

Monitoring and Evaluation Mechanisms for Sustainable Development in Sedibeng District Municipality

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Abstract: The paper scrutinises the influence of the execution of a monitoring and evaluation (M&E) system in local government context with reference to Sedibeng District Municipality. The interest of this paper originates from the initiatives developed by a democratic government on monitoring and evaluation for growing effectiveness for a contemporary public service. Such initiatives were concerned with coordination and integration of government system and services. A monitoring and evaluation system, is a set of organisational structures and management processes which enable associations to discharge their M&E functions effectively. It is mainly used to assess the performance of a project, institutions and programmes set to achieve institutional results. The objective is to improve the existing and future management of outputs, outcomes and impact. It also identifies the factors which contribute to its service delivery outcome. A qualitative method is applied to realise the objectives of the study. A questionnaire is developed and interview is scheduled to inquire the M&E practices in SDM. The implementation of any system requires systematic preparation and cautious execution. The authors list various causes of the failure of M&E systems in an organisation during its implementation. The means of implementing M&E system are discussed in this paper. The step-by-step approach that needs to be taken into account while implementing the M&E systems in the SMD. The paper concludes with a description of a proposed model to implement the M&E system in the SDM.

Keywords: monitoring and evaluation; service delivery; sustainable development.

1. Introduction

The Constitution of the Republic of South Africa (1996) implemented in the post-apartheid era, has raised the status of the lowest sphere of government, by granting these authorities delegated responsibilities. This sphere of governance is known as local government (municipal government) in this context developmental local government is both democratically elected and decentralised.

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When the World Commission on Environment and Development (Brundtland Commission) published its report in 1987, it presented a new concept - sustainable development. The concept became one of the most successful approaches to be introduced in many years. In fact, it helped to shape the international agenda and the international community's attitude towards economic, social and environmental development.

The Brundtland Commission's report defined sustainable development as "development which meets the needs of current generations without compromising the ability of future generations to meet their own needs". The concept supports strong economic and social development, in particular for people with a low standard of living. At the same time it underlines the importance of protecting the natural resource base and the environment. Economic and social well-being cannot be improved with measures that destroy the environment. Intergenerational solidarity is also crucial: all development has to take into account its impact on the opportunities for future generations (WCED, 1987).

Since the transformation of the local government in the late nineties in South Africa, new challenges and problems have surfaced, posing a serious threat to the newly established democratic dispensation. These challenges and problems revolve around the need for improvements in the area of public service delivery, ensuring quality standards of urban and rural public service delivery, urban and rural development, and the establishment of urban and rural infrastructure to enable efficient and effective public service delivery. To this end, the government as represented by local authorities at this sphere of government, needs to realize the significance of establishing enabling or necessary conditions for the realization of effective and efficient urban and rural service delivery. One such condition is the need to ensure that the infrastructure of urban and rural areas (both physically and in terms of demographics) is improved. Areas such as clean water provision and proper sanitation, public transport, adequate housing, infrastructure maintenance and other services remain a critical area of concern. This, for instance, requires a total overhaul of the urban and rural infrastructure in order to enable accessibility to most public services and amenities. The local government sphere, which is closest to the residents and/or local consumers of public goods and services, should therefore create a viable environment wherein public resources are provided to local residents, local consumers, and/or public and private entities.

Municipalities also need to implement the monitoring and evaluation process to ensure that the communities in their areas have the basic services they need. The most important basic services provided by the municipalities are: water supply, sewage collection and disposal, refuse removal, electricity and gas supply, municipal health services, municipal roads and storm water drainage, street lighting, and municipal parks and recreation. The purpose of monitoring and evaluation process is to enhance the effective delivery of services, enhance sustainable development, to create an environment of good governance through transparency and accountability, improve the system of governance with enhanced performance. To make sure “that performance is implemented according to plans, it should be monitored. Such monitoring should not only focus on financial performance, but should also include non- financial performance. Reporting should be targeted at managers so that the data is useful and practical” (Van der Waldt, 2004, p. 95; also refer Kgechane, 2013). Local governments also need to ensure that the established vision, mission, goals, and objectives are achieved (or achievable) with transformative outputs and outcomes. This article aims to explore the challenges of monitoring and evaluation and its impact on sustainable development using Sedibeng District Municipality as a case-study.

