LIMPOPO

PROVINCIAL GOVERNMENT

REPUBLIC OF SOUTH AFRICA

PUBLIC WORKS MONITORING AND EVALUATION FRAMEWORK

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GLOSSARY OF TERMS

AfrEA	Africa Evaluation Association
APP	Annual Performance Plan
AoPO	Audits of Predetermined Objectives
BAS	Basic Accounting System
CFO	Chief Financial Officer
EPWP	Expanded Public Works Programme
FINEST	Financial Information Management System
GIAMA	Government Immovable Asset Management Act
GIS	Geographic Information System
GWM&E	Government-wide Monitoring and Evaluation
IDP	Integrated Development Plan
HoD	Head of Department
IDT	Independent Development Trust
IT	Information Technology
LEGDP	Limpopo Employment Growth and Development Plan
LDPW	Limpopo Department of Public Works
LPMIS	Limpopo Project Management Information System
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MIS	Management Information System
MTEF	Medium Term Expenditure Framework
PFMA	Public Finance Management Act of 1999
PERSAL	Personnel Salary
PoA	Programme of Action
RCC	Request Call Centre
SAMEA	South African Monitoring and Evaluation Association
SP	Strategic Plan
SOPA	State of the Province Address

1 INTRODUCTION

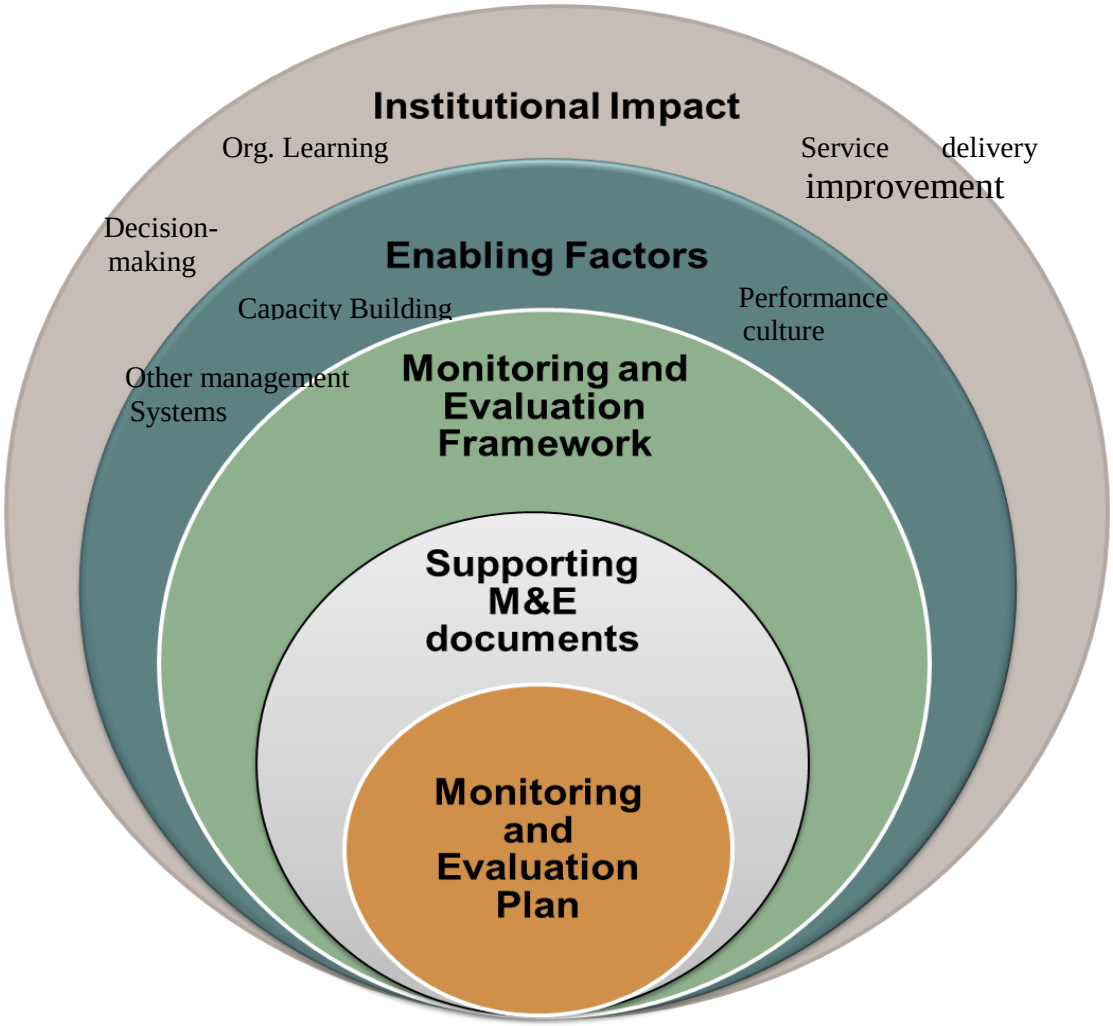
The Limpopo Province Monitoring and Evaluation (M&E) Framework was adopted in April 2011. The Limpopo Department of Public Works has now developed an M&E Framework that aligns with the Provincial M & E Framework. It is a narrative document articulating the approach that will be taken to create and operate a monitoring and evaluation system in the department to produce credible and accurate information on an on-going basis, which is used to improve service delivery and governance. It should be read with the Strategic Plan (SP) and Annual Performance Plan (APP) and the M&E Plan, when the latter becomes available. Importantly, the M&E Framework should be integrated with other Management Systems in the department.

2 OBJECTIVES OF THE MONITORING & EVALUATION SYSTEM IN THE DEPARTMENT OF PUBLIC WORKS

The Government-wide Monitoring and Evaluation Policy Framework (2007) defines an M&E system as:

"… 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."

Figure 1: Links between the Departmental M&E Framework, Plan and Supporting Documents, enabling factors and desired impact of the M&E System



The Monitoring and Evaluation Plan enables a department to track progress and policy achievement in terms of objectives. The Monitoring and Evaluation Plan provides for each objective detail on indicators, plans for data collection, analysis and reporting. The plan is supported by various M&E documents, consisting of forms, reporting formats and guidelines for the M&E plan, in order to operationalize it.

The Monitoring and Evaluation framework is a narrative document articulating the approach that will be taken to create and operate a monitoring and evaluation system in the department to produces credible and accurate information on an on-going basis, which is used to improve service delivery and governance.

There are institutional enabling factors without which it will not be possible to implement a Monitoring and Evaluation Framework. Enabling factors include the use of M&E information in

other management systems, and an organisational culture that is open to critical reflection of performance. However, should these be in place, the M&E system can have significant institutional impact by empowering decision-makers to take corrective action to improve service delivery, and allowing for organisational learning?

The objectives of the Limpopo Department of Public Works M&E framework are to:

- Provide reliable and credible mechanism to evaluate the institution's progress against the service delivery objectives outlined in its SP, APP and other policy documents, in order to demonstrate tangible results. As mentioned in 6.3.4 of the Limpopo Provincial M&E Framework, this would allow for an Early Warning System to identify that which may negatively impact on the successful achievement of objectives.
- Ensure compliance with all statutory reporting requirements for programme performance information, as well as laying the foundations for audits of non-financial information.

3 APPLICABILITY OF THE DEPARTMENTAL MONITORING & EVALUATION POLICY FRAMEWORK

The M&E Framework is applicable to all officials, programmes and projects in the Department of Public Works. The department does not have any public entities which report to it. However, the department does work closely with client departments, municipalities and contractors given the nature of its work – these matters will be discussed under "Department-specific issues".

4 LEGISLATIVE, POLICY AND STRATEGIC CONTEXT OF THE DEPARTMENT OF PUBLIC WORKS

In terms of its legislated mandate, the LDPW has been assigned the role of custodian and manager of all provincial government land and buildings for which other legislation does not make other departments or institutions responsible. This mandate includes the determination of accommodation requirements; rendering expert built environment services to client departments as well as the acquisition, management, maintenance and disposal of such provincial government land and buildings. This mandate is supported by the relevant provisions of the Constitution, (Act 108 of 1006), and the Northern Province Land Administration Act (Act 6 of 1999).

The Government Immovable Asset Management Act (Act 19 of 2007) referred to as GIAMA was promulgated on the 27th November 2007. The Act provides for uniform framework for the management of immovable assets that are held or used by a National or Provincial Department and ensures coordination of the use of immovable assets within the service delivery objectives of Departments.

In terms of the Act, the Premier of the Province designated the MEC for Public Works as Custodian of Immovable Assets that vest in the Limpopo Provincial Government. The MEC acts as the caretaker in relation to immovable assets of which the department is the Custodian.

