with the most immediate and obvious output and then asking, "Why do we want this output?"

Take the resulting answer and ask the question again. Repeat the process until a natural stopping point is reached.

Table 4: Categories of output

Immediate Outputs	Intermediate Outputs or Impacts	Ultimate Outputs (Outcomes/Results)

11.4 POSSIBLE MONITORING QUESTIONS

- What techniques are used to monitor and modify objectives/programme operations on a day-to-day basis?
- What results-outcomes of your plan(s)/Programme(s) are being measured?
- Are those results mentioned among the programme goals, or have you chosen to measure them for any other reason?
- What are the department's outputs? How is this measured?
- For which aspects of your plan/programme have you decided to collect back-up data? Why?
- What is the department's productivity? (outputs over inputs)
- Who in the department are primarily responsible for the delivery of the outputs of the department and for the outcomes of these outputs?

11.5 MONITORING SYSTEMS WITH REGARDS TO KEY RESOURCES

Table 5: Monitoring in terms of resources

Physical Resources (Assets such as buildings, office equipment and furniture)	Financial Resources (Sufficient available money and no unproductive amounts in current accounts/projects)	Information Resources	Human Resources
Methods: **Inventory Monitoring/Controlling** a) _Economic Ordering Quantity (EOQ):_ Based on replenishing inventory levels by ordering the most EOQ b) _Material Requirements Planning (MRP):_ Based on ordering of inventories only when they are needed. c) _Just-in-time (JIT):_ Based on ordering of goods/material which in time to be included in the process. d) _Procurement Administration System (PAS):_ A computerized system of the public service to purchase goods.	**Budget:** Shows in financial terms how resources are allocated to different projects, services and components of a department. The financial status (budget) of a department should be monitored monthly to: • **Co-ordinate** resources, services, components and projects. • **Provide** new guidelines on the application of the department's resources if necessary. • **Evaluate** whether the resources allocations made were adequate or whether re-allocation is needed.	These resources should be made readily accurate and timely available to management to determine whether everything is going according to plan, whether adjustments need to be made and to implement plans. Three types of information should be monitored: • Internally generated internal information dealing primarily with organizational performance. • Internally generated external information dealing primarily with environmental and/or competitive activity. • An infinite variety of specialized information dealing with specific	**Methods:** • **Performance Measurement:** Evaluates the performance of employees and management against predetermined standards. • **Labour Turnover:** gives information on the why, when, where and number of turnover. • **Absenteeism:** gives information on the why, when, where and number of absenteeism. • **Composition of Labour Force:** gives information on the where, establishment

Operational Monitoring/Controlling: Determines how effective a department's service is. *Techniques:* a) Linear programming b) PERT	**The nature of budgets** • A mechanistic forecast • An analytic forecast • Action plans to improve organizational performance.	decision situations that defy any attempt at prior definition.	(post filled and vacant) and the number of personnel in each post class.
Quality Monitoring/Controlling: A management activity to ensure a level of quality for the department that will satisfy the consumer and have certain benefits for the department. These activities include: a) *Selling Quality Standards:* As prescribed by the purchaser/consumer/comm unity which is focused on both quality and quantity. b) *Measuring Quantity:* entails statistical monitoring/controlling methods to analyze service data with a view to quality, variation measurement in materials, processes, equipment and the final service and the determination of whether specification limits have	**Budget Variance Reporting Systems** • **Traditional system:** A statement of the current month's performance against the budget and the year-to-date performance against the budget. • **An improved system:** Trigger action eliminate variances and innovate action to achieve or exceed objectives set for a planned period. • **Optimal Management Control system:** Incorporating a mechanistic forecast and a bridge of profile statement.		

|			
been exceeded. c) *Cost of Quality*: the cost of monitoring/controlling failures and poor quality which have to be kept as low as possible **Methods** • Quality cost studies • Cost benefit analysis • Quality circles	**Reviewing of the budget, variance report** upon which action programmes at the various levels of management are re-planned and redeveloped because of new circumstances. This involves: • Structuring of the hierarchy of review meetings. • Design the manner in which the bridge of profits statements is to be summarized for each level of review.		

12. EVALUATION

In general, evaluation is the systematic collection of information about the merit or worth of an object of a potentially broad range of topics for a variety of possible judgements for and with specific intended primary users for specific intended uses.

A more specific meaning of evaluation is that it has to do with the periodic independent assessment of a project's/programme's/policy's performance, efficiency, results, impacts and effects (both intended and unintended) in relation to stated objectives/standards.

Evaluation may also address the extent to which the project/programme/policy continues to serve a useful purpose (relevance) and whether there are more cost-effective alternatives available to achieve the same result.

Evaluation also deals with the interpretation of monitoring information so that it can usefully inform the on-going policy formulation and implementation process by for example suggesting corrective forms of action.

