



culture, sport & recreation

MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA



DEPARTMENT OF CULTURE, SPORT AND RECREATION
MONITORING AND EVALUATION FRAMEWORK

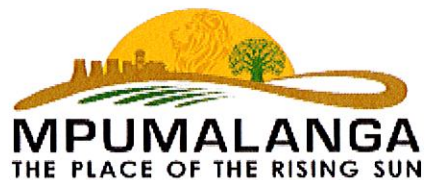


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Acronyms

AO	Accounting Officer
APP	Annual Performance Plan
AR	Annual Report
DCSR	Department of Culture, Sport and Recreation
DORA	Division of Revenue Act
DPME	Department of Presidency Monitoring and Evaluation
GWM&EF	Government Wide Monitoring and Evaluation Framework
GWM&ES	Government Wide Monitoring and Evaluation System
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MTSF	Medium Term Strategic Framework
NT	National Treasury
OtP	Office of the Premier
PGDS	Provincial Growth Development Strategy
PFMA	Public Finance Management Act
POA	Programme of Action
SMART	Specific, Measurable, Achievable, Realistic and Time bound
TR	Treasury Regulation
MDG	Millennium Development Goals
PGDS	Provincial Growth Development Strategy

1. Policy background and purpose

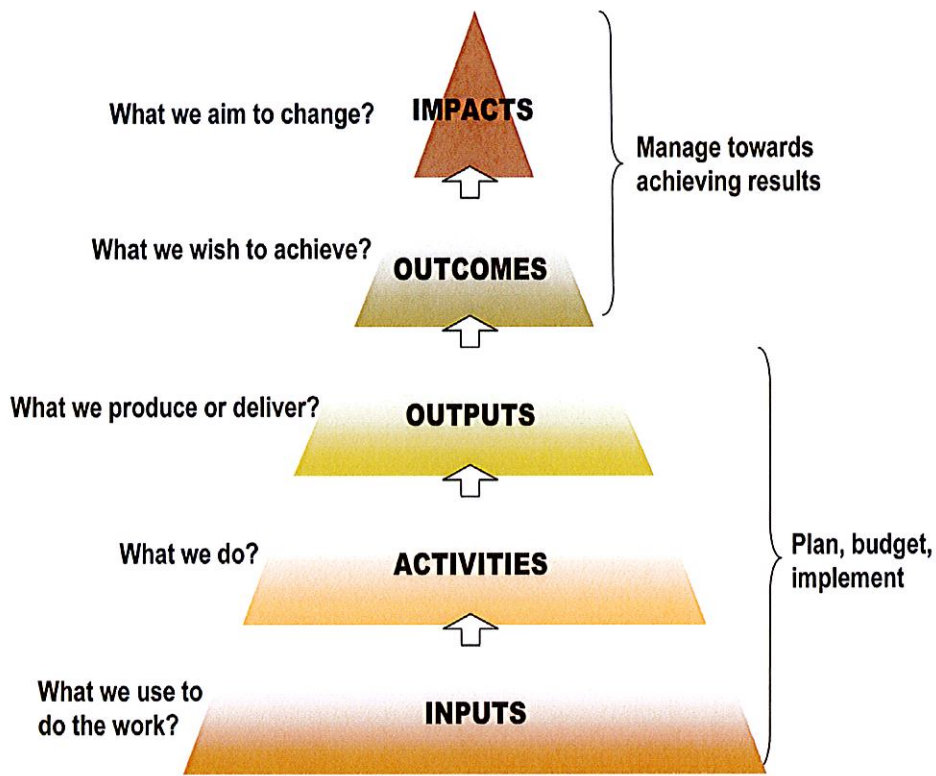
This document serves as the blue print for Monitoring and Evaluation (M&E) within the Department of Culture, Sport and Recreation and all its Chief Directorates including the three Regional Offices namely Ehlanzeni, Nkangala and Gert Sibande Regions. It should provide the foundation *for* common understanding of key M&E principles and elements amongst all role players in the department. This policy should assist in outlining the roles of various role players which amongst other are the following:

- The imperative to deliver to all citizens of Mpumalanga and to meet commitments made to its wider spectrum of stakeholders- adapting methods for delivery where necessary.
- Managerial requirements identified as necessary for successful delivery of duties for example accurate, data-rich information, and on-going track delivery, to support continuous and improved provision of goods and services.
- The need to account and engage in a two-way discussion with various stakeholders.
- Good practice requirement and legislative and regulatory amendments, necessitating improvement for example to governance arrangements and performance audit approaches
- Changes resulting from the Departmental Annual Performance Plan, with each amendment leading to shifts in roles and responsibilities, reporting lines and supporting systems such as those associated with M&E.