The department also discharge its core responsibilities in terms of the following line function specific legislative mandates are:

- Construction Industry Development Board Act, 2000 (Act 38 of 2000)
- Deeds Registries Act, 1937 (Act 47 of 1937)
- Council for the Built Environment Act 2000 (Act 43 of 2000)
- Architectural Professional Act, 2000 (Act 44 of 2000)
- Landscape Architectural Profession Act, 2000 (Act 45 of 2000)
- Engineering Professions Act, 2000 (Act 46 of 2000)
- Property Valuers Act, 2000 (Act 47 of 2000)
- Projects and Construction Management Profession Act, 2000 (Act 48 of 2000)
- Quantity Surveying Profession Act, 2000 (Act 49 of 2000)
- Town and Regional Planning Act, 2002 (Act 36 of 2002)
- Rating of State Property Act, 1984 (Act 79 of 1984)
- Land Affairs Act, 1987 (Act 101 of 1987)
- Land Titles Adjustment Act, 1995 (Act 111 of 1995)
- National Building Regulations and Building Standards Amendment Act, 1995 (Act 49 of 1995)
- Housing Act, 1997 (Act 107 of 1997)
- Rental Housing Act, 1999 (Act 50 of 1999)
- National Heritage Council Act, 1999 (Act 11 of 1999)
- Government Immoveable Asset Management Act, 2007 (Act 19 of 2007)

- Occupational Health and Safety Act, 1993 (Act 85 of 1993)
- SITA- SITA Act

The core programmes of the Department include the Public Works as programme two and the Expanded Public Works Programme. These speak to the department's two main strategic goals – provision of land and building infrastructure, and unemployment halved and poverty reduced. Many of the province's buildings are dilapidated due to lake of planned maintenance and preventative maintenance over decades. The Government Immoveable Asset Management Act, 2007 (GIAMA), places a responsibility on the department, as a deemed custodian, to carry out the required rehabilitation works on all provincial immoveable assets in order to meet the requirements for continuous and optimum use of government property and satisfy the provisions of the Occupational Health and Safety Act.

Significantly, it is expected that the Provincial Immoveable Asset Register must be fully compliant with GIAMA requirements by the end of the financial year 2011. The department also has a responsibility to roll out the implementation of GIAMA to all provincial government departments so that they are able to compile User Asset Management Plans which will form the basis of the allocation of maintenance budget. Life-cycle management of assets requires dynamic information and it is essential that the LDPW has and uses information systems to provide it with a strategic view on government assets in the province.

The maintenance work will also be guided by the National Infrastructure Maintenance Strategy and the Limpopo Department of Public Works Maintenance Strategy (LDPWMS). Further information on the department's strategic goals and objectives are captured in the APP, which provides more detail regarding performance indicators, targets and baselines.

In terms of the 12 government-wide outcome priorities, the Department is mostly involved in the delivery agreement for Outcome 4: Decent Employment through Inclusive Growth due to its lead co-ordinating role in the EPWP. EPWP is now in phase 2, and is an important national priority. Through the provision of land and building infrastructure, including schools and hospitals etc., the department contributes to Outcome 1: Improve Quality of Basic Education, and Outcome 2: A Long and Healthy Life for all South Africans. The LDPW is aware of its crucial contribution to client departments by way of delivering quality capital works on time and within budget. Initiatives such as the Infrastructure Delivery Improvement Programme and the Project Management Improvement Strategy are being implemented with this in mind.

The LDPW also plays an important role in the realisation of the Limpopo Employment Growth and Development Plan (LEGDP). The LEGDP speaks to the need for a Limpopo Master Infrastructure Plan in the province.

Situational Analysis of Monitoring & Evaluation in the LDPW

The field of Monitoring and Evaluation is relatively new in the department. There are also many complexities in terms of M&E in a developing country. As such, the Presidency published the *Policy Framework for the Government-wide Monitoring and Evaluation System (2007),* in order to provide guidance to provincial governments and municipalities in establishing and maintaining effective monitoring and evaluation policies and procedures. The document requires that monitoring and evaluation be implemented on all government levels to ensure that government is meeting the outcomes set in the Medium Term Strategic Framework (MTSF) and the Millennium Development Goals (MDG). This requirement is augmented by National Treasury's *Framework for Managing Programme Performance Information (2007)* as well as the Outcomes Approach and developed by the Department of Performance, Monitoring and Evaluation in the Presidency, resulting in the *Green Paper on Improving Government Performance (2009).*

Given the recent changes in the legislative and policy landscape regarding Monitoring and Evaluation, and that the Limpopo Province M&E Framework was only adopted in April 2011, it is understandable that the LDPW is at the beginning stages of implementing an M&E system. With the provincial M&E Framework now in place, the department is in a position to develop a framework that is aligned with the province.

Currently there are various reporting and monitoring activities taking place in the LDPW. For example, the department fulfils reporting responsibilities to the Provincial Treasury, Office of the Premier, Audit Committee, Auditor General, Provincial Cluster Reporting, Portfolio Committee, National Department of Public Works and Citizens through Annual Reports. The various programmes may have individual approaches, based on their specific needs or requirements passed down from National Departments.

Presently, M&E findings are used to track progress in meeting policy aims and goals through the monthly management meetings. These include a standing item on the agenda whereby progress made against quarterly targets in the APP is discussed. The monthly management report provides for what correction action to be specified, such as what follow up will occur, which interventions are required, and where matters should be escalated to the next level. External meetings with the provincial steering committee are

another forum whereby progress is monitored and solutions for projects that have stalled for various reasons are discussed.

Essential to the monitoring and reporting processes in the department is the Strategic Plan and Annual Performance Plan. It is against these plans that the department must monitor and evaluate its progress. A common challenge in government departments, and which has also been identified in the LDPW, is that of reliable data in the strategic plan. This includes the baseline, targets set and indicators chosen. Following that, credible and accurate information on actual performance needs to be collected on an on-going basis, which is then used to support managers in their decision making processes, thereby improving service delivery and governance. The developing of a department-wide approach to generate reliable performance information which can be utilised for monitoring and evaluation is the most pressing need.

The major risk to achieving this, will be generating buy-in from officials at all levels of the department who may consider M&E as a policing tool; malicious compliance to M&E requirements rather than identifying the value that M&E can add to the organisation; insufficient capacity building, communication and change management required to develop a reliable M&E system; and a lack of incentives to comply with required reforms.

5 M&E RELATED LEGISLATIVE AND POLICY MANDATES FOR THE DEPARTMENT AND THE SECTOR AS A WHOLE

The Limpopo Provincial M&E Framework outlines the main pieces of M&E related legislation in Chapters 2 at a national level. This includes:

- The Medium Term Strategic Framework
- Green Paper on Improving Government Performance: Our Approach
- Green Paper on National Strategic Planning
- Policy Framework for the Government-wide Monitoring and Evaluation System
- Framework for Managing Programme Performance Information
- South African Statistical Quality Assessment Framework
- Provincial Growth and Development Strategy Guidelines
- Role of Premier's Offices in Government-wide Monitoring and Evaluation: A Good Practice Guide
- Public Finance Management Act
- Strategic Planning Guidelines

- Performance Information Handbook

Chapter 4.2 of the Limpopo Provincial M&E Framework describes the Outcomes approach. Departments need to align with relevant national Delivery Agreements, and Intergovernmental Protocols signed between the President and the Premier (when these become available). Outcome 4: Decent Employment through Inclusive Growth describes the leading role that the National Department of Public Works plays in the coordination of the Expanded Public Works Programme across the country. Each provincial department, including the LDPW, is required to report to national government in such a way that the national department is able to aggregate the data across the country and state actual performance against targets.

Apart from the national policy context, the provincial policy context also needs to be considered. This includes ensuring that the LDPW M&E Framework aligns with the:

- Limpopo Employment Growth and Development Plan
- Limpopo Provincial M&E Framework
- Limpopo Provincial M&E Plan

6 DEPARTMENT-SPECIFIC MONITORING & EVALUATION ISSUES

The LDPW has a number of department-specific issues which need to be considered in terms of monitoring and evaluation. These include the provincial coordination of the prioritised EPWP which includes working with municipalities and the use of conditional grants; having government departments as their clients instead of the public, and the fact that much of work is implemented by DPW through contractors.

The national department of Public Works has particular monitoring and reporting requirements of the provincial departments, such as reporting on the number of work opportunities created and training days provided in the implementation of the EPWP. The EPWP is funded by means of a conditional grant to provinces and municipalities, which has its own reporting and M&E requirements as well.

The LDPW's mandate is that of custodian for all land and buildings owned by government. This includes provision and maintenance of such buildings. A challenge, however, arises as the maintenance budget for the buildings resides in the client departments, and not in the direct control of the LDPW. There is also a challenge in the management of outsourced projects for client departments because the budget also resides with the clients and payments of progress certificates are often delayed. This has implications for planning, implementation, monitoring and evaluation of the LDPW's maintenance work.

Some of the LDPW's construction work is outsourced to contractors. The Independent Development Trust (IDT) is also appointed by Public Works to assist with fast tracking certain construction and maintenance projects. Reporting mechanisms are required in order to monitor progress made by all contractors on behalf of LDPW who needs to account for performance against set targets.

7 ROLES, RESPONSIBILITIES AND ACCOUNTABILITY RELATIONSHIPS

The roles and responsibilities for monitoring and evaluation are spelt out in the *Policy Framework for the Government-wide Monitoring and Evaluation System.* These apply to the LDPW as well.