2. Overview of Sedibeng District Municipality (Sdm)

The SDM is a Category C municipality in the Gauteng Province. It is situated on the banks of Vaal River and Vaal Dam in the southern-most part of the province, covering the area formerly known as the Vaal Triangle. It includes the towns of Heidelberg, Vereeniging, Vanderbijlpark and Meyerton as well as the historic townships of Evaton, Sebokeng, Boipatong, Bophelong, Sharpeville, and Ratanda, which have a rich political history and heritage. The 2016/2017 Integrated Development Plan (IDP) estimates that the total population in the SDM Sedibeng District Municipality consists of the three local municipalities, namely Lesedi, Midvaal and Emfuleni. The total number of households in Sedibeng is estimated at 224 307.

The total population of the District is 916 484 a population of 99 520, Midvaal 95 301 and Emfuleni 721 663. 2011). people per km² is clear from stats in Sedibeng live in Emfuleni and the vast in the black township areas (especially Evaton).

2.1. Population Density in Sdm

Population Emfuleni is highest in the District at 565 people per km², with Midvaal's density only 95.5 people km² the District population resides only 10.4% of Sedibeng District Municipality Draft Lesedi has. Source: (Stats SA, population density of the District as a whole 198 and also that 8 out of every 10 people majority (more than 700 000 people) live Sebokeng and The density of the population at 41 per ² Lesedi with per approximately 78.7% of in Emfuleni, with Lesedi having 10.9% and Midvaal the population of the District.

3. Monitoring and Evaluation (M&E) and Sustainable Development

M&E has been described as a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact.

Osborn and Gaebler (2013) stated that “the White Paper on local government sets out a broad vision for the development of South Africa’s local government. This is a vision that calls on municipalities to find a means of confronting the legacy of underdevelopment and poverty in their local areas” (p. 2). The White Paper further “recognized integrated planning, performance management and community participation as crucial mechanisms to this. These mechanisms reinforce each other to bring about change, transformation and improved service delivery at local level” (Mufamadi 2001, p.2; also refer Radebe, 2013). The Department of Provincial and Local Government [DPLG] (2009) further adds that the “Batho Pele White Paper notes that the development of a service- orientated culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture. For example, local businesses or non-governmental organisations (NGOs) may assist with funding a help line; providing information about specific services; identifying service gaps; or conducting a customer survey” (p. 2). The White Paper on Local Government (1998) proposed the introduction of performance management systems at local government level as an effective tool to ensure developmental local government. It concludes that: “Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on development in their area.” This makes it possible for local governments to focus on priorities in an “increasingly complex and diverse set of demands”. It also enables

them to modify resource allocations and institutional systems to meet a new set of demands and development objectives.

Performance management, and monitoring and evaluation are therefore efficient means to manage government programmes. They promote transparency and accountability in the system giving rise to sustainable development as a whole.

It can be deduced that for improved performance, it is vital to have an effective monitoring and evaluation system in place. This is particularly significant at the local level where many municipalities are struggling to cope up with the challenges of mal-administration; lack of accountability; and financial misconduct, complemented by serious capacity blockages. According to De Visser (Gopane, 2012), monitoring and evaluation of municipal government is very necessary in order to “protect the development agendas of the national and provincial government, and to identify early signs of problems in municipalities that might require some form of intervention”. Fookes (Gopane, 2012) describes monitoring in local government as a means whereby municipal councils can assess their performance, adjust their approach if necessary and generally move closer to achieving their objectives

