

# Assessment and Design of a M&E Function for the KZN Department of Health

HST Conference  
10-12 October, JHB

**Rakshika Bhana**

Nhlanhla Ngomane

Kalay Moodley

Khosi Nyawo

Peter Barron

Ronel Visser



# Presentation Overview

- **Background**
- **Objectives**
- **Methodology / process**
- **Findings**
- **Recommendations**
- **Lessons - SAMEA**



# Driving forces for M&E

- To support and strengthen **evidence based policy** and **decision making**
- To support and strengthen **management practice** and activities at programme, project and service delivery levels
- To enhance **transparency and accountability** relationships at all levels and between management and staff



# Background

## Problems with M&E function:

- Fragmented
- Lack of a comprehensive integrated M & E strategy
- Lack of process and systems for acquiring data
- Diffuse responsibility for the M&E function with no clear structure
- Difficulties in accessing latest data
- Existence of parallel vertical systems for data collection
- Lack of knowledge as to how to interpret information to inform decision making and weak competency of departmental staff with respect to M&E



# Objectives

## Assessment and design – Phase 1:

- To review the current functioning of KZN DoH M&E functions, structures, systems and processes
- To identify key M&E gaps and needs
- To propose an M&E system that meets the needs of the department and its stakeholders



# Methodology

- **Establishing the M&E requirements of the DoH:**
  - Situational analysis with key informants
- **Literature review:**
  - National and international best practices in M&E to inform the implementation plan
- **Legislative analysis:**
  - Outlining the legislative imperatives governing the M&E reporting requirements of the dept
- **Indicator analysis:**
  - Assessment and analysis of the all the indicators collected through the various reporting requirements



# Findings (1)

## Situational analysis:

- Perceived roles and responsibilities in M&E and Information Management
- Reporting requirements and current status of reporting
- Setting of targets
- Perception on data quality and management
- Perception on organisational capacity to meet M&E needs
- Ideal M&E system



# Findings (2)

## International trends in M&E:

- Diverse and differs across countries to meet own objectives
- Ranges from government - wide to a mixed approach
- Evidence shows that there is no best approach to a national or a sectoral M&E system
- Dependant on country's realities and the intended use of information which a system will produce



# Findings (2)

- Brazil – adopted a government wide approach to setting programme objectives and system performance indicators
- Colombia – adopted a government wide approach but also combined this with impact evaluations
- Australia, United States, and the United Kingdom – adopted a broader suite of M&E tools and methods which includes performance indicators, rapid reviews, impact evaluations and performance audits
- Uganda – developed 16 separate sectoral M&E systems
- Less developed countries – no M&E system exists but the regular collection of performance indicators to measure the millennium development goals (MDGs)



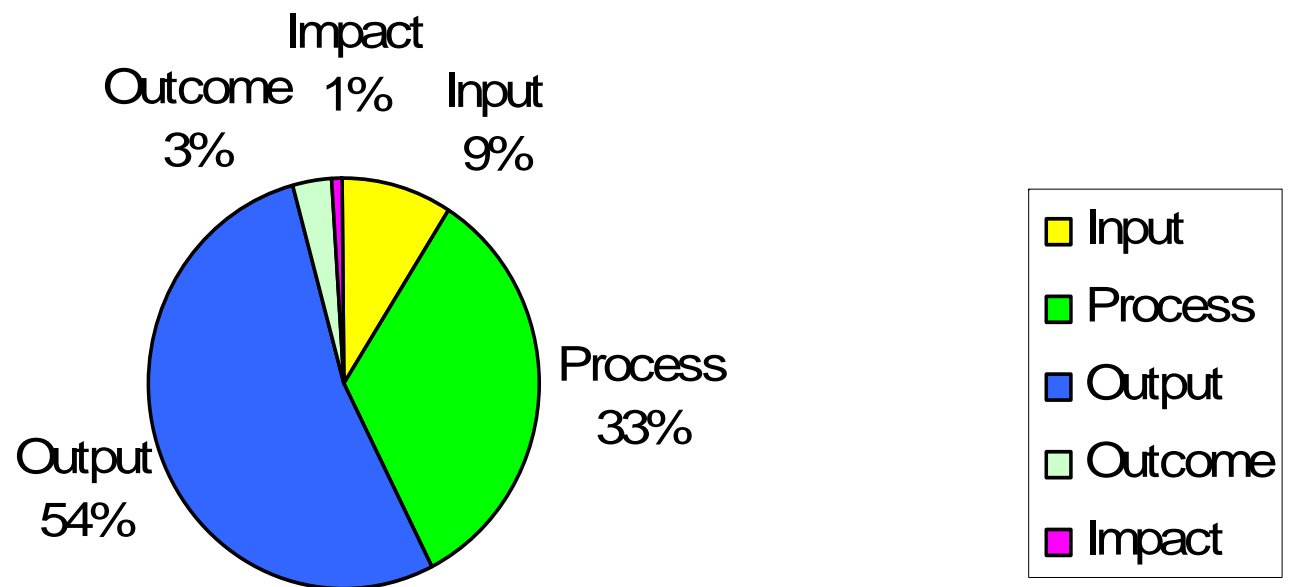
# Findings (2)