The MEC should ensure that the Department sets up appropriate monitoring and evaluation information systems so that they are able to fulfil their accountability reporting responsibilities. M&E findings can be used in the political oversight of the department's performance and for ensuring that desired outcomes and impacts are achieved. These findings can also be given to the provincial legislature to whom they are accountable with detailed regular reports on the institutions under their control. Legislators may use M&E insights to assist them in exercising consistent and informed oversight of the bodies accountable to them, in assessing the impact of legislation and tracking progress in the mainstreaming of gender, disability etc.

The Accounting Officer is accountable for establishing and maintaining the systems to manage performance information. He or she must ensure that there is adequate capacity to integrate and manage performance information with existing management systems. The Accounting Officer is accountable for the frequency and quality of M&E information as well as its utilization. It is critical that M&E findings are responded to and corrective action be taken swiftly and good practices emulated. A report on this matter should be provided by the institution's Accounting Officer to its Executing Authority and oversight bodies annually. In addition, the Accounting Officer needs to decide on the appropriate positioning of the responsibility to manage performance information. The Accounting Officer, all General Managers and Senior Managers must adopt one infrastructure project in each financial year for monitoring. The selected infrastructure project must be included into their performance instruments.

Line managers are accountable for establishing and maintaining performance information processes and systems within their areas of responsibility, especially collecting, capturing, verifying, analysing, reporting and using data and information.

All officials are responsible for capturing, collating and checking performance data related to their activities.

The Strategic Planning and M&E units are responsible for the overall design and management of indicators, data collection, collation and verification processes within the Department. Where

such processes are lacking these units shall support the relevant line managers to put them in place. The M&E Unit must ensure the implementation of M&E strategies by providing expertise and support as well acting as a service hub for related initiatives. The Cost Centre Managers must monitor all outsourced infrastructure projects in their centres.

In order to ensure the integrity of the institutions' overall performance information all official's performance agreements and assessments should deal explicitly with the quality of this aspect of their work. This will not only provide incentivisation but will help unpack exactly what is expected from officials. Communication around this would be an important part of the change management exercise that will be required in order to institutionalise M&E in the LDPW.

8 ORGANISATIONAL LOCATION, STRUCTURE AND BUDGET OF THE MONITORING & EVALUATION UNIT SPECIFIC TO LDPW

The optimal organization structure for M&E will differ from organization to organization. Some organizations may prefer a centralized, specialized M&E unit. Others may opt to decentralize M&E functions to components within the organization. Whatever the structure of the M&E function, it is important that it has sufficient visibility within the organization. Sufficient authority to officials with M&E system management responsibilities can ensure that M&E findings inform policy and programmatic decision-making and resource allocation.

M&E findings are meant to encourage critical reflection by senior decision-makers within institutions and feed into strategic thinking and policy refinement. However, instead of being regarded as a strategic process, M&E is often regarded as a low-level 'back office" administrative function. These misperceptions may constitute a barrier to M&E making the desired impact.

It is very important that the division of labour between the M&E unit and other related functions such as policy and strategic planning, research, internal audit, risk management, knowledge management etc. be clearly defined. Monitoring and evaluation depend directly on effective planning and clear definition of indicators and targets. If strategic plans are not SMART (specific, measurable, appropriate, realistic and time-bound), do not use credible baseline data against which targets will be measured, or where indicators are inappropriate or not clearly defined, then monitoring and evaluation outcomes are seriously compromised. It is also important that the Strategic Planning Unit work closely with the M&E Unit to ensure that;

(1) M&E findings from the previous cycle inform the development of policy and strategy in the new planning cycle and

(2) That the performance indicators and targets in the new strategic and operational plans are sufficiently quantifiable and well defined to lay the foundation for effective M&E during the implementation phases. The challenge for the M&E unit is to assist the department in improving their strategic and operational plans that in turn will improve the integrity of the M&E reports. This implies close collaboration with the Strategic Planning Units to help orchestrate capacity development and support processes in planning and M&E throughout the institution.

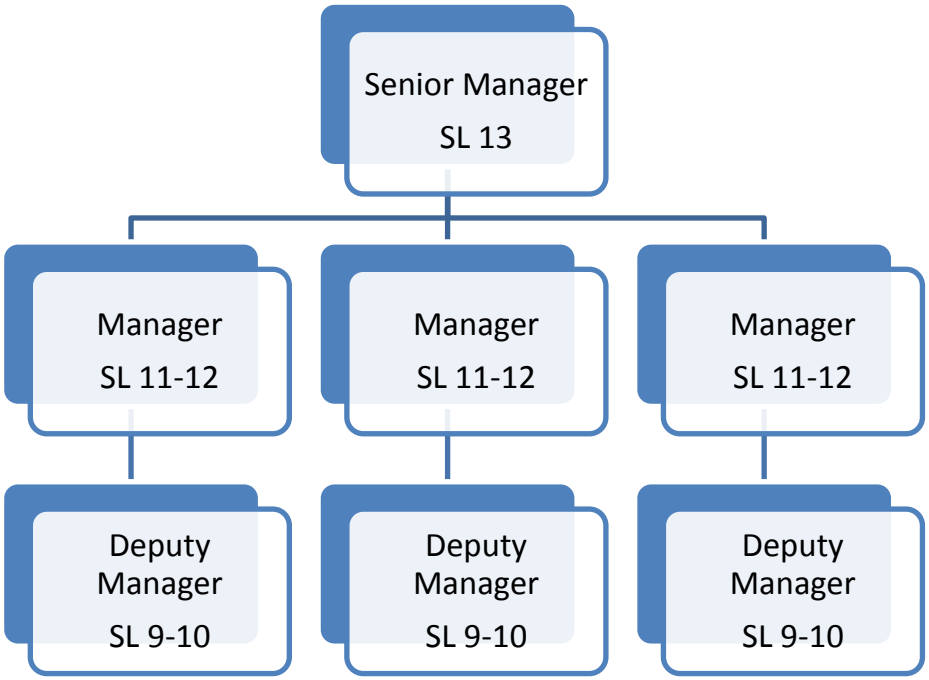
In the LDPW, the M&E is, one of five (5), a directorate under the component Chief Directorate Strategic Management. Strategic Planning, Monitoring and Evaluation, Risk and Corporate Governance, Communication and Stakeholder Management, and Information Communication Technology are the 5 components which fall under Strategic Management. Therefore, Senior Managers of each component that report to the General Manager of Strategic Management. In the LDPW, the CFO is the head of a sub-programme which oversees risk management and internal auditing Risk Unit is now part of Strategic Management under one General Manager with M&E unit. Finance is the Chief Directorate headed by the CFO. The CFO and M&E unit should liaise to ensure that any performance measures or indicators tabled within the Department's Budget Statement and MTEF are consistent with those in the Strategic and Annual Performance Plans and M&E reporting instruments.

Strategic Planning and M&E used to be combined in one unit – however, they are now two separate components within the Chief Directorate. The M&E Unit is responsible for following functions:

- Develop Monitoring and Evaluation Framework
- Develop and maintain Monitoring and Evaluation System
- Conduct research to improve service delivery
- Compile M&E plans based on strategic, Annual Performance Plan and Operational Plans
- Coordinate monitoring of progress of departmental programmes and infrastructure cluster
- Analyse programme achievements/non-achievements and make recommendations to management on the improvements required to ensure achievement of targets
- Use an early warning system that may provide early warning information on the non-achievement of results and make recommendations to minimise the influence

- Monitor implementation of Service Standards and SDIPs
- Work closely with the M&E unit within the Office of the Premier to ensure standardisation and the implementation of a single M&E framework and system
- Monitor the implementation of EXCO and Cabinet Decisions
- Conduct client satisfaction surveys.

The M&E posts allocated include 1 Senior Manager (SL 13), 3 Managers (SL 11-12), 3 Deputy Managers (SL 9-10), indicated in the organogram below:



One Secretary post, at SL 5, has also been approved. Most of these posts are vacant; however, plans are being made to fill these posts. Capacity building and change management will be essential to establishing this unit – these will be discussed later in the document.

There is currently no separate budget for the M&E Unit – budget is centralised within the Strategic Management component.

9 CURRENT INFORMATION SYSTEMS IN THE DEPARTMENT OF PUBLIC WORKS

An information system is a combination of persons with roles and responsibilities, data records, equipment, infrastructure and procedures within an organisation for collecting, capturing and processing data and converting it into information and knowledge to support decision-making and management. Information systems can be manual, spread sheet based, hybrids between manual and spread sheet based or electronic. Existing information systems in the department include:

9.1 Request Call Centre (RCC)

This is a call centre through which clients can contact the LDPW to make a request or obtain information about a current project. RCC is currently used at a district level; however, the plan is to create one centralised call centre for the province.

9.2 Limpopo Project Management Information System (LPMIS)

This is a web-based system which is used to track all planned projects with client departments. This system produces reports which include information such as scope of project, initial starting date, completion date, reasons for revision of contract, remarks, contract amount, approved variation orders, amount paid to date, etc.

