



Session 8: Establishing Sound Sub-national M&E Systems – Meeting the Challenges with Local Creativity

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Establishing Outcomes Approach and M&E Systems

- In South Africa, the transition to Outcomes Approach and the M&E Systems has been quick. While significant progress has been made but challenges (resourcing, technical, capacity, buy-in, etc.) persist
- The National Government wide M&E system supports the outcomes approach introduced by national government in 2010 with 12 (now 14) National Outcomes driven through the National Development plan (2030);
- Similarly, City of Johannesburg adopted the outcomes approach with four outcomes driven through the Growth and Development Strategy (2040) in 2011 and established its first M&E framework in 2012.
- Even with the complications of the three spheres of government, there is very strong alignment between national outcomes and City of Johannesburg outcomes.
- The City has developed and is implementing interventions that directly contribute to almost all of the National Outcomes
- M&E in South Africa is supported by a strong policy and legislative framework on performance management, monitoring and reporting, outcomes approach, reflecting the political will to implement
- Local government is the gateway to communities. Johannesburg, has a strong interest in effective M&E for its transformational agenda

Johannesburg In Context

4.6 million

TOTAL POPULATION

±2 7600 p/km²

POPULATION DENSITY

2.1 – 2.6%

POPULATION GROWTH RATE

USD 9 930

GDP PER CAPITA

±17%

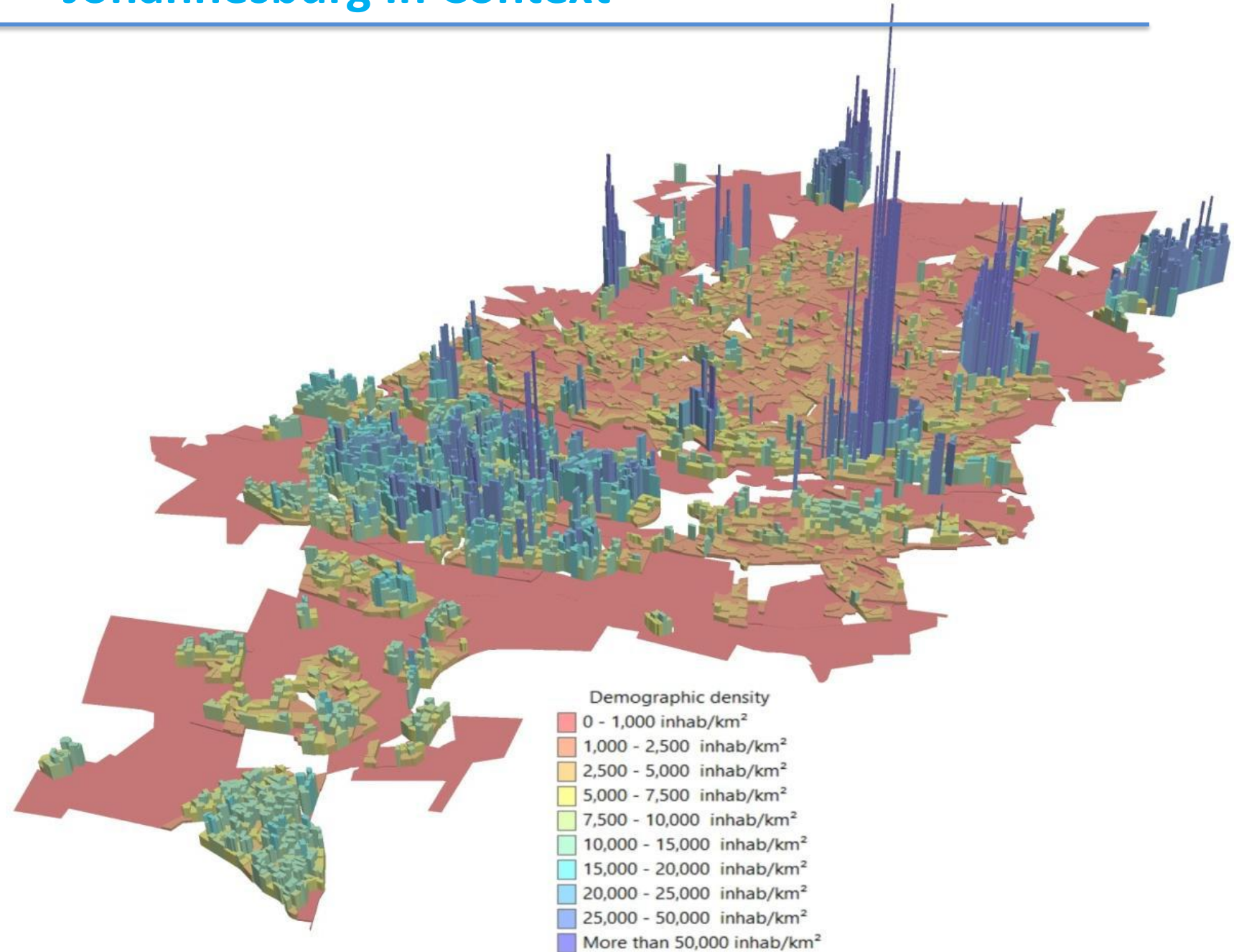
OF NATIONAL GDP

USD 3.4bn

TOTAL MUNICIPAL BUDGET (13/14)

0.65

GINI COEFFICIENT



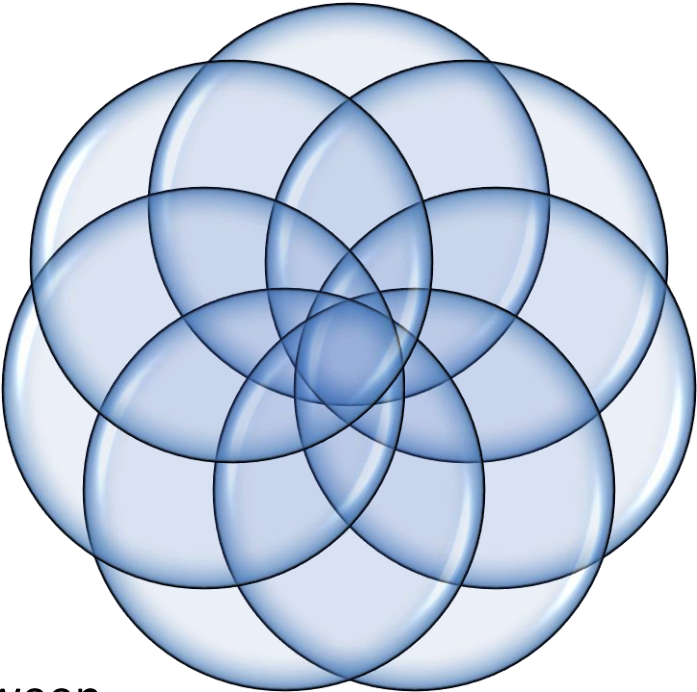
City's constraints to achieving strategic objectives