“Measuring performance in local government is not a simple task because various qualitative and sometimes unquantifiable variables have to be considered.” These qualitative aspects may well be complex and even intangible, such as the general wellbeing of a particular community making “performance improvement and productivity measurement extremely difficult” (Mpumalanga Branch Symposium, 11 and 12 September 2003). Performance Management is typically a mechanism to enhance internal and external accountability. However accountability is just one function of performance measurement. Performance measurement must be considered a “feedback loop to improve institutional performance, not just a mechanism for assigning “praise or blame”. It should serve to improve employees’ understanding of the municipality’s core business and its commitment to achieving developmental goals. The South African Government is currently developing a Performance Monitoring System to measure service delivery and the state of national and provincial departments and municipalities (Collins Chabane, the Minister in the Presidency responsible for Performance Monitoring and Evaluation, 2011).

The performance of the Sedibeng District Municipality can “be assessed on the basis of institutional development and transformation. Performance Management Systems (PMS) for the institution and staff should be aligned to the strategic objectives of the

organization as this will also form part of the assessment of each municipality (SDM IDP, 2016/17).

For many municipalities the lack of an effective service delivery system is a major impediment to job creation, poverty alleviation, access to health facilities, and economic development in local communities. Each municipality has adopted Performance Management (PM) to fit its particular circumstances and needs. The connectivity and the relation between performance management, M&E, and sustainable development, require the setting of clear monitoring and evaluation measurements to deliver the expected levels of communities' satisfaction. For this reason, Sedibeng District Municipality should be committed to its vision and mission; it must work towards its common objectives. To implement monitoring and evaluation principles effectively should to be identified to ensure that there is an appropriate interaction between M&E and development sustainability. Therefore the essential objective of this study is to challenge and portray the best level of suitability between M&E and sustainable development in Sedibeng District Municipality. In order to portray this suitability, this chapter has focused on M&E inventiveness at Sedibeng District Municipality. Questions must be asked whether this meets (and perhaps exceeds) the needs of communities living in the Sedibeng District Municipality area of jurisdiction who deserve to have efficient and effective sustainable development. Finally, by adopting M&E as a guiding principle Sedibeng District Municipality can strive towards improving the wellbeing of its residents and a satisfactory level of sustainable development.

Monitoring and evaluation involves analysing the situation in the community and its project; determining whether the inputs in the project; using lessons from one project experienced on to another; identifying problems facing the community or projects and finding solutions; Identifying problems facing the community or projects and finding solutions.

According to the DPME Strategic Plan 2015-2020, M&E in the purpose of the programme is to advance the strategic agenda of government through the development and implementation of the outcomes system, monitoring and reporting on progress in the implementation of priority outcomes. M&E is also employed on evaluating the impact of government policies, programmes and plans and programme Management for Outcomes Monitoring and Evaluation. The purpose of the programme is to provide management and administrative support to the branch. Outcomes Support, for the purpose of the sub-programme to coordinate and manage

the outcomes system and support departments, and other spheres of government, clusters and Cabinet committees to identify and address blockages in achieving the outcomes. The sub-programme is comprised of outcomes Facilitation, to support the implementation of the outcomes approach through Performance Agreements with Ministers, development and monitoring of delivery agreements and support to implementation forums as well as the implementation of special projects improved management and operational performance in municipalities through the development, implementation and maintenance of a local government management improvement model and tool for the Operation Phakisa: To fast-track implementation through facilitation of production of detailed low level plans for cross-cutting issues, coupled with improved project management processes (DPME, 2015).

An effective M&E can do the following provide managers with information needed for day-to-day decisions provide key stakeholders with the information to guide the project strategy; provide early warnings of problems; help empower primary stakeholders, especially beneficiaries, and involve them more; build understanding and capacity amongst those involved and assess progress and so build accountability (Welsh, 2005, p. 6).

Optimize the M&E cycle for the purposes of evaluation. Advance the link between evaluation, monitoring incorporation of changes or improvements and ex post measurement of performance or effects. The evaluation aims to improve the quality spending, which means actual achievements in the purposes of the programs and their contribution to policy goals. The commitment to improving program results. Achieving better results is the intended effect of the implementation of evaluations. So how one does knows whether these effects have occurred? A first step to get an approximation of these effects is to observe measurements by comparing performance indicators over time. This line of work seemingly simple, is a major challenge for the links between evaluations, indexes and revaluations.