9.3 EPWP web based system

This system is used for reporting on EPWP social and environmental projects. This system produces both financial and non-financial information, including demographics, expenditure per project, analysis of performance against targets, etc. It can also drill down to projects per specific departments. In the LDPW, there are 7 data capturers and 17 users (who can access the system but can't change the information contained therein). It is considered roughly 70% reliable as the system can become overloaded due to having to draw information from National government, which still needs to be verified.

Management Information Systems (MIS)

This web-based information system is used for reporting on EPWP infrastructure projects to national government. Only a handful of officials have access to the system.

9.4 ieWorks

This information system is web-based, GIAMA compliant, and is used by the real estate section which contains around 40 – 50 people. It can provide non-financial and financial reports in real time including the rates and taxes of municipalities, whether departments have submitted their bills to Public Works, asset management and maintenance data, building plans, title deeds, Surveyor-General diagrams etc.

However, significant work is required to successfully capture and maintain the information that should be contained on the system.

9.5 Geographic Information Systems

This system enables the spatial visualisation of government's immoveable assets. This will be used for, amongst others, monitoring progress on building projects. This is still new and not fully utilised currently.

9.6 PERSAL, BAS and FINEST

There are also other systems such as the leave management system, fleet management system and clock in (time in attendance) system which is in operation in the department.

10 PLANNED FUTURE INFORMATION SYSTEMS

Electronic M&E system will enable managers to extract performance information aligned to the Annual Performance Plan, Operational Plan. The first step is a user needs specification and an analysis of existing M&E processes to ensure that information requirements are clearly understood, reporting tools standardized, and data flows institutionalised across all levels. It is therefore necessary that one documents the current sources of data used in the department across programmes and performance information process flows.

The M&E Unit generates a significant amount of information and data that need to be processed, analysed and re-packaged for a number of M&E users within the department and sector. The scale of information dealt with – in the long run – may requires an electronic IT solution to assist with data analysis and reporting.

There is no integrated electronic M&E system; therefore there is a need for the integrated system to integrate existing government information systems. In terms of organisational design, it is clear that dedicated resources with defined skills are needed to manage the M&E information systems and the generation of knowledge in M&E Units. As in the case of many institutions, this dedicated support is needed to identify and institutionalise an IT solution in the first place.

After a user requirement specification, the LDPW realised that the Department of Local Government and Housing has a system which meet the requirements. The M&E system would capture APP targets, against which line managers would have to capture their performance by a certain deadline or they will get logged out of the system. While

capturing performance, evidence for performance targets claimed has to be uploaded as well. This would assist in the preparing for Audits of Predetermined Objectives which will be discussed more later in the framework. The LDPW does have the required infrastructure for the system; however a change management and capacity building process along with on-going user support and maintenance would need to be implemented in the department in order to ensure successful implementation.

The department may also be considering the procurement of a data repository, which would be used for knowledge management in the department. A central repository in which officials can access the M&E findings is essential for organisational learning and will encourage utilisation of findings. The core of a central M&E repository should be a reliable and easily accessible catalogue of studies and their findings and recommendations that is available to any interested party. The institution should make these easily available via the internet.

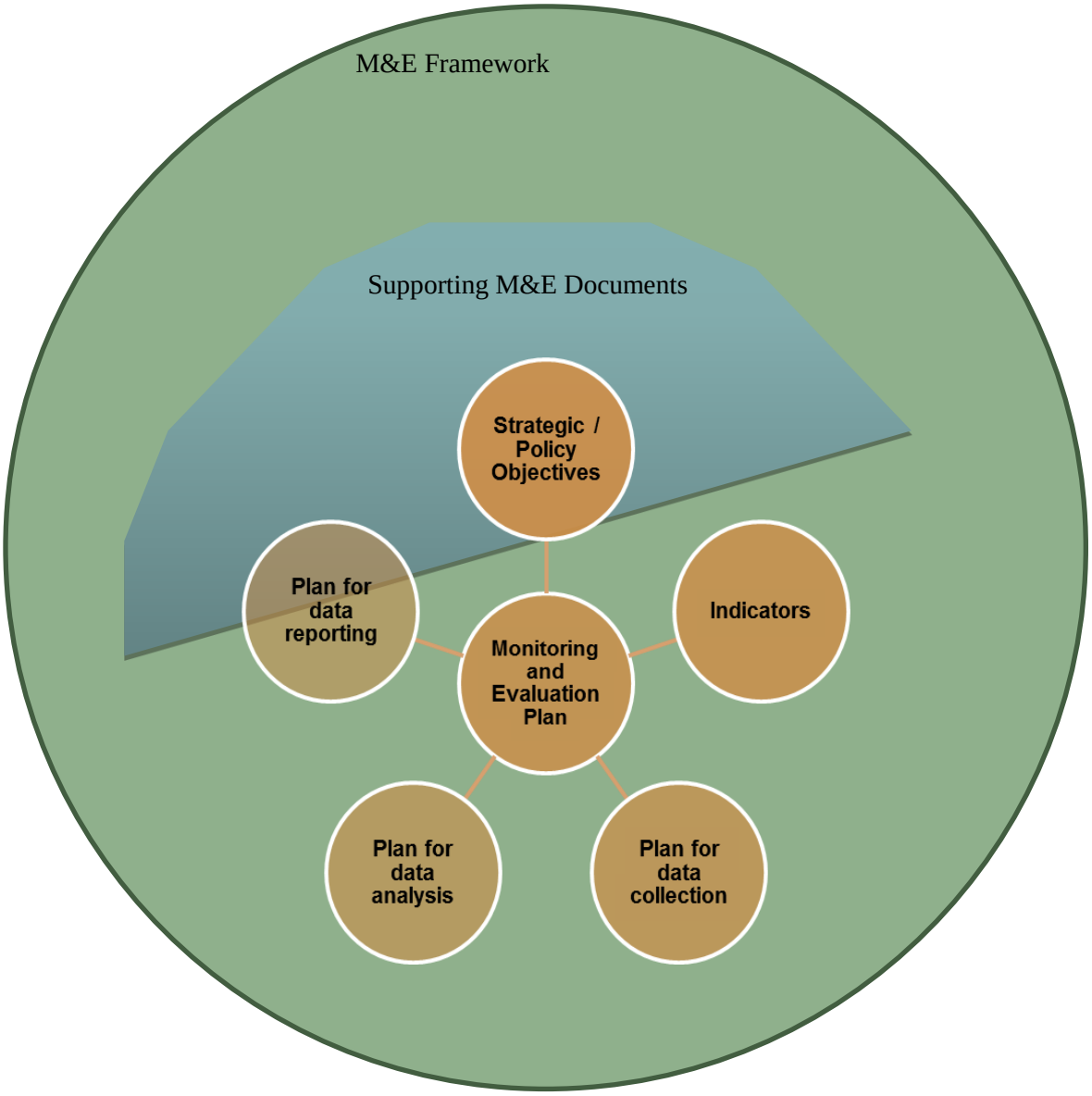
It is anticipated that the following information systems will be implemented at national level and that provincial departments will have to comply systems:

Where M&E systems are supported by IT solutions, systems integration and ease of data interchange is critical to eliminate duplication in data entry and ensure the integrity of data. The feasibility study should ensure that the proposed electronic M&E system is linked to the public institution's IT systems master plan. The M&E team needs knowledge and skills to manage such a system.

11 MONITORING AND REPORTING FRAMEWORK

11.1 LINK BETWEEN THE M&E FRAMEWORK AND THE M&E PLAN

Figure 2: M&E Framework, Plan and Supporting Documents



The LDPW's APP contains a set of indicators which need to be monitored and reported on throughout the year. In addition, the LDPW needs to consider indicators that are required to report on in terms of the National Delivery Agreements (Outcome 4, for example) and the LEGDP. For each indicator that the department is required to report

on, a plan for data collection, analysis and reporting is required. This is what constitutes the M&E Plan.

In addition, supporting documents such as forms and procedure guidelines will be required in order to operationalize the M&E plan.

The M&E Framework describes the approach that the department will take in developing an M&E system. This includes an understanding of the M&E function in the department, its capacity and constraints in terms of the delivering on the M&E Plans, as well as capacity building and change management plans for institutionalising M&E Plan.

11.2 UNIFORM SECTOR DEFINITIONS OF CRITICAL MONITORING & EVALUATION CONCEPTS

Because M&E is a new field in government, it is important to ensure understanding in what is meant by monitoring and evaluation. The *Policy Framework for the Government-wide Monitoring and Evaluation System* defines monitoring and evaluation and other key concepts as follows:

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.

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 policymakers. Evaluations may assess relevance, efficiency, effectiveness, impact and sustainability. Impact evaluations examine whether underlying theories and assumptions were valid, what worked, what did not and why. Evaluation can also be used to extract crosscutting lessons from operating unit experiences and determining the need for modifications to strategic results frameworks.

Inputs: all the resources that contribute to the production and delivery of 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".

Outputs: the final products, or goods and services produced for delivery. Outputs may be defined as "what we produce or deliver".

Outcomes: the medium-term results for specific beneficiaries that 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".

