PROVINCIAL-WIDE MONITORING AND EVALUATION STRATEGY

Department of the Premier

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ACRONYMS

A-G Auditor-General
Aids Acquired Immune Deficiency Syndrome
BBBEE Broad-based Black Economic Empowerment
BPO Business Processing and Outsourcing
CCRS Climate Change Response Strategy
DLGH Department of Local Government and Housing
ECD Early Childhood Development
GDP Gross Domestic Product
GWMES Government-Wide Monitoring and Evaluation System
HCDS Human Capital Development Strategy
HIV Human Immunodeficiency Virus
IDP Integrated Development Plan
GDS Growth and Development Strategy (Western Cape)
ILRP Integrated Law Reform Programme
LED Local Economic Development
LGSA Local Government Strategic Agenda
M&E Monitoring and Evaluation
MDG Millennium Development Goal
MEDS Micro-Economic Development Strategy
MER Monitoring, Evaluation and Reporting
MERR Monitoring, Evaluation, Review and Reporting
ILRP Integrated Law Reform Programme
MTEC Medium Term Expenditure Committee
NPOA National Programme of Action
PGWC Provincial Government of the Western Cape
PPOA Provincial Programme of Action
PRS Poverty Reduction Strategy
PSDF Provincial Spatial Development Framework
PSA Provincial Strategic Agenda
PSP Provincial Strategic Plan
PT Provincial Treasury
PWMES Provincial-Wide Monitoring and Evaluation System
RBME Results-Based Monitoring and Evaluation
SDIP Sustainable Development Implementation Plan
SIP Strategic Infrastructure Plan
SMME Small, Medium and Micro-Enterprise
SOPA State of the Province Address
SONA State of the Nation Address
SSS Scarce Skills Strategy
Stats SA Statistics South Africa
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**EXECUTIVE SUMMARY**

The Provincial-wide Monitoring and Evaluation Strategy for the Provincial Strategic Plan (PSP) and Provincial Strategies provide a strategic framework for transversal and provincial-wide Monitoring and Evaluation (M&E) in this province. The strategy is based on the frameworks, mechanisms, elements, principles and guidelines derived from the international best practices and founding processes in the establishment of the Provincial-wide Monitoring and Evaluation System (PWMES). This document commences with the rationale for the strategy by sketching the background and status of the PWMES. It further provides the strategic context of the M&E operating and institutional environment within which a comprehensive PWMES will function and operate effectively to achieve results-based M&E. The strategy thus sets the platform for the compilation of Provincial-wide M&E business plans for Provincial Government of the Western Cape (PGWC).

The strategy approaches M&E within the context of results-based M&E. The strategy clearly distinguishes between the strategic and process links of M&E on implementation and results-based levels to achieve results in an integrative and coherent way. The terminology for such an approach is illustrated within the context of the PWMES, the Millennium Development Goals (MDGs), Provincial Strategies and the Provincial Strategic Plan (PSP)1 (Annexure 1) as well as the annual departmental performance plans of the PGWC. The overall strategy is underpinned by a comprehensive set of operational and institutional arrangements and expresses the link with strategic stakeholders. A diagrammatic representation of the strategy is presented below.

Figure 1: PWMES STRATEGY

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1 The 5 Year strategic plan for the Provincial Government of the Western Cape represents a blueprint for co-ordinated action by provincial departments to realise the vision of ‘an open opportunity society for all’.
SECTION A: RATIONALE

1. INTRODUCTION

The purpose of this document is to provide a strategic framework within which a comprehensive PWMES will be able to function effectively. The processes for useful M&E that can deliver results are outlined. This strategy focuses on how provincial-wide M&E can achieve results on the MDGs, Provincial Strategies as well as the PSP in an integrated and coherent way. The strategy strives to provide the basis for creating the synergy between the relevant policy areas, statistical themes, the PSP and the process components of the PWMES as well as M&E on both implementation and results-based levels.