- Growing move and focus towards building a results or performance based orientation in public sector management
- Emphasis on developing an “evaluation culture” that:
  - facilitates improvements in the quality of information and performance indicators
  - Supports performance based approach of public sector management
- Extensive diagnosis of current M&E systems necessary prior to conceptualisation of an M&E function



# Findings (3)

## Analysis of Indicators, 2006



Over 1 000 indicators classified

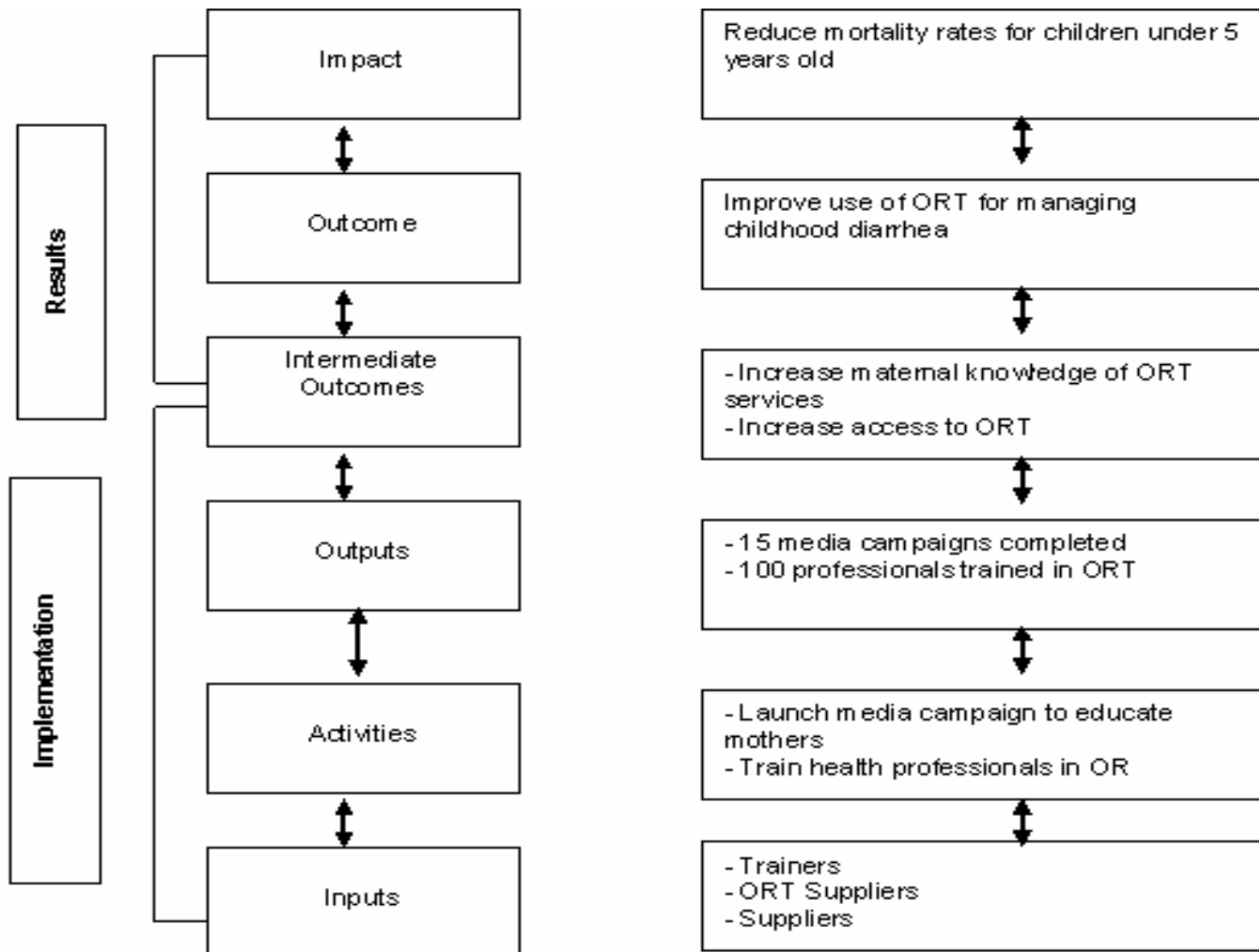


# Recommendation: Towards a Results Based M&E system

- It addresses the **'so what'** *question*
  - So what about outputs being generated?
  - So what that activities have taken place?
- Provides feedback on outcomes and goals of government action
- A powerful public management tool – track progress and demonstrate the impact of a given policy, program or project
- Provides greater focus on outcomes and impacts
- **Two golden Rules for Results Based M&E**
  - Do not define indicators that cannot be measured
  - Do not collect data that are not useful for decision-making or from which no lessons can be learnt