Impacts: the results of achieving specific outcomes, such as reducing poverty and creating jobs.

Inputs, Activities, Outputs, Outcomes and Impacts form the results chain, and each of these aspects need to be monitored. The new outcomes approach is placing more emphasis on the results (outcomes) of department's deliverables. Correct understanding and defining of the elements in the results chain with regards to the department's strategic objectives is essential to developing an M&E Plan which will produce useful data for management. As M&E develops further in the LDPW, the department will define M&E concepts which are specific to their work and sector. This standardisation is important for credible M&E Plans and such learning comes with continuous review.

11.3 INDICATOR DEFINITION PROTOCOL

A common finding of the Auditor-General is the lack of SMART (specific, measurable, achievable, relevant and time-bound) performance indicators in government department's strategic plans. As mentioned above, a logical results chain needs to be built and indicators chosen for each step of the results chain. The indicators chosen have a significant impact on the department, as plans need to be established to collect data, analyse and report on it. It is therefore essential that there is agreement on the process through which indicators are chosen.

There are national and provincial indicators, found in delivery agreements and the LEGDP, which the departments are required to report on. The LDPW will not be able to specify how these should be defined. Since these indicators are defined at national level and provincial departments are required to comply with those definitions in order to aggregate data nationally in a credible manner. However, for departmental indicators, these are developed in the strategic planning process, once strategic objectives are identified. In selecting and reviewing indicator sets, the minimum number of indicators consistent with effective M&E should be used. This acknowledges that each indicator identified entails both a cost and an informational benefit to the institution. Furthermore, the process of indicator identification should be consultative, involving as many of the stakeholders who are involved in reporting on the indicator and who will be using the resultant information as is practically possible.

11.3.1 Definition of indicators

A good performance indicator should adhere to National Treasury's *Framework for Managing Programme Performance Information* 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 just 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 thereof.

11.3.2 Metadata relating to indicators

For validation and auditing purposes, it is important to have comprehensive metadata (i.e. data about the data). According to National Treasury's *Framework for Strategic Plans and Annual Performance Plans*, the metadata for each of the indicators reported in the institutions strategic and annual performance plan should contain a detailed technical indicator description. This includes:

- 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
- Whether the indicator is new, has been determined on the basis of previous year, or is identical with that reported in the previous year.

The indicator set for each programme as well as their metadata will be described in the annual performance plan, as per the Strategic Planning Guidelines. Currently in the LDPW, as part of the strategic planning process, components meet to come up with indicators. They are responsible for ensuring that these are SMART, and that they can report on these. In order to ensure that programme and line managers are developing SMART indicators, training, capacity building and change management may be required.

12 PREPARING FOR AUDITS OF PRE-DETERMINED OBJECTIVES

In terms of sections 20(2)(c) and 28(l)(c) of the Public Audit Act of 2004, the Auditor General is required to audit the performance information reported by departments against predetermined objectives. The aim of an audit of predetermined objectives is to enable the auditor to conclude whether the reported performance against predetermined objectives is reliable, accurate and complete, in all material respects, based on predetermined criteria. These criteria include:

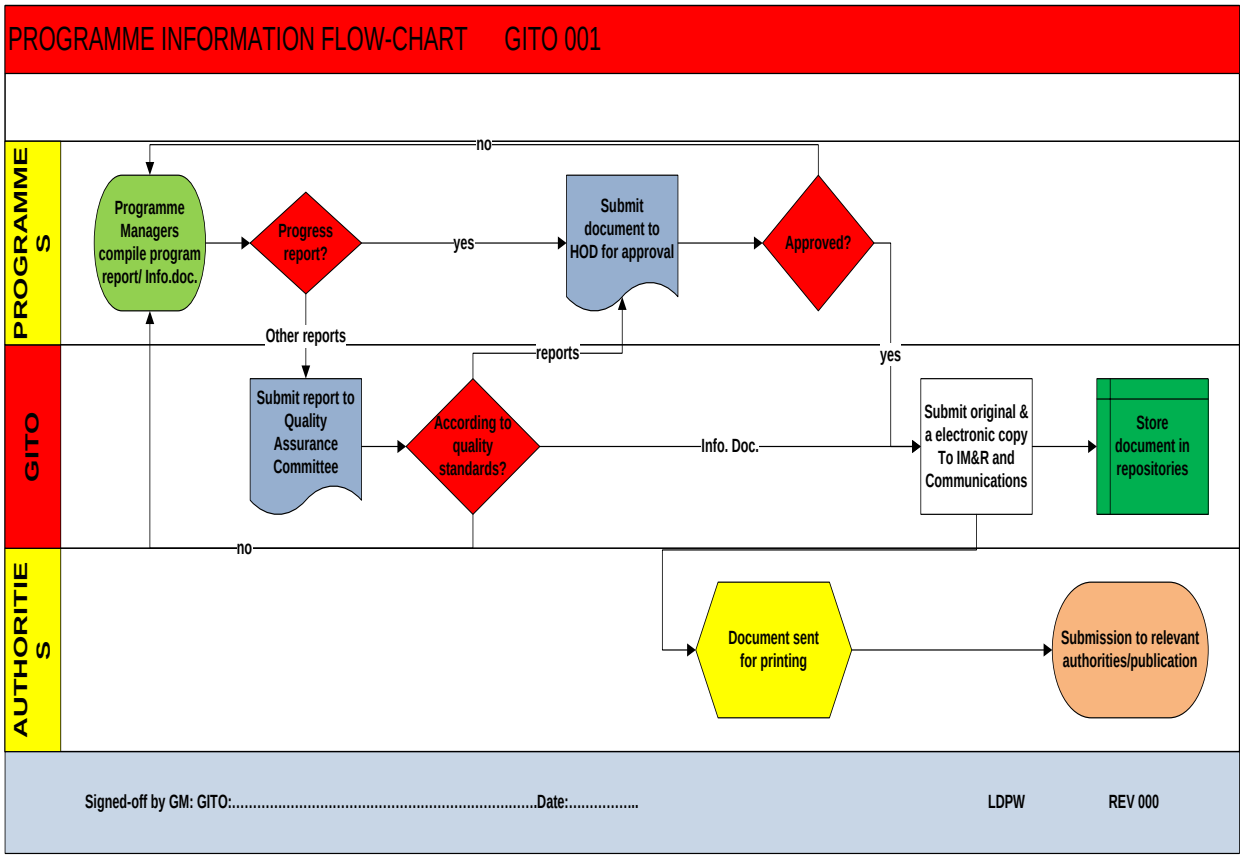
- All relevant laws and regulations
- The Framework for Managing Programme Performance Information issued by National Treasury
- All frameworks, circulars and guidance issued by the National Treasury and the Presidency regarding the planning, management, monitoring and reporting of performance information.

The performance information should be submitted for auditing together with the annual financial statements within two months after the end of the financial year. The procedures for audits of performance information typically include:

- Obtaining an understanding of the internal controls relating to performance information

- Obtaining an understanding of the relevant systems to collect, monitor and report performance information
- Evaluating the existence, consistency (e.g. as recorded in the strategic plan, budget, quarterly reports and annual report), format and quality of performance information
- Comparing reported performance information to relevant source documentation and conducting limited substantive procedures to ensure valid, accurate and complete performance reporting.

The flow of performance information in the LDPW can be described by the following diagram:



This M&E Framework, which will include a detailed M&E Plan once it has been developed, supports the process by documenting the approved M&E system for the LDPW. For each of the predetermined objectives stated in the APP, audit evidence must be collected and reports validated. Roles and responsibilities and timeframes must be assigned to specific individuals.

13 .EVALUATION PROCESSES AND STANDARDS

In executing each individual programme or project evaluation, the following steps should generally be followed:

13.1 Engagement with stakeholders to define the programmes/projects or other interventions to be evaluated and the specific performance questions to be evaluated. These stakeholders would include Senior Management in the Department, partners involved in programme delivery, those served or affected by the programme (e.g. beneficiaries) and other parties who have an interest in what will be learnt through the evaluation.

13.2 Planning and designing the evaluation**:** Each intended evaluation will have to adhere to the M&E principles outlined above and have a detailed programme or project evaluation plan (see Appendix 2).

13.3 Conducting the evaluation**:** This includes assembling evaluation evidence through methodologically sound collection of credible data using various methods: qualitative or quantitative, experimental, observational or some mixture of the above. It also includes analysis of the data and the justification of evaluation conclusions/findings in relation to the evidence. The evaluation report should present a complete, fair and impartial assessment based on defensible information. The report should be timely, clear and user friendly.

13.4 Sharing lessons learnt and follow-up**:** The findings of evaluation processes should be communicated in ways that will be easily understood and acted upon by stakeholders. Follow-up should be done to see if policy, programme or project design and implementation take evaluation findings into account.

14 MULTI-YEAR EVALUATION PLAN

While there has been a long history of monitoring in the South African public sector, evaluation is still fairly new. As part of a phased implementation approach, it may be prudent to stress “M before E” initially. In other words there is a need to develop systems and processes for effective monitoring first, and then use this to lay the foundation for evaluation, and help create a results-based management culture receptive to evaluation study findings.