1.1 BACKGROUND AND IMPORTANCE OF THE PWMES

The Government-wide Monitoring and Evaluation System (GWMES)

This system is a mandate from the Presidency to have in place an M&E system for use across government. An implementation plan for the GWMES approved in 2005 forms the basis for a comprehensive system across government, encompassing monitoring, evaluation, early warning mechanisms, validation and verification systems, data quality and analysis and reporting processes. These processes are progressively aimed at improved executive reporting, and incrementally provide evidence-based decision-making for policy refinement and resource allocation to contribute to improved governance. [Source: The Presidency of the Republic of South Africa, The Presidency Policy Unit, Proposal and Implementation Plan for a Government-Wide Monitoring and Evaluation System 2005 p1]

The Provincial-wide Monitoring and Evaluation System (PWMES)

This PWMES is based on the GWMES Implementation Plan. The process map for the PWMES consists of various elements and critical components that are based on a 7-phase Model which is linked to international good practices. These phases are comprehensively articulated within the M&E Framework for the PWMES. The phases are mentioned below.

Phase 1: Readiness Assessment and Stakeholder Engagements

Phase 2: Overarching Frameworks for the PWMES

Phase 3: Indicator Definition Process and Indicator Frameworks

Phase 4: Monitoring and Results Frameworks

Phase 5: Data Management and Data Assessment

Phase 6: Information Architecture Phase

Phase 7: PWMES – Planning to Implement and Sustain the PWMES Phase
The PWMES will thus collect data for M&E purposes on the MDG’s, policy areas, statistical themes and the overarching objectives of the PSP. The system will interpret the data collected in relation to the provincial policy areas, analyse the data and evaluate the results for strategy analysis purposes. The dissemination of M&E results to key stakeholders takes place through reporting M&E findings on both implementation and results-based levels. The PWMES will add value by providing critical stakeholders of the Provincial Government with an evidence base from which to draw causal connections, for resource allocation decision-making processes, and to assist in identifying the way in which challenges should be addressed and successes replicated.

1.2 THE STRATEGIC APPROACH TO PROVINCIAL–WIDE M&E AND THE PSP

The PWMES aims to support provincial, national and global strategic imperatives such as the MDGs, provincial strategies and the PSP. Thus the PWMES is using the results-based M&E approach to monitor, evaluate and report whether the outcomes of the PSP have been achieved over the period 2009/10-2014. Outcome indicators are used as an instrument of measurement to ultimately review the policy initiatives and manage the policy gaps on the implementation of the PSP.

Figure 2 illustrates the strategic relationship between the PWMES and the proposed Cluster System that will manage the provincial agenda of the PSP. In terms of Provincial-wide M&E, reliable data and information need to support the Provincial Cluster System and all its components.

Figure 2: PWMES AND THE CLUSTER SYSTEM
**SECTION B: THE STRATEGIC FRAMEWORK FOR RESULTS-BASED MONITORING AND EVALUATION (RBM&E)**

It is of vital importance that there is an alignment between the three management tools, namely the annual performance plans of the PGWC departments, the Medium Term Expenditure Framework and the PSP. There is also a strategic link between managing performance information as well as implementation and results-based levels of M&E.

- Performance information measures the performance of the individual and organisation using compliance-driven instruments.
- Implementation M & E measures the progress of programmes through the programme life cycle and the review of reports against a set of agreed output indicators and annual targets.
- Results-based M & E measures the outcomes of programmes using outcome indicators as the main instrument and yardstick of measurement.

Thus an intrinsic link exists between these three levels of M & E. Results-based methodology ensures that comprehensive information management on performance information level supports the data and information requirements for implementation M & E which in turn supports the data and information requirements for measuring outcomes. This hierarchical relationship is the essence of a results-based M&E system. For the purpose of the PWMES the methodologies and approaches for implementation and results-based levels of M & E will be outlined in the next section.

**Figure 3: TYPICAL RESULTS TERMINOLOGY**

![Diagram showing the typical results terminology with categories: Strategic Results, Programme Results, Project/Programme Results, Implementation Monitoring and Evaluation, Performance Management. The diagram illustrates the flow of data from strategic goals to project-level results.]

Figure 3 illustrates the results terminology and aims to relate the context of the MDGs, provincial strategies and PSP to the terminology of the performance information process, implementation and results-based levels of M&E. The projects and programmes as identified within the annual performance plans of the PGWC are reported on within the context of the PSP using the implementation level M&E approach. The outcomes of the strategies and PSP are reported on using M&E on a results-based level approach whilst at the same time statistical data support evidence to report changes in provincial policy areas.
2. TOWARDS RESULTS-BASED MONITORING AND EVALUATION (RBM&E)

The PWMES is designed to furnish strategic M&E data and information on the outputs and outcomes of the PSP and its overarching objectives, key policy areas and statistical themes to achieve results within the context of the provincial policy areas. The PSP is also the platform of the annual deliverables defined in the Provincial Programme of Action (PPOA) as well as any other programmes announced by critical administrative and political stakeholders which is not identified in the PSP. PGWC departments are solely or collectively responsible for the progress of the PSP and therefore M&E on a departmental level is critical to ensure reliable reporting within the context of the PWMES.