2. Monitoring & Evaluation principles

Performance information needs to be structured to demonstrate clearly how the Department uses its resources to deliver on its mandate. When monitoring and assessing outcomes and impacts, it needs to be kept in mind that department interventions can also have unintended consequences. These need to be identified and monitored so that risks can be managed and corrective action can be taken. In managing results, budgets are developed in relation to inputs, activities and outputs, while the aim is to manage towards achieving the outcomes and impacts. The figure below illustrates the relationship between the core performance information concepts of the M&E principles:

Results Chain Pyramid



Government outcome approach

- Past experience shows we improved access to services and expenditure (inputs) but have not being converted into positive outcomes.
- Still experiencing challenges of skills (human capital), poverty, spatial segregation, inequality of income & wealth and service delivery backlogs.

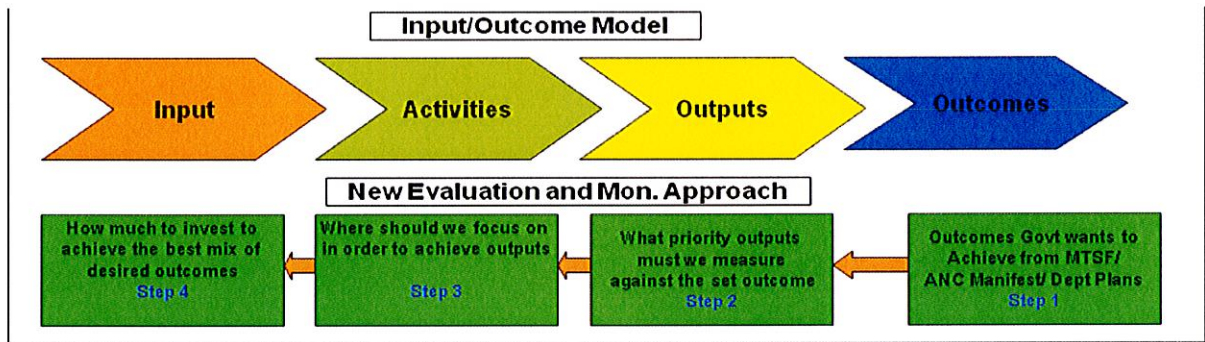
Government approach on M&E

Step 1: Outcomes Government wants to achieve from MTSF, Manifesto, MDG, PDGS, Departmental plans, etc.

Step 2: What priority outputs must we measure against the set outcome

Step 3: Where should we focus on in order to achieve outputs

Step 4: How much to invest to achieve the best mix of desired outcomes



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.

Definitions of concepts:

The definitions in this policy pertain to terms used in the policy and to other terms in order to facilitate the understanding of its requirements:

- **Monitoring:** refers to an ongoing process focused on the assessment of projects, programmes and those day-to-day activities and deliverables required for their achievements with performance tracked through data collections and reviews. Monitoring allows for real time analysis of delivery against plan, providing a “continuous flow of information”, and thereby enabling positive decision making(FAD, ,p155)
- **Evaluation:** is time- bound and periodic in nature, taking place at particular intervals before (serving as formative evaluation), during (thereby aiding improvements) or 1999 at the end of a project or programme (serving as a summative evaluation). The NEPF defines evaluation as “ the systematic collection and objective analysis of evidence on public policies, programmes, projects, functions and organisations **to assess issues such as relevance, performance(effectiveness and efficiency), value for money, impact and sustainability, and to recommend ways forward**” (cited in DPME, 2011, p.vii emphasis added)

- **Performance Information:** it denotes quantitative and qualitative information collected systematically and used as evidence for making judgments and achievement in relation to objectives, plans or intentions. It is information about performance that is suitable for use as evidence in decision making.
- **Information Management:** is a discipline that directs and supports effective and efficient management of information in an organization from planning and systems development to disposal and/ or long-term preservation.
- **Management of Information:** is an element of every job function in the Department of Culture, Sport and Recreation that has to do with treating the information used or produced in the course of performing job duties as a strategic business resource and in line with legal and policy requirements.
- **Performance Audit:** performance audits offer management invaluable insights into their organization`s operations by assessing how successfully objectives are being met. These observations in turn enable management to refine systems and further improve performance. A performance audit is an independent evaluation of the measures implemented by management to ensure the efficient, effective and economic use of resources. A performance audit differs from the other audit functions that public sector organizations must already perform each year:
 - The internal audit which is control and risk-focused
 - The external or statutory audit performed in accordance with relevant auditing and accounting standards
 - The audit of performance information which is a statutory obligation of the Auditor-General, looking at performance against predetermined objectives
- **Audit of Performance Information:** Focused on a specific government policy or management process. The criterion for executing this audit is based on the traits, namely: economy, efficiency and effectiveness which is done by subject matter experts.