Figure 7: Using evaluation to explain performance divergence:

Planned ———
Actual ———
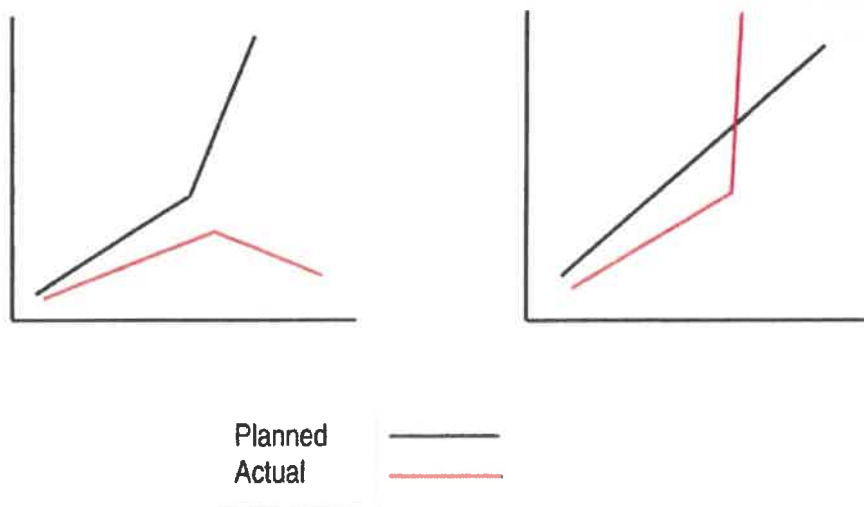
12.1 THE PURPOSE OF EVALUATION

- To assess a programme's impact and effectiveness, to determine the extent to which programmes are successful in achieving basic objectives.
- To evaluate the relative effectiveness of different programme strategies and variables.
- To establish which of the alternative methods of carrying out the programme are more productive.
- To evaluate individual projects, to assess managerial and operational efficiency.

12.2 THE FUNCTION OF EVALUATION

- Evaluation of governmental and democratic reform through the serious examination of public policy.
- Accountability or judgement-orientated evaluation.

The function of this type of evaluation is to determine how effective a programme is in meeting the needs of those intended to help (the merit of a programme), and the extrinsic value to those outside the programme (the worth of the programme).

- Improvement-orientated evaluation is to improve programme outcomes.
- Evaluation for institutional building and sharing (e.g. the provision of evaluative help to strengthen institutions).
- Evaluation for knowledge building and sharing (e.g. the acquisition of a more profound understanding in some specific area or field).
- To measure and account for the results of public bodies and programmes.
- To determine the efficiency of programmes, projects, and their component processes.
- To improve in investment programmes and projects.
- To gain explanatory insight into social and other problems and into past and present efforts to address them.
- To understand how organizations learn.
- To strengthen institutions and improve managerial performance.
- To improve resource allocation and budgetary processes.

- To increase agency responsiveness to the public.
- To reform government through the free flow of evaluative information.
- To influence policy analysis and formulation.
- To examine fundamental missions.

12.3 KEY LEVELS TO EVALUATE

Felting (process of evaluation) distinguishes between five levels/approaches to evaluation i.e.

Table 6: Five levels of Evaluation

Evaluation Approach	Kind of Evaluation, Purpose and Questions
Formal Evaluations	Monitoring of daily tasks/the focus of inquiry is program operation – its fundamental goals and objectives.
Process Evaluations Focus on the means by which a programme policy is delivered to clients (on-going, short term).	**Purpose:** To uncover management problems or to assure that non are occurring. **Q:** Are contractual obligations being met? Are staff adequately trained for their jobs? **What:** Inspection of the fundamental goals and objections of the programme. Assessing programme activities and client satisfaction with services. **Purpose:** To give constant information and feedback to managers on the success of basic programme operations. **Q:** What is done to whom and what activities are actually taking place? How could it be done more efficiently? Are clients satisfied with the service or image of the service?

	What: Involves subjective measures and require staff and client involvement to compete.
Impact evaluation Focus on the end results (assessing outputs of a programme/long term)	Enumerating outcomes **Purpose:** To establish and inform decision makers whether the programme or policy's objectives have been met. **Q:** What is the result of the activities conducted by the programme? What happened to the target population because of those activities? **What:** Revolve around directly assessing outputs. Measuring effectiveness **Purpose:** to establish and inform decision makers whether and to what extent the goals of the programme or policy are being met. **Q:** Was the programme cost effective? Wat would have happened to the target population in the absence of the programme?
Policy Evaluations Consider the long term consequences of a programme or policy	**Q:** What changes are evident in the problem? Has the problem been reduced as a result of the programme or project?

