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GLOSSARY OF TERMS

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<th>Abbreviation</th>
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<tr>
<td>APP</td>
<td>Annual Performance Plan</td>
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<td>EMM</td>
<td>Executive Management Meeting</td>
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<td>EXCO</td>
<td>Executive Committee</td>
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<td>HoD</td>
<td>Head of Department</td>
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<td>IDP</td>
<td>Integrated Development Plan</td>
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<td>LEDET</td>
<td>Limpopo Department of Economic Development, Environment and Tourism</td>
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<td>LEGDP</td>
<td>Limpopo Employment Growth and Development Plan</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<tr>
<td>PFMA</td>
<td>Public Finance Management Act of 1999</td>
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<tr>
<td>PI</td>
<td>Performance Information</td>
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1. INTRODUCTION

LEDET, like all public institutions across all spheres of government is mandated to institutionalise M&E as well as the management of PI. It is thus imperative to define how these functions should be executed. The establishment of Performance Monitoring and Evaluation ministry at national level in itself indicates the nature and the level of commitment of government to the monitoring and evaluation function. LEDET M&E framework outlines M&E roles and responsibilities of all relevant stakeholders within the department, including the public entities. The Policy Framework for GWM&E identifies programme PI as a data sub-set in the M&E framework. The LEDET M&E Framework thus focuses on PI management as a subset of M&E and devolves PI management to appropriate structures and entities.

2. LEGAL FRAMEWORK

The legal and policy frameworks that guide M&E and PI Management include:

2.3. Public Finance Management Act (1994)
2.4. The Medium Term Strategic Framework (2009)
2.8. Limpopo Employment Growth and Development Plan

*The legislative and policy mandates of LEDET are outlined in the LEDET Strategic Plan and Annual Performance Plan*
3. DEFINITIONS

M&E processes can assist the public sector in evaluating its performance and identifying the factors which contribute to its service delivery outcomes. M&E is uniquely oriented towards providing its users with the ability to draw causal connections between the choice of policy priorities, the resourcing of those policy objectives, the programmes designed to implement them, the services actually delivered and their ultimate impact on communities. M&E helps to provide an evidence base for public resource allocation decisions and helps identify how challenges should be addressed and successes replicated.


**M&E system** is “... a set of organisational structures, management processes, standards, frameworks, plans, indicators, information systems, reporting lines and accountability relationships which enables national and provincial departments, municipalities and other institutions to discharge their M&E functions effectively. In addition to these formal managerial elements are the organisational culture, capacity and other enabling conditions which will determine whether the feedback from the M&E function influence the organisation’s decision-making, learning and service delivery.”

**Monitoring** “involves collecting, analysing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress in implementation and results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected.”

**Evaluation** “is a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers and policy makers”

4. KEY M&E CONCEPTS & PRINCIPLES

M&E revolves around the following key concepts:

- **Inputs**: all the resources that contribute to the production of service delivery outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
- **Activities**: the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.

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- Outputs: the final products, goods and services produced for delivery. Outputs may be defined as “what we produce or deliver”.
- Outcomes: the medium-term results for specific beneficiaries which are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution’s strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”. Outcomes are often further categorized into immediate/direct outcomes and intermediate outcomes.
- Impacts: the results of achieving specific outcomes, such as reducing poverty and creating jobs. Impacts are “how we have actually influenced communities and target groups”.

The following principles as guided by the Government Wide Monitoring and Evaluation (GWM&E) Policy Framework should underpin M&E in LEDET. M&E should:

a) Contribute to improved governance – through transparency, accountability, participation and inclusion
b) Be rights based – a rights based culture is promoted and entrenched by its inclusion in the value-base for all M&E processes
c) Be development oriented – through pro-poor orientation, service delivery and performance learning, human resource management and impact awareness
d) Be undertaken ethically and with integrity – through confidentiality, respect, representation of competency and fair reporting
e) Be utilization oriented – by defining and meeting expectations, and supporting utilization
f) Be methodologically sound – consistent indicators, data/evidence based, appropriateness and triangulated
g) Be operationally effective – planned, scoped, managed, cost effective and systematic

