

REPORT

Monitoring and Evaluation Framework for the Socio-Economic Empowerment of Women and Gender Equality



women

Department:
Women

REPUBLIC OF SOUTH AFRICA

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The development of a Monitoring & Evaluation Framework was commissioned by the Department of Women (DoW) for the socio-economic empowerment of women and gender equality for the two Branches namely, Social Transformation & Economic Empowerment (STEE) and Policy, Stakeholder Coordination & Knowledge Management (PSCKM). The framework will be used to:

- identify the annual targets to be tracked and assessed;
- identify intended beneficiaries of the relevant interventions;
- summarise the strategic goal and programme objectives in evaluable terms; and
- finalise an M&E system

We would like to thank the executive and senior management representatives of the Department of Women who were involved in the different phases of developing the framework for sharing their knowledge and opinions with us. This was essential to ensure that the framework produced as output of this project was aligned to expectations.

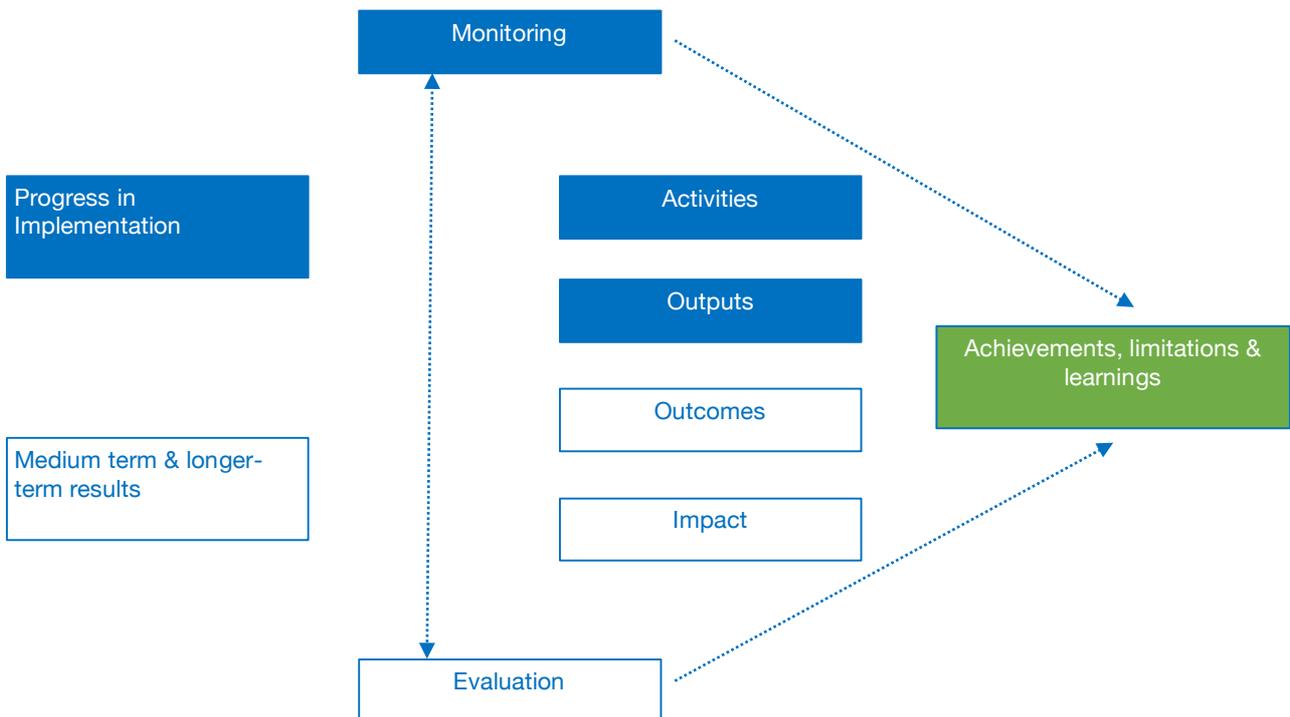
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1. INTRODUCTION

Markiewicz (2014) defines monitoring as a mechanism to track the extent of progress towards the achievement of organisational deliverables, while evaluation focuses on measuring the achievement of organisational results. This relationship is clearly presented in Diagram 1:

Diagram 1: Relationship between Monitoring & Evaluation



The diagram shows that the monitoring process deals with tracking implementation of activities and related outputs. Evaluation focuses on the achievement of outcomes and effects which can be attributed to the strategy over the short-, medium- and long term. Nonetheless, both monitoring and evaluation provide information about the achievements which can be attributed to the strategy and learning. The authors are of the opinion that these two processes serve to inform:

- accountability to an organisation's key stakeholders;
- project management, and
- facilitation of learning to achieve results.

Lahey (2009) clarifies the relationship between monitoring and evaluation (M&E) by emphasising that monitoring deals with continuous collection of data to show progress on the performance, while evaluation refers to the periodic assessment of effects. From this argument, it is evident that organisational stakeholders need M&E to collect data in order to track and measure performance, as well as to assist in decision making processes.

This document outlines an M&E framework to enable the management teams of the two branches of the Department of Women to proactively plan the tracking and assessment of the implementation processes and effects of their outputs.

1.1. KEY CONCEPTS

A number of key concepts are pertinent in understanding M&E. It is important to differentiate between key concepts to arrive at a shared understanding and expectation of what an M&E Framework entails. This section of the report defines some of the core concepts to clarify the differences between an M&E Framework and System as posited by Markiewicz and Patrick, (2014).

Table 1: Key M&E Concepts

Concept	Description
Monitoring	The continuous and systematic collection and analysis of data to provide management and key decision makers with updated progress towards achieving the stated goal and objectives. Data focuses mostly on progress towards the achievement of activities and outputs. However, it does include an element of monitoring progress towards the achievement of results
Evaluation	The planned and periodic assessment of results in key areas using measurements of appropriateness, effectiveness, efficiency, impact and sustainability.
Indicators	Factors or variables (either quantitative or qualitative) that provides a means to assess achievement, demonstrate effects of a strategy or to assess performance. Indicators are a way of measuring change expected from an intervention. Indicators are used as complex social constructs are difficult to quantify or observe as they are often not physical
Assumptions	Hypotheses relating to the factors or risks to be considered as they affect the success or not of a strategy or intervention
M&E System	The organisational structure, management processes, standards, strategies, plans, indicators, information systems, reporting lines and accountability relationships that enable an organisation to carry out the M&E functions effectively
M&E Framework	The planning processes and documented design to assist an organisation to execute M&E functions over the lifespan of a strategy. In summary, it is an overall plan for an organisation to conduct evaluation and includes step-by-step guidelines
Monitoring plan	Deals with what will be tracked, the frequency of tracking and the reporting mechanisms
Evaluation plan	Deals with what will be measured, the frequency of assessment and the reporting mechanism

1.2. Structure of the Document

This document begins with a description of the two branches and their goals and objectives. It is these characteristics of the strategies that will determine what is to be monitored and evaluated. The document then proceeds to set out the M&E Framework by reporting on the following:

- The readiness assessment to conduct M&E
- Defining the outputs and outcomes to be tracked and assessed in the format of a theory of change and logic model for each branch
- Relevant indicators to be tracked and assessed and data sources for each
- Baseline data collected and analysed
- Setting up of performance targets
- Outlining a plan for monitoring
- Outlining a plan for evaluation