2.1 IMPLEMENTATION MONITORING AND EVALUATION: APPROACHES AND METHODOLOGY

M&E on implementation level firstly monitors the progress of the outputs using an agreed set of output and/or outcome indicators for the PSP as a measuring instrument. This process uses the baselines developed for each core set of output or outcome indicators as a benchmark to track and measure the progress of the outputs of the PSP through data interpretation and data analysis. The progress against the indicators is measured bi-annually to determine how efficient and effective the outputs of the PSP and the programme implementation thereof are. On a provincial government level the PSP indicators are measured to determine how these outputs contribute towards meeting the overarching objectives of the PSP. The data is drawn from the e-Platform Dashboard and from those departments who are responsible for delivering the outputs against the identified indicator. Cross referencing could also be made against the contents of the e-Platform Dashboard.

Secondly, the M&E process entails the application of a process or ongoing evaluation methodology of the outputs monitored related to the PSP during its implementation phase of that fiscal year. The evaluation process evaluates or reviews the progress of the outputs or performance in terms of the actual outputs delivered by PGWC in relation to the objectives of the PSP.

Reports relating to M&E on an implementation level are produced that draw causal assessment and serve as an analysis of the actual outputs delivered against the overarching objectives. The findings of the process evaluation will ensure whether mid-course correction is needed to achieve the result intended.

The PGWC programme managers collectively responsible for managing the PSP are critical stakeholders in the process of conducting M&E on an implementation level. Commitment from the PGWC departments should be obtained to plan and deliver against the agreed output and/or outcome indicators. Inter-departmental coordination would ensure that the relevant data and information are received timeously for further assessment and analysis by the PWMES. The reporting process should compile or generate the relevant M&E reports to influence the specific products required within the different phases of the government planning framework.
Figure 4 illustrates the flow of processes within Implementation M&E which relates to the prescribed scheduled reporting calendar dates for standardised reports according to the government planning framework. The framework determines the planning, budgeting, implementation and reporting schedule for managing public sector requirements. Thus at any given time within government over the reporting timeframe M&E reporting for PGWC is considered for accountability reports.

Appropriate monitoring methods and evaluation techniques used to produce M&E reports should reflect the relevance of the responses to the performance of the outputs related to the objectives of the PSP. It should also serve to influence the specific products required within the different phases of the planning cycle. It is thus critical that the M&E cycle of data collection, in-year and end-of-year reporting processes occur in an integrative manner to ensure reliable, accurate and timeous data and information. This will ensure that the annual reviews inform the strategic planning processes.

### 2.2 RESULTS-BASED M&E: APPROACHES AND METHODOLOGY

M&E on a results-based level firstly monitors the results of the outcomes of the PSP and provincial strategies using the compendium of outcome indicators of the PWMES as a measuring instrument. This process uses the baselines developed as a benchmark to measure the results of the outcomes of the PSP and provincial strategies through data interpretation and data analysis. This process also measures the provincial context of global and national imperatives such as the MDG’s through the lens of the indicators clustered and aligned to key policy areas and statistical themes.

While not a substitute for comprehensive evaluation, the outcome indicators complement in-depth analysis by providing statistical evidence and a quantitative assessment of the PSP, policy areas and statistical themes and how
it is translated into the provincial policy areas. The data collation is done as the data for the outcome indicators are released through statistical releases, as well as departmental and external data systems.

Secondly, the M&E process entails the application of an outcomes-based evaluation methodology during and post implementation phase of the PSP. This includes the application of external research conducted and post evaluations of distinct initiatives in order to understand strengths and weaknesses of the provincial policy areas. The findings of the outcome based evaluations or review will determine if the overarching objectives of the PSP contribute to the key provincial policy areas realising global imperatives such as the MDG’s.