5. M&E AND PROGRAMME PERFORMANCE INFORMATION

This Framework for Strategic Plans and Annual Performance Plans outlines key concepts that should guide institutions when developing Strategic Plans and Annual Performance Plans. Strategic Plans identify strategically important outcomes orientated goals and objectives against which the departments’ medium-term results can be measured and evaluated by provincial legislatures and the public. The strategic plan covers a period of at least 5 years, ideally from the first planning cycle following an election year and linked to identified national outcomes. Strategic Plan should be revised at least every 5 years and may be changed during the 5 year period to address significant policy shifts or changes in service delivery environment. Annual Performance Plans identify the performance indicators and targets that the institution will seek to achieve in the upcoming budget year and during the MTEF to implements the strategic plan.
The planning process starts with the approval of the Medium Term Strategic Framework (MTSF) priorities by the Executive Council. Departments should ensure alignment of the Strategic plan and Annual Performance Plan (APP) to the MTSF priorities to enhance performance monitoring. The department will convene a strategic planning workshop to align the Strategic Plan with MTSF priorities. The Department further includes inputs from National departments, Municipalities and State Owned Entities reporting to the Department and other relevant long term plans of government. The department submits its 1st draft plans to Provincial Treasury on or before the required date. Treasury provides the department an analysis of the 1st draft strategic plan and APP and management will meet to review the drafts based on the analysis report which will result in a 2nd draft strategic plan and APP. The 2nd drafts are submitted to Provincial Treasury for final comments. Management is consulted for inputs and the strategic planning workshop is arranged at least once a year to develop and or finalise these plans.

The department strategic and annual performance plan is aligned to the National Treasury Guidelines. The strategic plan is reviewed and revised at least every 5 years and the APP reviewed and revised annually prior to the preparation and submission of the Medium Term Expenditure Framework (MTEF). The performance indicators and targets are refined and a new outer year is added. Developing and implementing strategies are vital strategic management process of every organisation including government department. These are ongoing processes that do not terminate after the strategic plan is developed.

The M&E Plan is based on a set of indicators in the Annual Performance Plan, which gives effect to the Strategic Plan, and is reviewed annually. It provided details on performance information in terms of who generates data, by who it is collected, the frequency it is collected, person responsible for data analysis, the frequency of data analysis, person responsible for reporting and frequency of reporting of validated data.

M&E sessions are held quarterly to confirm performance as reported in the quarterly performance as well as reasons for variations from targets. The M&E evaluation report make recommendations to management on corrective measures to achieved targets.

Program Pl is collected in the course of fulfilling our mandates and implementing the policies of government. These include output and outcome information collected at provincial level for strategic and annual performance plans. Programme Pl itself draws on primary datasets, such as administrative and financial records, social, demographic and economic statistics and additional data collected by the department. It is important that accurate, valid and complete data is collected and indicators are used effectively in decision-making and monitoring.

Performance information is managed at different levels, hence the effective and efficient reporting from various units within the Department is essential in order to measure performance based on the identified indicators as per quarterly and annual targets. Achievement of set targets symbolises service delivery which is pivotal on the Government agenda for strategic and Management purposes.
It is thus imperative for LEDET to improve the appropriateness, availability and quality of programme performance information in addition to the collection, verification, storage and use of data to produce the required performance information.

LEDET and Public Entities have to develop PI Plans which will describe programme PI Systems and detail strategies to improve the programme PI Systems.

The PI Plan sets out the organisation’s strategy to manage performance information that is required to construct the indicators and report against the targets set in the Strategic Plan and the APP and how it intends to improve its management over the medium term at both these levels. Only the records that are relevant to the selected PI indicators that need to be assessed should be included in the PI Plan. The PI further focuses on the systems to store and use data that enables the department to provide timely, accessible and accurate publication of performance information.

LEDET should strive to have a set of core indicators in which each indicator is classified against the objective, organisational structure and value performance dimensions; is described fully in terms of data collection responsibility and with a clear description on how the indicator will be calculated.

Indicators are gathered through the Medium Term Strategic Framework, Strategic plan, Policy documents, Medium Term Expenditure Framework, Service delivery and budget implementation plans, best practices for LEDET, etc. Performance information selection is achieved through clarifying inputs, outputs and outcomes. A process of indicator filtering, selection, validation and review should be embarked on.