The LDPW has conducted some small scale evaluations in the department, such as evaluating departmental services to key customers (such as the Department of Education and the Department of Health), adherence to Batho Pele principles, and an impact study on contractor development. In terms of future evaluations, the LDPW consider initially conducting evaluations on conditional grant, as this is a legislative

requirement. In the outer years of this term, consideration must be given to process and outcome evaluations. Over time, greater emphasis may be placed on long term impact evaluation.

A multi-year evaluation plan will be developed for the LDPW. The evaluation plan must make strategic decisions on which programmes and projects to evaluate over the MTEF period and when these will take place, given the limited budgets typically made available for evaluation. Possible future evaluations may include contractor abandonment of projects, debt owing from rental collections, National Youth Service, implementation of GIAMA, evaluation of training offered by the department, turnaround time within Supply Chain Management (determining how long it takes to source service providers from the date of request) and the impact of LDPW Learnership programmes. Prioritisation of evaluation will depend on a number of factors: the purpose of the evaluation, the fiscal importance of the programme or project in the budget, the strategic importance of the programme or project, the likelihood of further future interventions by the institution in the same area/sector, anticipated risks and problems, the need for lessons learnt, to assess new innovations etc.

The process for compiling a departmental evaluation plan should encompass the following phases:

- *Engagement with stakeholders* to review the achievements and challenges in delivery over the last period as well as goals for the future period, and identify key areas for possible evaluations. Possible evaluation questions may relate to, e.g. the targeting of programmes, the incidence of programmes (i.e. whether the intended beneficiaries did in fact benefit or other non-poor groups), the coverage of the programme and participation rates, the impact of the programme, incentive effects creates and beneficiary and other stakeholder perceptions of the programme.

- Compile a *draft evaluation plan* which focuses on the evaluation questions identified, within the available time, budget and human capacity constraints. Circulate the draft evaluation plan to all internal and relevant external stakeholders for comments.
- Finalise the evaluation plan based on stakeholder inputs
- *Approval* of the evaluation plan and budget.
- *Implementation of the evaluation studies* of policies, programmes, projects and other interventions.
- *Reporting* by all who conduct evaluation studies
- *Follow-up and action* in relation to evaluation findings
- *Annual review* of departmental evaluation plan.

The Premier's Guide to Monitoring and Evaluation, as referred to in Section 5.4.1 of the Limpopo Provincial M&E Framework, recommends that the Office of the Premier should coordinate the evaluations conducted in the province.

15 CHANGE MANAGEMENT FOR MONITORING & EVALUATION

Change management for M&E requires an understanding of who the internal and external stakeholders are, what their specific M&E needs are and identifying suitable communication channels for them.

Internal stakeholders include Programme Managers, the HoD and Office of the MEC. External stakeholders would include user departments, Office of the Premier, Provincial Treasury, Provincial Legislature and Portfolio Committee on Public Works, the Economic Cluster, contractors and consultants, members of the public and national government departments. Suitable communication channels to reach internal stakeholders include meetings, monthly reports, memoranda and circulars, email and use of the intranet. For external stakeholders, the following communication channels should be considered: the LDPW's website, quarterly and annual reports, Citizen Reports, public participation programme, etc.

However, the existence of M&E information does not guarantee its use. It is important therefore to actively build demand for M&E products. Rather than the M&E Unit using 'compliance' as the motivation for cooperation regarding an M&E system, the challenge is to demonstrate the benefit of quality, accurate and easily accessible performance information. For example, on evaluation of the first phase of EPWP, the department realised that the process used to select participants, amongst others, was flawed and led to high dropout rates. This learning led to a review in the selection process which was implemented for EPWP Phase 2. Case studies of where M&E findings have aided management decisions and resulted in better service delivery should be made known, in order to build a culture of managing for results. Should this occur, the demand for M&E information will increase. Chapter 9 of the Provincial M&E Framework speaks in detail about inculcating a performance culture.

16 MONITORING & EVALUATION CAPACITY BUILDING PLAN

The LDPW M&E component is new. This is a good time to compare existing capacities with what is required to implement the M&E Framework. The M&E function needs to have the following skills: working knowledge of M&E, theoretical knowledge of M&E, understanding of government systems and procedures, research skills (especially data analysis), database skills, capacity building and facilitation skills for training, mentoring and coaching people in the use of the system. Once a skills audit has been conducted, gaps can be identified, and various capacity building options can be costed and built into skills development plans of individual officials. Capacity building initiatives should ensure that:

- The users of M&E data understand how to integrate M&E functions within their areas of responsibility and how to respond to M&E findings
- M&E Practitioners are able to set up an M&E system, manage that system, and produce the results required for M&E from it
- M&E Practitioners have sufficient technical skills in respect of M&E and quantitative analysis techniques to produce credible M&E findings

Each programme will have to consider a range of interventions to build capacity in the short, medium and long term. These include:

- Recruitment of appropriate specialist skills. These include not only generic M&E skills, but also individuals with appropriate sector expertise.
- Training of existing staff: These include both line management and M&E specialists. Training modalities can include external formal qualifications from higher education institutions as well as in-house customized courses.
- On-the-job training and mentoring
- Structured skills transfer from academics, consultants and other external providers.
- Creation of internal M&E forums and participation in external learning networks.

It is important that M&E practitioners form part of M&E communities of practice and M&E networks, as part of on-going professional development and to ensure exposure to evolving good practice. A good starting point is the South African Association for Monitoring and Evaluation, SAMEA. The LDPW needs to find ways of sharing the knowledge and wisdom generated through their M&E processes both internally and with

their counterparts in the sector. One way of doing so is the use of the provincial M&E Forum.

Once a skills audit has been conducted, various capacity building options can be identified, costed, and included in the individual official's skills development plans. The timing of the rollout of capacity building interventions may be tempered by budget or labour market skills constraints. These risks should be noted and carefully managed.

17 NEXT STEPS IN INSTITUTIONALISE EFFECTIVE MONITORING & EVALUATION WITHIN THE DEPARTMENT

With the structure of the M&E component recently approved, the LDPW has the opportunity to establish the unit in line with national and provincial requirements and accordance with best practice. The next steps in the departmentalising effective M&E in the LDPW include:

- Establishing the M&E Unit and capacitating it appropriately in order to implement the M&E Framework
- Begin collecting baseline data where this is missing in the department so that future M&E work has credible data for reference
- Change management, with particular reference to changes in the former Service Delivery Improvement Unit and the new M&E Unit
- Training on M&E and its potential to contribute to management effectiveness
- M&E Plan and supporting document

18 REVIEW AND CONTINUOUS IMPROVEMENT OF THE MONITORING & EVALUATION FRAMEWORK

A review of the M&E Framework takes place annually, and should include the testing of the M&E system and how this can be refined and improved over time.

APPENDIX 1: FIVE YEAR MONITORING & EVALUATION PLAN, INDICATOR SET AND SUPPORTING DOCUMENTS (TO BE COMPLETED)

A Monitoring & Evaluation Plan, once complete, will be attached to the Monitoring & Evaluation Framework of the LDPW.

APPENDIX 2: LAYOUT OF A PROGRAMME OR PROJECT EVALUATION PLAN AND REPORT

Layout for Programme/Project Evaluation Plan and for Evaluation Report

1. Cover page/Title page of M&E implementation plan:
2. Name of the public sector institution
3. The programme, sub-programme or project to be evaluated
4. The contact person details
5. Date
6. Table of Contents
7. Executive summary: one page summary of evaluation plan
8. Purpose of the report:
9. What is the purpose of the evaluation?
10. What are the main performance questions which will be analysed?
11. How is it anticipated that the M&E findings will be used?
12. Programme/Project Background
13. Description of the programme/project to be evaluated
14. Underlying need fulfilled by the programme or project / Problem statement/ overall goals. Most of these can simply be summarised from strategic plans, budgets or annual performance plans,
15. Detailed Evaluation Plan
16. Scope of the evaluation
17. Selection of the evaluation team members
18. Identification of the relevant stakeholders
19. General approach to evaluation: e.g. will it be performed in-house or contracted out to external consultants or academic institutions?
20. Methodology to be used
21. What datasets will be required (surveys, administrative data etc.)
22. How will data be collected, verified and analysed?
23. What will comprise the baseline information?
24. Citations of relevant literature or international case studies
25. What are the likely limitations of the findings?

26. Communication strategy: how will the findings be communicated to stakeholders? 27How will critical reflection and learning be encouraged?