3. Results Based Management

Performance information indicates how well an institution is meeting its goals and objectives which policies and process are working. Making the best use of available information and knowledge is crucial for improving the execution of department's mandate. Performance information is key to effective management, including planning, budgeting, implementation, monitoring and reporting. It also facilitates effective accountability, enables provincial legislator, members of the public and other interested parties to track progress, identify the scope for improvement and better understanding the issues involved.

To ensure that the departmental obligation to the citizens is as effective and economical as possible, the department is required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Common repository need to be set up to provide a centralized control of all programme/projects, so that performance information can be accessed by officials for feedback, reuse, facilitate learning and development to build core strategic management and project management competencies.

Performance information also plays a mounting role in budget allocations and will increasingly be used to monitor service delivery, which implies that the information must be accurate, appropriate and timeous. The most valuable reason for measuring department's strategic and performance plans is that what get measured gets done. If the department knows that its performance is being monitored, it is more likely to perform the required tasks and perform them well.

4. Policy context and regulatory framework

Reporting requirements is done from a legal and accounting point of view to promote general accountability. The Department of Culture, Sport and Recreation is regulated by a variety of South African statutory and regulatory legislation. The most relevant legislations to this policy are as follows:

- The Constitution of the Republic of SA Act 108 of 1999
- Public Finance Management Act (PFMA), 1 of 1999 as amended
- Policy Framework for Government Wide Monitoring and Evaluation System (GWM&ES)
- The Government Wide Monitoring and Evaluation Framework (GWM&EF)
- Promotion of Access to Information Act (Act 2 of 2000) (PAIA)
- Public Audit Act (25 of 2004)
- National Archives and Record Service Act (1996).

5. Objectives of the framework

- To plan, coordinate, monitor and report on the implementation of all Departmental programmes and projects.
- To clarify standards for performance information in support of regular audits of such information where appropriate;
- To improve integrated structures, systems and processes required to manage performance information;
- To facilitate communication for improved common processes, methodologies, systems and best practices consistently to the needs of the department in supporting the Provincial Government on its obligatory mandates to the citizens;
- To match organizational goals with all relevant mandates, policies, strategies and plans;
- To facilitate evidence based decision making and promote accountability and transparency by providing Parliament, Provincial Legislature and citizens with timely, accessible and accurate performance information;
- To act as an early warning indicator to the MEC, AO and Senior Management by diagnosing challenges, instigate necessary intervention strategies in a timely manner, bench marking, and reduce operational risks.

6. Provincial context

All the Departmental plans i.e. Strategic and Annual Performance Plans should incorporate several national and provincial pronouncements made by political heads of government. They should also be aligned with the Mpumalanga vision 2030 and National development plan, the MTSF, particularly outcome 14 which talks to Social Cohesion and Nation Building.

Plans and programmes must further incorporate inputs received from citizens in an effort to better understand their needs. These inputs are obtained from Executive Council Outreach programmes, Taking Legislature to the People, Izimbizo and MUNIMEC's. The citizen engagement and participation of stakeholders are at the center of the results based management approach.

7. Departmental mandates

The Department of Culture, Sport and Recreation's vision positions it as a custodian of Social Cohesion and Nation Building in the Province. Within this context, core mandate and vision of the Department of Culture, Sport and recreation is to:

Create a patriotic and cohesive society

As custodians of Social Cohesion and Nation Building the Department of Culture, Sport and Recreation is required to support Sport and Cultural entities in all municipalities in the Province. In summary the functions of the department of Culture, Sport and recreation are as follows:

- Promotion of Arts and Culture
- Museum and Heritage services
- Language Services
- Library and Information services
- Archival Services
- Sport and Recreation Service

8. Roles and responsibilities

8.1. General Managers have a responsibility to:

- Ensure the establishment and maintenance of performance information management systems within their areas of responsibility and to review Branch and Chief Directorate performance in line with the outlined procedure.
- General Managers have a responsibility to ensure compliance with the procedure, timely submission of complete and qualitative performance information, with supporting POE and verification certificates.

