

WESTERN CAPE EDUCATION DEPARTMENT

INTERNAL PERFORMANCE MONITORING AND EVALUATION FRAMEWORK

1. Framework for monitoring and evaluation

1.1 With Supply Chain Management being governed by so many laws, policies and prescripts it has become imperative to monitor and evaluate the performance of the SCM unit to ensure that it remains in compliance with all the laws, policies and prescripts pertaining to Supply Chain activities.

1.2 The first step in determining a Monitoring and Evaluation System for the SCM unit is to determine:

1.3 What is monitoring and evaluation?

- Monitoring is the routine tracking and reporting of priority information about a project or program: its inputs, activities, outputs, outcomes and impacts.
- Evaluation is the systematic collection of information about the activities, characteristics and outcomes of a specific program to determine its merit or worth. Evaluation provides credible information for improving SCM processes, identifying lessons learned, and informing decisions about future resource allocation.

1.4 The link between monitoring and evaluation

Monitoring	Evaluation
Clarifies objectives.	Analyses why intended results were or were not achieved.
Links activities and their resources to objectives.	Assess specific contributions of activities to results.
Translates objectives into performance indicators.	Explores implementation process.

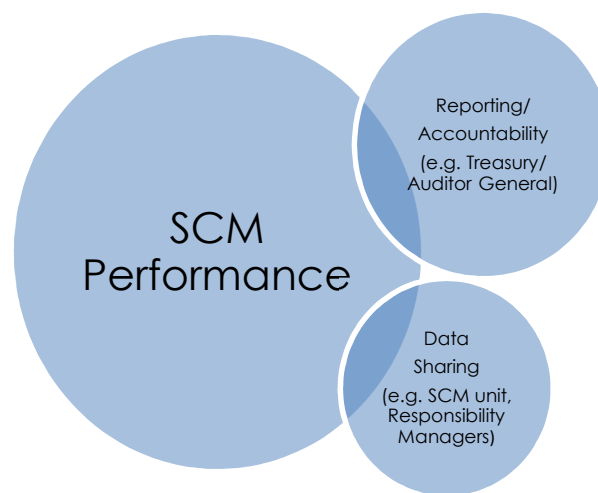
Routinely collects data on the performance indicators and compares actual results with targets.	Explores unintended results.
Reports progress to managers, policy makers and/or other stakeholders.	Highlights accomplishments or potentials, provides lessons learned and leads to recommendations for improvement.

2. Purpose of monitoring and evaluation

- 2.1 The first and perhaps the most important guiding principle for all monitoring and evaluation efforts is that information should be collected with the intention of being used to improve the SCM unit in terms of being in compliance with the laws, policies and prescripts governing it.
- 2.2 Although data reporting for accountability remains an important priority, the capacity to collect pertinent, good quality, timely data and to strategically use this information to improve the supply chain is the cornerstone of improving the SCM unit of the WCED.
- 2.3 Management, at its essence, is about making the correct decisions to achieve an objective. Functions such as planning (setting goals and objectives), implementation (meeting deadlines and quality assurance) and good resource management (such as monitoring budgets and value for money) rely on the ability to make informed decisions based on the right kind of information.
- 2.4 There are many aspects of supply chain management that one might like to collect data on. However, all data collection has cost implications in terms of time and often financial resources. It is important to decide what information is most relevant to make necessary decisions.

- 2.5 Monitoring and evaluation data is also collected to justify the use of resources regarding the progress made and objectives achieved in terms of the strategic goals and objectives of the Western Cape Education Department. Also to avoid any duplication of effort and to reduce the data collection burden, data for accountability should be a sub-set of the data already collected for SCM compliance and service delivery purposes.
- 2.6 Finally, there is also a moral obligation to share information and lessons learned for broader use. Data can be shared with SCM staff, funders, community members, policy makers, and other stakeholders such as the general public. Again, this should not involve additional data collection, but simply the sharing of program data relevant to each stakeholder's interests.

Figure 1: Purpose of monitoring and evaluation



In monitoring and evaluating the SCM unit, a SCM compliance, improvement and utilization focused approach can be used in collecting monitoring and evaluation data:

- Focus on data needed for decision-making and good program management;

- Incorporate data for accountability into existing data collection efforts; and
- Share data to ensure transparency and disseminate lessons learned.