A PI Plan must also indicate who will manage PI, how it is to be managed and what capacity building the organisation will undertake.

The PI Plan must be submitted every five years with an organisation’s Strategic Plan to the provincial Legislature. Organisations can update the PI Plan during the five years if necessary, by submitting an adjusted plan.

Departments and Public Entities are required to report to the Provincial Legislature on the implementation of their PI Plan annually through their Annual Report. The Regulations provide for the report to be as simple as a certification by the accounting officer or accounting authority in the Annual Report that the PI Plan has been implemented as planned, or has not, with the reasons provided. This would then form part of what the Auditor General would audit.

The National Evaluation Policy Framework requires provinces to roll out the framework by identifying strategic or important provincial interventions which should be evaluated and the development of the Provincial Evaluation Plan (PEP) to address this. The purpose of the PEP is to provide details of evaluations approved by Cabinet as priority evaluations to be undertaken over a three year period.
Evaluations are undertaken to improving policy or programme performance, improving accountability, generating knowledge and improving decision-making.

LEDET and Public Institutions have the responsibility to incorporate evaluation into their management functions as a way to continuously improve their performance.

6. LINKING M&E SYSTEMS WITH OTHER MANAGEMENT SYSTEMS

M&E roles and responsibilities should be embedded in job descriptions and performance agreements to link individual performance to the institutional M&E system.

The institutional framework for reward and recognition should take M&E achievements into account.

Appropriate recruitment may be required to attract scarce M&E skills. Training for M&E should be part of the institution’s skills development strategy. An effective retention strategy is also crucial to maximize staff continuity and preservation of institutional memory.

LEDET should develop a management culture for constructive introspection and improvement that demands performance.

7. AIMS AND OBJECTIVES OF THE LEDET M&E FRAMEWORK

It is a statutory requirement that the accounting officer of a department, or the chief executive officer of a public entity, is required to establish a monitoring and evaluation system for the institution. Furthermore, they are required to put in place appropriate primary information structures, systems and processes to manage performance information.

This framework provides for monitoring and evaluation of departmental Programmes and management of performance standards within the Department and entails the following:

a. Ongoing monitoring of Departmental Programmes and Projects in line with the Provincial Monitoring and Evaluation framework in order to improve efficiency and focuses on inputs, outputs and outcomes.

b. Improving the appropriateness, availability and quality of programme performance information
c. Periodic evaluation of Departmental programmes and projects in order to improve effectiveness, relevance, impact and cost effectiveness.
d. Manage the development of monitoring and evaluation reports.

The objectives of the LEDET M&E Framework are to:
a. Define roles and responsibilities of all relevant stakeholders within LEDET, including the departmental entities for M&E and Performance Information.
b. Assist the Department in evaluating the impact of its performance and identifying factors that contribute to its service delivery.
c. Provide management with feedback regarding targets achieved, challenges and planned interventions.
d. Improve or inform planning and implementation and service delivery.
e. Improve quality of performance information within the department.
f. Promote accountability through timely, accessible and accurate publication of performance information.

8. APPLICABILITY OF THE LEDET M & E FRAMEWORK
This framework is applicable to all employees of LEDET, including departmental entities.

9. M&E FINDINGS IN TRACKING PROGRESS
The M&E findings will be documented and provided to EMM line managers for further intervention and decision making. In Executive Management Meetings, performance is discussed and follows ups to ensure corrective action is taken.

10. DEPARTMENT-SPECIFIC M&E ISSUES
Department specific M&E issues relate to LEDET's reporting responsibilities to the Executive Authority, the Legislature and national government; and the public entities reporting to LEDET.
10.1. Internal Monitoring

Reporting to oversight bodies relate to quarterly performance reports against the Annual Performance Plan that are sent to the Provincial Legislature. National reporting relates to reporting on customised indicators as per the National Outcomes.

LEDET is required to collect, verify and report on all relevant indicators.