Standardised evaluation reports are produced that draw causal assessments of the outcomes and serve as an analysis of the policy areas or statistical themes that require building on or making adjustments. Thus, results-based M&E processes are mostly concerned with understanding and determining the impact of provincial strategies on the beneficiaries or citizens. The impact/result articulates whether the government provides improved levels of services and whether government is actually making a difference.

2.3 TOOLKIT FOR RESULTS-BASED M AND E

The M&E toolkit for the PWMES is employed according to the appropriate methodology applied to conduct M&E on implementation and results-based levels. The toolkit is continuously updated and includes:

- Indicator frameworks which demonstrate:
  - A core set of the outcome indicators for the PWMES and PSP
  - A core set of output indicators for the PSP
  - Set of indicators for which Departments are responsible
  - Set of indicators for which the Provincial Ministers are responsible
- Monitoring and Results Frameworks which demonstrate an indicator system to guide monitoring methods and evaluation needs
- Indicator baselines for the outcome and output indicators
- Core directory of common data sources
- Data capturing tools
- Monitoring tools and data collection instruments
- Evaluation assessment tools
- Integrative project progress reporting instruments
- Integrative progress tracking templates
- A data verification instrument to validate reported M&E data and information

2.4 INDICATORS AND EVALUATION

The indicators to measure outputs, outcomes and impact were developed using the holistic governance features of cooperation, integration and partnership. The core set of indicators, as contained in the Indicator Frameworks for the PWMES and PSP is the main measuring instrument. Indicators for evaluation purposes are thus used at both levels; (1) Implementation M&E and (2) Results-based M&E. This is done to assess and analyse the outputs and outcomes of the PSP and its components as well as providing statistical trends on policy areas and statistical themes. The indicators provide a means of evaluation to demonstrate results at required intervals and the successes of the PSP once implementation is complete. It complements in-depth analysis by providing preliminary assessments at lower cost and compensates for the high-level cost related to in-depth full-scale evaluations.
Data is collected on a routine basis using reliable sources from the Core Directory of Common Data Sources and through building sustainable partnerships with mainstream data producers and PGWC departments. For those indicators where no data is available, data sources should be constructed or the current development and production of statistics of existing provincial administrative data should be influenced to meet the policy demand.

Within the broad framework of the results-based M&E, a range of carefully selected M&E methodologies and techniques will be instituted within PGWC over time and utilised in a coherent manner to illustrate how the programmes integratively contribute to the PSP and provincial strategies. These will be dependent on answers to the following set of key questions:

- What are the indicators and evaluation needs for the PSP, provincial strategies and the MDGs?
- What is the availability of baseline information to conduct different types of evaluations for components of the PSP and provincial strategies?
- What are the data sources required and the methods of data collection?
- What are the levels of data analysis and evaluation assessment?
- How will reports be reviewed and analysis presented?
- How will reports and analysis be disseminated?

The figure below illustrates the indicator relationship using the PSP and its strategic objectives as an example.

**Figure 5: THE INDICATORS AND PROVINCIAL-WIDE M&E FOR THE PSP**
SECTION C: THE OPERATIONAL FRAMEWORK FOR RBM&E

The annual operational framework for provincial-wide M&E is guided by the Provincial-wide M&E Framework and Strategy in support to the Provincial Cluster System. The Provincial-wide M&E framework sets the parameters and identifies the links between the GWMES, the PWMES (Western Cape), the PSP, Provincial Strategies and the Annual Performance Plans. The Provincial-wide M&E Strategy sets out the strategic approach to operationalise RBM&E over the period 2010-2014 to ensure that the PSP meets its intended goal to map ‘an open opportunity society for all’ as well as meeting global and national imperatives.

3.1 OPERATIONAL CONTEXT OF THE PWMES WITHIN THE PGWC

In an operational context, the PWMES sets the scene for conducting M&E within the PGWC. The proposed web-based information architecture of the PWMES will support the accessibility of the data and information produced during the reporting cycle. Reporting on a mid-year, annual or periodic basis will disseminate information according to local, provincial, national and global interests and feed into the Provincial Cluster System. The diagram below illustrates the inter-connectivity and relationship between the PWMES, the information technology and the facilitation required with provincial departments in the institutionalisation of the PWMES within PGWC.

**Figure 6: THE INSTITUTIONALISATION OF THE PWMES WITHIN THE PGWC**
3.2 INFORMATION AND TECHNOLOGY CONTEXT FOR THE PWMES

The proposed Information and Communication Technology (ICT) system envisaged for the PWMES is based on promoting and managing the required data and information for indicators by connecting with various internal systems such as the e-Platform Dashboard, departmental systems and external M&E systems.

