

**Proposal and implementation plan for a
Government-wide
Monitoring and Evaluation System**

SEPTEMBER 2005

**Prepared by the Governance and Administration
Chief Directorate
Presidency**

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FOREWORD

A proposal and Implementation Plan for Government-Wide Monitoring and Evaluation: A publication for programme managers is the first comprehensive initiative monitoring and evaluation guideline after Cabinet of the Republic of South Africa approved a process to plan a monitoring and evaluation (M&E) system for use across government in 2004

The purpose of this publication is to contribute to improved governance and enhance the effectiveness of public sector organisations and institutions in South Africa. It was written to support the improvement of the collection and collation, analysis and dissemination and the application of information on the progress and impact of programmes in order to ensure transparency and accountability, promote service delivery improvement and compliance with statutory and other requirements and a learning culture in the public sector

Specifically, the proposal aims to: focus on the essential elements of results-oriented monitoring and evaluation that respond to the requirements of government's programmes, policies and projects for decision-making, accountability and learning; strengthen the role of the monitoring function within the three spheres of government; presenting a more integrated approach to monitoring and evaluation functions in government; introducing simplified, streamlined and harmonized procedures in line with governments' a results-oriented framework for monitoring and evaluation combined with practical guidance for the development of selected instruments; guidance on the assessment of results within a clearly defined framework or context of government programme of action and its priorities; greater attention to monitoring than in the past to stress that both monitoring and evaluation are important management functions aimed at ensuring the quality of interventions and supporting decision-making, accountability, learning and capacity development;

This publication is therefore, intended for various levels of management within government, Senior Management, technical, programme and project managers. It is divided into two parts, part one presenting the conceptual and operational framework for monitoring and evaluation and implementation plan; part two offers indicators for monitoring and evaluating programmes and projects at a macro level.

The process of developing this proposal & implementation plan as well as development indicators, coordinated by the Presidency, has been a collaborative effort by many people and we would like to acknowledge their contributions.

Constructive insights from colleagues in Policy Coordination and Advisory Services (PCAS) were especially helpful throughout the process. Our thanks also go to the Office of DG- DPSA; M&E TASK Team; GCIS for rigorous editorial and publication designs as well as Stats SA for refining and reviewing the indicators in detail and providing useful comments and suggestions.

I trust that this publication will be a useful tool to those of you responsible for the management of monitoring actions and the effective conduct of evaluation exercises

RevF Chikane
Director-General
The Presidency

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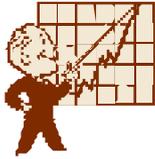
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Proposal and implementation plan for a Government-wide Monitoring and Evaluation System

April 2005

1. Introduction to the Government Wide Monitoring and Evaluation system



- Definition of monitoring and evaluation
- Background and rationale
- Lessons from international experience
- The quality of existing government monitoring and evaluation systems
- Other national information systems

1.1 Definition of monitoring and evaluation

Monitoring is a continuing managerial function that aims to provide managers, decision makers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives.

Monitoring involves reporting on actual performance against what was planned or expected according to pre-determined standards. Monitoring generally involves collecting and analysing data on implementation processes, strategies and results, and recommending corrective measures.

Evaluation is a time-bound exercise that systematically and objectively assesses the relevance, performance, challenges and successes of programmes and projects. Evaluation can also address outcomes or other development issues. Evaluation usually seeks to answer specific questions to guide decision-makers or programme managers and should advise whether underlying theories and assumptions were valid, what worked, what did not and why. Evaluation commonly aims to determine relevance, efficiency, effectiveness, impact and sustainability.

1.2 Background and rationale

This document proposes the development of a Government-wide monitoring and evaluation system (GWM&ES) that will deliver useful information and analysis and improve monitoring and evaluation (M&E) practices and capacity, contributing to better public management in South Africa.

Effective management is a continuous cycle that starts with planning and leads into implementation and evaluation (the PIE model). Implementation plans should be monitored and evaluated, producing knowledge and insights that are fed back into planning processes.

Public management in South Africa has improved significantly since

democratisation. Each public service institution has been made responsible for their own accountability and effective management, leading to fundamental improvements in governance. The Public Finance Management Act and the implementation of the Medium Term Strategic and Expenditure Frameworks have made it necessary to define and align activities and spending around clearly defined objectives. These reforms have led to major improvements in planning and implementation, and encouraged a focus on service delivery quality and impact.

With decentralisation of accountability, line managers have become more responsible for non-core functions, such as human resource development and equity.