2. APPROACH AND METHODOLOGY

2.1. A theory-based evaluation approach

In undertaking the development of an M&E framework, the evaluation team followed the theory based evaluation as espoused by the Realist Evaluation approach. This approach is articulated by leading evaluation experts Pawson and Tilley (1997). Key in the realist evaluation approach is the fact that the success or failure of an intervention is a result of the mechanisms at play in a particular context within which the intervention is being implemented. This principle is summarised by this formula:

Change = Context + Mechanism + Outcome

By implication, the results may not be the same in two contexts where the same intervention was implemented due to contextual factors and its related underlying mechanism. Talking about review of interventions, Pawson, Greenhalgh, Harvey and Walshe, (2004) make the following enlightening observation:



“... social interventions are complex systems thrust amidst complex systems. Attempts to measure ‘whether they work’ using the conventional armoury of the systematic reviewer will always end up with the homogenised answer ‘to some extent’ and ‘sometimes’, but this is of little use to policy makers or practitioners because it provides no clue as to why the interventions sometimes work and sometimes don’t, or in what circumstances or conditions they are more or less likely to work, or what can be done to maximise their chances of success and minimise the risk of failure” (Pawson et. al 2004 iv).

In line with this view on interventions, the realist approach makes its main focus the need to answer the explanatory side of evaluation questions, that is, a) What works, b) for whom? c) in what circumstances, d) in what respects and e) how? (Pawson et. al 2004)

As adapted from Treasury Board of Canada Secretariat (2014), the steps in undertaking a realist evaluation are as follows:

Step 1: involves the evaluator engaging in a dialogue with key stakeholders including decision makers and planners with the aim to understand the nature or the intervention including aims, nature of target population, contexts in which the intervention operates,

prevailing theories about why the intervention will work for some people in some circumstances?

Step 2: The evaluator maps out a set of intervention theories relating to the various contexts within which the intervention operates and multiple mechanisms by which it might operate to produce different outcomes.

Step 3: The evaluator undertakes an outcome inquiry in relation to the mini-theories developed in Step 2 above. Entailed in this is developing a quantitative and qualitative picture of the intervention in action.

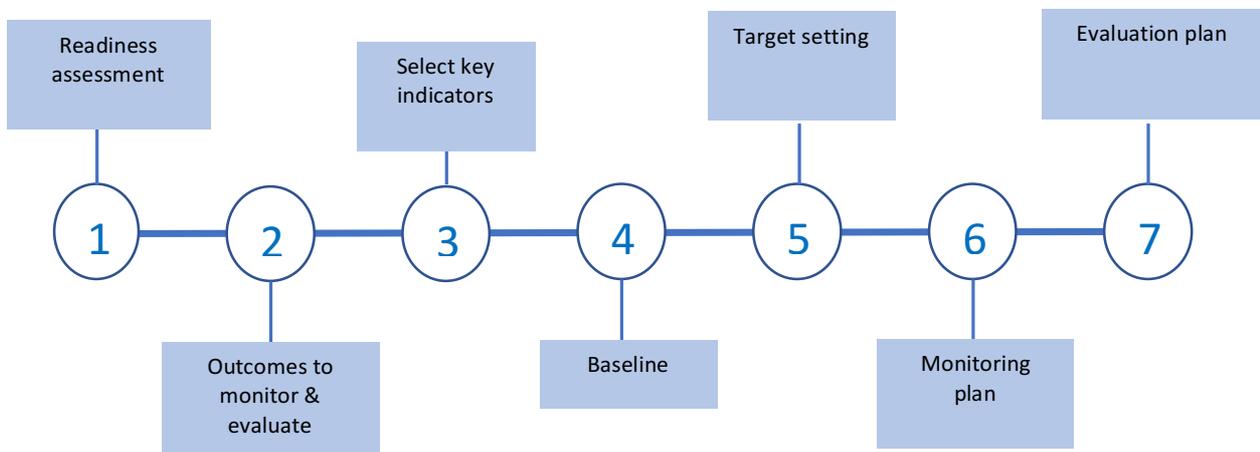
Step 4: By exploring how mechanisms play out within an intervention, the evaluator refines and develops theories of what works for whom in what circumstances and expands to an operational level through the development of a logic model.

This process provided information required for the evaluation team to develop programme theories for the programmes planned by STEE and PSCKM branches as presented in Section 4.

2.2. Methodology

To design the M&E framework, the evaluation team followed a proven approach as opined by Markiewicz and Patrick (2014) and depicted in Diagram 2 below:

Diagram 2: M&E Framework Development Process



Step 1: Readiness assessment

In this step, the team assessed the readiness of the Department to implement an M&E framework with reference to the following elements

Table 2: Readiness Elements

Element	Description
Drivers	Articulation of the purpose and goals of the M&E framework
Uses	Clarify the application of the M&E information. Consider who will use this information, what needs will be addressed and for which stakeholders
Leadership	An M&E champion is required to drive and lead the process of development and implementation of the framework
Commitment	The organisation must commit to develop an M&E framework and put mechanisms in place to develop and institutionalise a full M&E system
Resourcing	A budget is required to fund the development and implementation of the M&E framework and to build the capacity of employees on the M&E function
Accountability	Finalise the location of the M&E function to demonstrate its centrality and to spell out roles and responsibilities
Technical Capacity	State of readiness of the project team in terms of infrastructure to collect credible information and the availability of technical skills among employees and possibly strategic partners

Step 2: Agreeing on outputs and outcomes to measure

In this step, the evaluation team, in consultation with the senior management of both branches, identified the agreed outputs and outcomes to track and measure. To do so, the context, goals and objectives were restated in evaluable terms and documented as part of the theory of change and programme logic models.

Step 3: Selection of key indicators

During the process of developing the programme theories, key indicators were identified at both output and outcome levels to facilitate the tracking and assessment of outputs and outcomes. These will be used to measure achievements and effects which can be attributed to the strategic interventions of the respective Branches. The indicators serve to:

- indicate achievement of outputs and outcomes
- measures progress towards output, outcomes, targets, etc.
- provide evidence of achievements or non-achievement
- identify trends, highlight successes or problems
- provide early warning signals to predict the future situation

Step 4: Setting a baseline and data gathering

To track progress towards the implementation of activities, achievement of outputs and progress towards outcomes, a clear understanding is required of the situation at the start of the intervention. This implies the need for a base of comparison in the form of baseline data or information. Baseline information is a record of what exists prior to undertaking an intervention. Consequently, the baseline values or indicators were identified from the DoW's strategic plans.

Step 5: Selecting results targets

In this step consideration was given to the establishment of targets for the intervention. To do so, the baseline indicator level and the desired level of improvement as set by the decision makers and planners in the strategic plans were used to set measurable targets against which to track and assess programme implementation and results.