12.4 EVALUATION CRITERIA

Generally five specific evaluation criteria should be used in assessing interventions. These are:

- **Efficiency** : The productivity of the implementation process.
- **Effectiveness** : The extent to which the objectives has been achieved.

- **Impact**   : All positive and negative changes and effects.
- **Relevance**   : Whether objectives are still in keeping with priorities and needs.
- **Sustainability** : Whether the positive effects will continue.

Taken together these five criteria used in combination should provide decision makers in the department with the essential information and clues to make correct diagnosis and determine what should be done next.

Table 7: Evaluation Criteria

Criteria	What to measure	Who's perspective	Point of reference	Methodological challenge(s)	Key questions	Example
Efficiency	Individual inputs	The implementers	Similar projects/best practice standards	What standard to use as reference	To what degree have components been delivered as agreed? Could it have been done better, more cheaper and more quicker?	In a road project, efficiency is measured in terms of the construction of the Road (physical output) based on is quality, cost and the timelines of construction
Effectiveness	Achievement of objectives	The target group	Agreed objectives	Unclear, multiple, confounding or changing objectives	To what extent have agreed objectives been reached? Are activities sufficient to realize agreed objectives?	In a Project effectiveness could be measure in terms of traffic flow, or transport of different commodities and users of the road.
Impact	Intended and unintended positive and negative effects	The Society	Status of affected parties prior to intervention	Lack of information about affected parties. Cause and effect	What are the positive and negative effects? Do positive	How much time must elapse until the impacts are felt will vary from programme to programme.

				linkages	effects outweigh negative effects?	
						In a road project, the impact may be measured in terms of economic benefits and losses accrued to changes in traffic flow and transport capacity, through new settlement patterns, opening new areas to agricultural production, increased population etc.
Relevance	Appropriateness in relation to policies, needs and priorities.	The Society	Needs and Priorities of departments and clients	Lack of consensus regarding the needs and priorities	Are objectives in keeping with needs and priorities? Should the direction be changed? Should activities be continued or terminated?	In a road project, relevance could be assessed in terms of the rationale for constructing the road: was it to serve a political agenda of the few or to exploit real economic potentials.
Sustainability	Likelihood of benefits to continue	The Society	Projected, future situation	Hypothetical answers	To what extent does positive impacts justify investment Are the involved parties willing and able to keep facilities operational?	In a road construction project, sustainability can be measured in terms of whether the road is likely to be maintained, the extent to which it will be needed in the future etc.

12.5 GENERIC STEPS IN EVALUATION

1. Identify the goals and objectives of the programme or policy in a manner that can be evaluated.
2. Construct an impact model of what you expect of the impact of the programme.
3. Develop a research design that includes all the steps involved in the methodology and this is driven by an application of the literature that suggests these expectations.
4. Measure the phenomenon of interest (and deal with any measurement problem at this point).
5. Collect the data and analyze and interpret the results.
6. Formulate recommendations.
7. Direct specific recommendations towards a broader policy and programme model.
8. Present recommendations.

12.6 STANDARDS FOR EVALUATION

Before embarking on an evaluation exercise, the following standards should be considered:

- **Utility**

  The utility standards are intended to ensure that an evaluation will serve the practical information needs of all intended users. If the evaluation has no prospect to be useful to some audience, it should not be done at all.

- **Feasibility**

  The feasibility standards are intended to ensure that an evaluation will be realistic, prudent, diplomatic and frugal.

- **Propriety**

  Are intended to ensure that an evaluation will be conducted legally, ethically, and with due regard for the welfare of those involved in the evaluation as well as those affected by its results.

- **Accuracy**

  Are intended to ensure that evaluation will reveal and convey technically adequate information

about the features that determine worth or merit of the programme evaluated.

12.7 POSSIBLE EVALUATION QUESTIONS

- What provisions have been made for periodic review of objectives/programmes?
- Are reviews of objectives/programmes done internally or do they include outside assistance?
- What planning as problem solving meetings occur to help remedy programme success?
- What decisions are made based on review and/or information on program weaknesses or strengths?
- Which areas where identified for improvement (taking into account the various line functions of the department)?
- How do managers on each level (top four management levels) monitor Programme/assignment progress?
    - o   Against the budget?
    - o   Against Schedules?
    - o   Against acceptable standards?