10.2. External Monitoring

There are three (3) public entities i.e. Limpopo Economic Development Agency (LEDA), Limpopo Gambling Board (LGB) and Limpopo Tourism Authority (LTA) that report to LEDET. The M&E Framework applies to these entities who implement work on behalf of LEDET and who must account for the funds allocated to them. LEDET has the responsibility of ensuring that these public entities deliver services in accordance with the agreed service delivery/performance agreements.

10.3. Priority Needs

a. To institutionalise M&E in the Department, capacity in terms of human resources needs to be enhanced.

b. Close cooperation and alignment between strategic planning and M&E is essential to ensure the utilisation of the most proper, reliable and relevant M&E tools.

c. It is important that the department identifies and addresses risks in regards to:

- Understanding of M&E concepts through capacity building sessions
- Create greater programme level understanding of the importance of Performance Information Management and M&E to programme managers are responsible for PI and M&E.

11. ROLES, RESPONSIBILITIES AND ACCOUNTABILITY

11.1. Executive Authority

In terms of the Public Service Act (1994) Section 7A(4)(c) executive authorities determine the reporting requirements of the heads of government components, including public entities, to the
head of the principal department to enable oversight of the component in respect of policy implementation, performance, integrated planning, budgeting and service delivery.

The MEC:

a. Should use M&E findings in the political oversight of institutional performance and

b. Ensure that desired outcomes and impacts are achieved.

c. Also provide the legislature with detailed regular reports on the public entities under their control

11.2. Head of Department

It is a statutory requirement that the accounting officer of a department or the chief executive officer of a public entity is required to establish a monitoring and evaluation system for the institution. Accounting officers are also responsible for targeting performance and managing PI. In terms of the PFMA Section 27(4), provincial accounting officers submit measurable objectives with their draft budgets to provincial legislatures. In terms of Section 40(1) and (3) accounting officers must provide information on departments' achievements against their predetermined objectives in the Annual Report; and in terms of Section 55(1) and (3) accounting authorities of public entities should do the same. Furthermore, in Section 38(1)(b) accounting officers of departments are responsible for the transparent, effective, efficient, and economical use of resources of the department.

The HOD is responsible for the following:

a. Accountable for establishing and maintaining credible systems to manage M&E and performance information management

b. Ensure that performance information systems are integrated within existing management processes and systems

c. Accountable for service delivery outputs and outcomes

d. Ensure prompt managerial action is taken in relation to M&E findings

e. Assess impact of government programmes to ensure improvements made where necessary.

f. Ensure implementation of guidelines and mandates from national government.

g. Processes to set and review performance standards and targets prior to the start of each service delivery period
h. An identified set of performance indicators for reporting for oversight
i. Appropriate capacity to manage performance information in planning and financial management responsibilities.
j. Ensure there is an evaluation budget in all programmes and a plan over 3-5 years for which evaluations will be undertaken
k. Ensure that the results of evaluations are used to inform planning and budget decisions, as well as general decision-making processes

11.3. Head of Branches and GMs
a. Accountable for establishing and maintaining M&E systems and performance information management for Branch/Chief Directorate
b. Development of service delivery outputs and outcomes
c. Ensuring that manual/electronic systems and processes are established and maintained in the generation and collection of performance information and M&E
d. An identified set of performance indicators for reporting for the branch/chief directorate
e. Development of M&E plan and PI Plan for the branch/chief directorate
f. Sign off progress reports that are sent to Strategic Planning and M&E units to confirm accuracy
g. Establishing and maintaining M&E systems, especially collecting, capturing, verifying and using data and information
h. Develop and monitor the performance information plan and M&E plan for Branch/Chief Directorate
i. Ensure that their performance agreements reflect this responsibility
j. Ensuring that accurate data is used to calculate indicators within the branch/chief directorate
k. Analyse performance reports for the branch/chief directorate
l. Identify policies/programmes/projects to be evaluated and budget annually for three years (MTEF period) for those projects
m. Keep records (portfolio of evidence) of validated information against set targets as per the APP.
n. Identify the emerging risks with regards to records management and performance information through the annual risk assessment

o. Provide quarterly reports on an analysis of performance against strategically important indicators to EMM.