Against all background of all these challenges, municipalities must engage in working together with local communities to find innovative and sustainable ways of meeting the community's needs and thereby improving the quality of life of the people on the ground. As Reddy, Sing and Moodley (2003, pp. 37 and 191) put it municipalities must provide a vision and leaderships for all those who have a role to play in achieving local prosperity. It is therefore clearer that there is a serious need

of monitoring and evaluation mechanism to provide sustainable development in Sedibeng District Municipality (SDM).

4. Research Methodology

This paper aimed to examine the effectiveness of the strategies regarding the implementation of monitoring and evaluation mechanisms for the sustainable development in Sedibeng District Municipality. The focus area is Sedibeng District Municipality (SDM), which is Category C municipality in Gauteng Province. SDM incorporates the towns of Vereeniging, Vanderbijlpark, Meyerton, Heidelberg, and the townships – Devon, Ratanda, historic townships Evaton, Boipatong, Sharpeville, Sebokeng and Bophelong. On realization of the study, qualitative research method has been employed to describe the meanings challenges experienced on attempt to implement the Monitoring and Evaluation (M&E) programmes as a mechanism for the sustainable service delivery (Meterns, 2010, p. 225). A literature review is a critical analysis of a sector of a published body of knowledge through summary, classification and comparison of prior research studies, a review of literature and theoretical articles. A questionnaire was developed to collect data through scheduled interviews in the SDM. The statement in the questionnaire that was distributed to the community members are grouped to correspond with constructs such as the development and implementation of monitoring and evaluation mechanisms and service delivery. Interviews provides access to the context of people behaviour and there by provides a way for researchers to understand the meaning of that behaviour (Seidman, 2006, pp. 2-4).

SDM has permitted permission to conduct the study. The study sample consist of the junior and senior managers in the different across gender, race and work experience. Only permanent managers formed part of the study. Participants were taken from the three local municipalities, namely: Lesedi, Midvaal and Emfuleni local municipalities which ultimately make up Sedibeng District Municipality, Consent was also obtained before the beginning of the research and interviews scheduling with the respondents. Sensitive issues were not explored and a good relationship was established with the respondents. Confidentiality of the data was ensured to all participants.

4.1. Results: The Development and Implementation of Monitoring and Evaluation Mechanism

The results of the study are presented below, whereby the survey aim was to examine the strategies regarding M&E mechanisms for sustainable development in SDM.

4.2. The Development of Sustainable Development Goals, and Key Performance Indicators

The purpose of this question was to establish if the sustainable development goals are set and key performance indicators formulated at the SDM. SDM employees are clearly of the opinion that the goals of sustainable development are developed. The practice of setting goals upfront has the potential of providing direction to individual and collective effort of employees. Goal setting has the advantage of measuring performance against present goals and taking corrective action in respect of deviant performance. The employees involve communities in the development of IDP's so that the objectives to be achieved bear relevance to community needs. The goals sustainable development. Table 1. Key performance indicators involve finances which have the by-product of determining the financial implications of the set goals, that is, whether the goals are financially achieved or not.

Table 1. Employees' responses to sustainable development goals and KIPs

Value Label	Valid	Frequency (5)	Percent	Valid Percent	Cumulative Percent
Employee responses relating to clarification of objectives	1	5	100.0	100.0	100.0
Employees responses relating to		1 4	20.0 80.0	20.0 80.0	20.0 100.0
Employees responses relating to the mission of SDM		2 3	40.0 60.0	40.0 60.0	40.0 100.0
Employees responses relating key performance indicators		4 1	60.0 80.0	60.0 80.0	80.0 100.0
Employees responses relating to involvement of communities in IDP's		4 1	80.0 20.0	80.0 20.0	100.0 80.0
Employees responses relating to the understanding of AAP's		4 1	80.0 20.0	80.0 20.0	80.0 100.0

Source: Author

4.2.1. Development of Key Performance Areas, Critical Success Factors, and Formulation of Key Job Responsibilities

The key objective at this stage is to determine whether the key performance areas, critical success factors are develop and job responsibilities of both managers and subordinates are formulated.