12 8 THE EVALUATION PROCESS

Figure 8: The Evaluation Process
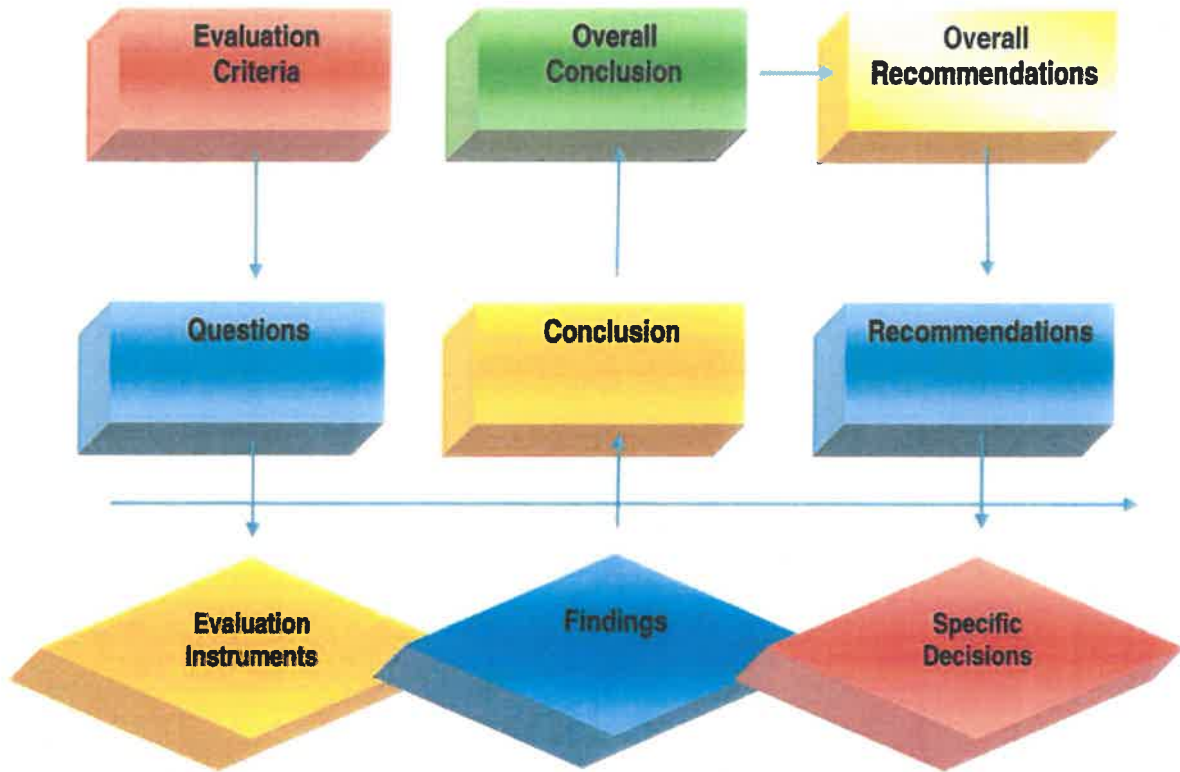
According to the NEPF the Evaluation that should be undertaken by the department is,

Type of evaluation	Covers	Timing
Diagnostic Evaluation	This is preparatory research (often called ex-ante evaluation) to ascertain the current situation prior to an intervention and to **inform intervention design**. It identifies what is already known about the issues at hand, the problems and opportunities to be addressed, causes and consequence, including those that the intervention is unlikely to deliver, and the likely effectiveness of different policy options. This enables the drawing up of the theory of change before the intervention is designed.	At key stages prior to design or planning
Design evaluation	Used to analyze the theory of change, **inner logic and consistency** of the programme, either before a programme starts, or during implementation to see whether the theory of change appears to be working. This is quick to do and uses only secondary information and should be used for all new programmes. It also assesses the quality of the indicators and the assumptions.	After an intervention has been designed, in first year, and possibly later
Implement-ation evaluation	Aims to evaluate whether an intervention is **operational mechanisms support achievement of the objectives or not** and understand why. Looks at activities, outputs, and outcomes, use of resources and the causal links. It builds on existing monitoring systems, and is applied during programme operation to improve the efficiency and efficacy of operational processes. It also assesses the quality of the indicators and assumptions. This can be rapid, primarily using secondary data, or in-depth with extensive field work.	Once or several times during the intervention
Impact evaluation	Seeks to measure changes in outcomes (and the well being of the target population) that are attributable to a specific intervention. Its purpose is to inform high-level officials on the extent to which an intervention should be continued or not, and if there are any potential modifications needed. This kind of evaluation is implemented on a case-by-case basis.	Designed early on, baseline implemented early, impact checked at key stages e.g. 3/5 years
Economic evaluation	Economic evaluation considers whether the costs of a policy or programme have been outweighed by the benefits. Types of economic evaluation include: ◻ **cost-effectiveness analysis**, which values the costs of	At any stage

	implementing and delivering the policy, and relates this amount to the total quantity of outcome generated, to produce a "cost per unit of outcome" estimate (e.g. cost per additional individual placed in employment); and ◻ **cost-benefit analysis** (CBA), which goes further in placing a monetary value on the changes in outcomes as well (e.g. the value of placing an additional individual in employment).[13]	
Evaluation synthesis	Synthesizing the results of a range of evaluations to generalize findings across government, e.g. a function such as supply chain management, a sector, or a cross-cutting issue such as capacity. DPME will undertake evaluation synthesis based on the evaluations in the national evaluation plan and do an annual report on evaluation.	After a number of evaluations are completed

13. THE WAY FORWARD

13.1 DEPARTMENTAL EVALUATION PLAN

It is important to put in place an evaluation system before a departmental evaluation plan can be institutionalized.

