



DEVELOPING MONITORING AND EVALUATION CAPACITY IN GOVERNMENT

The establishment of the Ministry of Performance Monitoring and Evaluation (M&E) in 2009 and the Department for Performance Monitoring and Evaluation (DPME) in The Presidency in 2010 was a significant step in public-sector reform in South Africa. It brought about new focus on performance-oriented and results-based planning, and M&E to improve service delivery.

The main driver of this shift was the introduction of

the outcomes approach to planning and M&E. Another area has been the monitoring of selected frontline government services (closely linked with the premiers' offices), with a link to citizens through the Presidential Hotline. There has been the introduction of evaluation processes to assess where and why we are achieving or not achieving what we set out to do. The Management Performance Assessment Tool is being implemented with departments to review management performance, and an evaluation system for policies, plans, programmes and projects has just been approved by Cabinet.

To facilitate capacity-building in government, the DPME has worked with partners to establish the M&E Capacity Development Core Group composed of stakeholders, mainly from the transversal departments. The forum has put together an integrated capacity development programme with some elements supported through donors as well as individual departments. These include conducting an M&E capacity needs assessment, developing M&E training courses, identifying and establishing M&E competencies and standards and developing an M&E curriculum framework. They also include professionalising evaluators, developing capacity to implement Management Performance Assessment Tool (MPAT) and evaluations (e.g. panels of internal and external assessors and evaluators), linking up with the Higher Education (HE) sector, and establishing relationships with professional bodies such as the South African Monitoring

and Evaluation Association (SAMEA).

In 2011, we worked with the Public Administration Leadership and Management Academy (PALAMA) to develop or review M&E courses targeting M&E managers and practitioners to address key competencies to undertake M&E and to gather, analyse, report and use evidence, namely:

- orientation to M&E
- using M&E evidence by managers in government
- using indicators for managing performance in government
- introducing quantitative research methods for M&E

- data management
- ensuring data quality
- qualitative research methods for M&E
- data analysis and presentation methods for M&E
- report writing for presenting M&E findings.

PALAMA has been rolling out these courses since November 2011.

In the beginning of 2011, we established a provincial M&E forum of heads of M&E from the nine premiers' offices. This forum has become a catalyst for partnership between our department and the provinces in driving good M&E practice. This has led to collaboration in the development, piloting and rolling out of M&E initiatives, building capacity in the process in provinces and in our department. For example, there are strong partnerships between our department and provinces in conducting frontline service delivery monitoring, implementing MPAT and broad participation in the delivery forums.

In November 2011, we launched the National M&E Forum, composed of heads of M&E from national government departments, to share ideas and coordinate M&E practices in the national sphere of government. These meetings will involve presentations by departments on their own work. The Office of the Auditor-General also sheds some light on their performance auditing processes, which is critical for ensuring that linkages between various M&E initiatives are fully understood by national stakeholders.

Critical to M&E capacity-building is creating a culture of continuous learning and knowledge management in government. We have worked with our partners to develop an M&E Learning Network to promote the sharing of good practice and learning across government. Events such as seminars and workshops are held whereby government officials exchange ideas and reflect on good M&E case studies using both local and international experience. The Learning Network acts as a community of practice and provides a forum where provincial and national departments discuss draft policies and related issues. The forum targets M&E practitioners, programme managers, researchers, sector specialists and senior government officials, depending on the topic of interest.

We are seeking to promote a culture of shared

learning, for example the evaluation system is being driven by the Evaluation Technical Working Group, with members from a range of government and sector departments. We are working with these departments on initial evaluations, using the Policy Framework, and together developing, testing and improving these systems.

As part of the promotion of learning, we have been conducting a series of study visits to countries which demonstrate good practice in performance M&E, inviting partner departments and premiers' offices. These have included Mexico, Colombia, Malaysia, Indonesia, Singapore, Canada, the United Kingdom, the United States of America and Australia. We have drawn from their experience to stimulate our thinking of what is relevant in South Africa.

We are seeking to store and share knowledge via guidelines, manuals, comprehensive presentations, reports and case studies that are made available via the website (www.thepresidency-dpme.gov.za). In time, the website will become a very critical platform for publishing and sharing knowledge with stakeholders, since, for example, the National Evaluation Policy Framework (NEPF) provides for all evaluations in the National Evaluation Plan to be made publicly available.

Going forward, we will continue to work with our partners in developing innovative ways of building M&E capacity across government. The Cabinet's adoption of the NEPF has provided a new momentum to build evaluation capacity in government. A five-day course on managing evaluations in government is being developed, along with the assessment of M&E needs and capacity and the development of evaluation competencies and standards. It is planned that in 2012, 200 people will be trained and by 2013 a total of 1 500 will have been trained.

Lastly, we envisage a situation whereby the quality of M&E will be strengthened via professionalisation in the form of accreditation and certification by independent bodies. This practice is well established for evaluators in some countries and in fields such as auditing, medicine and engineering. In this regard, partnerships with HE institutions and independent associations like SAMEA are being developed. It is believed that these actions would lead to ensuring quality and sustainability of the M&E practice in South Africa for the betterment of service delivery to the people. To do so requires building a learning culture, and a process where our capacity strengthens continuously.®



Othniel Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration



The year 2012 took off with an exciting start in the centenary celebrations of the African National Congress.