Table 2. Employees responses to KPA's, CSFs and key performance responses

Value Label	Frequency (5)	Percent	Valid Percentage	Cumulative Percent
Employees responses relating roles and responsibilities of employees	5	100.0	100.0	100.0
Employees responses to key performance area	5	100.0	100.0	100.0
Employees responses relating responsibilities of employees with respect to monitoring and evaluation for sustainable development	3 2	60.0 40.0	60.0 40.0	60.0 100.0

Source: Authors

The employees agreed that key performance areas are identified ensuring that the resulting performance is geared towards the KPA's which are linked to sustainable development. The employees agreed that their roles and responsibilities are clarified. The performance management system is used as a tool to measure the linkages between the roles and responsibilities with KPAs. The evidence gathered that the performance management system is fair is indicative of the validity of the performance management system and also in the manner that it is administered to employees. Where each and every one becomes a participant in the monitoring and evaluation, as in the SDM- the monitoring and evaluation becomes acknowledged by the employees, that is why it could be conventional of the results.

Table 3. Employees programme of action

Value Label	Valid	Frequency (5)	Percent	Valid Percent	Cumulative Percent
Employees responses relating to the development and implementation of programme of action	1	1 3 1	20.0 60.0 20.0	20.0 60.0 20.0	20.0 80.0 100.0
Employees responses relating to common agreement about programme of action		4 1	80.0 20.0	80.0 20.0	80.0 100.0
Employees' responses relating to service delivery-drive programme of action	1	5	100.0	100.0	100.0
Employees responses relating to number of programme of action		5	10.0	100.0	100.0

Source: Author

4.2.2. Development and Implementation of Programme of Action

Main objective of this segment is to explore whether the programme of action is developed and implemented. Data similar to this objectives is captured in the table above. In this regard now that they do understand the programme of action guarantees that their respective roles and responsibilities are associated to the programme of action. The results exposed that the programme of action is understood thereby creating intellect of purpose for employees. The compatibility of the programme of action with service delivery establish the achievement of sustainable development breakthrough in which community needs are justified. Though employees are of the opinion that there are many programmes of action. The gathering of these programmes does not assist in the attaining of sustainable development goals but oblige only to destruct employees from such goals. The hazard of many programmes of action is that valuable time and resources will have been evenly spread and positioned to activities that do not really matter to effect service delivery, which will obstruct the of the sustainable development realisation momentous.

4.3. Training and Development

The researcher proposes to inaugurate the operation of preparation and expansion mandatory for acquisition of appropriate skills and knowledge. The skills and knowledge are required are determined for their relevance with the effective implementation of monitoring and evaluation mechanism.

The table below discloses that the employees have a required skills and knowledge to implement monitoring and evaluation at the municipality.

Table 4. Employee's responses to training and development

Value Label	Valid	Frequency (5)	Percent	Valid Percent	Cumulative Percent
Employees responses relating to requisite skills and Knowledge	Valid 1	1	20.0	20.0	20.0
	2	4	80.0	80.0	100.0
Employees responses relating to implementation of proper training	Valid 1	1	2	40.0	40.0
	2	2	3	60.0	100.0
Employees responses relating to the attitude of employees to monitoring and evaluation	Valid 2	3	60.0	60.0	100.0
Employees responses relating to positive attitude instilled through training	1	2	40.0	40.0	40.0
	2	1	20.0	20.0	60.0
	4	2	40.0	40.0	100.0
	Valid				

Source Author

Where employees have insolvency training and development is carried out. Empirical evidence from the study indicates that the training and development at the municipality is conceded out with the areas of sustainable development in mind. Such training is bound to leverage efforts targeted at the attainment of the goal sustainable development. It is therefore doesn't become training for its own sake. Tied with relevant training and development, on is the fact that training and development on is the fact that that is carried out at the municipality saturates employees with a positive attitude for monitoring and evaluation as well as sustainable development.