This will include the following:

- The establishment of a Departmental Evaluation Working Group (DEWG) to oversee the evaluation system and support it across the department. The DEWG should include the following officials:
  - o Policy and Planning unit
  - o Programme Managers
  - o CFO
  - o M&E Staff

- The M&E unit will make presentations to EXCO/MANCO to ensure senior management support as well as to discuss the significance of the evaluation system and the expectations in terms of MPAT evaluation standards (1.3.2)
- The DEWG should meet and develop the call for evaluation for the three years based on MPAT's evaluation standard (1.3.2).
- EXCO/MANCO should call (officially) for proposals from the branches on potential evaluation projects.
- The M&E unit will organize consultative workshops with branches on potential projects.
- The M&E unit in consultation with DEWG will be responsible for the department's Departmental Evaluation Plan.
- The draft Evaluation Plan will be presented to EXCO/MANCO for endorsement and signed off by the Accounting Officer.
- The required training for M&E Staff will be involved in the evaluation process.

13.2 THE ROLE OF THE EVALUATION UNIT

The M&E unit together with the DEWG should:

- Manage the process for developing and monitoring improvement plans arising from evaluations.
- Develop and manage the Departmental Evaluation Plan
- Ensure the evaluation unit is well resourced and skilled to manage the implementation of the evaluation system.
- Request support from DPME/OTP in accessing resources such as guidelines and training to support the M&E system.
- Initiate the decision by management as to whether the department wishes to take forward the evaluation system and ensure alignment with MPAT evaluation standards.
- Ensure that the executive and senior managers of DRPW is fully aware, understand and commits to the system.
- Undertake quality control of all evaluations undertaken by DRPW.
- Ensure part of the implementation programme budget is being allocated to regular evaluations.
- Units should part-fund evaluation in the DEP and possibly fund evaluation capacity development.
- Ensure that evaluations are planned in line with the programme life cycle and aligned with the department's planning process (Strategic Planning and Annual Planning).
- Ensure that evaluation steering committees are established for each evaluation.
- Ensure that the learning from evaluation findings are implemented in improvement plans and are used for planning, budget and other decision making
- Ensure that evaluation data are centrally stored for access (information management).

13.3 FEASIBILITY OF THE   EVALUATION

- Availability of monitoring data: Key data may be available but is vested in different units due to a lack of centrally stored data facilities.
- Data will be difficult to obtain unless the department is prepared to fund a data management system.

- No budget is available to undertake evaluations as envisaged by DPME and OTP that is the custodian of M&E in the province.

- In order for M&E to form part of the organizational behaviour of DRPW, the fragmentation of strategic planning unit must be ended and realigned as it appears on the current organogram of DRPW.

- Ensure that units fund M&E activities pertaining to their specific evaluations which will be done under the auspice of the M&E unit.

13.4 DEPARTMENTAL EVALUATION CYCLE

Task	Responsibility	Time frame
Presentation to EXCO/MANCO to consider Assessment Report	M&E Unit	Aug
Briefing workshops with branches (on NEPF and the DEP)	M&E Unit	Sep
Discuss draft concept notes with relevant programmes	DEWG	Oct
Review proposals made by DEWG and Make recommendations to EXCO/MANCO	DEWG	Nov
Deadline for branches to include evaluations in their 3 year budget	Branches	?
DEP	M&E Unit	Feb
DEP to be submitted to EXCO for Approval	M&E Unit	Feb
Finalize ToR for Evaluation and the establishment of a steering committee	M&E Unit	Mar
Capacity building workshop	M&E Unit	Oct
Inception report submitted for an internal evaluation	M&E Unit and DEWG	Apr
Final report approved by the steering committee	DEWG	Apr

13.5 RESPONSIBILITY OF OFFICIALS

Who	What
Accounting Officer and Accounting Authorities: HOD & CEO of Public Entity linked to DRPW	HOD is responsible for who will do what e.g. Data collection: Baseline Information: • Source of data • Data Collection Method • Who collects data • How often data are collected • Cost and difficulty to collect data • Who analyzes data • Who reports data • Result targets All these functions are to be delegated to officials in DRPW. • Ensure that prompt managerial action is taken in response to M&E findings. • Ensure that there is a structural process to support learning from M&E findings and use the learning in strategic and operational plans. • Reporting to the Executive Authority (MEC), legislative, and institutional and sectoral performance including publishing of performance information.
Programme Managers, line managers and officials in public entities	1. Conduct a readiness assessment for M&E. 2. Agreeing on the outcomes, to monitor and evaluate. 3. Selecting key indicators to monitor outcomes. 4. Baseline data on indicators (Where are we today) 5. Planning for improvement selecting result targets. 6. Monitoring of results. 7. The role of individual officials. 8. Reporting findings. 9. Using findings. 10. Sustaining the M&E (Information Management System) in the Department. 11. Regular data collection.
	To assess whether targets are being met.