p. Ensure prompt managerial action is taken in relation to M&E findings

11.4. Senior Managers

a. Accountable for establishing and maintaining M&E systems and performance information management for the Directorate

b. Development of service delivery outputs and outcomes

c. Ensuring that manual/electronic systems and processes are established and maintained in the generation and collection of performance information

d. Identify a set of performance indicators for reporting for the directorate

e. Establishing and maintaining M&E systems, especially collecting, capturing, verifying and using data and information

f. Ensuring that accurate data is used to calculate indicators within the directorate

g. Ensure that performance agreements of their officials deal explicitly with the quality of the performance data

h. Develop and monitor the implementation of PI Plan and M&E Plan for the directorate

i. Ensure that their performance agreements and that of their staff reflect this responsibility

j. Analyse performance reports for the directorate

k. Sign off progress reports that are sent to Strategic Planning and M&E units to confirm accuracy

l. Ensure that M&E report recommendations are implemented.

m. Keep records (portfolio of evidence) of validated information against set targets for the directorate.

n. Provide any supporting documentation or information required by the M&E unit and Auditor General.

o. Consolidation of credible, realistic and accurate quarterly reports
p. Improve the performance of their directorates and incorporate evaluation into what they do

q. Identify policies/programmes/projects to be evaluated and budget annually for three years (MTEF period) for those projects

r. Identify the emerging risks with regards to records management and performance information through the annual risk assessment

11.5. The Strategic Planning Directorate

11.5.1. M & E unit

The M & E unit has the responsibility of monitoring and evaluating departmental programmes.

This entails the following:

a. Development of M&E framework

b. Coordination of M&E plan

c. Consolidate credible quarter and annual reports for LEDET

d. Monitor departmental quarter and annual performance.

e. Develop quarterly M&E reports

f. Advise EMM and monitor implementation of M&E recommendations

g. Monitor compliance to timeframes and timelines for reporting purposes with regards to legislative requirements.

h. Evaluate Departmental programmes and Projects – this is dependent on available capacity

i. Ensuring the implementation of M&E by providing expertise and support as well as acting as a service hub for related initiatives.

j. Keep a register of compliance reporting by branches and chief directorates for purposes of performance management system

k. Monitor compliance to timeframes and timelines for reporting purposes with regards to legislative requirements.
11.5.2. Strategic Planning Unit

a. Consolidate credible Strategic plans and APPs for LEDET
b. Provide support and guidance in the development of performance indicators during the planning process
c. Coordination of the PI Plan
d. Ensuring that accurate data is used to calculate indicators within different directorates
e. Monitor compliance to timeframes and timelines for reporting purposes with regards to legislative requirements.

11.6. General Manager Overseeing Parastatals

a. Ensure that delivery agreements are developed and duly completed within specified time-frames
b. Receive and analyse performance reports of the parastatals
c. Present analysed reports of the parastatals to the Accounting Officer of the Department
d. Ensure that verifications are conducted on reported progress against the targeted performance

11.7. Parastatals

a. Must implement mandates originating from departmental strategic plan and delivery agreements
b. Develop frameworks for M&E and PI management
c. Must specify M&E arrangements through delivery agreements with the Department
d. Must support monitoring function and report on progress made as expected
e. Develop programme performance indicators in consultation with the department
12. ORGANISATIONAL LOCATION, STRUCTURE AND BUDGET OF THE M&E UNIT

The M&E and Strategic Planning units are attached to the Strategic Operation directorate. In terms of the structure, they each have a Manager and deputy Manager post. The Managers report to the Senior Manager: Strategic Operations directorate who in turn reports directly to the office of the Head of Department. These functions are budgeted for through the Strategic Operations Directorate.

The unit has capacity constraints in terms of the structure. These need to be addressed when the structure is reviewed.

The management of PI is an organisation-wide task involving strategic planning, monitoring and evaluation and other business unit managers as well as the Chief Financial Officer. However, the Regulations require that one manager, with direct access to the Accounting or Executive Officer, must have ultimate responsibility for directing, controlling, monitoring and reviewing the PI System. It is therefore important that the organisation provide for strong central coordination of the PI function. Due to fiscal constraints, departments will need to reprioritise funds to establish posts. The Performance Information Management function further requires skilled personnel and this must be addressed.