8.2. Senior Managers have a responsibility to:

- Ensure implementation of the plans, recording, review, monitoring and reporting of Directorate performance in line with the outlined procedure and the departmental performance information management policy.
- Corroborate reported information against portfolios of evidence presented at directorate level.
- Sign-off consolidated directorate reports for submission to the next level.

8.3. Managers have a responsibility to:

- Compile accurate, valid, and complete performance reports in line with the outlined procedure here below.
- Ensure timeous submission of reported information to the next level in line with the departmental performance information management policy.

8.4. The Strategic Planning and Programme Management Directorate has a responsibility to develop systems to plan, record, review and monitor departmental programme and project performance and to report on the implementation of the systems in place.

8.5. The Chief Finance Officer will be responsible for the overall verification of budget and expenditure per programme or sub programme on the quarterly, mid-term, nine months and annual reports. All the financial related information on reports shall be signed off by the Chief Finance Officer for inclusion in the performance information reports.

9. Data Collection/ Recording

- 9.1. Officials record all data relating to their performance as specified.
- 9.2. Recording is done according to the Technical Indicator Description provided as an annexure of the Annual Performance Plan of the current year.
- 9.3. Recorded information is kept in files in a systematic and safe manner.

10. Records Management

- 10.1. For each performance indicator assigned to a programme, a Portfolio of Evidence file is created.
- 10.2. The files are named or numbered in a standard format as per the indicator in the annual performance plan.
- 10.3. Where sub-directorates consolidate information into a unit report, the same numbering is used for the POE files and the records are consolidated for the unit and finally for Directorates and Programmes.

11. Performance Reviews

- 11.1. Performance reviews are held monthly in all directorates and sub-directorates.
- 11.2. During the performance reviews by directorates and sub-directorates, reported performance is substantiated by physical evidence as per agreed Portfolio of Evidence (POE).
- 11.3. Managers of directorates and sub-directorates review the evidence presented to support reported performance and comment and record regarding adequacy and validity of the evidence provided.
- 11.4. Where evidence is not adequate or valid, corrective action is taken to ensure that adequate and valid evidence is made available within a week of the review.
- 11.5. The corrected evidence is then recorded as the presented evidence.
- 11.6. Where no further evidence could be gathered to correct adequacy, the reported performance is revised to indicate the performance as per the available evidence.
- 11.7. Reviews by sub-directorates and directorates are consolidated into Directorate performance for reporting purposes. Related POE is also consolidated for use as Directorate POE.
- 11.8. On a monthly basis, Programmes conduct their performance reviews where reports and recorded available evidence as approved by Senior Managers are presented for sign-off by General Managers.
- 11.9. On a quarterly basis, the Strategic Planning unit convenes the departmental quarterly review sessions where reports and recorded available evidence as approved by General Managers are presented for tracking progress and instituting corrective measures where necessary.

12. Reporting

- 12.1. On a quarterly basis, consolidated reports by Directorates are sent to the Strategic Planning Unit.
- 12.2. Strategic Planning reviews the submitted reports for quality, completeness and compliance with reporting requirements.
- 12.3. Strategic Planning assesses the reported information and communicates material deficiencies with Directorates as a way of enhancing the completeness and quality of the report.
- 12.4. Strategic Planning consolidates Directorate reports into a departmental report for review and sign-off by Head of Department (HOD).
- 12.5. Strategic Planning prepares an analysis of reported information and provides feedback to directorates at the review sessions.
- 12.6. After sign-off by the HOD, Strategic Planning sends report to Provincial Treasury, Office of the Premier, Legislature and Department of Basic Education.
- 12.7. All quarterly reports will be used as a basis for the preparation of the Departmental Annual Report.
- 12.8. Strategic Planning will act as the overall advocate and custodian for performance information within the Department.
- 12.9. Quarterly reports will be audited as and when necessary by internal or external auditors.
- 12.10. Directorates will be held accountable for any inconsistencies between reports as this will have an impact on the credibility of the Annual Report which will be submitted for audit.

13. Data Validation / Verification of POE

- 13.1. Verification of reports and POE starts at Directorate level, wherein corrective measures are first implemented should a need be identified
- 13.2. On a quarterly basis, the Strategic Planning unit picks a sample of indicators for desktop & physical verification.
- 13.3. During the verification, Strategic Planning unit will assess adequacy of evidence, validity of evidence, existence and completeness of reported information.
- 13.4. Where gaps are identified, corrective measures will be recommended for implementation.
- 13.5. Implementation of recommendations will be verified in the next cycle of POE verification.
- 13.6. Strategic Planning issues a report for each verification conducted indicating the findings.