14.   REVIEW OF THE POLICY

14.1   The assessment to determine the effectiveness and appropriateness of this policy will be done five (5) years after its effective date. The assessment could be performed earlier than five (5) years to accommodate any substantial structural or other organizational changes at the Department or any change required by law.

14.2   The policy shall be reviewed to specifically factor in changes in legal frameworks, organisational development, political and economic trends, as well as the outcomes of monitoring and evaluation processes.

14.3   Deviations from this policy must be approved by the HOD.

15. APPROVAL OF POLICY AND DATE OF EFFECT

This policy is Approved / Not Approved

Comments:

....

....

....

....

HEAD OF DEPARTMENT

29.04.2021

DATE

INTERNAL MEMO

DATE:	15 APRIL 2021	REF. NO.	
TO:	THE DIRECTOR: STRATEGIC PLANNING MANAGEMENT		
FROM:	THE DEPUTY DIRECTOR: POLICY AND RESEARCH MANAGEMENT SERVICES		
SUBJECT:	SUBMISSION FOR APPROVAL OF REVIEWED DEPARTMENTAL POLICY DOCUMENTS		

Dear Ms. Bekebeke

Please find attached the final drafts of the reviewed departmental policy documents on Security; Contract Management; the Monitoring and Evaluation (M&E) Framework; and the Registry Manual on Procedures at Registry for your perusal and consideration. The above mentioned policy documents have been circulated departmentally for consultation and inputs for review, and it is hereby submitted for approval by the Acting Head of Department (HOD).

Regards,

Mr. T. Ferreira
Manager: Policy and Research Management Services

INTERNAL MEMO

DATE:	15 APRIL 2021	REF. NO.	
TO:	THE HEAD OF DEPARTMENT (HOD)		
FROM:	THE DIRECTOR: STRATEGIC PLANNING MANAGEMENT		
COPY:	THE CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES		
SUBJECT:	**SUBMISSION FOR APPROVAL OF REVIEWED POLICIES**		

Purpose

1. The purpose of this submission is to obtain approval from the Acting Head of Department (HOD) for the operationalization within the Department of the following reviewed departmental policy documents:

   - Security Policy;
   - Contract Management Policy;
   - Monitoring and Evaluation Policy Framework; and
   - Registry Manual on Procedures at Registry.

Recommendations

1. The above mentioned reviewed policy documents have been circulated departmentally by the Communication and Marketing Unit to consult the staff members in order to provide an opportunity for inputs toward the review of said policy documents.

2. It is therefore recommended that the Acting HOD approve these reviewed versions of these policy documents as Departmental policy.

3. Please see e-mails attached of the Evidence of Departmental Consultation.

_____
MS. B. BEKEBEKE
DIRECTOR: STRATEGIC PLANNING MANAGEMENT
Recommended / Not Recommended

21/04/2021
DATE

_____
MS. A. MPOTSANG
CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES
Recommended / Not Recommended

2021-04-28
DATE

_____
MS. R. GREWAN
ACTING HEAD OF DEPARTMENT
Policies Approved / Policies Not Approved

29.04.2021
DATE

the dr&pw

Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

EVIDENCE OF CONSULTATION WITH DEPARTMENTAL STAKEHOLDERS

REVIEWED DEPARTMENTAL POLICIES ON:

- SECURITY;
- CONTRACT MANAGEMENT;
- MONITORING AND EVALUATION (M&E) FRAMEWORK; AND
- REGISTRY MANUAL ON PROCEDURES AT REGISTRY.