3. What type of data needs to be collected?

- 3.1. To determine the types of data needed, it is important to find out what stakeholders want to know about the SCM unit and thus, how data is intended to be used.
- 3.2. There is a logical progression for collecting and analysing the required information. The process starts with examining the required inputs (e.g. financial resources) for implementing activities; the activities themselves (e.g., requisition processing); and then the resulting outputs (i.e. immediate effects, such as the number of requisitions processed).
- 3.3. Outputs are intended to lead to outcomes (i.e. intermediate effects, such as Responsibility Managers making greater education resources available to learners and educators) that in turn is intended to lead to an impact (i.e. long-term effects, such as improving education outcomes in the province).

3.4 The key factors for relevant SCM data are:

- **Inputs** The financial, human, and material resources used in the SCM unit.
- **Activities** Actions taken or work performed through which inputs such as funds, technical assistance, and other types of resources are mobilised to produce specific outputs.
- **Outputs** The immediate effects of activities; the direct products or deliverables of SCM activities, such as the number of requisitions processed, number of bids awarded etc.
- **Outcomes** The intermediate effects of SCM outputs, such as greater education resources being made available to learners and educators.
- **Impacts** The long-term, cumulative effects of programs or interventions over time on what they ultimately aim to change, such as improving education outcomes in the province.

Figure 2: SCM Monitoring and Evaluation Framework

Assessment and Planning	Inputs	Activities	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> • Situational Analysis Current compliance and effectiveness of the SCM unit • Response Analysis Changes to prescripts governing SCM • Stakeholder needs Treasury Reporting Requirements • Resource Analysis Adequate human and skills resources • Collaboration Plans 	<ul style="list-style-type: none"> • Staff Person-hours • Funds/Budget SCM Budget • Materials Stationery/ Manuals • Facilities • Training SCM Staff • Suppliers 	<ul style="list-style-type: none"> • Bid Adverts • Bid Cancellations • Bid Evaluation • Award bids • Request for Quotes • Re-invitation of Quotes • Accept Quotes • Place Orders • Make Payments • Amend Contracts • Reporting to Stakeholders and Internally • Training 	<ul style="list-style-type: none"> • Bids Awarded • Goods Received • Services Received 	<ul style="list-style-type: none"> • Learners received tuition • Educators Receive Training 	<ul style="list-style-type: none"> • Highly Literate and Numerate population • Economic empowerment • Job Creation

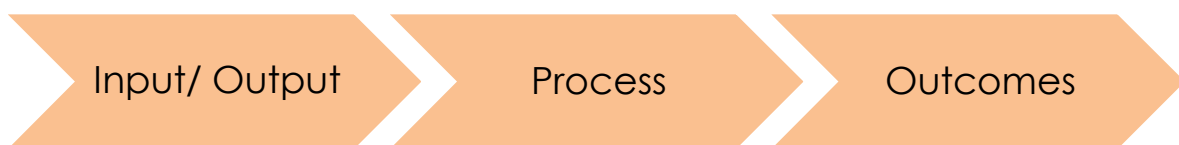
Figure 3: SCM Strategic Planning for Monitoring and Evaluation



3.5 Monitoring and evaluation cover the following four areas of measuring performance:

1. Input/Output Monitoring
2. Process Evaluation
3. Outcome Monitoring/Evaluation
4. Impact Monitoring/Evaluation

Not all of these areas are appropriate for a Monitoring and Evaluation system for the SCM unit. The Monitoring and Evaluation of the SCM unit will focus primarily on the Input/ Output, Process and Outcomes areas of the supply chain. Evaluation logic suggests that input and output monitoring data is essential for informing process evaluation, and process monitoring data is a pre-requisite to outcomes evaluation.



3.6 Steps in developing a Monitoring and Evaluation Framework

- (a) List the problems in the SCM unit (i.e. risks, fruitless/wasteful expenditure, unauthorised expenditure, non-compliance to prescripts,d etc.).
- (b) Make a list of indicators for each problem to be solved. Indicators should be concrete and measurable, objective and as realistic as possible.