28. M&E resources and indicative budget required, evaluation work plan with timelines, roles and responsibilities

29. Capacity building

30. Assessment of current data gaps likely to impact on future evaluations?

31. Training and human capacity gaps

32. Software, equipment and other resource gaps

33. Plans to address the above.

APPENDIX 3: INFRASTRUCTURE DEVELOPMENT CLUSTER PROGRAMME OF ACTION 2011/12

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
An efficient competitive and responsive economic infrastructure network	Integrated Infrastructure Development & Delivery	Develop the provincial infrastructure plan	15 year provincial infrastructure plan is developed	20 year infrastructure plan developed by 31 March 2012	Completion of the 20 year infrastructure plan	Monthly reports	DPW
	Relocation of the legislature to Polokwane	Construction of the legislature in Polokwane	Specifications and tender documents developed	Site handover and 20% completion of work	Percentage completion of work	Quarterly reports	DPW
	Custodian Asset Management Plan (CAMP) compiled in terms of GIAMA framework	compilation of the C-AMP	First draft of the C-AMP in place	Compile one C-AMP by 31 March 2012	Effective and efficient use of government buildings	Availability of CAMP complying with GIAMA framework	DPW/ALL
	Comprehensive User Asset Management Plans (UMP) Compiled in terms of GIAMA framework	Coordination and compilation of the U-AMP's	12 UAMP and 1 CAMP	Implement and review the UAMP's and CAMP	Effective and efficient use of government buildings	Availability of UAMP complying with GIAMA framework	DPW/ ALL

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
	Provincial Immovable Asset Register updated in terms GIAMA minimum requirements	Verify and update the immovable asset register	Incomplete Asset register	Completed immovable asset register in place	Audited asset register	Asset register	DPW
	Revitalized schools	Rehabilitation of 29 school projects	392 schools rehabilitated	100% completion of the rehabilitation of the 29 School projects	% rehabilitation of the 29 schools.	Final completion certificates	DPW
	Improved Access to Information and Knowledge	Construction of Libraries	10 Libraries completed	100% Completion of the construction of four new libraries	% completion of the construction of the four new libraries	Final completion certificates	DPW
		Construction /Upgrading and revitalization of hospitals	2 hospitals on revitalization completed	100% completion of the targeted projects in the 3 hospitals by 31st March 2012	% completion of the construction of the projects	Final completion certificates	DPW

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
Sustainable human settlements and improved quality of household life	Coordinated and attained EPWP Phase 2 Targets by 2011/12	Provincial implementation of EPWP Phase 2	46 208 work opportunities (15 402 full Time Equivalent created)	77,505 Work opportunities created. • Infrastructure 57,353 • Social 10,747 • Environmental 9,405	Number of work opportunities created	Monthly reports submitted by municipalities and departments	LDPW and all government implementing institutions
Water For Growth And Development (Provision of Regional Bulk Water Infrastructure)	Provision of water to people of Matoks	Construct Water Pipe line from Nandoni dam to Matoks in Capricorn	Nandoni Dam and 60 Megaliter per day Water Purification Plant completed Technical Feasibility for a pipe from Vuwani to Matoks completed	Design to be finalized and completed. 5% construction of the pipeline.	Completed designs for the pipeline. Percentage of completed construction work on pipeline.	Progress reports / Site inspection reports	DWA /CDM

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
	Middle Letaba water crisis intervention	Construction of pipeline from Nandoni dam to Giyani	Design completed and to be reviewed.	Sign Funding Agreement with Mopani DM. Complete design and construct 50% of pipeline	Percentage of completed construction work on pipeline.	Progress reports / Site inspection reports	DLGH / DWA / MDM
	Provision of water to people of Mametja Sekororo BWS	Construction of Mametja Sekororo BWS (treatment plant, pipe lines and reservoir)	Phase 1 is 95%complete, phase 2 is at tender stage	Sign Funding Agreement with Mopani DM. Phase 1 to be completed and construct 50% of phase 2	Percentage of completed construction work.	Progress reports	DLGH / DWA / MDM
	Provision of water to people in the area of Nwamitwa Dam	Obtain ROD and construct Nwamitwa Dam	Regional Economics and Bridging studies completed(Hydrology 40% completed)	Complete ROD (Records of Decision) after completion of an EIA. Complete design of dam	Percentage of completed EIA and designs	Progress reports	DWA / LEDET

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
	Provision of water to people and mines in Sekhukhune, Capricorn, Polokwane and Mogalakwena municipalities	Construction of De Hoop Dam as Phase 2A of ORWRDP	Construction of a dam at 60%	Construction of dam to 80%	% of completed construction work	Progress reports	DWA
	Provision of water to people and mines in Mogalakwena municipality	Planning and Construction of Phase 2B of ORWRDP which is a pipe line from Flag Boshielo to Pruissen at Mokopane.	No sign off by mines and Mogalakwena municipality on tenders for water requirements from ORWRDP which closed 10th December 2009.	Signed water licenses	No of water licensed agreements signed	Progress and Design reports	DLGH/ DWA/ MLM

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
	Provision of water to mines, ESKOM and people in Lephalale municipality	Mokolo Crocodile River Water Augmentation Project (MCWAP): Planning of Phase 1: Additional pipe from Mokolo Dam to Lephalale.	Professional Service Provider appointed to do the design once off take agreements with mines, ESKOM and municipality are signed.	Signed water licenses. Obtain finance for project. Complete designs and 5% of the pipe line construction.	No of water off take agreements licenses signed and % of completed construction work	Progress and Design reports	DWA / LLM / DLGH
	Provision of water to people in Moutse East & West	Construction Moutse Bulk Water Supply (pipe line from Groblersdal WTW to Moutse East & West)	Feasibility Study completed	Complete designs and 20% of the pipe line construction	% of completed construction work on the pipeline.	Progress reports / Site inspection reports	DWA /SDM
	Integrated water services planning	Development of Water Master Plan	Water services information reference framework completed	Complete Water Master plan	% completed progress of master plan	Final Plan	DWA / OTP / LNW / MW
An efficient, competitive & responsive economic infrastructure network	Improved provincial transport infrastructure	Rehabilitation of surfaced roads	187km	46km	Number of kilometres of surfaced roads re-habilitated	Monitoring reports	LDRT

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
		Re-sealing of surfaced roads	894 682m^2	1 067 077m^2	Number of square metres of surfaced roads re-sealed	Monitoring reports	LDRT
		Upgrading of provincial roads	7022km	179.9km	Number of kilometers upgraded	Monitoring reports	RAL
		Upgrading of R33 from N11 to Modimolle to Vaalwater	12km	80km	Number of kilometers upgraded	Monitoring reports	RAL
		Construction of new bridges	07 Bridges completed	3	Number of new bridges constructed	Monitoring reports	RAL
		Construction of Oliphant's river bridge (Maredi)	13% Completion	1	Number of new bridges constructed	Monitoring reports	RAL
		Creation of jobs through community based projects	16 000 jobs created	23 976 jobs created	Number of jobs created through community based projects	Monitoring reports	LDRT
		Construction of Intermodal facilities	5 concept designs completed	0% completed. Commence with construction of two Intermodal Facilities (Thohoyandou and Giyani)	Number of Intermodal Facilities constructed	Monitoring reports	LDRT
		Construction of traffic facilities	7 traffic stations completed	2 K53 3 MPCs 12 VTS	Number of traffic facilities constructed	Monitoring reports	LDRT

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
Create Sustainable Human Settlement and improve quality of household life	Decent and affordable houses	Houses for people who do not qualify for RDP houses or bank loans	189	72	Number of houses completed	Reports	DLGH
		Construction of RDP houses	15,300	13 410	Number of RDP houses completed	Reports	DLGH
A responsive, accountable, effective and efficient Local Government System	Improved access to basic services	Improved access to basic water	None	Laying of ± 51km of water pipes from Nandoni dam in Thohoyandou to Nsami dam in Giyani.	Kilometer of pipes laid	Reports	DLGH
			A responsive accountable, effective and efficient Local Government System	Improved access to basic services	Improved access to basic water	None	DLGH
Strengthening Health system effectiveness	Improved access to PHC facilities	Construction of PHC facilities (comprehensive plan include staff accommodation)	81	27	Number of PHC facilities completed	Practical handover certificate/ fixed structure.	DHSD/DPW

MANIFESTO PRIORITY :							
LEGDP PILLAR :							
OUTCOME	OUTPUT	SUB-OUTPUT\ACTIVITY	BASELINE	TARGET	INDICATOR	MEANS OF VERIFICATION	RESPONSIBILITY
	Improved quality of health care	Construction of Malaria facilities.	2	10	Number of Malaria facilities completed	Practical handover certificate/ fixed structure	DHSD
		Construction of new Nkhensani hospital	95% construction progress	100% complete	Percentage construction completion of new Nkhensani hospital	Practical handover certificate/ fixed structure	DHSD/DPW

STANDARD REPORTING PROCEDURE

1. PURPOSE

The purpose of this standard reporting procedure is to outline reporting procedure by departmental Programmes to Executive Authority and to stakeholders such as Treasury, the Premier's Office and the Portfolio Committee on Public Works. The procedure will also outline reporting timeframes.

2. SCOPE

The reporting procedure applies to all programmes of the Department of Public Works.

3. LEGISLATIVE AND POLICY MANDATE

Treasury Regulations for Public Service, constitutional institutions and trading entities issued in terms of the Public Finanance Management Act, 1999, stipulates that the accounting officer of an institution must establish procedures for quarterly reporting to facilitate effective performance monitoring, evaluation and corrective action.