The relationship between internal audit, risk management, M&E and strategic planning is important to define.

12.1. Monitoring function

The M&E unit will monitor quarterly progress on all the programmes against the set targets. The entry point to these programmes is officials at the rank of Senior Manager and/or above. Meetings with relevant managers results into a verified report. An M&E report will present the findings and recommendations.

The unit also conducts physical verifications on Departmental programmes and projects dependent on capacity within the unit. Verification visits may be properly arranged with projects and project managers or can be surprise visits.

The physical verification process confirms the reported progress against the actual work on the ground.

M&E capacity should be located in each directorate.

12.2. Evaluation function

Evaluation can be done in-house depending on the scope of the work and capacity or be outsourced to a specialized service provider. In case the service is outsourced, the M&E unit can serve as the Project Management Unit (PMU).
The Office of the Premier is responsible for the development of the Provincial Evaluation System and the establishing a Provincial Evaluation Technical Working Group to support the system. The Provincial Evaluation Technical Working Group will conduct an audit of evaluations conducted within the previous years to benefit from work already done. The provincial repository should hold a repository of all provincial evaluations. Once the concept for a provincial Evaluation Plan and System has been approved the ETWG should launch the call for evaluations for the three years

12.3. PI function

Central coordination of the PI function will reside in the strategic planning unit of LEDET. PI function is decentralised in LEDET and thus capacity should reside in all directorates.

12.4. In addition to the roles assigned above, the following existing structures will be utilised to strengthen

12.4.1. EMM

The role of EMM is to provide strategic leadership and decision making regarding progress on performance of branches. The EMM will monitor the organisational performance through analysis of quarterly reports; make decisions based on the performance analysis by recommending corrective actions.

12.4.2. Branch Meetings

Planning, M&E and PI Management is the responsibility of each branch/chief directorate within LEDET as they have to provide feedback and early indicators of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives.

Inherent in this task is the responsibility of the branches/chief directorates to compile progress reports in line with departmental APP. The monitoring of the branch performance will be conducted on a quarterly basis during the Branch Meeting.

Each branch should also delegate one official who will be the M&E champion and work directly with Strategic Operations.

12.4.3. M&E Sessions

M&E sessions will be held quarterly once validated quarterly reports are signed off by branch heads and/or GMs and submitted to Strategic Operations. The purpose of the session is to confirm the reports and reasons for variance. Directorates are expected to have the necessary
performance evidence that supports the report. Attendance of all SMS to the specific branch/chief directorate session is compulsory.

12.4.4. Budget Committee

Budget Committee will monitor the implementation of budget through expenditure trends. Monitoring should be done in line with planned outputs as per the APP. Budget pressures in relation to service delivery should be considered and solutions thereto recommended.

12.4.5. MEC’s briefing meeting

The Accounting Officer and Heads of Branches will keep the MEC informed on progress regarding departmental performance on a quarterly basis. High level strategic outputs should be considered, challenges and trends identified and recommendations on corrective measure be made to the MEC for guidance.

13. CURRENT INFORMATION SYSTEMS IN THE DEPARTMENT

The Department currently utilizes a number of systems, both electronic and manual, in the implementation of its core mandates. Information systems to support the management of Performance Information will be outlined in detail in the PI Plan.

Examples of systems include:

- BAS (transversal)
- FINEST (transversal)
- PERSAL (transversal)
- Management of Performance Assessment Tool (MPAT)
- Business Registration
- Tourist Registration
- GIS System
- Wildlife Permit System
- Consumer System
- Protected Area Management Effectiveness Tracking Tool
- Environment Impact Assessment
- Protected Areas Database/Register
- Liquor Licence System
- Pastel & IQUAL
- Performance Management System

There is currently no electronic M&E System in place. It is expected that the Office of the Premier will develop one for the Province.

14. INDICATOR DEFINITION PROTOCOLS

Suitable indicators need to be specified to measure performance in relation to inputs, activities, outputs, outcomes and impacts.

A good performance indicator should adhere to National Treasury guidelines and be:

- **Reliable**: the indicator should be accurate enough for its intended use and respond to changes in the level of performance.
- **Well-defined**: the indicator 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 indicator
- **Cost-effective**: the usefulness of the indicator must justify the cost of collecting the data.
- **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 institution's mandate, and the realisation of strategic goals and objectives.