14. The quality of performance information

Performance Information must be accurate, valid, relevant, reliable and complete. Systems for collecting and validating performance information are likely to be more robust when the Department:

- **Define the quality of the information in advance:** Performance information can be costly to produce. The Department must therefore consider how information will be used and the cost of collection, and to strike an appropriate balance between cost and the comprehensiveness and reliability of information.
- **Establish clear performance measure definitions:** Documentation of definitions, the source of the information and the arrangements for their collections and analysis have been shown to facilitate a common understanding between those designing information systems and reporting performance and those collecting the information. These definition will be found on the Annual Performance Plan annexure called “technical indicator description” of each financial under review.
- **Designate who is accountable for performance information:** Experience shows that information is more likely to be reliable when managers are assigned responsibility for information collection and reporting.
- **Managers are active in obtaining good quality performance information:** Managers need to ensure that appropriate resources are devoted to information collection and validation. Where managers actively monitor performance information, they are able to identify variations in performance which call for examination. Managers must conduct reviews to assure themselves that the department's performance information systems are a reliable basis for capturing and reporting performance information.
- **Develop and implement effective controls over the collection of information:** Performance information may be collected from the department's information systems, surveys and external sources. It is important to establish controls which will ensure the reliability of information; the controls will vary depending on the source of the information. Predetermined checks need to be undertaken with regard to the collection, review and verification of performance information.
- **Establish and implement clear guidelines for the validation of performance information:** The guidelines for performance information management should be made available to all responsibility managers at the beginning of each financial year.

15. Monitoring plans

The monitoring plans (business process plans and Operational Plans) are aligned to the annual performance Plan of the department and are set by reporting the actual targets as per approved Strategic Plan and Annual Performance Plan.

No changes on the approved plans will be allowed, unless otherwise such arrangements were approved by the Accounting Officer in writing. Such evidence should be kept for future reference. It is important to note that all plans are approved by the Legislature.

16. Time frames for submitting reports

- Senior Managers are required to submit quarterly reports to the Directorate within five (5) working days for non-financial performance information following the end of a quarter.
- Submission by the AO to Premier's Office is by the 15th at the end of the quarter.

17. Evaluation Plans

Evaluation activities are critical to the constant improvement of the Department programmes and in line with the vision of "*A patriotic and cohesive society.*"

The National Evaluation Framework asserts that evaluation serves a variety of important functions:

- Evaluations improve performance.** Evaluations seek to determine whether inputs and activities have been conducted in a way that is efficient and effective. The evidence built in the evaluation process can then assist in:
 - Identifying areas that need improvement; and,
 - Providing information on how exactly this improvement will happen.
- Evaluations improve accountability.** Evaluations provide information on whether public money been used in a way that maximises efficiency and effectiveness. This information is vital to direct public money to areas where it will achieve most impact.
- Evaluations generate knowledge.** The information created during an evaluation serves as an evidence-base for current and future policy-making.
- Evaluations support decision-making.** Evaluations help to clarify which programmes and interventions should be stopped, which should be continued, which should be continued but altered for improvement, and which should be expanded.

17.1 Monitoring or evaluation?

The uses of monitoring may seem quite similar to the purpose of evaluation. Monitoring, as discussed above, seeks to provide information to track progress, identify challenges and successes, and confirm whether we are doing things correctly. High quality monitoring does not negate the need for evaluation. Evaluation goes a step further than monitoring activities and asks whether we are doing the correct things in the correct way to get desired results.

Seven guiding principles for evaluations for the Government-Wide M&E System (GWMES)

- a. *Evaluation should be development-oriented and should address key development priorities of government and of citizens.*
- b. *Evaluation should be undertaken ethically and with integrity.*
- c. *Evaluation should be utilisation-oriented.*
- d. *Evaluation methods should be sound.*
- e. *Evaluation should advance government's transparency and accountability.*
- f. *Evaluation must be undertaken in a way which is inclusive and participatory.*
- g. *Evaluation must promote learning.*