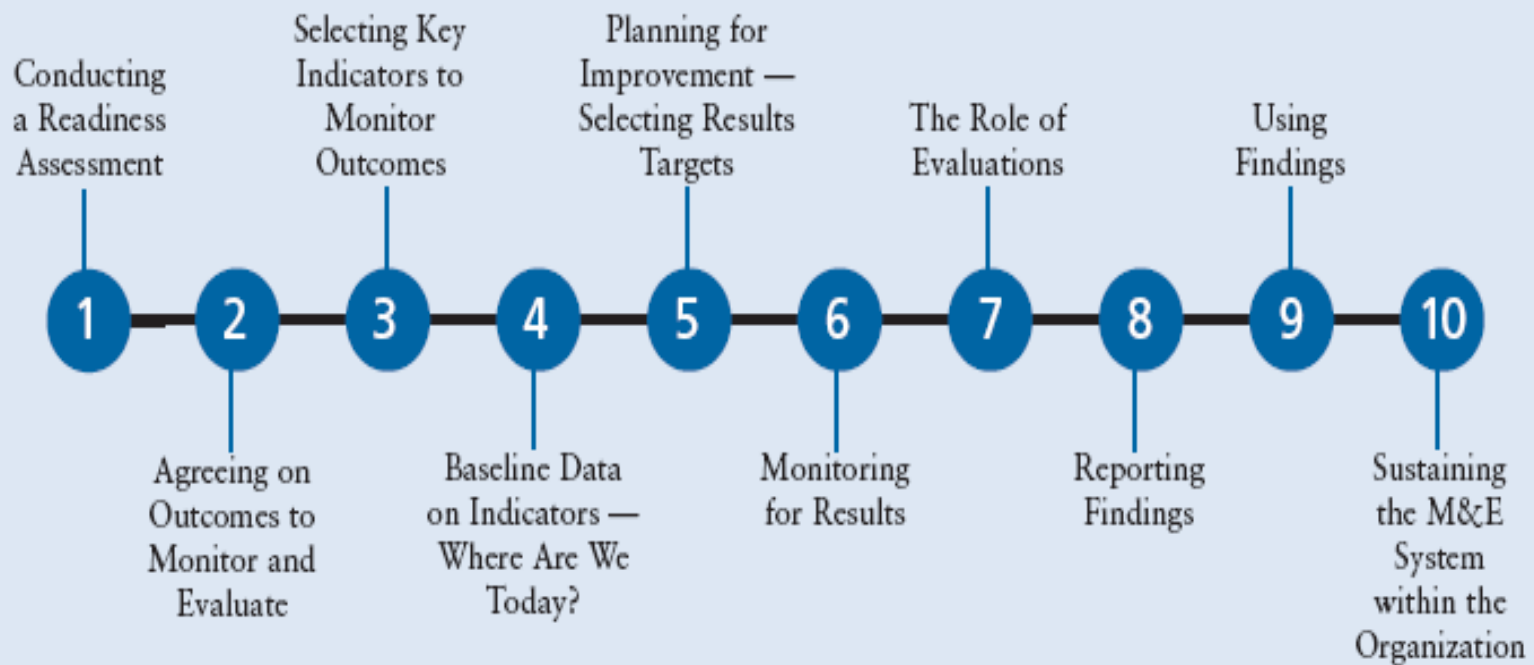


# Model of Results Based M&E



# Ten steps to a Results- Based M&E Framework

Figure i.ii Ten Steps to Designing, Building, and Sustaining a Results-Based Monitoring and Evaluation System



(Source: World Bank, 2004)



# Lessons - SAMEA

## The big 5 problems in M&E

- Presenting a limited view
- Unfocussed
- Unrealistic expectations
- Not enough good information
- Waiting till the end to work out what to do with the results



# Conclusion

- Guidance by the M&E Directorate and Senior Management on the process
- Key to success
  - ongoing commitment, enthusiasm and vision of leadership of the Province with stakeholder ownership of the process and outcome of the Project
- Commitment of HST to support the province and to add value to the initiative
- Rewarding process which can set a standard nationally



# Acknowledgements

*The KZN DoH for initiating the M&E Project and  
the Health Services Planning and M&E Directorate;  
The funder for support to Province;  
Senior Management for participating in  
key informant interviews; and  
the HST Project Team*



**THANK YOU**