Six steps in developing performance indicators:

- Agree on what you are aiming to achieve
- Specify the output, activities and input
- Select the most important indicators
- Set realistic performance targets
- Determine the process and format for reporting performance
- Establish processes and mechanisms to facilitate corrective action

The Department aligns its planning cycle with the performance framework. During the planning sessions, targets and projects to be implemented in the next financial year are discussed and budgeted for, including ensuring that indicators chosen in the Annual Performance Plan are SMART.

Performance indicators are defined in the APP. The Annual Performance Plan, M&E Framework, the PI Plan and the M&E plan are closely integrated through the Programme Performance Indicators.

Departmental entities need to develop programme performance indicators in consultation with the department. These indicators need to comply with the same technical requirements as pertaining to the department itself.

Indicators may be derived from a number of sources: national legislation and policy, provincial legislation and policy, treasury regulations etc. In selecting and reviewing indicator sets, the minimum number of indicators consistent with effective M&E will be used. This acknowledges that each indicator identified entails both a cost and an informational benefit to the institution.

Identification and update of indicator sets will take into consideration the following factors:

- Statutory requirements
- Validation through recognition in the research literature
- Responsiveness to changes over time and among different populations
- Availability – ideally on an annual basis from official statistics sources.
- An appropriate mix in the hierarchy of indicators to cover all areas of the results chain: inputs, outputs, outcomes and impacts.

Metadata relating to indicators

For validation and auditing purposes, it is important to have comprehensive metadata (i.e. data about the data). The metadata for each of the indicators reported in the legislative institutions strategic and annual performance plan should contain:

- A detailed technical indicator description: The indicator title, a short definition of the indicator, the purpose/importance of the indicator, the source of data/collection of data, methods of calculation, data limitations, the type of indicator (input, activity, output, outcome, impact), calculation type (cumulative or non-cumulative), reporting cycle
(monthly, quarterly, annually etc), whether desired performance is higher of lower than target and whether the indicator is new, has been altered in comparison with the previous year, or is identical with that reported in the previous year.

- **Performance management information** relating to that indicator: who is responsible for providing the data, for collecting and collating the data, for verifying and for reporting the data relating to the indicator.

The indicator set for each programme as well as their metadata will be described in the PI and M&E plans, as these may change from year to year in alignment with the annual performance plan.

15. **M&E CAPACITY BUILDING PLAN**

Monitoring sessions are held with individual directorates to discuss performance progress. This is linked with the quarterly reporting processes and the achievement of targets. Externally the department participates extensively in the provincial M&E Forum.

The capacity needed to implement M&E strategies is required in two places:

- Line managers need the generic M&E skills required by the Framework for Managing Programme Performance Information
- Specialist M&E skills are likely to be needed for other aspects of the M&E Strategy, to coordinate and to ensure quality.

Initiatives to build the first set of skills should be integrated into the institution’s overall skills development strategy.

Providing the second set of specialist M&E skills in many instances requires a specialist M&E Unit.

16. **EXTERNAL AND INTERNAL REPORTING**

The MEC uses Monitoring and Evaluation findings in the political oversight of the Departmental performance and for ensuring that desired outcomes and impacts are achieved. Also, detailed regular reports on the Department are provided to the bodies to which the MEC is accountable.

The MEC signs off a Five Year Strategic Plan, Annual Performance Plan and the Annual Report.
The HoD verifies and signs off the Departmental performance reports for submission to Provincial Treasury, Office of the Premier, Provincial Audit Committee and Provincial Legislature.

General Managers present their programme performance reports quarterly to the HOD on a date scheduled by the HOD.

General Managers verify, sign off and submit Annual Performance Plans, Annual Reports, all quarterly programmes performance reports and operational plans to the HOD on scheduled reporting dates.

Senior Managers, Managers and other officials establish and maintain Monitoring and Evaluation systems especially capturing, verifying and using data and information to submit to General Managers.