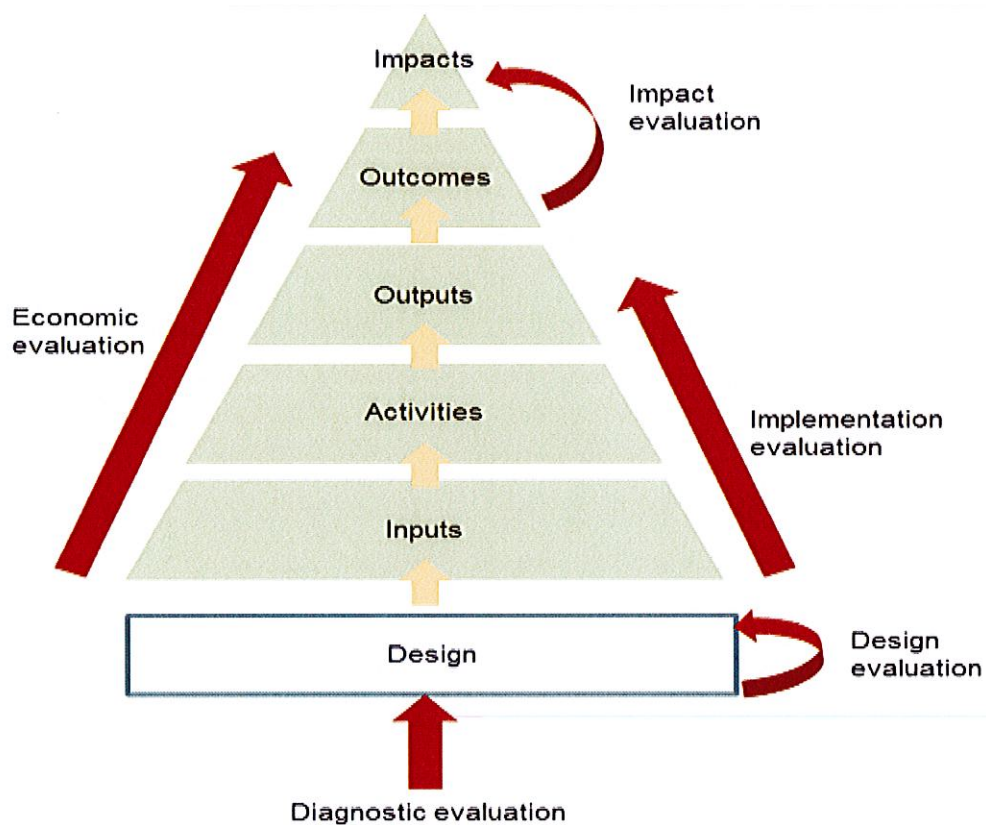
To elaborate, monitoring activities will simply track the performance of Departmental programmes. Evaluation will ask questions like:

- a. Were the planned outcomes or impact achieved, as per the results chain?
- b. Did the causal mechanism in the results chain work as expected – are the impact pathways correct?
- c. Why was the programme or service delivery successful in achieving planned outcomes or impact?
- d. What improvements can be made to have a greater chance of achieving what was planned?

17.2. Types of evaluations

Impact evaluations are most commonly associated with evaluations; however there are a range of evaluation types. Each type of evaluation will elicit a different category of information. The choice of evaluation type depends on the evaluation questions and the primary user(s) of the evaluation results and their needs.

Evaluation along the results chain



The following table describes the various types of evaluation, and is adapted from the DPME National Evaluation Framework.

Types of evaluations

Type	Description	Usual timing
Diagnostic evaluation	<p>Purpose: Assess current situation and inform intervention or programme design.</p> <p>Information generated:</p> <ul style="list-style-type: none"> • Problems and opportunities to be addressed • Causes and consequence of current situation • Scope to address causes and consequences • Likely effectiveness of different policy options. • Design of theory of change for a potential programme 	Prior to design or planning
Design evaluation	<p>Purpose: Analyse inner logic and consistency of programme to see whether programme appears to be working.</p> <p>Information generated:</p> <ul style="list-style-type: none"> • Establish whether the theory of change is Feasible • Analysis of secondary information • Assess quality of indicators • Assesses risks and assumptions associated with theory of change 	Post-design, before implementation or at early stages of implementation