The key strategic challenge is to increase public service effectiveness, so that government achieves its desired outcomes and strategic objectives. This makes monitoring and evaluation critically important.

This proposal describes how a government wide system should operate and what it should produce. The proposal specifically addresses:

- Who the users of the system should be and which of their needs it should meet
- The system's aims, objectives and intended results
- Sources of information and procedures for data collection
- How system reports should be presented and used
- Roles and responsibilities of various stakeholders and
- How the system should be implemented and rolled out.

It is likely that as implementation of the system progresses and users' needs become clearer, the system will come to look somewhat different to that described in this document. This is desirable and intended.

1.3 Lessons from international experience

As part of this project a rapid review of international experiences was undertaken. The review looked at a range of international experiences from which it emerged that the development of a GWM&E system is an ambitious task best tackled incrementally over a several years.

The clearest lessons in this regard can be found in the case of the United States, which passed the Government Performance and Results Act (GPRA) in 1993. GPRA addresses a broad range of concerns about government accountability and performance. Its goals were to focus on the actual results of government activity and services, support congressional oversight and decision-making, and improve the managerial and internal workings of

agencies within the federal government.

While GPRA followed on the heels of a number of efforts throughout the past fifty years to improve the workings of the federal government, it is unique in its requirement that agency results be integrated into the budgetary decision-making process. GPRA can also be distinguished from prior reform attempts because it is taking place in a climate of increased political emphasis on downsizing and reinventing federal government, devolution of federal activities to states, and the privatisation of many federal government activities. Finally, rather than other reforms that were primarily Executive Branch initiatives, GPRA is statutory; its performance measurement requirements are law.

All agencies of the federal government, defined as cabinet departments and other concerns of the government, including independent agencies and government corporations, are bound by GPRA with certain limited exclusions. Although passed in 1993, actual GPRA requirements began in 1997, and the first full cycle was in March 2000. GPRA requires agencies to prepare three key documents: strategic plans, performance plans and performance reports.

Other lessons from international practice include the need to adopt a realistic and practical approach. Australia, for example, has experienced difficulties in its efforts to implement a "Whole of Government" system and has made limited progress in implementing a system intended to support the development of "joined up government" operating as a seamless network.

Research also points to the need to build a government wide culture of monitoring and evaluation and on strengthening the centre of government. A radical public service reformer, New Zealand has more recently acknowledged that it overstated decentralization and created a short-term outlook that overemphasised efficiency and undervalued longer-term outcomes. It has subsequently started processes to increase the capacity of central government to play an oversight role.

The international review shows very clearly that the concept of monitoring and evaluation is widely used globally and its importance and value increasingly accepted. Three factors affecting M&E can be identified:

- Government must be seen to take the initiative by creating appropriate policies and showing a willingness and capacity to control and guide implementation
- Infrastructure and financial and human capacities must be available and be deployed as required.
- Public involvement improves the quality and impact of M&E and makes findings more widely accepted and useful.

1.4 Existing monitoring and evaluation systems

In order to ensure that this proposal took account of current practices and capacities, a rapid review of existing government M&E systems was undertaken¹. The review involved circulating a questionnaire to all national departments, Premiers Offices and provincial treasuries, 20 of whom responded, providing useful insight into the current quality and extent of M&E practices.

The review findings indicate very clearly that M&E systems are generally very underdeveloped and inadequate, although the basic building blocks are usually present as a result of government's strategic planning and budgeting systems. The results also showed that monitoring and evaluation is widely seen as an important area of management that is generally acknowledged as strategically important and useful. There is a widespread preparedness to improve and enhance systems and practices, essential for long-term capacity and capability development. This willingness to improve is a major advantage that must be effectively used.

Since most government departments have not progressed very far in the development of their M&E systems, the GWM&E system enjoys the advantage of "latecoming", learning from others' experiences and applying international best practices. It can also be developed without having to accommodate or cater extensively for other existing systems and processes. However, the GWM&E system needs to be closely structured around the existing planning framework and should be clearly integrated with it and complement it wherever possible.

Even though not always centrally located or ideally configured, most departments have some level of monitoring and evaluation capacity in place. This means that once the Government wide system articulates its reporting requirements to departments they will have human and other resources available, even if it will take time to get institutional and operational arrangements functioning optimally.

While information technology systems for M&E are often not installed or are not entirely satisfactory, they are in many instances in the process of being developed or improved. There is thus an exciting window of opportunity to contribute to these system development processes by defining very clearly what functionality is required by the government wide system.

