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

Salatial Chikwema: City of Johannesburg
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.
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
- Ad hoc reporting
- Subjective reporting
- Inability to report on delivery in quantitative & qualitative terms
- Poor Value for Money & Wasteful expenditure
- 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

- Ruling Party’s Election Manifesto
- 10 strategic priorities identified in the MTSF
- 12 national outcomes (2014)
- Delivery Agreements

National Development Plan

- Provincial priorities and Programme of Action
- Policy and legislative imperatives
- Contextual commitments – e.g. MDGs

- Gauteng 2055
- CoJ’s long-term strategy: GDS 2040
- Mayoral Flagship Programmes (for each 5 year period)
- Cluster priorities and plans (for each 5 year period)
- Annual IDP
- SDBIP
- Business Plans
- Scorecards

Signed in respect of each outcome – by all entities responsible for addressing activities relating to the outcome – across all spheres of government, where relevant, and bodies external to government
Indicators Alignment – National Indicators

PRODUCTIVE CITY
- Rateable Value
- Employment
- GVA
- Cost of Doing Business
- Cost of Logistics

SUSTAINABLE CITY
- Biodiversity
- GHG Emissions
- Energy Mix
- Access to Services
- Blue & Green Drop Score
- Energy Efficient Public Buildings
- Recycling

INCLUSIVE CITY
- Mixed Income & Tenure Housing
- Proximity to Public Transport
- % of HH Income on Transport
- Modal Shift & Time of Commute

WELL GOVERNED CITY
- Vacancy Rates
- Policy Coherence
- CAPEX Expenditure
- Audit Status
- Financial Ratios
- Private Investment Ratios

CITY DEVELOPMENT STRATEGIES
Indicator Alignment – CoJ Growth and Development Indicators

ECONOMIC GROWTH
- GVA Growth Rates
- Reduce Unemployment
- Ratio of GDP to Jobs
- Gini Coefficient
- City Competitiveness
- Growth in Entrepreneurship (Formal & Informal)

SUSTAINABLE CITY
- Ecological Footprint
  - % Clean Energy
  - Reduction in unaccounted for water
  - Increase in water reclamation
  - Reduction of waste to landfill
  - Energy from waste
  - Revenue from waste
  - Sustainable Human Settlements Index
- Modal Shift

HUMAN AND SOCIAL DEVELOPMENT
- Participation Index
- Customer Satisfaction
- Quality of Life
- Solvency Ration
- Remuneration: Expenditure
- R&M: Expenditure
- Interest: Expenditure
- Net Operating Margin
- Transparency Index
- Current Ratio
- Capex: OPEX
- Income from waste

GROWTH AND DEVELOPMENT STRATEGY 2040
- Increase HDI from medium to high in 10 years
- Reduce poverty to less than 5% by 2040
- Reduce HIV/AIDS prevalence to less than 5% by 2040
- Eliminate % HH with severe inadequate access to food by 2040
- Crime reduction & increase public safety index to above 80 by 2040
- Human and Social Development

GOOD GOVERNANCE
- Participation Index
- Customer Satisfaction
- Quality of Life
- Solvency Ration
- Remuneration: Expenditure
- R&M: Expenditure
- Interest: Expenditure
- Net Operating Margin
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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

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

*Not optimally functional*
Building Blocks to Conducting Evaluations and Impact Assessments

1. Operationalising Evaluations and Impact assessment
2. Identification of programmes to be evaluated
3. Call for concepts from departments
4. Selection Committee for review selection of programmes
5. Project Management and implementation
6. Development of TORs and procurement
7. Engagement an endorsement of Plan
8. Evaluation Plan
9. Dissemination of Findings
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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