Type	Description	Usual timing
Implementation evaluation	<p>Purpose: Evaluates whether the intervention's operational mechanisms are likely to support achievement of objectives or not.</p> <p>Information generated:</p> <ul style="list-style-type: none"> • Interrogation of activities, outputs, outcomes, use of resources and causal links between these • Understanding of why or why not the intervention is likely to achieve its objectives • Suggest means of improving efficiency and effectiveness of programme activities and use of resources • Assess quality of indicators • Assesses risks and assumptions associated with theory of change 	<p>Once or several times during implementation</p>
Impact evaluation	<p>Purpose: Measures changes in outcomes and evaluates whether these changes are attributable to the programme or intervention.</p> <p>Information generated:</p> <ul style="list-style-type: none"> • Whether or not an intervention should be continued • Whether or not the intervention requires any alteration or improvement 	<p>Designed in the early stages of implementation.</p> <p>Conducted at critical stages in programme cycle.</p>
Economic evaluation	<p>Purpose: Evaluates whether the costs of a policy or programme have been outweighed by the benefits.</p> <p>Information generated:</p> <ul style="list-style-type: none"> • In cost-effectiveness analysis: Cost per unit of outcome (values the costs of implementing the intervention relative to the total quantity of outcome generated) 	<p>At any stage in the project cycle</p>

Type	Description	Usual timing
	<ul style="list-style-type: none"> In cost-benefit analysis: places a monetary value on the changes in outcomes 	
Evaluation synthesis	<p>Purpose: Collate and compare the results of a range of evaluations to generalise findings across government</p> <p>Information generated:</p> <ul style="list-style-type: none"> Means of improving government functions Means of identifying cross-cutting issues and aligning strategies across departments and programmes 	After a number of evaluations have been completed

17.3. Choosing what to evaluate

The National and Provincial Evaluation Framework suggests the following criteria be considered to prioritise evaluations:

- Programmes that are **large** (e.g. over R500 million) and **targeting a large proportion of the population**.
- Programmes that are of **strategic importance** – in other words, where it is critical that the programme succeeds.
- Programmes that are considered to **generate lessons and knowledge** important for policy process.
- Programmes that are of **significant public interest**, for example front-line service delivery.
- Programmes that are **concerning in terms of design** or the consistency of the internal logic on which the programme is built.
- Programmes where political principals are considering **whether or not the programme should continue**.

Along with these, the Department will select evaluations considering the following issues:

- a. Evaluation activities will be **streamlined between stakeholders**. The Department will select which evaluations to commission based on what other stakeholders are evaluating in the province (e.g. donors and national government). Where another entity is conducting an evaluation, the M&E Unit in the Department will make sure to extract and collate lessons of these evaluations rather than conduct a duplicate evaluation.
- b. Programmes with **good availability of data** will be evaluated. The quality of an evaluation is entirely dependent on the quality of data that is available for use by the evaluation team. The M&E Unit in the Department will assess data quality prior to an evaluation being commissioned. If data quality is poor, the evaluation can only be conducted if an investment in data is forthcoming. Note that this may be necessary even before the programme is implemented. An 'evaluability assessment' is what can be conducted to verify whether or not, or what kind of evaluation can be conducted on a particular programme or project.

17.4. Provincial evaluation plan

The M&E Unit in the Department is mandated to draft a rolling three year Departmental Evaluation Plan. This plan will be aligned with the National and Provincial Evaluation Plans and the plans of national and international donors operating in Mpumalanga.

The Department Evaluation Plan is to address following elements per programme or intervention selected for evaluation. These considerations are adapted from the National and Provincial Evaluation Framework.

Pre-design and design

- Programmes or interventions to be chosen for evaluation based on principles listed above.
- Evaluations will only be conducted if included in budgets and work plans. A rule of thumb for the budget size required for an evaluation is 0.1% to 5% of intervention's budget. However, this will not be applied bluntly, since the budget for an evaluation

depends on size and type of evaluation, complexity of methodology and level of data already available.

- The M&E Unit in the Department will consider what level of contributions (financial and technical) to provide to assist provincial departments, programmes and interventions in evaluations.
- The M&E Unit in the Department and the will work to prepare the organisation being evaluated and liaise with stakeholders who will be using the evaluation (the evaluation 'client') to clarify the purpose of the evaluation.
- The terms of reference for the evaluation will be drafted, consisting of objectives, scope, deliverables, methodology or approach, timelines, team capabilities required. It is suggested that this be done according to a standardised template and in collaboration with the evaluation 'client'. The terms of reference will be flexible enough to allow evaluation team to interpret best approach to address the evaluation questions, but will provide sufficient guidance to facilitate a quality output. It is suggested that the terms of reference be shared with the OtP and DPME in Presidency who are mandated to perform quality assurance on terms of reference for evaluation.
- Service providers will be selected based on requirements of terms of reference and in line with supply chain requirements. It is essential that selection is based on technical competence and not just price considerations.