While M&E strategies are generally poorly stated, this is partly a consequence of a historical lack of guidance on the issue. Clearly defined terms and standards must be an integral part of the system so that departments are able to assess their own M&E products and outputs and

¹ A detailed and comprehensive audit of M&E systems is being undertaken by the Public Service Commission.

make improvements as necessary. Public service organisations are now well placed to make use of practical guidelines and other forms of support to enhance and improve their M&E strategies and to ensure that they meet the required standards and achieve the intended results.

In summary, the government wide system needs to be:

- Prescriptive and clear about *what* information should be submitted to it by departments and other public entities but
- Accommodating and flexible with regard to *how* information should be collected and *who* should be responsible for doing so.

A capacity building and best practice promotion component to the system is required so that those public service organisations that find it difficult to meet the prescribed standards are supported and assisted to do so. This could include a forum or forums to promote M&E practices and methodologies.

It may also be a useful strategy to provide some kind of assessment and accreditation service so that it is clear when the necessary standards are met and whether improvements are required.

Overall, it is important that the government wide system makes its purpose absolutely clear to all participants and stakeholders. “Improving service by learning” needs to be the overarching theme of the system and the underlying processes for its implementation.

1.5 Other national info. systems

Statistics South Africa is responsible for the implementation of a National Statistical System (NSS) that will serve as the conceptual and technical spine for assessing government's progress.

The NSS will ensure that South Africa can report on major policy objectives such as the Millennium Development Goals and will include the forging of agreements with government entities around the provision of accurate and reliable statistical information. It will also include the adoption of statistical standards and definitions. The system is still in its preliminary phases and will be implemented over a three-year period.

2. System users and their needs



- Meeting the needs of diverse users
- The Presidency and Premiers' Offices
- Centre of Government
- Decision makers in public organizations and local authorities
- Oversight bodies
- The Public

2.1 Meeting the needs of diverse users

The system will have a number of users, each with their own specific needs. The various users and their needs are suggested below.

Systematic consultations will be undertaken with these users in order to ensure that their needs are properly understood and met by the system.

2.2 The Presidency and Premier's Offices

As the principals of national and provincial departments, the Presidency and Premiers' offices need reliable and accurate information on institutional progress and performance to guide them in developing strategies and programmes as well as in the allocation of resources, and to prompt interventions as required.

The GWM&E system should provide accurate and reliable information that allows these users to assess the impact achieved by departments and organisations and to encourage and promote policy revisions where necessary.

2.3 Centre of Government

The centre of government includes the Presidency, National Treasury and the Departments of Public Service and Administration (DPSA), Provincial and Local Government (DPLG) and the Public Service Commission. These bodies have an essential role to play in ensuring that human, financial and other resources are well used to achieve greatest impact.

These departments need easy and ready access to non-financial progress reports as well as qualitative and quantitative information on the financial and non-financial performance of every institution falling within the scope of their mandate.

Each central department has a particular area of concern and needs information suitable for their own particular type of analysis to be accessible to them.

The GWM&E system needs to provide National Treasury with data that allows it to assess that value for money is being provided and DPSA with the data it needs to assess whether human resources are being well used, managed and developed. It also needs to provide DPLG with information that allows it to assess how well provinces and local authorities are performing in meeting their mandates. The Presidency needs to be provided with information on the performance of agencies in implementing the Programme of Action and the impact of long-term efforts to improve economic performance and alleviate poverty.

2.4 Decision

Decision makers in all government agencies, departments and local

makers in public organizations and local authorities

authorities need access to regular and reliable information that contributes to their own management processes by revealing which of their practices and strategies work well and which need to be changed or improved.

On an ongoing basis, every public body needs to assess and report on their own progress in terms of the performance indicators they have defined for each of their programmes.

This management information should be detailed and accurate and should be generated by regular, integrated management processes rather than through separate procedures.

Each institution also needs to periodically assess the extent to which they are achieving their strategic objectives and to evaluate the impact they are having in their own special areas of responsibility.

The GWM&E system needs to present regularly updated information on progress in implementing programmes (in terms of inputs, outputs and outcomes) and periodic information on impact and results. It should also provide useful guidelines on information management.

25 Oversight bodies

Our Constitution has created a number of oversight bodies, each with their own specific areas of concern. These are:

- The Public Protector (responsible for investigating improper conduct in public administration)
- The Human Rights Commission (responsible for promoting human rights)
- The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities (responsible for defending the rights of particular groups)
- The Commission for Gender Equality (responsible for promoting gender equality)
- The Auditor General (responsible for auditing and reporting on the accounts of public bodies)
- The Electoral Commission (responsible for free and fair elections) and
- The Public Service Commission (responsible for monitoring and evaluating the public service and promoting a high standard of professional ethics).