Step 6: Monitoring plan

A monitoring plan was developed to deal with the following:

- Monitoring questions
- Focus of monitoring (implementation or outcomes)
- Indicators
- Targets
- Data sources
- Responsibility to conduct monitoring
- Timelines

Step 7: Evaluation plan

An evaluation plan was incorporated, dealing with the following aspects:

- Evaluation questions
- Focus of the evaluation (implementation or outcomes)
- Evaluation approach and methods
- Responsibility to conduct evaluations
- Timelines

3. READINESS ASSESSMENT

3.1. APPROACH AND METHODOLOGY

3.1.1. Approach

According to authors like Kusek, et al (2004), different approaches are available to assess the readiness of an organisation to implement the M&E function. However, the authors criticise these approaches for not taking into consideration the complexities and contexts within organisations. Consequently, they posit an approach that considers the following:

- Organisational competency
- The willingness of the leadership to embark on M&E
- The preparedness of the organisation to develop and manage and M&E system

Informed by these elements, the overall approach followed in conducting this readiness assessment focused on assessing the following elements:

- Incentives and demand for building M&E system
- Clarity of roles and responsibilities in relation to the organisational structure and personnel
- Capacity of the organisation with regards to processes and procedures
- Capacity of personnel tasked with the M&E function
- Requirements for and utilisation of M&E information
- Linkages between programmes and organisational strategy
- Barriers to the development of and M&E system

3.1.2. Methodology

To determine the level of readiness of the DoW to develop and implement an M&E system, the evaluation team developed and employed the following methodology:

- **Data collection**

Data was collected by means of a mixed-method approach, involving the collection of primary and secondary data. Both qualitative and quantitative data were collected by means of a self-administered questionnaire, as well as the review of organisational programme documents and relevant literature in M&E discourse, as presented in Table 3.

Table 3: Data collection methods

Method	Data Collected
Self-administered survey	<ul style="list-style-type: none">• Quantitative and qualitative data on the following:<ul style="list-style-type: none">○ Incentives for M&E○ Linkages between strategies and programmes○ Capacity to conduct M&E○ Information needs and utilisation○ Roles and responsibilities
Document review	<ul style="list-style-type: none">• Organisational strategy (Review of 2020 Strategy)• Annual performance targets (Annual Performance Plan 2016-2017)• Roles and responsibilities (Job descriptions, 2020 Strategy & Annual Performance Plan 2016-2017)• Technical expertise of M&E personnel (Curriculum Vitae of senior personnel responsible for the M&E function)• Incentivisation, roles and responsibility and capacity (Literature review of M&E in the public sector in South Africa)

- **Sampling**

Informed by a review of the relevant stakeholders, the evaluation team decided on the use of non-probability, purposive sampling. In other words, the respondents were selected on the basis of their relevance to the readiness assessment. This method is widely used when the number of informants with expertise or relevance to the area being researched is limited. Having applied this sampling method, the study respondents were identified as the following:

- Director General (DG)
- Acting Deputy Director General (DDG) (STEE)
- DDG (PSCKM)
- Chief Director EEP
- Chief Director (PSCKM)
- Chief Director (PSCKM: Monitoring & Evaluation)
- Director (PSCKM: Outreach)
- Director (PSCKM: Monitoring & Evaluation)
- Director (Internal Operations Efficiency)

- **Data analysis**

Quantitative data was captured on MS Excel and then frequency tables were generated for the following variables:

- Incentives and demand for building of an M&E system
- Clarity of roles and responsibilities in relation to both organisational structure and personnel
- Capacity of the organisation with regards to processes and procedures
- Capacity of personnel tasked with the M&E function
- Requirements for and utilisation of M&E information

- Linkages between programmes and organisational strategy
- Barriers to the development of and M&E system

Qualitative data was captured and analysed using a proven system developed by Paul Musker and Associates (PMA). This method involved coding the qualitative responses and document review data according to grouped themes aligned to the above-mentioned category of variables for analysis.

3.2. FINDINGS

To assess the readiness of the DoW to develop and implement an M&E framework, the evaluation team considered both political and contextual factors impacting on the M&E function. Consistent with this approach, the readiness assessment findings are presented under the following themes:

- Incentives for M&E
- M&E Capacity (Both human resources and systems)
- Roles and responsibilities
- Information needs and utilisation
- Programme linkages

To assess organisation readiness, the evaluation team relied on information from relevant programme documents, M&E literature and data collected during a survey of senior management representatives. The findings of the evaluation are presented and discussed in this section of the report.

3.2.1. Incentives for M&E

It is imperative for a readiness assessment to establish the motivation and demand for the development and implementation of an M&E system. According Kusek et al (2004) five key issues are pertinent in this regard:

- The need and motivation for M&E
- Championing of the cause of M&E
- Benefits of the system
- Obstacles to building and M&E system

3.2.2. The Need and Motivation for M&E

The incentive to develop and implement an M&E system in the DoW is underpinned by the following drivers:

- **Constitutional Drivers**

The election of a democratic government in 1994 militated for a new public service administration culture to deliver on the mandate of the new Constitution of the Republic of

South Africa (Mouton, 2010). The constitutional provisions expect of public representatives both the executive and legislature, as well as all other levels of government, to uphold the principles of accountability and transparency (Mouton, 2010). In addition, the constitution provides for:

- high standards of professional ethics;
- effective and efficient use of public resources;
- a developmental public administration;
- impartial and equitable provision of public services;
- greater participation of citizens in policy formulation; and
- responsive public administration to people needs.

• **International Drivers**

Apart from the above-mentioned constitutional obligations, the emergence of the New Public Management (NPM) gave impetus to develop results- and evidence-based public management and policy development (Abrahams, 2015). The adoption of the Millennium Development Goals (MDGs), a framework developed by the UN Secretariat to measure progress towards poverty reduction, is another key driver of M&E according to Mouton (2010). This is because South Africa, like all other member countries, is required to periodically report on progress towards attainment of MDGs.

• **Legislative and Policy Drivers**

Since 1994, the various political administrations have embarked on the management reform at both administrative and legislative levels to ensure delivery of the constitutional mandate as outlined in the Table 4.

Table 4: Management reforms by period

Period	Public Management Reform
1994 -1999	Policy development and rationalisation of government structures and systems for effective and efficient delivery of services
1999 - 2008	Modernisation of the government systems for efficient and effective implementation of programmes. Emergence of monitoring and reporting mechanisms.
2009 - current	Emphasis on performance management and measurement of effects of services and public programmes

Throughout the periods outlined in Table 4, legislation and policy guidelines were developed to introduce and regulate M&E in the public sector.

In order to monitor and measure adherence to good governance, as espoused in the constitution, and to measure attainment of strategic goals, the South African government developed and enacted legislation and policies to guide implementation and reporting. However, a key issue is the extent to which policy and legislation translated to the creation

of a M&E culture within the public sector. Table 5 is a summary of some of the key legislation and policies that created an enable environment for government to implement monitoring and evaluation in the public sector, as outlined by Rabie (2011 & 2016).

Table 5: Legislation and policies relating public sector M&E by period

Legislation and Policy	Prescribed
1997: White Paper on Transforming Public Service Delivery (Batho Pele)	Outlines Batho Pele principles which are consultation, standards, redress, access, courtesy, openness and transparency, as well as value for money.
2007: National Treasury Framework for Managing Programme Performance Information	Provides framework on performance standards, management of performance, accountability to parliament and roles of the Accounting Officers on M&E
2007 & 2010: South African Statistical Quality Assessment Framework (SASQAF)	Establishes standards, criteria and practices to ensure production of quality information in a decentralised data gathering environment
2007: Policy Framework for Government-wide M&E System (GWM&ES)	Describes a framework for systematic coordination of M&E and to facilitate reporting
2009: Green Paper on National Performance	Describes processes for implementation of performance management which includes stipulation of 25 - 30 outcomes covered in the five-year Medium Term Strategic Framework (MTSF) and delivery agreements between implementing agencies of government
2010: Outcome Approach and Agreements	Clarifies the outcomes approach adopted by government to guide implementation of M&E at all levels of government
2011: National Evaluation Framework	Provides the following M&E guidelines: <ul style="list-style-type: none"> • what should be subjected to M&E • frequencies and reporting intervals • utilise evaluation findings More importantly, it clarifies roles and responsibilities of structures
2012: National Evaluation Plan	Developed annually to measure programme performance and generate knowledge for learning

In terms of the agreed outcomes between the President and Cabinet, the DoW is mandated to lead the achievement of Outcome 14 on social cohesion and play a supportive role in the achievement of the following outcomes (Table 6).