The indicators and its values for the PWMES, PSP and PPOA will be fed into the web-based information system timeously on a periodic basis. The Core Directory of Common Data Sources for the mainstream data sources and provincial administrative data sources will also be fed into the proposed system and maintained on a periodic basis. The system will provide an integrative tool that enables sharing of information and makes relevant M&E data to be accessible for the specific requirement of the government planning cycle through the information architecture or M&E portal of the PWMES.

The integration of the various systems will ensure that the e-Platform Dashboard systematically collects data according to project timelines and is fed into the Organisational Performance Management Information System in relation to the annual targets set in the departmental annual plans. The data sharing process will ensure that relevant data is fed into the electronic PWMES. The PWMES links with departmental systems and external systems such as surveys and registers to obtain data to conduct results-based M&E. The generation of reports using the relevant data drawn from systems should ultimately deliver reports for Provincial Cabinet.
Figure 7: M&E DATA INTEGRATION

Performance Management
Monitoring and Evaluation
Projects Dashboard
Work Flow Management Process

Provincial Cabinet

Objectives feed into

Provincial Strategic Agenda

Provides Outcome and Output Indicators for

12 Annual Performance Plans

Dictates Provincial Initiatives / Projects to be undertaken

Projects Dashboard – systematic data collection & analysis as projects progress

Performance Management Information Systems (PERMIS)

Shares data on Organisation / Individual Performance

Data Sharing

Feedback on Programmes’ Impact & Outcomes

Monitoring, Research & Evaluation

Infoms

Informs

Census, Surveys & Registers

Set targets for

Organisational / Depts Performance & Tools (OPMIS)

Census, Surveys & Registers

Provincial Cabinet

Objectives feed into

Provincial Strategic Agenda

Provides Outcome and Output Indicators for

12 Annual Performance Plans

Dictates Provincial Initiatives / Projects to be undertaken

Projects Dashboard – systematic data collection & analysis as projects progress

Performance Management Information Systems (PERMIS)

Shares data on Organisation / Individual Performance

Data Sharing

Feedback on Programmes’ Impact & Outcomes

Monitoring, Research & Evaluation

Infoms

Informs

Census, Surveys & Registers

Set targets for

Organisational / Depts Performance & Tools (OPMIS)
The data collection instruments, monitoring tools, evaluation and review tools, and indicator tracking tools will be designed, streamlined and aligned to the overall achievement of the strategic intent of the PGWC, national and global imperatives. These would be accessible through the information architecture and would place the PGWC departments and their M&E Units in a position to provide standardised and integrative reporting in terms of the different types and levels of information required for the indicators.

The M & E Portal of the PWMES would operate within a business context of inputs, controls, mechanisms and outputs. This is illustrated in the diagram in Figure 6:

1. Inputs – it could be data, documents or any other information to the system
2. Controls – these controls are used to verify or serve as a basis for inputs
3. Mechanisms – the methods or forms through which the outputs will be achieved
4. Outputs – what the system will eventually deliver

**Figure 8: THE BUSINESS CONTEXT OF THE INFORMATION**

- **Controls**
  - Business rules
  - National M and E Policy
  - PWMES
  - PSP

- **Inputs**
  - Indicators
  - Data terrains
  - Monitoring of indicators
  - Evaluation assessments
  - Mid-term reviews
  - Quality standards

- **Outputs**
  - Bi-annual report cards
  - Annual report cards
  - Process Evaluations
  - Post Evaluations
  - Annual End of Year
  - Cluster/Provincial Program of Action
  - Review Reports

- **Mechanisms**
  - Departmental M and E systems
  - External systems
  - Data users
  - Data producers
SECTION D: INSTITUTIONAL FRAMEWORK

4. INSTITUTIONAL ARRANGEMENTS

Regular quality transversal review and reporting within PGWC will become a priority. Institutionally, the required M&E data, information and reports from the PGWC departments should flow to the Department of the Premier through the M&E mechanisms. Data and information are processed and reviewed according to the different levels of reporting requirements, consolidated into M&E reports for dissemination and communication to the administrative and political stakeholders. The process will ultimately contribute to the policy processes and the information requirements for the PWMES within the context of the Department of the Premier and the PGWC.