Each of these bodies needs access to information that allows them to review government compliance with various legislative and other requirements and to evaluate performance in terms of their own particular areas of concern.

The GWM&E system can assist these oversight bodies with supportive information on governance and administration matters for every public

organisation.

26 The Public

Good governance requires that the public be encouraged to participate in governance and policy-making processes.

This can take a wide range of different forms, including commenting on policy proposals, participating in improvement initiatives and providing assessments through public opinion surveys.

In order to allow such participation, the GWM&E system needs to provide access to clear, accurate and well-presented updates on progress in government programmes and their impact as well as indicating where more detailed information can be accessed.

3. System aims, objectives and intended results



- System aims and objectives
- Results to be achieved
- Programme logic and underlying assumptions
- Indicators of system success

3.1 System aims and objectives

The aim of the Government Wide Monitoring and Evaluation system is to contribute to improved governance and enhance the effectiveness of public sector organisations and institutions.

The system objectives are the collection and collation, analysis and dissemination and the application of information on the progress and impact of programmes and initiatives in order to:

- Ensure transparency and accountability,
- Promote service delivery improvement
- Ensure compliance with statutory and other requirements and
- Promote the emergence of a learning culture in the public sector

3.2 Results to be achieved

The system will achieve the following results:

RESULT ONE: Accurate and reliable information on progress in the implementation of government and other public sector programmes is collected and updated on an ongoing basis

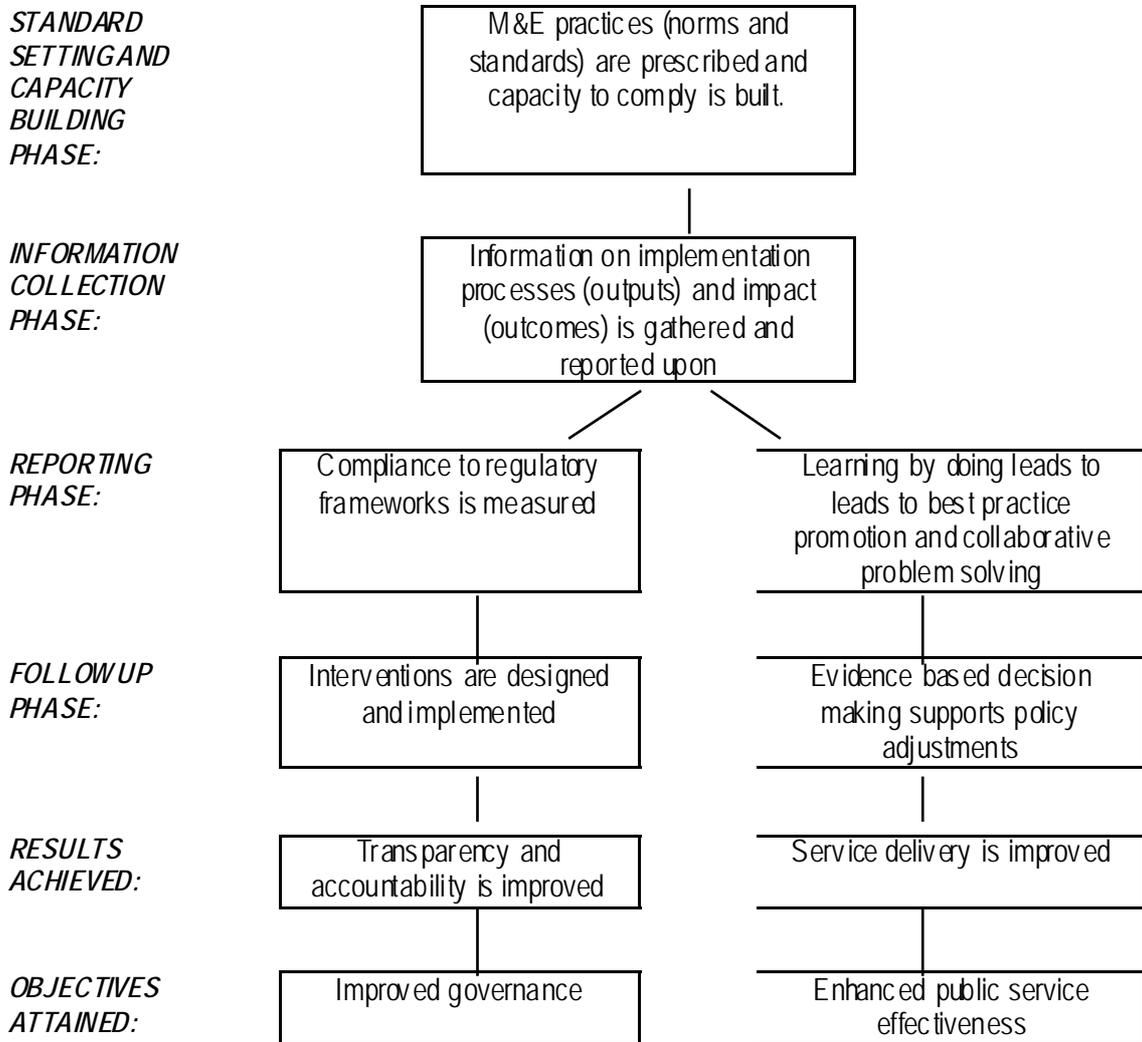
RESULT TWO: Information on the outcomes and impact achieved by government and other public bodies is periodically collected and presented

