MONITORING AND EVALUATION IN LOCAL GOVERNMENT: A CASE STUDY OF KWAZULU NATAL MUNICIPALITIES

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Introduction

• Local Government and M & E is complex, technical and political.
• Research was conducted from a strategic and tactical context.
• Research is grounded in the systems theory, New Public Management and South African Excellence model.
Issues addressed

• Future municipal challenges and benefits of M & E.
• Performance and perceptions in municipalities.
• Capacity development.
• Conclusion
• Way forward
Future challenges for municipalities

- Efficient and cost effective service delivery: 48.0%
- Accountability and good governance: 28.0%
- M & E process and capacity development: 20.0%
- A removal of politics from local government: 16.0%
- Financial support and improved intergovernmental relations: 20.0%
- Acceptance by all communities, public participation and re-assessment of the system: 20.0%
- Economic growth for the region eg job creation: 8.0%
- Appointment of appropriately qualified staff: 8.0%

Percent: 0 20.0 40.0 60.0
Benefits of M & E

Motivate staff by providing clear and impartial outputs, outcomes and impacts

Establish accurate baselines which are utilized to set realistic targets

Improving service delivery by better utilisation of resources

Provision of useful information for policy and decision making

Increased accountability by enhancing good governance

Percent

Low Benefit
High Benefit
Influence of M & E on corporate governance

<table>
<thead>
<tr>
<th>Category</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>4.2</td>
</tr>
<tr>
<td>Fair</td>
<td>4.2</td>
</tr>
<tr>
<td>Neutral</td>
<td>20.8</td>
</tr>
<tr>
<td>Good</td>
<td>62.5</td>
</tr>
<tr>
<td>Excellent</td>
<td>8.3</td>
</tr>
</tbody>
</table>
Stakeholders creating a need for M & E

- Councillors: 100%
- Business Community: 88%
- Political party: 76%
- Provincial Government: 100%
- National Government: 100%
- Communities: 96%
- Donors: 76%

Percent: 0 10 20 30 40 50 60 70 80 90 100

- Important
- Neither
- Unimportant
Challenge of current perceptions

- M & E is regulatory compliance.
- M & E is about managing the performance of Section 57 and 56 managers.
- M & E would increase staff workload.
- M & E IS A PUNITIVE MEASURE – TO CHECK ON EMPLOYEES WORK.
LEVEL OF M & E IN MUNICIPALITIES

<table>
<thead>
<tr>
<th>Category</th>
<th>Unsatisfactory</th>
<th>Neutral</th>
<th>Good</th>
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</thead>
<tbody>
<tr>
<td>Monitoring</td>
<td>24</td>
<td>20</td>
<td>56</td>
</tr>
<tr>
<td>Evaluation</td>
<td>36</td>
<td>20</td>
<td>44</td>
</tr>
<tr>
<td>M &amp; E</td>
<td>22</td>
<td>24</td>
<td>44</td>
</tr>
</tbody>
</table>

Legend:
- Blue: Unsatisfactory
- Red: Neutral
- Green: Good
Formal Monitoring and Evaluation Policy

Yes: 33.0%
No: 67.0%
Systemic approach

- Entire municipality, 84.0
- Department, 8.0
- Unit, 8.0
Requirements for planning and implementing M&E

- Reliability of the information: 96.0%
- Information system: 92%
- Facilities: 80.0%
- M & E Policy: 96%
- Statistical skills: 83.4%
- Ownership of the system: 96%
- M & E Specialists: 92.0%
- M & E Champion: 96.0%

Percent Important / Neither / Unimportant
Resources available to plan and implement M & E
Readiness of municipalities to implement M & E

- Poor: 28.0%
- Fair: 8.0%
- Neutral: 28.0%
- Good: 36.0%

64% of municipalities are rated as Good.
Incentives to implement and manage M & E systems

- None: 28
- Senior managers are on performance contracts linked to a performance bonus: 36
- Provincial and National Awards and grants: 4

Could be linked to M & E
Location of M & E in Municipalities

- Office of the Municipal Manager and the Mayor: 54.2%
- Corporate services: 25.0%
- Governance cluster: 12.5%
- Office of the Municipal Manager and Planning Unit: 4.2%
- Office of the Municipal Manager through the Internal Audit Unit: 4.2%
M & E unit should be responsible for local governance

<table>
<thead>
<tr>
<th></th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>12.5</td>
</tr>
<tr>
<td>Agree</td>
<td>8.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>54.2</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>25.0</td>
</tr>
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</table>
Challenges to implement and plan M & E systems

- Financial resources - funding: 32.0%
- Human / staff capacity: 36.0%
- Too many templates, frameworks and deadlines: 20.0%
- M & E is seen as a compliance issue only for senior managers: 16.0%
- Support and buy-in from senior officials: 12.0%
- Feedback from plan owners: 12.0%
- Change management issues: 8.0%
- Determining the correct performance indicators to measure output: 4.0%
Future Research

- Detailed assessment in each municipality on:
  - Nature of M & E activities.
  - Evaluation capacity.
  - Resources for undertaking M & E activities.
  - Readiness to plan and implement M & E system.
  - Formal M & E policy development and implementation.
Conclusions

- Overwhelming demand for M & E (would be driven by unique combination of factors in each municipality).
- Majority of the municipalities have the resources to implement M & E, but...... (leadership, incentives, skills)
- Perceptions need to be managed. (malicious compliance)
- Systemic approach has to be (taught and) adopted – due to the complexity of M & E.
Conclusion(continued)

• National and provincial governments need to provide greater leadership (co-operative governance).
• A formal M & E policy has to be implemented in every municipality.
• M & E is more than compliance (learning, accountability, improvement and worth).
• Re-align current motivation, activities and resources towards a MWMES.
THANK YOU

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