



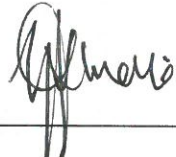


**Western Cape
Government**

**Province-Wide Monitoring and Evaluation
Diagnostic Review
Improvement Plan**

June 2018

PWME Diagnostic Review Improvement Plan

Document Metadata	
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**Better data and information;
Better decisions;
Known to all**

Purpose

*To formally define the Improvement Plan following the Evaluation
To monitor progress of the Improvement Plan.
To document changes or deviations from the Improvement Plan.*

Improvement Plan Background

The Western Cape Government (WCG) embarked on an important milestone in the development of its Provincial Monitoring and Evaluation System (PWME). After the compilation of its first PWME framework in 2009, the system has matured through a number of phases. It reached a stage where there was widespread awareness of the importance of Monitoring and Evaluation (M&E) and results-Based Management (RBM) that was integrated into M&E approaches and information management tools. With the purpose to well inform the following phase, a diagnostic review was commissioned in 2016. This review report described the development and achievements of the Department of the Premier (DotP); and in particular the Chief Directorate: Strategic Management Information (CD: SMI); that was mandated with developing and steering the development of the PWME. The evaluation report identified opportunities for further development of the PWME and presented concrete suggestions on how to take these forward. Shortly thereafter a conclusion was reached to continue with the PWME Evaluation Improvement Plan for this purpose.

Guided by DotP and in collaboration with numerous WCG departments, a plan was drafted to address the findings and recommendations presented by the PWME Diagnostic Evaluation report. The plan focusses on 5 main themes/objectives, viz

1. Policy
2. Technology
3. People
4. Culture
5. Finance

Strong recommendations are made around ensuring a systematic approach to the roll out, to support PWME in the province.

Monitoring and Evaluation

The status of each task as it stands at the creation of this document is reflected in the plan below. Further reporting and updates will be managed by and submitted to the **D: PWME, DotP**. Decisions regarding deviations from this plan will be the responsibility of D: PWME and will be reflected in future versions of this document.

Synthesis of recommendations and development of improvement objectives for the Diagnostic Review of PWME

A Policy

Recommendation 1	Clarity is required as to who is responsible for implementing institutional M&E as well as data and information management
Recommendation 2	Roles of various platforms and committees that support PWMEs need further specification and explanation
Improvement Objective 1	Policies are clear on who and what units are responsible for M&E as well as data and information management

B Technology

Recommendation 3	ICT systems need to be strengthened and linkages between systems created
Recommendation 4	Biz System can be utilised for this purpose and the generation of standards
Improvement Objective 2	ICT systems are strengthened to support linkages between M&E systems and platforms

C People

Recommendation 5	Mandates and roles of the units within the DotP should be better defined so that staff know who is responsible for integrating M&E; when and how M&E information should assist in reviewing performance; how new system links to existing management and decision-making systems and what the relation is between M&E information products and the planning and reporting cycle,
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Recommendation 6	An M&E capacity building plan is required
Recommendation 7	A human resource plan for M&E is required detailing how the institution will put in place the human capacity to fulfill its M&E as well as data and information functions
Improvement Objective 3	M&E as well as data and information resourcing and capacity is clear along with clear mandates and roles within departments

D Culture

Recommendation 8	A focus is required for embedding a practice and culture of critical analysis in addition to data management of M&E information for learning and policy making, a phase should be added to the PWME model for this purpose and supported by a learning strategy
Improvement Objective 4	A culture is embedded of good data management practices combined with critical analysis of content

E Finance

Recommendation 9	Targets need to be introduced in terms of percentages of spending for better M&E and evaluations
Recommendation 10	Programmes should be incentivised for M&E expenditure through means of bonuses for better informed programmes and proof of critical assessment and learning
Improvement Objective 5	Investment is made in better data and information (evidence)

A Policy

Improvement Objective 1		Policies are clear on who and what units are responsible for M&E as well as data and information management					
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Budget available	Current situation/ Progress Report
1.1 Institution alised revised business processes and roles and responsibility (5.4)	H	1.1.1 Define and document roles and processes – Management alignment	CD: SMI	2019/20 Q1	December 2019	Use available resources in SMI	Data management roles and responsibilities diagnostic completed Business plan for SMI with responsibility assignment matrix completed RIA proposal submitted to RIA Committee Organisational Structure realignment in progress
		1.1.2 Describe the business processes in detail- Update M&E regulatory environment This is aligned to stream 2 of PWDG	CD: SMI	2019/20 Q1			

B Technology

Improvement Objective 2 ICT systems are strengthened to support linkages between M&E systems and platforms

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Budget available	Current situation/ Progress Report
2.1 Coherence in data use and production across departments	H	Scoping of DQM, MDM and LDW PWDG Stream 1 project plan on DQM, MDM and LDW	CD: SMI DotP CEI DotP	March 2019	In Progress In Progress	Use available resources in CEI and SMI; MTEC 2 (2019 budget approved)	BI As-Is Architecture completed PWDG Volume 3 completed

C People

Improvement Objective 3		M&E as well as data and information resourcing and capacity is clear along with clear mandates and roles within departments					
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Budget available	Current situation/ Progress Report
3.1 Bi and Data Management Capability	H	3.1.1 BI Training Data Analytics capability development Scoping of Data Analytics Capability PWDG Stream project plans on Data Analytics Capability	CD: SMI	March 2020	2019/20 Q4	Use resources in SMI and OD in DotP	Results-based M&E maturity assessment conducted PWDG Stream project plans in progress
3.2 PWDG material developed and PWM&E User guides and training manuals developed	H	3.2.1 Develop and provide user guides and training manuals. 3.2.2 Capacity sessions are held with official in order for a clear understanding of M&E PWDG Stream 4	CD: SMI	June 2020	2020/21 Q1	Use resources in SMI and MTEC 2 budget approval	Review the PWME framework Aligned to PWDG

D Culture

Improvement Objective 4							
A culture is embedded of good data management practices combined with critical analysis of content							
Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Budget available	Current situation/ Progress Report
4.1 PWDG and PWM&E integrated capability advocated for further utilisation	H	4.1.1 capacity building and advocacy programme is undertaken to promote relevant and accurate data and information, partnership in data and information systems, accountability and transparency as well as keeping stakeholders informed- Advocacy (information, communication and learning)	CD: SMI	March 2020	2020/21 Q4	Use resources in SMI and Cel; MTEC 2 budget approval	Data and IT Champions identified M&E stakeholders identification mapping in place, in alignment with Data and IT Champions
		PWDG Stream 4					

E Finance

Investment is made in better data and information (evidence)

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	Person/institution responsible	By when? (Deadline)	Target	Budget available	Current situation/ Progress Report
5.1 Integrated PWDG Budget Proposal	H	5.1.2 Budget is attained to drive PWDG	CD: SMI	2018/19 Q4	2018/19 Q4		PWDG Programme budget proposal developed and presented to MTEC