RESULT THREE: The quality of monitoring and evaluation practices in government and public bodies is continuously improved.

3.3 Programme logic and underlying assumptions

The system is based on the argument that by promoting certain practices and by collecting and providing information to system users, certain positive consequences will result.

This intended sequence of events is called a logic model and can be depicted as follows:



3.5 Indicators of system success

Performance area	Performance indicator
M&E practices (norms and standards) are prescribed and adhered to.	<ul style="list-style-type: none"> • Comprehensiveness and rigour / quality of standards and their dissemination • Extent of compliance to national M&E requirements by government entities

Information on implementation processes (outputs) and impact (outcomes) is gathered and reported upon	<ul style="list-style-type: none"> • Frequency and quality of reports produced by government entities and transversal systems
Compliance to regulatory frameworks is measured	<ul style="list-style-type: none"> • Number and quality of compliance reports / Proportion of government on which compliance reporting is completed / Implementation of recommendations from compliance reports
Learning by doing leads to leads to best practice promotion and collaborative problem solving	<ul style="list-style-type: none"> • Number of practice improvements resulting from learning from the system.
Interventions are designed and implemented	<ul style="list-style-type: none"> • Number and quality of support interventions and their results
Evidence based decision making supports policy adjustments	<ul style="list-style-type: none"> • Number of policy revisions resulting from system reports
Transparency and accountability is improved	<ul style="list-style-type: none"> • Result and Objective level Indicators to be developed through the National Indicator Initiative
Service delivery is improved	
Improved governance	
Enhanced public service effectiveness	

4. Performance indicators and sources of information



- Overview of the system's approach to indicators
- A National Indicator Initiative
- Departmental indicators
- Transversal indicators
- Government Programme of Action

4.1 Overview

The GWM&E system will be a secondary system that does not undertake primary research or data collection itself.

Rather, it will draw in information from a range of other sources and present this in user friendly and accessible formats tailored to the needs of different users.

The system will make use of a web-based internet portal onto which institutions will be expected to post their information and reports. This information will be consolidated and formatted according to the various user specifications.

4.2 A National Indicator Initiative

The Presidency and Statistics South Africa are finalising a compendium of national indicators as part of the M&E system. The generic indicators (see Annexure I) have been identified, and further work on disaggregation is continuing.

A forum of departmental monitoring and evaluation officers will be established to facilitate debate and to promote a culture of measurement in government

This Forum will coordinate the development and adoption of standardised programme level indicators based on strategic plans and supporting programmes.

4.3 Departmental information

Each department or public sector organisation will be required to provide the GWM&E system with the following information by posting it on the GWM&E system:

- Clear strategic plans broken down into programmes, each with input, process, output and outcome indicators with quarterly targets. (These are essentially already in place as they are required by the Medium Term Expenditure Framework and will just have to be quality assured and improved in some instances)
- Quarterly reports on the achievements of their targets, stated in terms of

the performance indicators included in their strategic plans.

- Bi-monthly collation of information on the progress made in relation to the government's programme of action and reporting to Cabinet through the cluster system.
- Reports on impact studies for each of their programmes undertaken at least every five years, in line with the MTSF.