Table 6: Outcomes relevant to the DoW

Outcome	Role	Description
Outcome 14	Lead	Nation building and social cohesion
Outcome 2, sub-outcome 9	Supportive	A long and healthy life for all South Africans: <ul style="list-style-type: none"> • Reduction in maternal mortality
Outcome 3, sub-outcome 1	Supportive	All people in South Africa are and feel safe <ul style="list-style-type: none"> • Reduced levels of contact crimes

Outcome	Role	Description
Outcome 4, sub-outcome 8	Supportive	Decent employment through inclusive growth <ul style="list-style-type: none"> Expansion of economic opportunities for historically excluded and vulnerable groups Improved economic opportunities for small businesses and cooperatives

From the above, it is evident that the need for an M&E system in the DoW is incentivised by a combination of constitutional, legislative and policy imperatives.

3.2.3. Championing the M&E function

The need for M&E can be driven from the level of government, parliament, civil society, donor organisation and/or citizens. In the case of the DoW, it vested in the Minister in the Presidency Responsible for Women to institutionalise monitoring and evaluation in the DoW. Moreover, the Department for Planning, Monitoring and Evaluation (DPME) is responsible for the institutionalisation of a Government-Wide Monitoring & Evaluation System (GWM&ES). The role of the DPME is therefore a clear demonstration of the level of political commitment and support to programme performance and outcomes-based management for improvement of service delivery. Consequently, the DPME expects of the DoW to establish a dedicated and functional M&E unit.

3.2.4. Benefits of the M&E System

Phillips (2012), identifies five key benefits of establishing an M&E system. These benefits, as they apply to the DoW, are presented in Table 7.

Table 7: Benefits of an M&E system to the DoW

Mechanism	Description
Political accountability	To ensure delivery on the relevant outcomes the Minister has entered into a performance agreement with the President. The agreement commits the Ministers to deliver on the agreed priorities for the electoral cycle. The Minister has an agreement with the Accounting Officer (DG) who is responsible for administration of the DoW. The introduction of an M&E system will therefore streamline the tracking and measurement of departmental deliverables
Delivery Agreements	The above-mentioned delivery agreement require department plans that longer just focus on activities and outputs, but also the intended outcomes. Introduction of a Results-Based M&E system will therefore provide information to track and assess results in performance agreements
Monitoring of the implementation of Delivery Agreements	Implementation Forums were formed to track progress, identify challenges and find resolutions to them. These forums are joint meetings of Ministers and Members of

Mechanism	Description
	Executive Councils or sometimes cluster forums. Furthermore, the DPME submits progress report on the implementation of delivery agreements to Cabinet Committees. At the same time, the Minister is expected to submit quarterly performance reports on the delivery agreement to Cabinet and the Parliament. Consequently, an M&E system is required to provide evidence-based information for the preparation of performance reports
Performance monitoring of departments	DPME utilises a Management Performance Assessment Tool (MPAT) to measure the efficiency and effectiveness of management practices of national departments such as the DoW. The intention of these assessments is to determine the extent to which management practices affect the achievement of outcomes. An M&E system will significantly improve information management on performance monitoring

Data collected during the readiness assessment, supports the notion that the DoW requires improved capacity to develop key performance indicators to track and measure the progress towards the attainment of goal.

Of the nine respondents, six conceded that there is a need to strengthen the existing key performance indicators. In response to this challenge, the M&E framework will therefore need to delineate clear and concise performance indicators for identified outcomes.

The survey results on the incentivisation from an organisation planning and budgeting perspective are presented in Table 8.

Table 8: Incentivisation from an organisational and budgeting perspective

The majority of respondents rated the organisational readiness for M&E at a basic level, followed by those who reported a need for increased capacity and those who thought moderate capacity exist

Variable	Number of respondents				
	Need for increased capacity	Basic capacity in place	Moderate capacity in place	High level of capacity	Other
Organisation has clear, coherent strategy linked to overall mission, vision, and overarching NDP goals. Strategy is integrated in day-to-day operations	2	3	2	1	0
Ability to develop realistic strategic plan and Annual Performance Plans (APPs). Adequate expertise in strategic planning in place and collaboration between M&E and Research units. The Strategic Plan used to guide management decisions.	0	6	0	1	0
Financial Plans aligned to Strategic priorities in the Strategic Plan. Performance to budget closely and regularly monitored.	2	4	2	1	0

As evident in Table 8, the development of the M&E system will therefore need to take into consideration the basic to moderate capacity of the DoW to implement monitoring and evaluation of the selected programmes.

3.2.5. Obstacles to building and M&E system

Development of an M&E system needs to take into consideration a number of barriers and challenges, which are inherent to Results-Based Monitoring & Evaluation (RBM&E). Some of these obstacles are described below:

- **Non-descriptive:** Cloete (2008) argues that the GWM&ES is not a single system that can be utilised by all departments. Rather, it is a framework, which departmental systems need to synchronise with. Each department has its own discretion to institutionalise M&E functions, provided they are compatible with the GWM&ES. It is there a prerequisite for the proposed DoW M&E system to align fully with the GWM&ES.
- **Inadequate capacity:** According to the consolidated public service monitoring and evaluation report of 2008, many departments are still struggling with the formulation of measurable indicators (Rabie, 2011). Furthermore, the provision of M&E training to department officials has been approached on an ad hoc basis, rather than 'en masse' as originally intended by PALAMA (Rabie, 2011). For the successful and sustained implementation of an M&E system, the DoW would therefore need to embark on a capacity building process to ensure relevant officials have the requisite knowledge and skills to implement the system and derive maximum benefit.
- **Prioritisation of M&E:** Rabie (2011) argues that the current institutional arrangement does not prescribe the inclusion of evaluation in the planning and budgeting processes of departments. The author goes on to state that the DPME has provided guidelines for departments and to include M&E in their planning and budgeting process. However, in practice, it is often seen as an add-on over competing interests. It will therefore be critical for the DoW to ensure a functional and responsive M&E system, that produces evidence-based information for planning and budgeting purposes. Moreover, the DoW will be required to take the necessary steps to strengthen incorporation of the monitoring as part of the management function. This implies that senior managers need to understand that monitoring is part of the management function.

Key findings on Incentivisation

Conducive conditions

- The need for M&E in the DoW derives from both constitutional and regulatory imperatives
- The cause for M&E is championed by:
 - The Minister in the Presidency responsible for Women
 - DPME
 - Director General: DoW
 - DDG: PSCKM Branch
 - Chief Director: PSCKM: M&E

Improvement areas

- The M&E framework should assist the DoW to develop an integrated, coherent organisational strategy aligned to government priorities
- A collaborative approach to planning that is informed by both M&E and research information, must be institutionalised
- The M&E system should assist in the tracking of resource allocation in relation to budget and planned programme outputs
- The M&E framework should clearly articulate the role of managers in the M&E process

3.2.6. M&E Capacity

The readiness assessment focused on capacity at two levels, namely human resource (HR) capacity and systems. The findings on M&E capacity are presented below according to these elements.