Poor Planning

Inability to report on delivery in quantitative & qualitative terms

Ad hoc reporting

Poor Value for Money & Wasteful expenditure

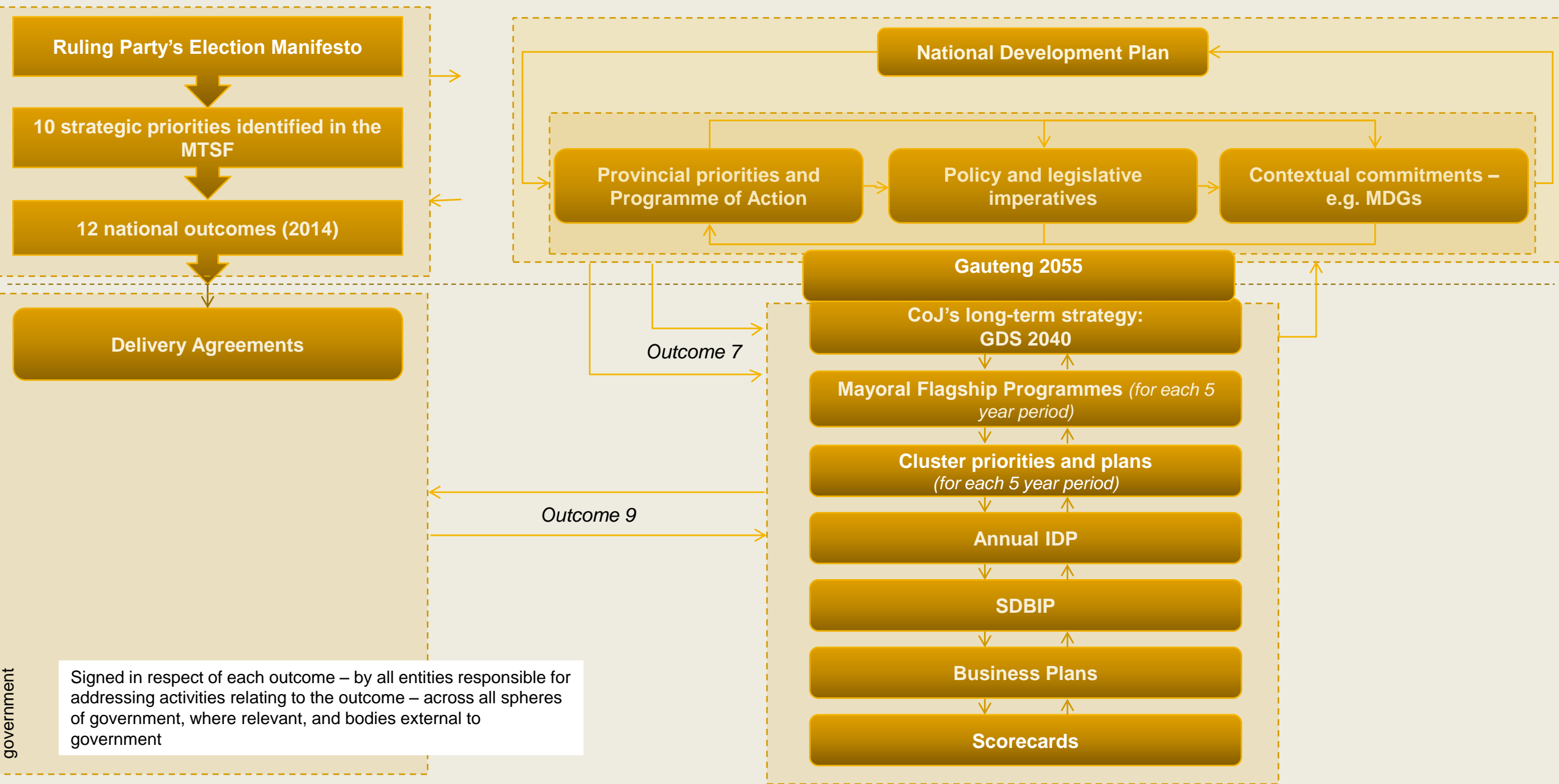


Subjective reporting

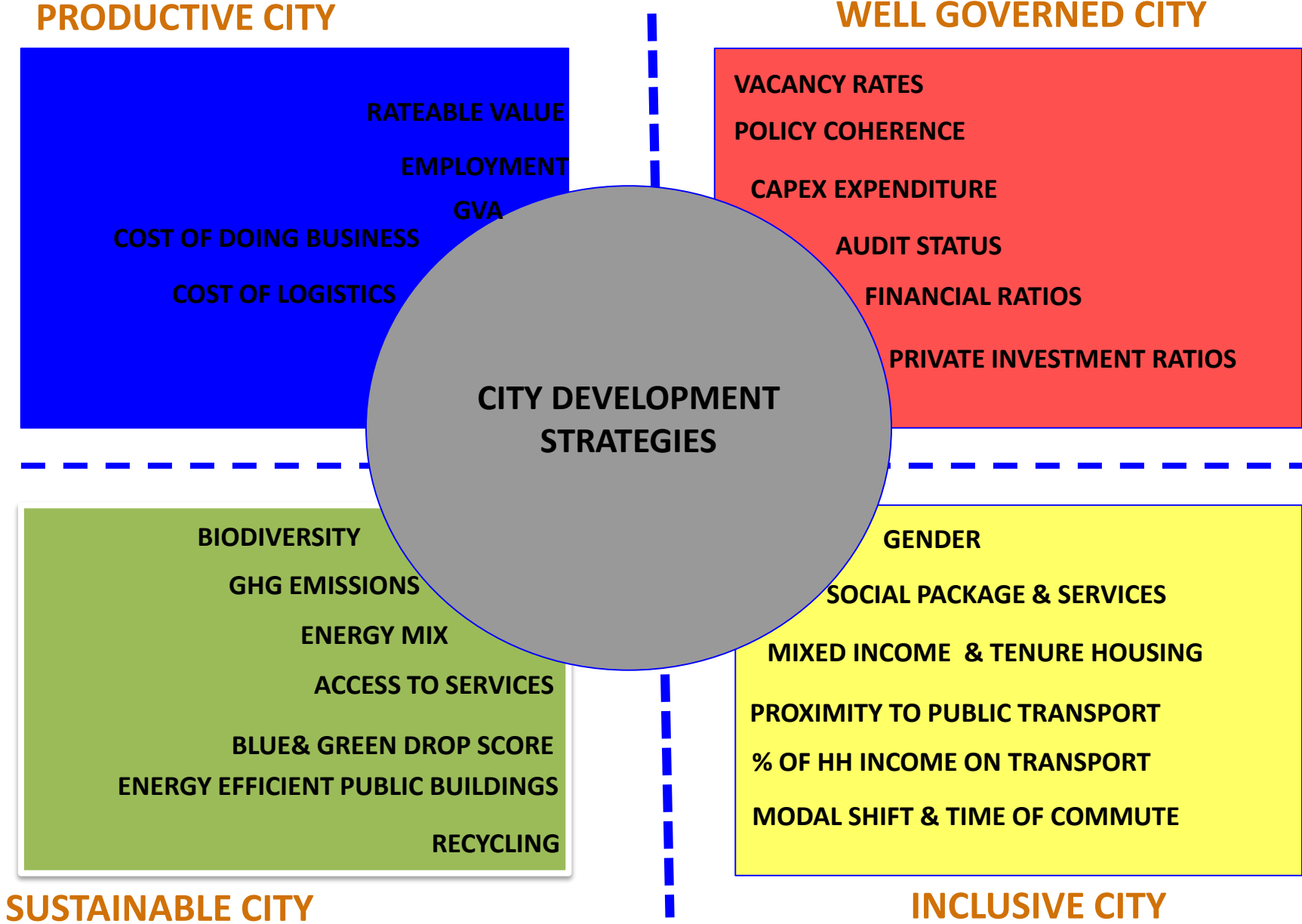
Weak link between interventions and improvements in the lives of citizens