Table 4. Employees responses to training and development.

Value Label	Valid	Frequency (5)	Percent	Valid Percent	Cumulative Percent
Employees' responses relating to requisite skills and knowledge	Valid 1	1	1	20.0	20.0
	2	2	4	80.0	100.0
Employees responses related to the employment of the appropriate exercise	Valid	1	2	40.0	40.0
		2	3	60.0	100.0
Employees responses relating the attitude of employees to monitor and evaluate	1	2	40.0	40.60	40.0
	Valid 2	3	60.0		100.0
Employees responses relating to positive attitude instilled through training	1	2	40.0	40.0	40.0
	2	1	20.0	20.0	60.0
	Valid	3	40.0	40.0	100.0

Source: Author

Table 5. Employees responses to available resource

Value Label	Valid	Frequency (5)	Percent	Valid Percent	Cumulative Percent
Employees' responses relating support of information technology		1	80.0	80.0	80.0
	Valid	2	20.0	20.0	100.0
Employee's responses relating to availability of sufficient resources		1	20.0	20	20.0
	Valid	2	80.0	80	20.0
Employees' responses relating to management style		1	20.0	20.0	20.0
	Valid	2	80.0	80.0	100.0
Employees' responses relating to data for monitoring and evaluation		1	2	40.0	40.0
	Valid	2	3	60.0	100.0

Source Author

4.4. Availability of Resources

Monitoring and Evaluation Systems are crucial management tools in achieving results and meeting specific targets (Hardlife & Zhou, 1980, p. 71), apparently

management at SDM commits resources to the implementation of monitoring and evaluation. The support of information and technology is made more relevant because the data captured through information technology is well defined. Management through their relevant management style, ensures that monitoring and evaluation is focused on sustainable development.

For the effective implementation of the monitoring and evaluation resources are required to support that process. To this effect, the objective is to found out if resources are deployed to meet the challenges at SDM. Management further ensure that the resources are sued efficiently deployed towards the implementation of monitoring and evaluation – see Table 5 above.

Table 6. Residents’ perceptions of monitoring and evaluation

Value Label	Valid	Frequency (5)	Percent	Valid Percent	Cumulative Percent
Employees responses relating to employees involvement in the development of monitoring and evaluation	Valid	1	1	20.0	20.0
	Valid	2	4	80.0	80
Employees’ responses relating to the link between monitoring and evaluation and performance management	Valid	1	5	100.0	100.0
Employees’ responses relating to accurate handling of service delivery	Valid	2	2	40.0	40.0
	Valid	5	3	60.0	60.0
Employees’ responses relating to timeous issuing of tax accounts		2	2	40.0	40.0
	Valid	3	1	20.0	20.0
		5	2	40.0	40.0
Employees’ responses relating to	Valid	2	5	100.0	100.0
the level of services delivery					
Employees’ responses relating to the convening of IPD’s		1	3	60.0	60.0
	Valid	2	2	40.0	40.0

4.4. Monitoring and Evaluation Orientation and Results

Employees expresses the view about monitoring and evaluation mechanism as developed and implemented effectively although there may be a problem with the handling and issuing of tax accounts. This seems to be an isolated challenge because

employees contend that, generally, service delivery is excellent.

Serious at this point is to test whether the employees are involved in the development and implementation of monitoring and evaluation is linked to performance management and whether enhanced service delivery results from the implementation of the monitoring and evaluation – see table 6 above.

4.5. Establishing a link Between Monitoring and Evaluation and Sustainable Development

The bottom of the study is to regulate the existence of a link between monitoring and evaluation as a sustainable development, and establishing there is a clear understanding of the two concepts among employees – see Table 7 below.

The findings clearly indicate that monitoring, and evaluation mechanism is geared towards the accomplishment of the goals of sustainable development. The goals are communicated constantly, hence employees believe that they are directly involved in realising the goals of sustainable development. Though, employees battle to distinguish between monitoring and evaluation, and sustainable development.