4.1 INSTITUTIONAL ROLES AND RESPONSIBILITIES

The Department of the Premier will produce an annual monitoring and evaluation assessment and review of the policy processes. This will indicate how successfully strategies are being implemented in relation to the impact of the strategy on the regional, spatial, economic, environmental and social-development pathway. It will also indicate the progress that is being made to achieve the objectives as well as identifying areas needing further action.

The Provincial Treasury uses the annual performance plans of PGWC departments to assess the extent to which the departments allocate funds to both policy focal areas and departmental priorities. Performance has to be assessed to ensure budgetary and policy coherence.

The Western Cape Legislature and Cabinet scrutinises the work of the PGWC. Provincial Cabinet monitors delivery of the provincial strategies through the Cabinet cluster system. Working groups of the Premier’s Coordinating Forum (PCF) coordinate and monitor the implementation of the provincial strategies as well as the impact at the local-government level.

4.2 COLLABORATION AND PARTNERSHIPS

The Provincial-wide M&E Forum facilitates the management of the M&E reporting requirements and serves as the strategic link to ensure integrative and coherent M&E on implementation and results-based levels. The Provincial-wide M&E Forum is also responsible for reporting on the progress of the specific indicators related to the PWMES and PSP. This Forum will be supported by an external M&E reference group to strengthen learnings on M&E content. The M & E reference group will comprise of delegates from key institutions such as Statistics South Africa, the National Technical Assistance Unit, the Southern Africa Labour and Development Research Unit, the universities in the Western Cape, the South African Monitoring and Evaluation Association and the United Nations Population Development.

In order to influence the strategic direction of building quality standards into the PWMES, the Department of the Premier in collaboration with Stats SA and the Southern Africa Labour and Development Research Unit of the University of Cape Town is working with the M&E staff of PGWC departments to assess the departmental data sources and recommend how to embed the criteria of data quality within provincial administrative data sources. This is in response to a requirement of the Premier in the State of the Province Address 2009 and a call from the Public Service Commission to improve the performance of routine information systems and to prioritise data quality for successful management of service delivery.
5. CONCLUSION

The PWMES and its M&E elements identifies the relation to the global and national imperatives, provincial strategies and the PSP with a specific focus on the implementation of the overarching objectives of PSP for the period 2009/10-2014. It illustrates the different components and processes required to implement M&E business plans that will deliver the required results in the long term.

The PSP requires a rigorous and refined method of review, and is reliant on the PWMES for a coordinated, systematic and integrated set of interventions that will be able to measure impact and articulate the achievement of strategic results. This strategy is the starting point of the longer-term process of establishing the basis for a coherent and relevant PWMES.

The Provincial-wide M&E Strategy is necessary for managing the M&E for different processes and milestones. It will give an indication of whether the process is moving in the right direction. All stakeholders should be either directly or indirectly involved in the process to realise the success of M&E, on both implementation and results-based levels.

The need to address a number of key institutional challenges should be emphasised. These challenges have to do with the overall capacity of the province to undertake processes of M&E and the development of a culture of M&E within all departments. A further challenge is to ensure that the consistency of processes is managed and that the M&E processes in the province as a whole is aligned to the core results of the PSP and other related imperatives. The Department of the Premier is thus the critical driver in the proposed unfolding of the PWMES.

6. ROLLOUT PROCESS

The strategy provides the basis for the rollout of the first phase of an integrated Provincial-wide M&E Framework. This document serves as a guide to ensure that the processes completed to date will act as the first phase during which the information architecture of the PWMES will be constructed. The Provincial-wide M&E Framework, in conjunction with this strategy, promotes the application of common standards and objectives regarding the approach to results-based M&E. The strategy will contribute to the gradual building of a comprehensive M&E system that is bound by the same value system and works towards the establishment of the required and desired levels of synergy within the province.
REFERENCES


Annexure 1: Results-based M&E System for the PSP

Provincial Strategic Plan

- Maximising inclusive economic and employment growth
- Improving school education outcomes
- Increasing access to efficient and safe transport
- Maximising health outcomes
- Reducing crime
- Optimising human settlement integration
- Maximising sustainable resource management & use
- Increasing social cohesion
- Alleviating poverty

Strategic Objective

Clean, value-driven, efficient, effective and responsive government

Provincial-wide M&E for the PSP