Implementation

- An inception phase will be included in the evaluation work plan, to agree on evaluation objectives and scope. An inception report will be drafted as an output of this phase.
- A steering committee (to manage evaluation process) or advisory group (to provide technical support, advice or expertise) on major evaluations will be convened, and the M&E Unit in the Department will act as secretariat.
- There will be regular meetings between the evaluation team and the steering committee / advisory group to address evaluation challenges as they arise.

This is also useful to ensure that the evaluation team and evaluation 'client' are aligned in terms of their expectations on the output of the evaluation.

Peer review and validation process

- A peer review process is useful to ensure evaluations are credible. This process may be conducted by peer evaluators, peer M&E units or other recognised specialists. The evaluation budget and work plan will allow for time and costs of peer review process.
- Once the evaluation results and recommendations have been presented in a draft evaluation report, it is also useful to have a validation workshop where results of evaluation are presented to a group of stakeholders. This will allow stakeholders to interrogate the methodology followed, the findings and the implications that have been drawn by the evaluation team.
- Any valuable comments arising will be used by the evaluation team to refine and improve on the evaluation draft report. A validation workshop is also useful to create greater buy-in and to encourage stakeholders to make good use of the evaluation once it is complete.

Recommendations and management response

- The evaluation team is required to report all findings, implications and recommendations based on their independent assessment.
- Heads of department and management within the Department, will digest findings and recommendations, based on their understanding of the intended use of the evaluation.
- Management will then condense findings, implications and recommendations in a management report. Management will indicate which they agree with and which they do not, providing reasons.
- The M&E Unit in the Department is responsible for driving the management response process within the Department.

Communicating results

Evaluations usually have a variety of uses and are intended for diverse audiences. Findings and recommendations will be packaged in various forms depending on technical capability of audience and purpose of communication.

Follow up

Evaluations will be seen as an opportunity for positive development in government. The onus to use evaluation output is on provincial departments and programme managers. However, the M&E Unit in the Department will encourage and ensure that all programme manager's design and implement an improvement plan with corresponding time frame based on findings of evaluation. This improvement plan will have an associated monitoring plan, to monitor progress towards the objectives of the improvement plan.

The M&E Unit in the Department is responsible for leading the process of disseminating the results of an evaluation into the broader policy context.

Finally, the M&E Unit in the Department will constantly monitor evaluation activities being conducted in the province and attempt to evaluate the evaluations. This means conducting meta-evaluations or synthesis evaluations to extract issues across and between and within programmes, specific locations and areas. A primary use of this output is to avoid duplication of evaluations that do not create further knowledge.

READINESS ASSESSMENTS AND STAKEHOLDER ENGAGEMENT

M&E activities will take a bottom-up approach. This means that it is essential to create buy-in and understanding amongst to all stakeholders, including from programme staff and front-service delivery branches not directly involved in M&E, as well as managers and head of department. This requires intensive stakeholder engagement to create a common understanding on aims, roles and responsibilities within the MMES.

Implementing this M&E framework also requires that a regular readiness assessment be conducted to ensure that programmes are able to manage their responsibilities and deliver valuable M&E activities.


This will document the extent to which each provincial department has the necessary elements and mechanisms in place to implement the Framework and to contribute to the MMES. The following steps will be followed in conducting these readiness assessments:

- Convene M&E Forum – meetings to be hosted by M&E Unit in the Department.
- Conduct survey to ascertain level of readiness and capacity across a variety of M&E categories (inter alia, stakeholder engagement and management, establishment of overarching frameworks, results frameworks and indicator databases, data management and assessment systems, information architecture, plans to implement the system, assessment of quality of studies conducted to date).
- Analyse the results of the survey and validate findings and implications with M&E Forum.
- M&E Unit in the Department to lead the process in comparing results of the assessment to previous assessments conducted and to design an appropriate implementation plan to improve readiness and to ensure available systems and elements are 'fit for purpose'.
- Once the readiness assessment has been conducted and M&E improvement plans are being implemented, the M&E Unit in the Department will continue to monitor the process via the M&E Framework. M&E capabilities will be continuously developed and refined over time, and will respond to needs within the M&E System. Importantly, this System does not exist in a vacuum. Readiness assessments and stakeholder engagement process will need to be resumed and refreshed over time, to ensure that the Department remains at the cutting edge of M&E practice. A regular three year cycle would be ideal time frame to keep track of the capacity and dynamic changes within the departments.

18. Framework Review

This framework takes effect from the day of approval and will be subjected to review biennial from the date of its approval through consultation with all stakeholders and amendment will be done when needs arises.

Approval



MR SW MNISI
ACTING ACCOUNTING OFFICER

01/04/2015
DATE