3.2.6.1. Human Resources

This section on Human Resources focuses the capacity of officials responsible for M&E to plan, implement and sustain and M&E system. This is important considering that programme decision makers, planners and managers require up-to-date, reliable and credible evidence-based information as generated by an M&E system to inform their decision making. According to the consolidated Public Service Monitoring and Evaluation Report of 2008, many departments were still struggling with the formulation of measurable indicators (Rabie, 2011). Furthermore, the provision of M&E training to department officials has been ad hoc and on a request basis, rather than 'en masse' as originally intended by PALAMA (Rabie, 2011).

Goldman, Philips, Engela, Akhalwaya, Gasa, Leon, Mohamed and Mketi (2014) posit that managers need capacity to utilise evidence (generated through M&E) to support policy and decision making with particular reference to policy and data analysis skills. Kusek et al (2004) argue that an assessment of the capacity to monitor and evaluate is integral to the M&E readiness assessment process. Chaplow (2008, P:16) cautions that staffing capacity is

a critical success factor in M&E "...because it demands special training and a combination of research and project management skills." Box 1 presents the core skills recommended for implementation of an M&E system, as extrapolated from Rabie (2016).

Box 1: Core M&E Skills Requirements

Research skills

- Research design
- Quantitative methods
- Qualitative
- Literature review
- Data collection, analysis and management

Reporting skills

- Report writing
- Analytical and syntax
- Presentation skills

Project management skills

- Project planning
- Team management
- Stakeholder management
- Develop Terms of Reference (ToR) for M&E studies
- Finalise engagement of M&E contractors

Technical skills

- M&E qualifications
- Experience in M&E practice
- Managing M&E studies

The job descriptions and Curriculum Vitae of officials in the M&E unit were analysed to determine their technical capacity in M&E. The preliminary findings were then discussed and verified during telephonic interviews with employees in the M&E unit. The findings are reported in Matrix 1 below.

Matrix 1: Capacity in the M&E unit

Core skills	Excellent evidence of skills	Some evidence of skills	Skills not evident
• Research design		X X	X
• Quantitative methods		X	X X
• Qualitative methods		X	X X
• Literature review		X	X X
• Data collection, analysis and management		X	X X
• Report writing		X X X	
• Analytical and syntax		X X X	
• Presentation	X	X X	
• Project planning		X X	X
• Team management		X X X	
• Stakeholder management		X X	X
• Develop Terms of Reference (ToR) for M&E studies		X	X X
• Finalise engagement of M&E contractors		X	X X
• M&E qualifications			X X X
• Experience in M&E practice		X X	X
• Managing M&E studies			X X X
Note: "X" represent one employee in the M&E unit (n=3 employees)			

From the above the following observations emerged:

- None of the current employees have in-depth technical knowledge and skills on planning, implementation and management of M&E
- None of the employees have a professional qualification in M&E, which is a prerequisite to manage the M&E function
- Employees cannot be considered as M&E practitioners due to inadequate technical expertise in M&E practice
- The current level of technical expertise poses a potential challenge in the ability of the unit to implement and sustain and M&E system
- One of the employees have completed a credit-bearing short course in Aligning Planning, Budgeting, Implementation, Monitoring and Evaluation at a post-school education institution

These findings correlate well to the findings of the DPME survey that found that in 32% of departments the capacity for M&E is inadequate and managers do not have enough skills or understanding of M&E.

3.2.6.2. Systems

This section of the report presents the findings on the extent of readiness of the DoW with regards to the following:

- **Data systems**

Nearly all respondents acknowledged significant limitations in the availability of an integrated, functional M&E system, which is used to track programme performance and measure achievement of intended results (Chart 1).

Chart 1: Availability of an integrated M&E system

Nearly all respondents were of the opinion that the DoW does not currently have an M&E system in place



In addition, the majority of respondents concurred that low levels of readiness were evident with reference to data collection and management procedures, and availability of validated data collection tools (Table 9).

Table 9: Readiness of the DoW on data collection procedures and tools

Most respondents acknowledged inadequate operating procedures on data collection and availability to tested data collection tools

Variable	Number of responses				
	Need for increased capacity	Basic capacity in place	Moderate capacity in place	High level of capacity	Other
Availability of clear and well understood standard operating procedures on collection, capturing verification and management of performance data	7	2	0	0	0
Availability of data collection tools with strong checks and balances to ensure quality and reliability of data at all levels.	8	0	1	0	0

With regards to the developed of indicators that are linked to outcomes stated in the Medium-Term Expenditure Framework (MTEF) and routine indicators for tracking programme implementation, low levels of readiness evident as reflected in Chart 2 and 3 below:

Chart 2: Availability of M&E indicators linked to the MTSF

The majority of respondents reported a requirement for increased capacity

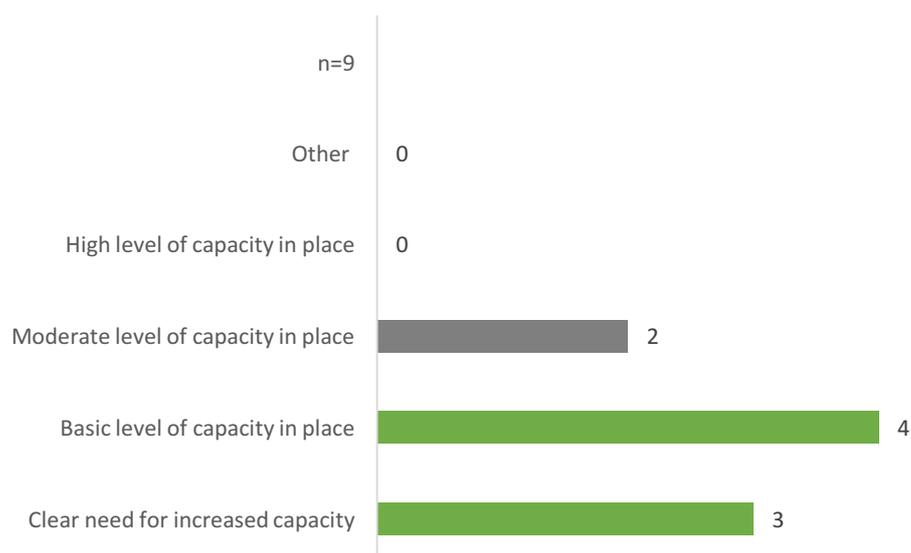
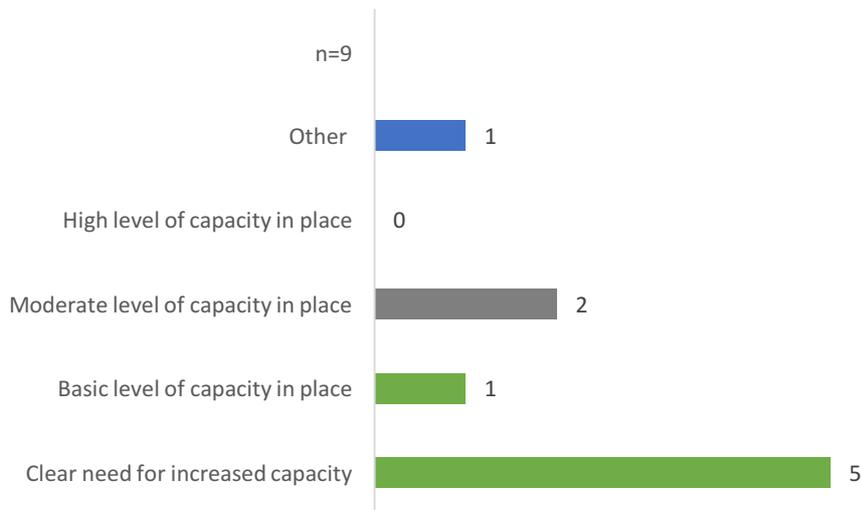


Chart 3: Availability of a minimum dataset of routine M&E indicators

Most respondents agreed on a need for improved capacity. The respondent who indicated “other” was not sure of the availability of a dataset



A review of both the 2015 -2020 Strategic Plan and the 2017/18 APP confirmed that routine indicators on key performance areas are not specified. However, targets linked to the MTEF are outlined in the APPs. It will therefore be a key requirement for the M&E framework to clearly outline measurable indicators, at both output and outcomes levels.