The Framework for Strategic Plans and Annual Performance Plans outlines the links between the various accountability documents that institutions are required to produce at each stage of the planning, budgeting, implementation, reporting, monitoring and evaluation cycle. It focuses on the generic content of Strategic Plans and Annual Performance Plans and the timeframes for their Production.

4. REPORTING PROCEDURE

a) The reporting procedure starts with the submission of reports by programmes to Strategic Planning sub-programme for consolidation. Monthly reports will be consolidated in line with the Operational Plan and quarterly reports will be consolidated in line with the Annual Performance Plan. Electronic and signed copies of reports should be submitted to

Strategic Planning. Signed reports should be filed by both Strategic Planning and the respective programme.

b) The reports will be analysed and presented to management by the Monitoring and Evaluation sub-programme. Data presented will be verified for accuracy and the relevant programmes will be engaged to effect any changes. The verified reports will be submitted to Executive Authority and stakeholders i.e. Treasury, Premiers Office and the Portfolio Committee on Public Works on dates listed as Annexure A.

c) The Monitoring and Evaluation sub-programme will organize quarterly performance review sessions attended by MEC, Executive Management, Senior managers and managers.

d) The process flow is attached as Annexure B.

5. EXTERNAL REPORTING TIMEFRAMES

Treasury issues submission dates of quarterly performance reports on an annual basis to departments. The Department has compiled a schedule of reporting dates in line with dates determined by Treasury. This schedule takes into consideration time required by the Monitoring and Evaluation sub-programme to collect and consolidate the reports in time to adhere to Treasury reporting timeframes. The schedule is attached as Annexure A and will be revised on an annual basis.

APPROVED FOR IMPLEMENTATION

HEAD OF DEPARTMENT

08/07/2011
DATE

ANNEXURE A

1. SUBMISSION DATES 2011/12 MONTHLY PERFORMANCE REPORTS

MONTH	PROGRAMMES TO STRATEGIC PLANNING
April 2011	Thursday, 07 May 2011
May 2011	Friday, 06 June 2011
June 2011	Tuesday, 07 July 2011
July 2011	Thursday, 07 August 2011
August 2011	Friday, 05 September t 2011
September 2011	Wednesday, 07 October 2011
October 2011	Friday, 07 November r 2011
November 2011	Monday, 07 December 2011
December 2011	Wednesday, 07 January 2011
January 2012	Friday, 06 February 2012
February 2012	Tuesday, 07 07 March 2012
March 2012	Wednesday, 07 April 2012
April 2012	Friday, 06 May 2012

2. SUBMISSION DATES 2011/12 QUARTERLY PERFORMANCE REPORTS

QUARTERS 2011/2012	PROGRAMMES TO STRATEGIC PLANNING	DEPARTMENT TO PROVINCIAL TREASURY	DEPARTMENT TO PREMIER'S OFFICE & PORTFOLIO COMMITTEE
1st Quarter June 2011	Thursday, 07 July 2011	Tuesday, 12 July 2011	Friday, 15 July 2011
2nd Quarter September 2011	Friday, 07 October 2011	Tuesday, 11 October 2011	Friday, 14 October 2011
3rd Quarter December 2011	Friday, 06 January 2012	Friday, 13 January 2012	Friday, 13 January 2012
4th Quarter March 2012	Friday, 06 April 2012	Thursday, 19 April 2012	Monday, 16 April 2012

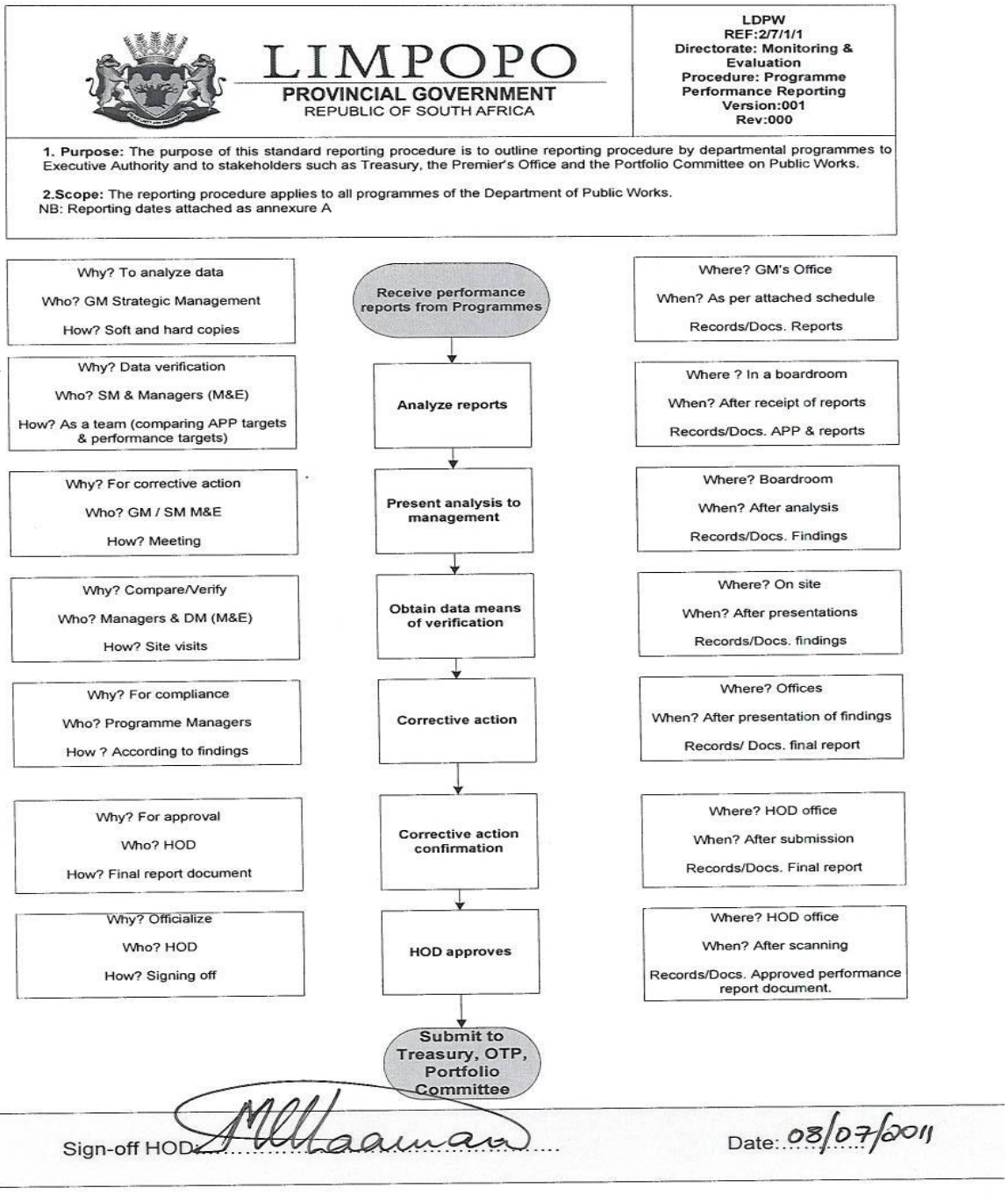
LIMPOPO PROVINCIAL GOVERNMENT REPUBLIC OF SOUTH AFRICA	LDPW REF:2/7/1/1 Directorate: Monitoring & Evaluation Procedure: Programme Performance Reporting Version:001 Rev:000

1. Purpose: The purpose of this standard reporting procedure is to outline reporting procedure by departmental programmes to Executive Authority and to stakeholders such as Treasury, the Premier's Office and the Portfolio Committee on Public Works.

2.Scope: The reporting procedure applies to all programmes of the Department of Public Works.
NB: Reporting dates attached as annexure A

Why? To analyze data Who? GM Strategic Management How? Soft and hard copies	**Receive performance reports from Programmes**	Where? GM's Office When? As per attached schedule Records/Docs. Reports
Why? Data verification Who? SM & Managers (M&E) How? As a team (comparing APP targets & performance targets)	**Analyze reports**	Where ? In a boardroom When? After receipt of reports Records/Docs. APP & reports
Why? For corrective action Who? GM / SM M&E How? Meeting	**Present analysis to management**	Where? Boardroom When? After analysis Records/Docs. Findings
Why? Compare/Verify Who? Managers & DM (M&E) How? Site visits	**Obtain data means of verification**	Where? On site When? After presentations Records/Docs. findings
Why? For compliance Who? Programme Managers How ? According to findings	**Corrective action**	Where? Offices When? After presentation of findings Records/ Docs. final report
Why? For approval Who? HOD How? Final report document	**Corrective action confirmation**	Where? HOD office When? After submission Records/Docs. Final report
Why? Officialize Who? HOD How? Signing off	**HOD approves**	Where? HOD office When? After scanning Records/Docs. Approved performance report document.
	Submit to Treasury, OTP, Portfolio Committee	

Sign-off HOD: ..... Date: 08/07/2011



APPROVED FOR IMPLEMENTATION

HEAD OF DEPARTMENT

08/07/2011
DATE

DATE