- (c) Determine how the indicators chosen will be observed and measured. This includes the scale you will use, the points at which you will make observations, and the frequency with which you will record and measure.
- (d) Write a brief job description for each observation task, for each indicator, for each area to be addressed.
- (e) Assign somebody for each job description. Multiple people can hold multiple job descriptions, or they can be assigned to individuals best placed to make and understand the observations.
- (f) Determine how the information gathered will be used from the previous steps. In some cases, the analysis will be based on comparing the reality to benchmarks set.

Expected Results (Outcomes and Outputs)	Indicators (with Baselines and Indicative Targets) and Other Key Areas to Monitor	M & E Event with Data Collection Methods	Time or Schedule and Frequency	Responsibilities	Means of Verification: Data Source and Type	Resources	Risks
Obtained from Audit Report and Provincial Treasury Report.	From results framework. Indicators should also capture key priorities such as capacity development. In addition, other key areas need to be monitored such as the risks identified in the planning stage as well as other key	How is data to be obtained? Example: through a survey, a review or stakeholder meeting, etc.	Level of detail that can be included would depend on the practical needs.	Who is responsible for organising the data collection and verifying data quality and source?	Systematic source and location where you would find the identified activity.	Estimate of resources required and committed for carrying out planned monitoring activities.	What are the risks and assumptions for carrying out the planned monitoring activities? How may these affect the planned monitoring events and quality of data?

	management needs.						
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4. **What processes will be followed?**

INPUTS:

- 4.1 Physical and technical resources will be determined beforehand to ensure that the objectives (to improve governance, data quality and service delivery) set out will be achieved.
- 4.2 A pre-determined programme will be developed to:
 - a) focus on all key areas within the Supply Chain Unit where monitoring and evaluation will take place;
 - b) ensure that openness and transparency takes place by sending notifications in advance (via letter or e-mail) which will include the checklist to be used, to prepare managers of our intentions and the period when monitoring and evaluation would take place;
 - c) discuss the findings with managers and other role-players prior to the formal submission of reports to the Senior Manager.
- 4.3 Tools to be utilized when monitoring & evaluation takes place:
 - a) checklists;
 - b) service delivery standards;
 - c) random sampling of source documents;
 - d) interviews with managers, SCM practitioners and other role players; and
 - e) observations, inspection, verification and analysis review of source documents

ACTIVITIES:

- 4.4 The following methodology will be used in the monitoring and evaluation process:
 - a) The findings will be based on the information obtained through interviewing, observation, inspection, analysis, verification, sampling of source documents and data collection methods.

- b) The comments will be included in the final report and corrective measures will be devised accordingly.
- c) The implementation of the recommended corrective measures will be entirely the responsibility of management within the assessed section. A record of recommendations will however be maintained and their implementation will be followed up.

OUTPUTS:

4.5 The following objectives as set out above should be achieved:

- a) Bids are awarded (e.g. Learner Transport Schemes to ensure that learners are transported to school and that learning takes place);
- b) Goods/services are received timeously by our clients;
- c) Payments are made within the 30 day period to service providers; and
- d) An overall improvement in compliance, service delivery, accountability and improved governance.

5. Types of indicators, target and verification

Indicators are designed to measure changes over time by pointing the direction of change in either the positive, negative, or whether the situation is improving or worsening. Indicators are usually numeric and may contain qualitative data which is usually quantified.

When numeric data are based on qualitative values, these should be applied to generate meaningful information. It is therefore important to have qualitative indicators which can boost stakeholders' participation, given that their opinion would be required in order to produce the indicators.

Indicators can have different uses depending on the type of information that needs to be collected. It is therefore important to distinguish between the different types of indicators according to their function and the type of information they refer to:

- The **target** provides the actual number and the timescale;

- The **baseline** provides the reference point in terms of quantity, quality and time, against which the target can be measured.
 - **Input indicators** measure the means by which the project is implemented.
 - **Process indicators** measure delivery activities of the resources devoted to a program or project; monitor achievement during implementation in order to track progress towards the intended results.
 - **Output indicators** measure the extent to which the project delivers the intended outputs and identify intermediate results.
 - **Impact indicators:** measure the extent to which the project has the intended effects and related directly to the long-term results of the project.
6. This Framework will be effective from the date approved by the Accounting Officer and will be reviewed on an annual basis.