Reports not linked to specific Outputs/Targets

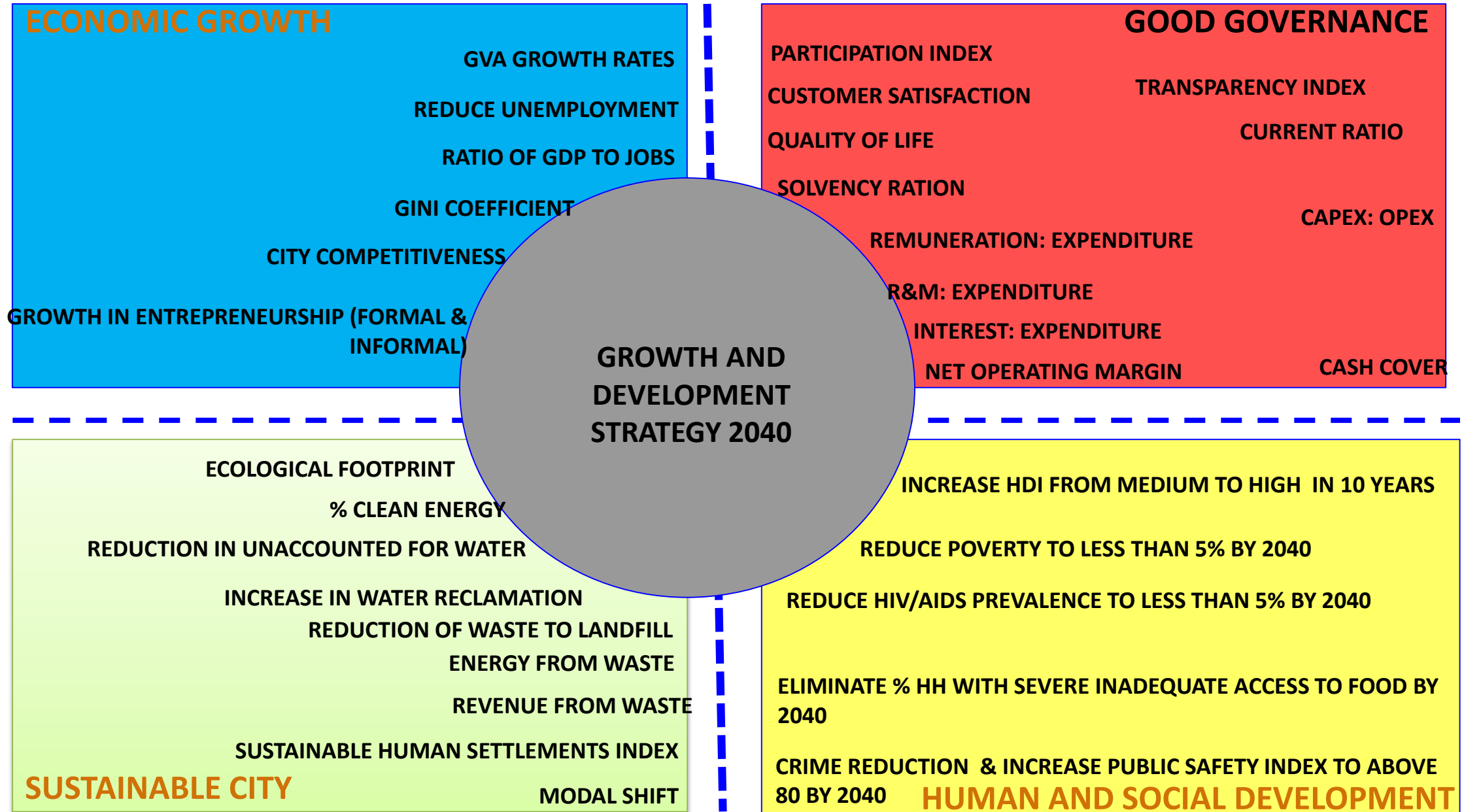
Alignment between National and Provincial and the City Strategies



Indicator Alignment – National Indicators



Indicator Alignment – CoJ Growth and Development Indicators



Overview Evaluations in Johannesburg – Identification of Programmes to be Evaluated

- A new component that came with the National and City's M&E Framework is the **Evaluations** component. City approach is adapted from the National approach to evaluations