4.4 Transversal information

The following transversal systems will be implemented and their findings and recommendations posted on the GWM&E system:

- Value for money will be assessed by a system managed by National Treasury
- Human Resource utilisation will be assessed by DPSA
- An early warning system will also be managed by DPSA drawing on data from Persal and Vulindlela
- Public administration will be assessed by the Public Service Commission
- Constitutional rights will be assessed by the Department of Justice
- Service delivery quality will be assessed by DPLG's system for monitoring the performance of provinces and local governments.

4.5 Information on the Government Programme of Action

The existing web-based system for providing information on progress in implementing Government's programme of action will form part of the GWM&E system.

Existing arrangements for submitting and processing information will be retained.

4.6 Links to other sources

The system will provide web links to other appropriate sources of information, including private and civil society sources.

4.7 Verifying information

The Presidency together with the other coordinating departments will verify information provided by government agencies to the GWM&E system.

The Auditor General may be required to participate in the verification of information provided by agencies. The precise role of the Auditor General's Office in this regard will be clarified when Cabinet approves proposed amendments to the Auditor General's mandate.

5. System reports and their utilization



- Issues to be addressed in system reports
- Composite indicators: A Government performance dashboard
- Qualitative and impact studies
- Responses to information provided by the system

5.1 Issues to be addressed in system reports

The system, located in The Presidency, will generate reports that address overall government performance, institutional performance and progress in implementing programmes. It will also receive impact evaluation reports and make these available to system users.

Further details on each of these categories are provided below:

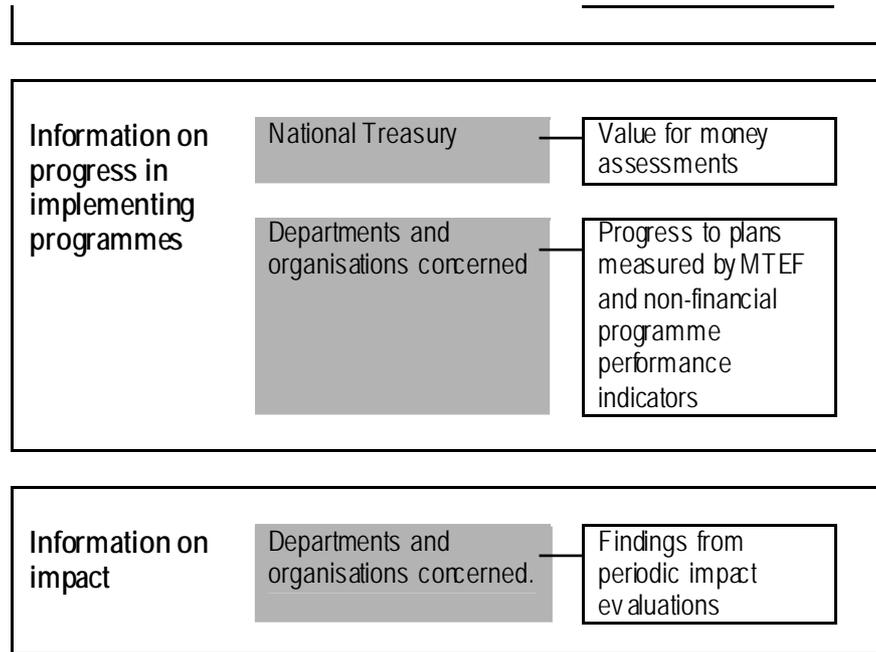
Type of information:

Provided by:

Contents:

Information on overall government performance	Various government and non-government sources primarily Stats SA	Progress in terms of Key National Indicators based on (developmental indicators for South Africa 2005-2014)
	Assigned lead departments	Performance in implementation of current government programme of action

Information on individual institutional performance	Auditor General	Quality of accounts
	PSC	Quality of public administration
	DPSA	Human resource utilisation
	DPSA and National Treasury	Financial and Human Resource utilisation
	Department of Justice	Compliance with constitutional rights



5.2 The Key Government Indicator dashboard

As part of Phase Two of the system's implementation, a dashboard-style presentation of key data will be developed according to the needs of each user group.

The dashboard will collate information from the various systems providing information to the GWM&E system and present it in formats that are useful to each specific user.

5.3 Qualitative and impact studies

Monitoring reports will need to be supplemented by periodic evaluations that assess the impact of government programmes and propose changes to policy and implementation strategies.

These evaluations will need to be specifically tailored to the needs of the programmes being evaluated, but will need to meet certain minimum standards.

These standards would include issues such as the frequency with which evaluations should be undertaken, who should be involved and what kinds of research, consultation and public participation should be undertaken.

Setting these minimum evaluation standards will be addressed through the M&E Norms and Standards Project to be undertaken as part of the implementation of the GWM&E system.