SUBMISSION FOR APPROVAL
15 APRIL 2021

TFerreira - POLICY REVIEW - PART 1: DR&PW M&E Policy Framework, 2019

From: DRPW-Info

To: A AMokwadi; A Maina; A van Staden; ABrand; ACLouw; AFembers; AKula; ALesotho; ALSishi; AMasisi; AMiller; AMkhize; AMoeti; AMofokeng; AMotlagodisa; Andre Jooste; Andrew Pulen; Anne AMpotsang; APulen; ARudman; ASwanepoel; AvanHeerden; B BDamon; BaatileItumeleng; Babalwa Bekebeke; BBarends; BBobeje; BChotelo; BCloete; BGaonakala; BKapanda; BMazwi; BMeruti; BMontshiwa; BonoloMakoko; BosmanP; Bradley Slingers; BSedisho; BSemau; BSlingers; BValentine; C CvanRooi; C Robertson; CAbrahams; CAdams; CBailey; CChakela; CDenysschen; CFourie; ChanelFourie; ChantelleCloete; ChristinaF; CKakora; Clive Bailey; CMrwebi; CNdebele; CRabaji; CRobertson; CValentine; D DMokoena; D DMwembo; DBingwa; DBingwane; Denice Bingwane; DGaehete; DKowa; DMaqutyana; DMaqutyana; DMokgatlhe; DMonyamane; DPhirisi; DRPW-Info; DRPW-Switchboard; DSolo; DTsoai; DvdMerwe; EbenSwartbooi; EBeukes; EBreytenbach; Ed Simon; EduPlessis; Edward Simon; EJonkers; EKhatwane; ELecwedi; Ella Modise; EMichaels; ENodoba; EPino; EricksenA; ESimon; FDooling; FMogoje; FPetoro; FvanVuuren; GAppels; Garnett Keyser; GCloete; GJacobs; Gladwyn Stuurman; GMoabi; GMolale; GNakana; GPietersen; GPino; GSalimana; GSefotlho; GThupe; GTopkin; Harold Roberts; Henry De Wee; HPuley; HvanderMerwe; I Bulane; I ICarolus; I ITlhopile; I MichaelsI; IFredericks; ILottering; IMolore; IOliphant; IRammutla; Isaac Prins; J Esterhuyse; J JHanekom; JillianWilliams; JMarx; JMhlongo; JMhlongo; JMolale; JMoncho; JSehume; JSeptember; JSibiya; JSitler; JSpetember; JTawine; June Erasmus; K KMaarman; K KMatonkonyane; K MalgasK; KAaron; KagishoModise; KatzS; KBeuzana; KBopape; KChomi; KDennis; KEricksen; KHenyekane; KKgomo; KKross; KLawrence; KLeboko; KLeserwane; KNdaba; KPike; KPMogorosi; KRifles; KrugerS; KSegwai; L AnthonyL; L LIbang; L LleBreton; L LSeobi; L MolemaL; LAtwell; LawrenceM; LBuffel(...)

Date: 3/19/2021 11:01 AM

Subject: POLICY REVIEW - PART 1: DR&PW M&E Policy Framework, 2019

Attachments: PART 1 - DR&PW M&E Policy Framework, 2016.pdf

Good day Colleagues,

Kindly find the attached _**PART 1**_ of the DR&PW Monitoring and Evaluation Policy Framework, 2016, which is under review. The due date for inputs/feedback from staff members is Friday, 26 March 2021 and inputs can be e-mailed to tferreira@ncpg.gov.za

Thank you

DRPW-info@ncpg.gov.za
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Fax: 053 8392290

Trendsetters in infrastructure delivery to change the economic landscape of the province'

TFerreira - POLICY REVIEW - PART 2: DR&PW M&E Policy Framework, 2019

From: DRPW-Info

To: A AMokwadi; A Maina; A van Staden; ABrand; ACLouw; AFembers; AKula; ALesotho; ALSishi; AMasisi; AMiller; AMkhize; AMoeti; AMofokeng; AMotlagodisa; Andre Jooste; Andrew Pulen; Anne AMpotsang; APulen; ARudman; ASwanepoel; AvanHeerden; B BDamon; BaatileItumeleng; Babalwa Bekebeke; BBarends; BBobeje; BChotelo; BCloete; BGaonakala; BKapanda; BMazwi; BMeruti; BMontshiwa; BonoloMakoko; BosmanP; Bradley Slingers; BSedisho; BSemau; BSlingers; BValentine; C CvanRooi; C Robertson; CAbrahams; CAdams; CBailey; CChakela; CDenysschen; CFourie; ChanelFourie; ChantelleCloete; ChristinaF; CKakora; Clive Bailey; CMrwebi; CNdebele; CRabaji; CRobertson; CValentine; D DMokoena; D DMwembo; DBingwa; DBingwane; Denice Bingwane; DGaehete; DKowa; DMaqutyana; DMaqutyana; DMokgatlhe; DMonyamane; DPhirisi; DRPW-Info; DRPW-Switchboard; DSolo; DTsoai; DvdMerwe; EbenSwartbooi; EBeukes; EBreytenbach; Ed Simon; EduPlessis; Edward Simon; EJonkers; EKhatwane; ELecwedi; Ella Modise; EMichaels; ENodoba; EPino; EricksenA; ESimon; FDooling; FMogoje; FPetoro; FvanVuuren; GAppels; Garnett Keyser; GCloete; GJacobs; Gladwyn Stuurman; GMoabi; GMolale; GNakana; GPietersen; GPino; GSalimana; GSefotlho; GThupe; GTopkin; Harold Roberts; Henry De Wee; HPuley; HvanderMerwe; I Bulane; I ICarolus; I ITlhopile; I MichaelsI; IFredericks; ILottering; IMolore; IOliphant; IRammutla; Isaac Prins; J Esterhuyse; J JHanekom; JillianWilliams; JMarx; JMhlongo; JMhlongo; JMolale; JMoncho; JSehume; JSeptember; JSibiya; JSitler; JSpetember; JTawine; June Erasmus; K KMaarman; K KMatonkonyane; K MalgasK; KAaron; KagishoModise; KatzS; KBeuzana; KBopape; KChomi; KDennis; KEricksen; KHenyekane; KKgomo; KKross; KLawrence; KLeboko; KLeserwane; KNdaba; KPike; KPMogorosi; KRifles; KrugerS; KSegwai; L AnthonyL; L LIbang; L LleBreton; L LSeobi; L MolemaL; LAtwell; LawrenceM; LBuffel(...)