Table. Employees’ responses relating the link/between monitoring and evaluation and sustainable development

Value Label	Valid	Frequency (5)	Percent	Valid Percent	Cumulative Percent
Employees’ relating to the link between monitoring, evaluation and sustainable development		1	2	40.0	40.0
		22 3	2 2	40.40.0	40.0
	Valid	4	1	20.0	20.0
Employees’ responses relating to the confusion about monitoring and evaluation as a mechanism for sustainable development		1	2	40.0	40.0
		3	2	40.0	40.0
	Valid	4	1	20.0	20.0
Employees’ responses relating to monitoring and evaluation as a mechanism for sustainable development	Valid	2	1	20.0	20.0
Employees’ responses relating to improvement of annual performance plans		1	2	40.0	40.0
	Va Valid	2	3	60.0	60.0
Employees’ responses relating to communication of sustainable development issues		1	1	20.0	20.0
	V Valid	2	4	80.0	100.0

Employees' responses relating to the employee involvement in sustainable development		1	4	80.0	80.0	80.0
	Va Valid	2	1	20.0	20.0	100.0

Source: Authors

5.5. Study Analysis the Resident's Feedback

In the midst earlier on efforts to define Monitoring and Evaluation (M&E), were the Guiding Principles for the Design and Use of M&E in Rural Development Projects and Programmes (1984). In those times M&E were seen as primarily as project-related activities, as defines monitoring as a continuous assessment both of the functioning of project activities in the context of implementation schedules and of the use of projects inputs by targeting populations in the context of design prospects. It was seen as an internal project activity, and essential part of a good management practice, and therefore an integral part of day-to-day management. Evaluation was presented as aperiodic assessment of the relevance, performance, efficiency, and impact of the project in the project in the context of its stated objectives. It normally involves comparisons in time, area or population requiring information from outside the project (Edmunds & Marchant, 2008, pp. 11-12). M&E hereafter provide clear directions of assessing the implementation of the strategy, also offers significance indicators for successful review of strategies and suggestions for effective outcomes. It alerts the policy makers with potentially identified challenges that can hamper the process of achieving established outcome. It is therefore clarified that M&E offers corrective tactics to overcome the identified challenges.

5.1. Resources for Implementing M&E

Government are required to carry out a periodic evaluations of the impact of its service delivery on communities, analyse the effectiveness of M&E to continuously improve governments programmes and projects and promote evidence based policy-making (Mogaswa & Moodley 2012, p. 19). The case for effectiveness of M&E System in development agencies then is "just but one of the most crucial management facets whose effectiveness contributes enormously toward performance of development of programmes" (Hardlife & Zhou, 2013, p. 71). Monitoring and evaluation not only assist the organisations replicate and

comprehend previous performance, but obliges as a guide for constructive changes during the period of implementation. More systematic monitoring and evaluation is being established, and relevant indicators that can be regularly measured or monitored been introduced. In order to execute such there must be adequate resources. Both human and financial resources, and some material resources will also be necessary, although most of those work is likely to be available in project for use in other activities as well as in M&E for example GP instruments.

5.2. SDM Identified Mitigations Steps towards Addressing the Concerns Above

Draw up of Human Resources Development plan, decentralisation of support Human Resources functions to line departments, like recruitment, labour relations and training. Restructuring of revenue management functions including establishment of service centres in in the regions and amid local communities, Capacitating of the Municipal Managers' office to develop compliance, reporting land governance, which could be management, information systems and more. Establishing planned asset management and project management clusters as well as the M&E office in the Mayors' office to include service delivery monitoring as well as management of the Presidential Hotline or Fraud reporting toll-free number, also implementing of 90 days service delivery programme to speed up service delivery. Finally implementation of a forensic audit to determine integrity of service delivery projects (Sedibeng District Municipality, 2015, p. 1).