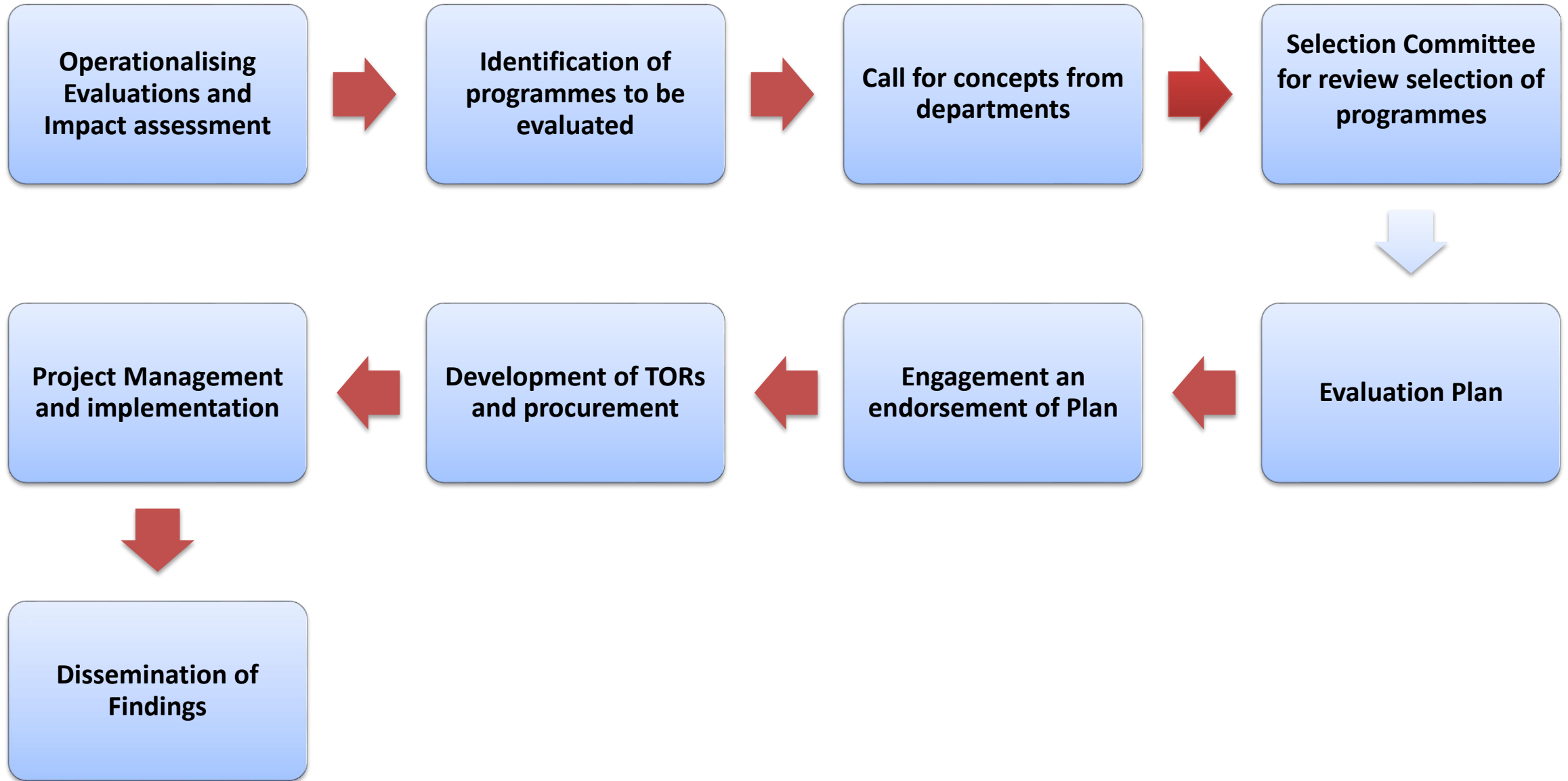
Recommended Criteria for Selecting Programmes to be evaluated

- ✓ Major capital outlay (obtained from budget analysis)
- ✓ Have major population reach
- ✓ Linked directly to one or more of the four GDS Outcomes
- ✓ Of strategic importance, and for which it is important that the programme succeeds
- ✓ Programmes that are innovative, from which learnings are needed – in which case an implementation evaluation should be conducted
- ✓ Of significant stakeholder / public interest – e.g. SOCA, Budget, IDP outreach processes or key front-line services

Call for concepts from departments and entities supported by a guideline

*Not optimally functional

Building Blocks to Conducting Evaluations and Impact Assessments



What are the Challenges in Aligning local system to National System

- Absence of a local government-wide prescribed evaluations approach as is present for monitoring; Where the national approach is adapted to local government, the constant challenges are;
 - Resourcing for evaluations both financial and technical
 - buy-in
 - strong compliance bias,
 - Focussing on meeting external stakeholders e.g. auditors, treasury, provincial and national government etc
 - Top-down nature of prescribing indicators
 - Too many indicators to track
 - Compliance monitoring not responding to local government policy questions
 - Data limitations
 - Comparability demands

Capacity gaps, and how can that capacity be developed

- Partnerships – we need partnerships with other spheres of government and other agencies
- Revisiting budget framework (lobbying) so that the budgetary framework accommodates funding for evaluations for each programme on the strategic plan
- Implementing comprehensive capacity building programmes for M&E as compared to targeted programmatic capacity building only
- Encouraging the use of proxy indicators
- Concerted capacity building on programme design, i.e. programmes that have a theory of change leading contributing to the results chain
- Establishing knowledge management systems and platforms specific to local government as well as communities of practice that allow for leveraging of knowledge to national and external platforms

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