- **Resources**

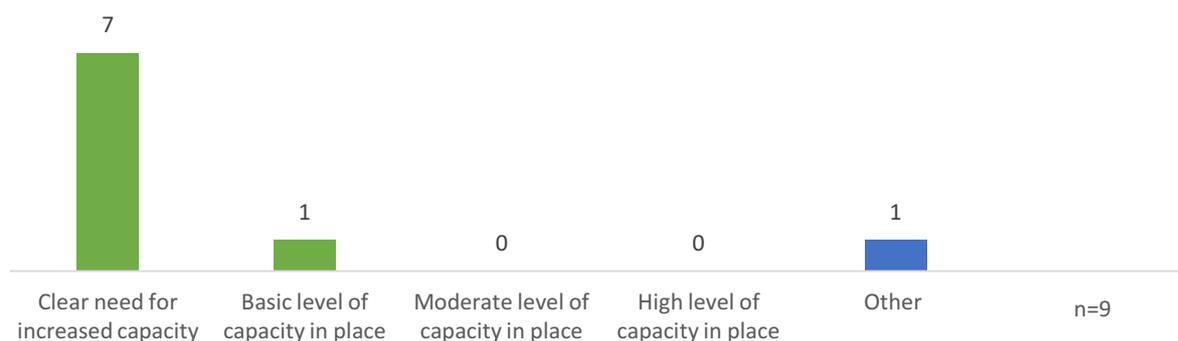
As acknowledged by Markiewicz and Patrick (2016), development of an M&E system requires serious consideration of the availability and access to organisational Management Information Systems (MIS) and associated Information Technology (IT) resources.

They go on to argue that it is often required to engage with system designers to develop databases that are integrated with existing MIS. While the availability of and access to information system is not pertinent to the development of the M&E framework process, it will no doubt be an issue during the development of a fully-fledged M&E system.

Respondents were therefore requested to rate the extent to which the M&E unit of the DoW has access to statistical software packages to collect, capture, analyse and interpret evaluation data (Refer Chart 4).

Chart 4: Access to M&E information management systems/packages

All respondents conceded the need for *increased capacity* or *acknowledged existence of basic capacity*. The respondent who indicated "other" was not sure of the availability of a dataset



Respondents from the DoW were divided on how performance information of the department is currently managed. Two respondents were of the opinion that it was managed on MS Excel, while three indicated that no system is in place. Two respondents reported that information is managed by means of paper-based, narrative reports and one did not respond to the question.

In preparation for the development of an M&E system, it would therefore be advisable for the M&E unit to engage with the IT unit on the need for data management, information capturing, data analysis, reporting and storage system requirements to effect access to M&E information.

From a resource point of view, readiness also encompasses considerations such as availability of a website to showcase M&E findings and recommendations, access to technical support from the DPME and the existence of a dedicated M&E unit - with capacity to discharge the M&E function. These readiness findings are presented in Table 10.

Table 10: Availability of and access to other resources

Most respondents acknowledged inadequate operating procedures on data collection and availability to tested data collection tools

Variable	Available	Not available
The M&E Unit maintains a website where all evaluations are accessible (unless there are security concerns), including the data and metadata. (n=9)	0	9
Technical support provided by DPME to the M&E has assisted in improving the evaluation output (n=8)	1	7
Organisational structure of the Strategic Planning and M & E units provide for adequate capacity to perform the required functions (n=8)	0	8

Key findings on M&E Capacity

Improvement areas on HR

- The readiness assessment found a need to capacitate personnel in the M&E unit on technical skills in M&E to ensure effective and efficient M&E practice in the DoW

Improvement areas on Systems

- The M&E unit should consider requesting structured support from the PDME on the institutionalisation of M&E
- The M&E framework should include the development of output and outcome indicators
- Once the M&E framework is approved, the DoW should consider developing a fully-fledged integrated M&E system

3.2.7. Roles and Responsibilities

Goldman, et al (2014) argue that it is the responsibility of line departments to monitor and track the performance of their programmes. They go on to summarise the findings of a survey on M&E conducted across all 155 national and provincial departments. The survey found that most departments have established a dedicated M&E unit headed by a senior official (Level of Director or higher). The readiness assessment determined that the DoW has a dedicated M&E unit in place headed by a Chief Director, assisted by a Director and Deputy Director. The Chief Director reports to the DDG: PSCKM Branch. A review of the organisational diagram indicates a clear definition of the purpose and function of the unit. Moreover, the number of posts funded in this unit indicates that the M&E function is adequately resourced. The readiness assessment also found that each employee has been provided with a comprehensive and clear job description.

Key findings on Roles and Responsibilities

Conducive conditions

- A dedicated M&E unit is in place
- The M&E function is adequately resourced from a human resource point of view
- M&E roles and responsibilities are clearly delineated in the job description of personnel

3.2.8. Information Needs

Three questions relating to information needs were considered during the readiness assessment:

- **Who will use the information?**

Respondents reported that M&E information will be used by the stakeholders identified in Box 2:

Box 2: Stakeholders who will use M&E information

External Stakeholders

- Implementing departments
- Parliamentary Portfolio Committee on Women in the Presidency
- DPME
- Auditor General
- Offices of the Premier
- Relevant Chapter 9 institutions
- Relevant civil society organisations

Internal Stakeholders

- Minister
- Senior Management

- **For what purpose will information be used?**

Chaplowe (2008) identifies the following use of M&E information:

- To advance organisational learning
- Improve service delivery
- To inform stakeholders on programme performance

From the survey, it was evident that respondents concurred with this view and concurred that information will be used for improved decision making (organisational learning) to track implementation (service delivery) and to strengthen accountability (programme performance).

- **What kind of M&E information will be required?**

Respondents highlighted the need for the M&E information as detailed in Box 3:

Box 3: Type of M&E information required

- Service delivery performance
- Progress toward the delivery of outputs
- Progress towards the achievement of intended programme results

Key findings on Information Needs

Conducive conditions

- Key stakeholders and their information needs are clearly articulated
- The DoW has a clear understanding of the type of information to be generated by the M&E system

3.2.9. Programme Linkages

A key purpose of M&E readiness assessment is to establish the linkages between projects, programmes, organisational strategies and national priorities. The goal, according to Kusek et al (2004: p.48) is to “create and M&E system that that is transparent and aligned from one level to the next.”