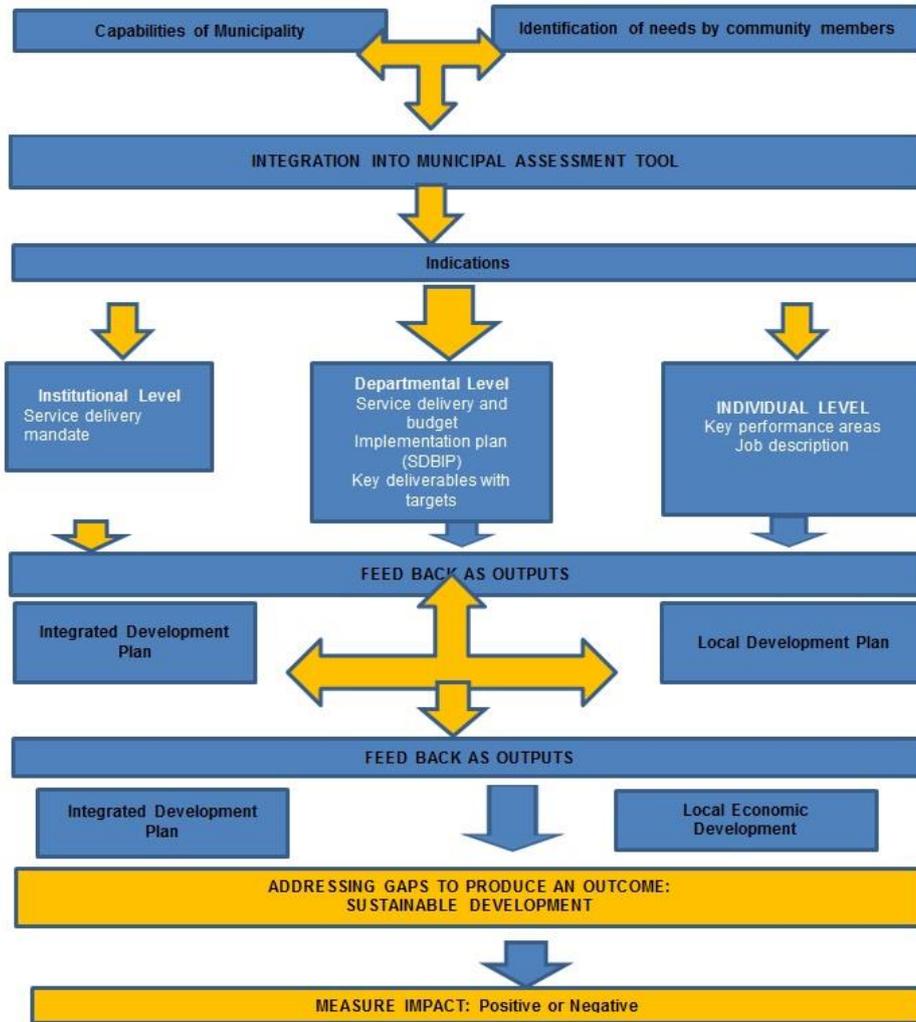


Figure 1. A Proposed model. Monitoring and Evaluation for Sustainable Development (MESD)

Source: Author, 2014

6. Conclusion

Every programme calls for monitoring and evaluation to measure the performance and assessed the effectiveness of initiative. To meet desired outcome, capacity building of the monitoring and evaluation system is imperative. The implementation

of any system requires thorough planning and a careful execution. The authors list the various causes for the failure of M&E system in an organisation during its implementation. The resources for implementation of M&E systems were discussed in the paper for consideration when implementing M&E system in SDM. M&E offers a significant indicators for successful review of strategies and suggestion for effective outcome. It cautions the policy-makers with potentially identified challenges that can hinder the process of achieving established outcomes. The authors observed that successful monitoring and evaluation requires clearly articulated results against which performance will be assessed. Information gathered from M&E systems can significantly assist policy-makers to take well informed decisions. M&E when carried out correctly and at the right time and place, serve as the most important aspects of ensuring the success of a project.

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