A liberation movement, a space of learning and engagement, a testimony to the commitment of South Africa and all of Africa to live a better life – these are the building blocks underpinning the liberation movement on which the democratic dispensation and the Public Service in which we serve is based.

Young and old will undoubtedly identify with different aspects of this organisation, but we can all honour the remarkable resilience and determination that brought us peace, democracy and freedom.

Public Sector Manager took the opportunity at this historic juncture in the lifespan of the ANC to speak to ANC National Chairperson Baleka Mbete about the future of the organisation.

Of particular interest is that Mbete calls for “introspection” at this point in the evolution of the ANC. This is a worthy suggestion, not only for the ANC and its cadres, but for all of us who find ourselves in positions of management and leadership, especially since our mandate, regardless of our race or political affiliation, is aligned directly with that of the ruling party – to create a better life for all.

And no doubt, this is the best time for introspection.

February is a month that sets the tone for the rest of the Government year – both the State of the Nation Address by the President and the National Budget Speech by the Minister of Finance are critical foundations for what we do as public sector managers.

In the spirit of introspection, *Public Sector Manager* spoke to the premiers of all our provinces to determine highlights of their achievements in 2011 as well as their plans for 2012.

Some ministers and other senior managers also shared their visions and plans with us, while ordinary South Africans expressed their hopes and concerns. These concrete plans and abstract hopes underline yet again only one common vision – that we share a desire to grow our country and indeed live a better life.

Let us use this time to each consolidate our plans and put them into action with relentless determination.

Speaking of determination, the interview with Minister Blade Nzimande on page 16 no doubt shows the fierce tenacity and bold commitment to vision that brings about the radical kind of change that the public sector needs more of.

In the same vein, this issue also profiles accomplished leaders such as Baby Tyawa, Chief Executive Officer of the National Gambling Board (a former Deputy Chief Executive Officer at GCIS) and South African Maritime Safety Authority Chief Executive, Commander Tsietsi Mokhele.

On a completely different and lighter note, February is also the month of love and we at *Public Sector Manager* have chosen to celebrate it with our readers through some light-hearted offerings, including a tantalising menu and romantic getaway ideas.

Lastly, I take this opportunity to challenge more public sector managers to contact us, to send us at *Public Sector Manager* your story of success, profile your managers and show off your best-practice or notched-up achievement – let this be another year of delivery and let us show each other the best way to get there. 📧

Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson

Corruption survey has implications for public servants

Dear Editor

I cannot say I was surprised, though saddened, at the outcome of the recent survey released by research company TNS South Africa, which indicated some truth to the perception that corruption is fast 'becoming completely entrenched' in the way of life in our country.

What saddens me most about the picture painted by the survey is the implication this has on me as a public servant.

Like an employee of any company who might be deemed to be doing well by those hoping to break into the job market, I do not find it strange when family members or people around me in general ask me, "How do I get a job at your municipality; how do I get in?"

Considering their circumstances, I think it is only fair that they ask; after all there is an isiZulu saying that goes "Indlela ibuzwa kwaba phambil" meaning "The road ahead is known by those who have travelled it".

Equally so, given the nature of my work, I am also not surprised when service providers, especially emerging entrepreneurs, ask me "How do we get access to those tenders?" Given that I work at the heart of my organisation's communication system, I, after all, ought to know the doors to which to direct these people.

We are constantly confronted by the reality that emerging entrepreneurs and ordinary people are no longer surprised that they might be asked for a bribe when they visit institutions where they are supposed to get constitutionally guaranteed services. One gets the sense people are losing confidence in the notion

that it is still possible in this day and age to make an honest living.

Personally I have had instances, and I know so have many of my colleagues, where I have helped someone in a way they did not expect from a public servant, and that prompted them to feel I deserved a special kind of gratitude beyond the words "Thank you". In all instances, those whom I helped were shocked that I expected nothing more in return.

The implication of the deafening outcomes of the survey by TNS South Africa means that the commitment to the spirit of public service that many of us as public servants try to embody is continuously thwarted by the few of us who continue to undermine the trust that once accompanied the offices we hold.

From the lower to the upper echelons of the public service system, there is an urgent need to rewrite the moral code that defines who we are and how we conduct business. Those of us who have chosen the path of civil service must abandon the Hollywood aspirations that are not congruent with the offices we occupy.

We need to take a hard look in the mirror and accept that there is no smoke without fire. Once we have done that, we have to extinguish the fire and clear the room of public perception of the smoke that threatens to choke the life out of our collective moral consciousness.

I am not oblivious to the fact that although the survey seemed to focus particularly on government, corruption is also present in the private sector. However, whenever the subject comes up, it seems government is the first thing people think of.

Hence I believe that to restore confidence,

the civil service must take the lead and set the tone when it comes to upholding high morals and ethical standards.

**- Motalatale Samuel Modiba,
Kempton Park**

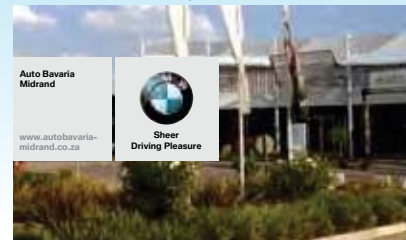


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