

# CHAPTER SIX: Monitoring and Evaluation

## 6.1. INTRODUCTION

---

*“A performance monitoring plan is a critical tool for planning, managing, and documenting data collection. It contributes to the effectiveness of the performance monitoring system by assuring that comparable data will be collected on a regular and timely basis. These are essential to the operation of a credible and useful performance-based management approach” (USAID Center for Development Information and Evaluation)*

The provincial government initially monitored the implementation of the Free State Development Plan (FSDP) by means of written reports received from provincial departments. These reports gave limited information and did not provide enough detailed information for management information purposes.

During 2003 the provincial government embarked on a process to design an electronic web-based system, which would provide immediate and reliable information pertaining to the implementation of the FSDP. A web-based system implies that the information can be accessed and downloaded from anywhere in the world, however, the access to the different levels of information is strictly controlled by different levels of access and passwords. The first phase, which dealt with the design of the system in consultation and collaboration with municipalities and departments, was completed by the end of 2003. The actual roll-out of the system took place during 2004, by which time the data of municipalities and departments were captured. During the data-capturing phase various system changes were made as required. All departmental and municipal users were trained by the end of 2004 when heads of department and municipal managers signed off. The signing off confirmed that all data had been captured, all users were trained and that departments and municipalities could operate the system.

The process of developing the government-wide monitoring and evaluation system, which started during 2004, does have certain implications for the province. However, the province is of the opinion that monitoring and evaluation practices in the province can easily be adapted to be in line with the national process. Although the Free State system was developed before the national process started, the fundamentals are the same. The process of rolling out the government-wide monitoring and evaluation system also makes provision for assessing, amongst others, provincial systems and learn from best practices.

## **6.2. BASICS OF THE MONITORING AND EVALUATION SYSTEM OF THE FSDP**

---

The FSDP monitoring and evaluation system provides the user with three levels of information.

Firstly, the system provides crucial planning information. The user has immediate access to the FSDP, profile and statistics of the Free State (provincial, district and local information), strategic plans of departments, IDPs of municipalities, budget speeches of both departments and municipalities, links to websites and all other documents such as national and provincial policies and strategies, acts, white papers, etc.

Secondly, the system also provides information on all projects of departments and municipalities. The information that was captured also created the opportunity to generate numerous reports. These reports include amongst others the following:

- **Progress reports**
  - Project list and contact details
  - Detailed milestone reports, behind or ahead of schedule
  - Summary of milestone reports (comparison of projects)
  - Key performance indicator reports
  - Exception reports

- **Financial reports on:**
  - Sources of funding (donor, transfer, own)
  - Amounts spent on
    - Labour
    - Training
    - Consultants
    - Outsourcing
    - Black Economic Empowerment
    - Historically Disadvantaged Individuals
    - Local, provincial and outside expenditure
  
- **Information reports on**
  - Labour
  - Training
  - Gender
  - Disabled
  - Youth

The system furthermore provides you with the ability to draw geographic information system reports with regard to all projects. It furthermore makes it possible to trace the process of capturing and validating information. The system in addition, allows you to generate reports on different levels such as:

- Provincial level
- Priority area
- Strategy
- Department
- District municipality
- Municipality
- Project type

This function allows you to make numerous comparisons on all levels and areas of information.

Lastly, the FSDP had set numerous indicators and targets , which needed to be measured at the different levels of priorities, strategies and programmes. The system also captured information with regard to all these indicators which enables the user to access reports on these levels.

### **6.3. TRANSITION FROM THE FSDP TO THE FSPGDS**

---

The system was designed with the potential for adjustment when needed. Therefore it provides the opportunity for a seamless transition from the FSDP to the FSGDS. The monitoring and evaluation system can be adapted and aligned without major implications. This also means that information and data, which are already in the system, can be utilised for PGDS purposes.

The provincial government has already embarked on a process to align the M&E system to the FSGDS. Bilateral discussions were held with all provincial departments and municipalities to ensure understanding, inputs and commitment to the content and structure of the implementation plan and how it will be monitored.