5.4 Responses to system reports

When submitting their quarterly monitoring reports, each government agency will be required to commit themselves to certain actions in response to the information they are providing. Responsibility for reviewing whether these commitments are kept still needs to be allocated. This will be handled at both the Presidency through the Policy Unit and the cluster system.

Ideally, agencies' responses should be linked to their internal Knowledge Management Strategies through which learning is institutionalised and good practices are promoted. Few government agencies have such strategies in place and will need to be encouraged to develop them. This will also be addressed in the proposed Norms and Standards Project.

The Department of Public Service and Administration has developed a Framework for Government Interventions. This Framework provides a process to be followed and defines responsibilities for implementing interventions to address institutional problems. The framework will be implemented when system reports indicate that departments require assistance in addressing problems.

Besides triggering implementation of the Framework for Government Interventions, the system will provide its users with data for use in evidence-based decision-making in their own areas of responsibility. This will lead to improved decision-making, better long-term use of resources and an increased focus on institutions requiring attention and support.

6. Roles and responsibilities:



- System management and maintenance
- Institutional responsibilities
- Transversal responsibilities
- Capacity building

6.1 System management and maintenance

The system will be managed and maintained by the Policy Coordination and Advisory Service in the Presidency.

This will entail:

1. Maintaining regular communication with all affected stakeholders and ensuring that each of them is fully aware of what is required of them.
2. Providing the information technology infrastructure for the submission of information and the creation of system reports,
3. Reviewing and assessing the frequency and quality of information provided by each government agency and by the transversal systems
4. Alerting the relevant authorities (including political principals) when system information indicates that there are problems or matters requiring attention, for example by triggering implementation of the Framework for Government Interventions and
5. Developing and improving the system over time.

6.2 Departmental systems

Each department or public sector body will have to ensure that they are able to provide the necessary information as required and should determine procedures and processes appropriate to their own operations in order to be able to do so.

Guidelines for reporting will be developed and disseminated through the M&E Norms and Standards Project mentioned above.

6.3 Transversal systems

DPSA is to develop a system for assessing human resource and skills utilisation. DPLG will implement a system for assessing service delivery. The Department of justice will implement a system for assessing the protection of constitutional rights. The Public Service Commission will continue to

implement their system for assessing adherence to public administration principles. Each of these systems will need to have early warning mechanisms.

6.4 Capacity building

SAMDI will design and implement a strategy for building the capacity of all government agencies to undertake monitoring and evaluation.

Appendix A Implementation Strategy and Plan for GWM&ES (2005-2007)



- **Strategic approach**
- **Projects required**
- **Implementation schedule**
- **Financial considerations**

1. Strategic approach

The GWM&ES is essentially a composite system that requires a number of supporting or contributory systems to be in place and fully operational before the overarching system can function.

These contributory systems include the following:

- 1.1A National Indicator Initiative coordinated by the Policy Unit in the Presidency as part of the National Statistical System will be implemented with Statistics SA.
- 1.2 A national compendium of indicators has been developed; building on the *Ten Year Review* indicators developed by the Presidency, and will be further improved by the proposed M&E forum.
2. All public service entities need to undertake their own credible M&E processes that meet clearly defined standards and deliver information on their progress and performance. Statistics SA and Presidency will provide the base document for standards and guidelines.
3. Transversal systems including systems for assessing human resource and skills utilisation (DPSA), value for money (Treasury), service delivery standards at provincial and local levels (DPLG), protection of constitutional rights (Justice) and adherence to public administration principles (PSC). (Others may need to be added.)

These underlying systems will take time to design and implement fully (up to two years until 2007) and it is thus proposed that a phased approach be adopted.

Three phases are proposed, although each phase does not need to be complete before the next can start, significant progress will have to have been made. The suggested phases are as follows:

- **Phase One** will involve the creation and improvement of the transversal, departmental and statistical systems mentioned above and the implementation of efforts to improve M&E capacity, by June 2006.
- **Phase Two** will involve detailed consultations with users to ensure their needs are properly understood, the design of report formats and the development of an information technology architecture and platform that will receive data and format it into reports that meet users needs, by December 2006
- **Phase Three** will involve testing and piloting the system, evaluating and adjusting it and then rolling it out to the rest of the public service, local authorities and state owned enterprises by July 2007.