Date: 3/19/2021 11:02 AM

Subject: POLICY REVIEW - PART 2: DR&PW M&E Policy Framework, 2019

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Good day Colleagues,

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Thank you

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TFerreira - POLICY REVIEW - PART 3: DR&PW M&E Policy Framework, 2019

From: DRPW-Info

To: A AMokwadi; A Maina; A van Staden; ABrand; ACLouw; AFembers; AKula; ALesotho; ALSishi; AMasisi; AMiller; AMkhize; AMoeti; AMofokeng; AMotlagodisa; Andre Jooste; Andrew Pulen; Anne AMpotsang; APulen; ARudman; ASwanepoel; AvanHeerden; B BDamon; BaatileItumeleng; Babalwa Bekebeke; BBarends; BBobeje; BChotelo; BCloete; BGaonakala; BKapanda; BMazwi; BMeruti; BMontshiwa; BonoloMakoko; BosmanP; Bradley Slingers; BSedisho; BSemau; BSlingers; BValentine; C CvanRooi; C Robertson; CAbrahams; CAdams; CBailey; CChakela; CDenysschen; CFourie; ChanelFourie; ChantelleCloete; ChristinaF; CKakora; Clive Bailey; CMrwebi; CNdebele; CRabaji; CRobertson; CValentine; D DMokoena; D DMwembo; DBingwa; DBingwane; Denice Bingwane; DGaehete; DKowa; DMaqutyana; DMaqutyana; DMokgatlhe; DMonyamane; DPhirisi; DRPW-Info; DRPW-Switchboard; DSolo; DTsoai; DvdMerwe; EbenSwartbooi; EBeukes; EBreytenbach; Ed Simon; EduPlessis; Edward Simon; EJonkers; EKhatwane; ELecwedi; Ella Modise; EMichaels; ENodoba; EPino; EricksenA; ESimon; FDooling; FMogoje; FPetoro; FvanVuuren; GAppels; Garnett Keyser; GCloete; GJacobs; Gladwyn Stuurman; GMoabi; GMolale; GNakana; GPietersen; GPino; GSalimana; GSefotlho; GThupe; GTopkin; Harold Roberts; Henry De Wee; HPuley; HvanderMerwe; I Bulane; I ICarolus; I ITlhopile; I MichaelsI; IFredericks; ILottering; IMolore; IOliphant; IRammutla; Isaac Prins; J Esterhuyse; J JHanekom; JillianWilliams; JMarx; JMhlongo; JMhlongo; JMolale; JMoncho; JSehume; JSeptember; JSibiya; JSitler; JSpetember; JTawine; June Erasmus; K KMaarman; K KMatonkonyane; K MalgasK; KAaron; KagishoModise; KatzS; KBeuzana; KBopape; KChomi; KDennis; KEricksen; KHenyekane; KKgomo; KKross; KLawrence; KLeboko; KLeserwane; KNdaba; KPike; KPMogorosi; KRifles; KrugerS; KSegwai; L AnthonyL; L LIbang; L LleBreton; L LSeobi; L MolemaL; LAtwell; LawrenceM; LBuffel(...)

Date: 3/19/2021 11:03 AM

Subject: POLICY REVIEW - PART 3: DR&PW M&E Policy Framework, 2019

Attachments: PART 3 - DR&PW M&E Policy Framework, 2016.pdf

Good day Colleagues,

Kindly find the attached **_PART 3_** of the DR&PW Monitoring and Evaluation Policy Framework, 2016, which is under review. The due date for inputs/feedback from staff members is Friday, 26 March 2021 and inputs can be e-mailed to tferreira@ncpg.gov.za

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