In terms of reprogramming the following needs to be done:

- Change the structure as per the new PGDS (priority areas, strategies, performance measures and indicators)
- Link all the projects to the relevant strategies and performance areas
- Link the relevant strategies to the priority areas
- Link historical data to the new projects, strategies, priority areas and indicators and programme the system to be able to draw historical reports and programme the system to be able to generate new reports that will incorporate the new strategies.

After that further consultations with all departments and municipalities will take place to ensure the following:

- That all existing projects and applicable performance measures are updated

- Ensure identification of all new projects and applicable performance measures
- Collect data for new projects and applicable performance measures and capture it on the system
- Confirm, adapt and set up capturers, approvers and validators (allocation and linking of system with the three levels)
- Training and retraining of capturers, approvers and validators
- Also provide high-level training (optimise management usage of the system) and capture new documents (IDP, strategic plans, budget speeches and links (websites), etc.

The process with regard to this has already started in municipalities. Those that were visited clearly indicated that they would immediately start the process of capturing information as required. The Department of the Premier will also play a crucial role in assisting them. This process will have to be duplicated in all provincial departments.

It would be expected from all the heads of provincial departments as well as all municipal managers to once again sign off that all data is captured, users and managers are trained and that they are able to operate the system.

The Department of the Premier will provide assistance to all departments and municipalities on a continuous basis to ensure that the system stays fully operational and is properly maintained.

#### **6.4. UTILISATION OF THE SYSTEM BY DEPARTMENTS AND MUNICIPALITIES**

---

Despite using the system for numerous management information reports as indicated above, the system will be utilised to:

- Inform the provincial departments of municipal needs for planning purposes

- Ensure that municipalities are aware of all projects planned by provincial departments in their area
- Make information of all departmental, district and local municipality projects available at one glance
- Compare profiles, projects and funds allocated for each municipality
- Compare municipalities across the province
- Improve yearly and spatial planning via the GIS facility
- Indicate whether national or provincial policies are adhered to by comparing the locality, number and type of projects and the amount of funding
- Inform municipalities of progress on their own, district and departmental status of implementation
- Inform provincial departments and politicians about the status of implementation by municipalities
- Indicate the functionality of municipalities and provincial departments through regular progress reports
- Determine the contribution and effectiveness of each strategy as projects and KPIs can be linked to specific strategies (PGDS and IDP)
- Pinpoint the area of intervention through progress and tracking reports
- Compare progress over numerous years as the system keeps all historical data

**BIBLIOGRAPHY**

- Global Insight. 2002. Socio-economic database.
- GCIS. 2003/4. South African Year Book.
- Government Press. 2003. National Spatial Development Perspective
- HSRC. 2003. Evaluation of the process of compiling the Free State Development Plan (FSDP).
- International Monetary Fund. 2004. World Economic Outlook.
- Institute of Race Relations. 2001. South African Survey
- Institute of Race Relations. 2002. South African Survey
- PEAC. 2004. Accelerating economic growth and development in the Free State.
- PEAC. 2004. Evaluation of Local Economic Development in the Free State Province.
- PEAC. 2004. The Free State in the 21<sup>st</sup> century: Critical linkages to the emerging knowledge economy.
- PEAC. 2004. Manufacturing industry study of the Free State: Current trends, spatial and sectoral considerations and future prospects.
- PEAC. 2004. Proposals for the utilisation of redundant mine infrastructure for the benefit of local communities.
- PEAC. 2004. Opportunities, obstacles and action steps for the development and strengthening of SMMEs in the Free State.
- PEAC. 2004. Towards a tourism development strategy for the Free State Province.
- PEAC. 2004. Water demand for the Free State Province: 2005 to 2020.
- PEAC. 2004. Free State economic profile.
- Statistics South Africa. 2001. Census 2001.
- Quantec Research. 2005. Demographic and economic database.
- South African Revenue Service. 2003. Customs and excise data.