Baseline and cluster reports are informed by the EXCO Lekgotla decision in line with the LEGDP and the provincial priorities, quarterly the department is expected to generate progress reports to the office of the Premier.

17. PREPARING FOR AUDITS OF PRE-DETERMINED OBJECTIVES

Departmental performance plans and reports form the basis of audits of predetermined objectives. This boils down the fact that the departmental Strategic Plans and the Annual Performance Plans (APPs) should be SMART, and that the departmental reports, both quarterly and annual performance reports should be aligned to the plans. For quality assurance, programme managers should validate performance information before the reports are finalised.

Activities needed for a successful audit of performance information include:

The Programme Manager is accountable for establishing and maintaining the performance information in the programme and to ensure that credible performance information is produced.

Monitoring and Evaluation sessions will be conducted by Monitoring and Evaluation unit on a quarterly basis to confirm information based on what is in the performance report. Attendance by SMS to these sessions is imperative.

Site verification will be done dependent on available capacity and a report compiled by the M&E unit. The M&E unit, will schedule dates of site verification and meet the project manager on site. The verification report will be produced and submitted.
Monitoring and evaluation report is compiled by M&E, analysing the performance of the department on a quarterly basis. Performance report will be received from all branches and directorates and actual performance will be analysed against the set targets.

18. EVALUATION PROCESSES AND STANDARDS

Performance evaluation should be managed in terms of processes and standards outlined in Limpopo provincial M&E Framework. In this case, performance evaluation at the departmental level should focus more on determining the impact of policies/programmes/projects on the socioeconomic development and growth in the Province.

The provincial framework outlines the following guidelines for effective evaluation process;

- Evaluation should be conducted before the planning and review phase should start
- Evaluation should be conducted in terms of the predetermined outcomes within the strategic and Provincial M&E plan
- In depth collation and analysis of information must be conducted.

However, for proper planning and management purposes, each evaluation study should have its own individual detailed evaluation plan with specific purpose, targets, budget and time lines.

The evaluation process includes:

- Engagement with stakeholders
- Planning and designing the evaluation
- Conducting the evaluation
- Sharing lessons learnt and follow up

19. CHANGE MANAGEMENT FOR MONITORING AND EVALUATION

Change management is required to ensure that a performance culture is achieved. Change management requires an understanding of how individuals and organisational behaviour should be adopted and improved to achieve the required results.
Change occurs where there is an imbalance between the current state within an organisation and a proposed future state.

For change towards the achievements of a performance culture to be successful, management will have to estimate what the impact of change will be on employee behaviour patterns, work process and motivation. It is important to assess what employee reaction will be to suggested changes and to develop a change management programme that will support employees to learn to accept and adapt.

Set of practices that can be adapted to a variety of change management situations including:

- Address the human side systematically
- Start at the top
- Involve all employees
- Make the case for change formal
- Create ownership
- Address culture explicitly
- Speak to individuals

Internal and external M&E stakeholders to be considered during the change management process include:

- EXCO
- Branch Managers
- Line Manager
- Entities
- Office of the Premier

M&E findings will reach the above mentioned stakeholders through meetings, via intranet and on request. The information will be supplied by M&E practitioners and line managers.

Department's capacity building approach to capacitate M&E users includes:

- Formal and informal training
- Expert workshops
- Introduction to monitoring and evaluation course offered by PALAMA
M&E networks and knowledge sharing forums:

- Provincial Monitoring and Evaluation Forum

M&E skills development requirements have already been submitted to HR and are included in the skills development plans of officials. Skills requirement for future employees for vacant positions have been identified in the skills audit plan.

20. NEXT STEP IN DEPARTMENTALISING EFFECTIVE M&E IN THE DEPARTMENT

- Identifying essential M&E and PI Management capacity and addressing structural issue
- Monitoring and Evaluation plan in line with the MTEF priorities
- Development of PI Plan to coincide with the development of the Revised Strategic Plan
- Fill in M&E and Strategic Planning vacant posts

21. REVIEW OF THE M&E FRAMEWORK

The framework will be reviewed every two years or when a need arises

As ratified by Executive Management Meeting of 20 January 2014

[Signature]

HEAD OF DEPARTMENT: LEDEI

DATE: 26/01/2014