2. Projects approach

The following projects will have to be undertaken to deliver the required results for each phase:

Phase One: Setting the basis for implementing the reporting practices

1.1 The development of clear M&E requirements and standards to be met by all government institutions, linked to the requirements of the National Indicator Initiative. Activities will involve drafting an initial proposal, hosting a consultative conference, amending the proposal and releasing it as a Regulation under the Public Service Act in terms of which all government bodies will have to comply with the standardised requirements. There will be a parallel process, along with or immediately after 1.1 above, to develop capacity in The Presidency as well as Premiers' and Mayors' Offices to assist in implementing the rest of the "Projects" and to carry out their central M&E responsibilities

1.2 The development of the transversal systems listed in **Phase one** above. Activities will include working closely with the responsible departments and supporting them in their system development processes. Undertake capacity building and provide accreditation. Activities will include drawing on the PSC's assessment project to determine what each department needs to do to bring their M&E systems up to standard and assisting them to do so.

1.3 Once the necessary remedial steps have been taken a second assessment will have to be done in order to accredit them as meeting the required standards.

For Phase Two: Reporting formats and users needs identification

2.1 The development of reporting formats that meet users needs. Activities will include initial consultations and the formulation of draft and final report formats.

2.2 The development of an IT architecture that provides a platform to receive and collate data into the necessary reporting formats. Alongside the normal activities required for IT developments, users and their IT functions will have to be consulted to ensure overall interoperability and integration. The current work on the Executive Information Management System EIMS and POA will be integrated and form the basis for using IT architecture in this proposal.

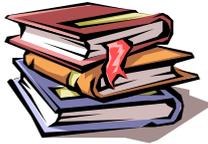
For Phase Three: Use of Information management system as a tool, building on the current POA and EIMS

- 3.1 Initial pilot project with a select few departments in order to test the system's functionality. Part of this project will be developing a detailed activities plan that will serve as a template for the later roll-out.
- 3.2 An independent evaluation of the system will be commissioned and adjustments made to the system according to the evaluators findings and recommendations. Key activities will be developing a clear terms of reference, selecting a reputable service provider and providing whatever assistance is required.
- 3.3 The gradual extension of the system to include all government bodies, starting with national departments, then provincial departments, local authorities and all SOEs. Activities for this project will be determined in project 3.1.

3. Implementation schedule

Project	Milestones	Completion date
1.1 Reporting noms and standards	Complete initial draft	September 2005
	Hold conference and release final draft	December 2005
	Issue regulations	April 2006
1.2 Integrating and improving Transversal systems	Conclude agreements with departments	December 2005
	Collect baseline data on developed indicators	January 2006
	Test systems	February 2006
	Amend and finalise systems	June 2006
	Roll out government wide	July 2007
1.3 Capacity building and accreditation	Complete PSC project	December 2005
	Define capacity building interventions needed	January 2006
	Complete capacity building processes	June 2006
	Re-assess and accredit departments	December 2006
2.1 Reporting formats	Draft initial formats	January 2006
	Consult and amend	April 2006
	Finalise and disseminate formats	July 2006
2.2 IT architecture building on and enhancing EIMS and POA platforms	Define user specifications	January 2006
	Develop and test an initial proposal	March 2006
	Finalise architecture and platform	June 2006
	Implement	July 2006
3.1 Pilot Project for implementation	Select pilot departments	July 2006
	Implement all systems	August 2006
	Collate data and prepare reports	September 2006
	Review results and make recommendations	December 2006
3.2 Roll out to the rest of government	Gradual extension to all bodies of government	From April 2007 onwards
3.3 Evaluation appraisal	Commission research, Receive and consider findings Implement recommendations	November 2007

Appendix: B



- Transversal systems

System	Focus	Data sources	Responsibility
<i>Value for money</i>	Results achieved assessed against resources used.	Existing financial systems and performance information as envisaged by the performance information working committee.	<i>National Treasury</i>
<i>Human Resource utilisation</i>	Effectiveness of human resource utilisation	To be determined as part of DPSA processes to improve HR practices	<i>DPSA</i>
<i>Early warning system</i>	Identifying where interventions are required as early as possible	Data from Departmental reports, Persal, Vulindlela and other sources	<i>The Presidency, National Treasury and DPSA</i>
<i>Public administration performance</i>	Compliance to Constitutional principles	Mix of existing information required by various frameworks and primary research	<i>PSC</i>
<i>Delivery of Constitutional rights</i>	Compliance to Constitutional rights	Department of Justice M&E working committee to determine	<i>Department of Justice</i>
<i>Service delivery quality</i>	Ten key services assessed through longitudinal studies	Original research at sentinel sites	<i>Not yet determined</i>