The readiness of the DoW was assessed according to the extent of linkages between programmes and strategy (Chart 5) and programme and strategic objectives (Chart 6):

Chart 5: Linkages between programmes and strategy

All respondents identified a need for improved linkages. A slight majority of respondents (5) indicated a clear need for additional capacity to forge linkages, as opposed to 4 who were of the opinion that basic level of capacity is in place

n=9

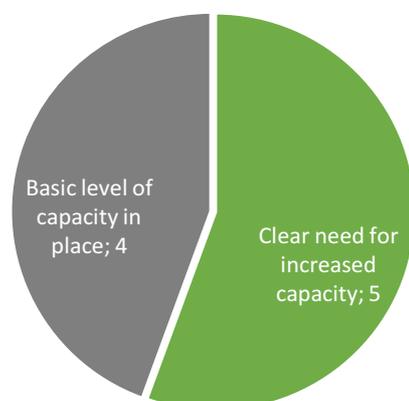
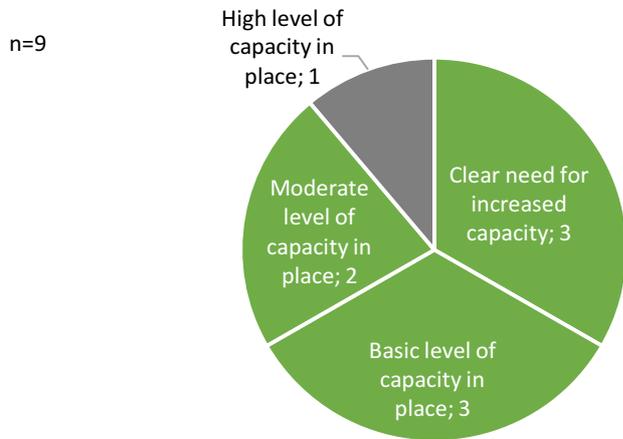


Chart 6: Linkages between programme and strategic objectives

Most respondents were of the opinion that linkages of programme objectives to strategic objectives *have to be strengthened*.



Key findings on Programme Linkages

Improvement areas

- The M&E system should assist the DoW to clarify the linkages between programme and strategy
- The M&E system must link programme objectives to the strategic objectives of DoW.

3.3. CONCLUSION

The key point of the readiness assessment documented in this report is that the development of an M&E framework will be a complex process. The readiness assessment found potential challenges in relation to the following:

- Organisational readiness for M&E
- Capacity to conduct M&E
- Technical system issues
- Programme linkages

It is therefore evident, that all relevant stakeholders within the DoW will need to commit to the framework development process, championing of the M&E function and creation of a conducive organisational environment for M&E. It is anticipated that the key findings in this report would need to be considered and incorporated in the M&E framework currently

under development. Key readiness considerations for the development of an M&E framework emerged as the following:

- A collaborative approach to planning is required, informed by both M&E and research information
- M&E should assist in the tracking of resource allocation in relation to budget and planned programme outputs
- The M&E framework should clearly articulate the role of managers and champions in the M&E process
- There is a requirement to restate programme objectives and goals to clarify programme linkages to the organisational strategy
- There is clearly articulated need to construct indicators at both output and outcome level to lead to the development of a minimum dataset of routine M&E indicators

However, of paramount importance is that the readiness assessment findings demonstrated gaps in essential technical M&E skills among key personnel tasked with the M&E function. From the readiness assessment, it emerged that it is a priority for the DoW to consider avenues to improve the technical M&E skills and understanding of relevant officials.

As much as this readiness assessment found evidence of a range of potential challenges to the ultimate goal of developing and implementing an M&E system in the DoW, it also found that it is achievable and feasible to do so, provided that the identified gaps in this report are addressed. Moreover, a functional M&E framework will benefit the DoW by providing evidence of progress towards the achievement of programme objectives, outputs and outcomes.

4. DEVELOPING OUTPUTS & OUTCOMES

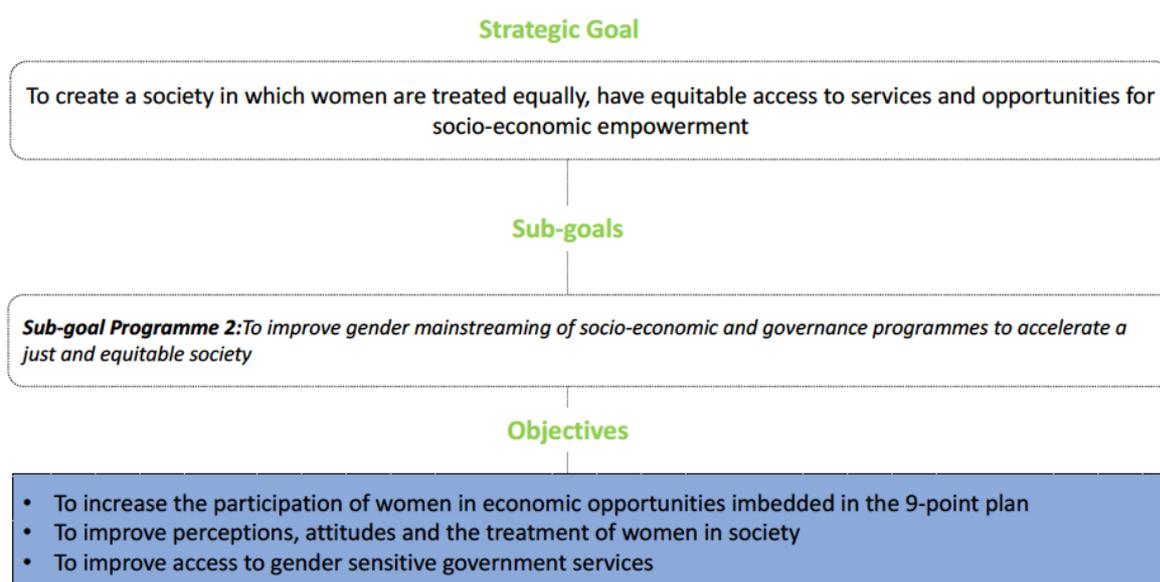
The strategic goals of the two branches were reviewed and translated into a set of objectives. This was done in order to distinguish between the long-term impact (as represented by the goals) and the shorter-term outcomes represented by the objectives. As posited by Kusek & Rist (2004), the establishment of outputs and outcomes are illustrative of what success will look like in a specific intervention. This section presents the restated goals, objectives, theories of change and logic models of the two Branches, collectively known as the programme theory.

4.1. STEE BRANCH PROGRAMME THEORY

4.1.1. Goals and Objectives

It is impossible to measure an intervention if it is not broken down into specific goals and measurable objectives. The goal and objectives of the STEE intervention strategy is as follows:

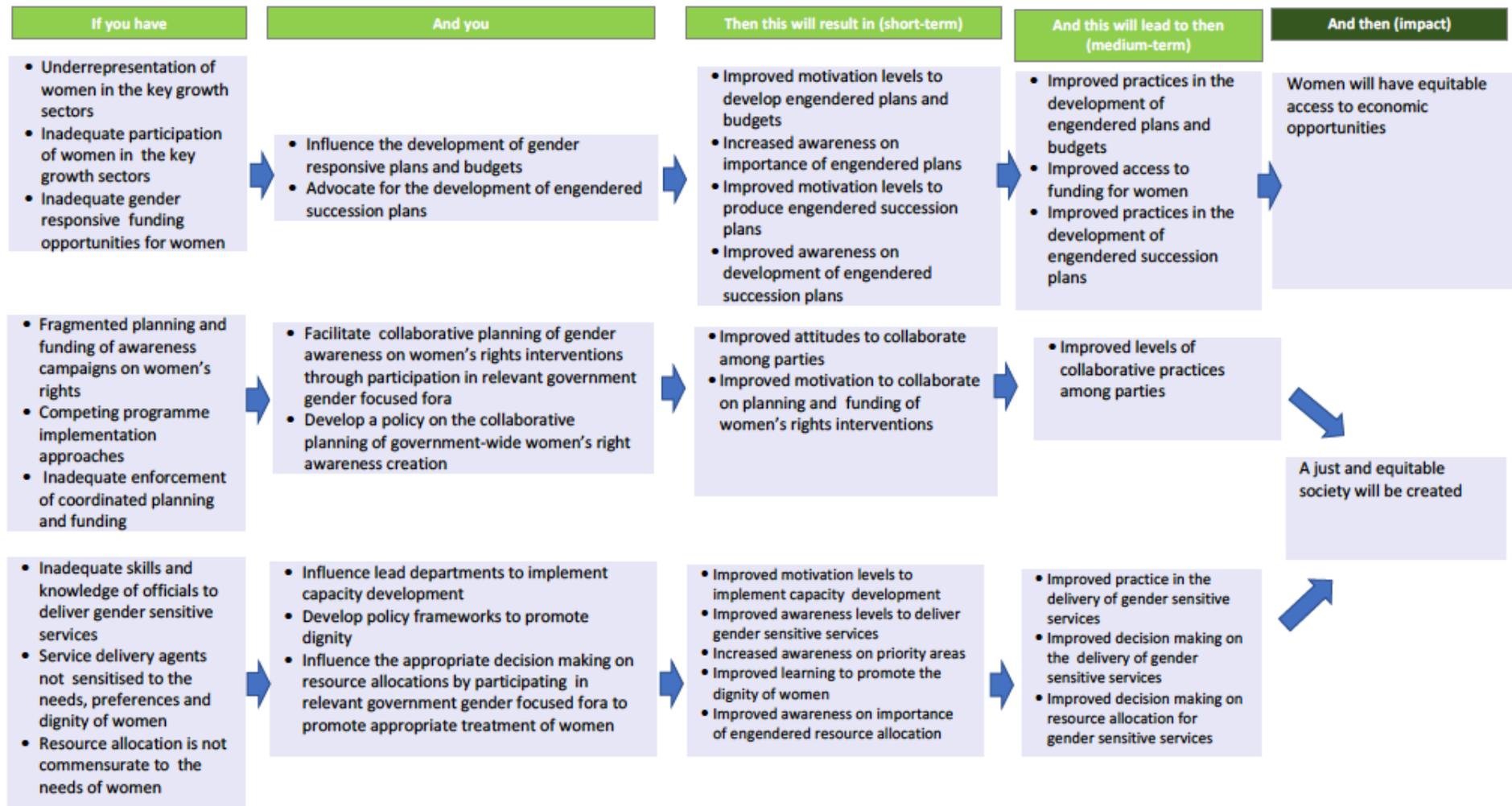
Diagram 3: STEE Goals and Objectives



4.1.2. Theory of Change

The Theory of Change (ToC) is a high-level description of an intervention in relation to its intended outputs and outcomes. It provides an interconnected description of the pathway(s) to the intended long-term change or impact. The STEE ToC is presented in Diagram 4.

Diagram 4: STEE Theory of Change



4.1.3. Programme Logic Model: STEE

The logic model is a picture of the intervention illustrating the logical relationships between the activities, outputs, short, medium and long-term outcomes and is depicted below:

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
1. To increase the participation of women in economic opportunities embedded in the 9-point plan	<ul style="list-style-type: none"> Research on Gender Responsive Budgeting (GRB) Presentations and position documents GRB Meeting schedules 	<p>1.1 Influence the development of gender responsive plans and budgets:</p> <p>1.1.1 Develop core messages and presentations on GRB</p> <p>1.1.2 Minister meets with Ministers of ESEID cluster to obtain buy-in and support</p> <p>1.1.3 Present to DGs forum of Economic Sectors Employment Infrastructure Dev cluster</p> <p>1.1.4 Engage in one-on-one discussions with DGs to put plans of actions in place</p> <p>1.1.5 Engage with identified decision makers to agree on implementation mechanisms</p> <p>1.1.6 Present to MinComBud to obtain buy-in and support for GRB</p>	<p>1.1.1 Core messages and communications. strategy (GRB)</p> <p>1.1.2 Presentations on GRB to ESEID ministers</p> <p>1.1.3 Presentations on GRB to ESEID DGs forum</p> <p>1.1.4 Plans of Action per dept.</p> <p>1.1.5 Agreed implementation mechanisms</p> <p>1.1.6 Presentation on GRB to MinComBud</p>	<p>1.1 Improved motivation levels to develop engendered plans and budgets</p> <p>1.1 Increased awareness on the importance of engendered plans and budgets</p>	<p>1.1 Improved practices in the development of engendered plans and budgets</p> <p>1.1 Improved access to funding for women</p>	1.1 Equitable access to economic opportunities for women
	<ul style="list-style-type: none"> Research on engendered succession plans (ESPs) 	<p>1.2 Advocate for the development of engendered succession plans:</p>	<p>1.2.1 Core messages and communications strategy on ESP</p>	<p>1.2 Improved motivation levels to produce</p>	<p>1.2 Improved practices in the development of engendered succession plans</p>	

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
	<ul style="list-style-type: none"> • Presentations and position documents • GRB Meeting schedules 	<p>1.2.1 Develop core messages and presentations on gender equity in the workplace</p> <p>1.2.2 Present ESP to Minister of Labour</p> <p>1.2.3 Engage in one-on-one discussions with DGs to put plans of actions in place</p> <p>1.2.4 Engage with identified decision maker in DoL to agree on implementation mechanisms</p> <p>1.2.5 Identify key stakeholder fora for engagement</p> <p>1.2.6 Engage on ESP with identified fora</p> <p>1.2.7 Agree on implementation mechanisms with identified fora</p>	<p>1.2.2 Presentations on ESP to ESEID ministers</p> <p>1.2.3 Presentations on ESP to ESEID DGs forum</p> <p>1.2.4 Plans of Action per dept.</p> <p>1.2.5 Agreed implementation mechanisms</p> <p>1.2.6 Presentation on ESP to MinComBud</p>	<p>engendered succession plans</p> <p>1.2 Improved awareness on the development of engendered success plans</p>		
2. To improve perceptions, attitudes and the treatment of women in society	<ul style="list-style-type: none"> • Research on women's rights and collaborative planning • Presentations and position documents • Meeting schedules • Identified enforcement mechanisms 	<p>2.1 Facilitate collaborative planning of gender awareness on women's rights interventions through participation in relevant government gender focused fora</p> <p>2.1.1 Develop core messages and presentations on need for collaborative planning of women's rights awareness</p> <p>2.1.2 Present to Ministerial Committee on Violence against Women and Children</p> <p>2.1.3 Present to Social Protection Community</p>	<p>2.1.1 Core messages and communications Strategy & presentations on collaborative planning of women's right awareness creation</p> <p>2.1.2 Presentations to IMC</p> <p>2.1.3 Presentations to SPCHD</p> <p>2.1.4 Plans of Action per dept.</p> <p>2.1.5 Collaborative plans on women's rights</p>	2.1 Improved motivation to collaborate among parties	2.1 Improved levels of collaborative practices among parties	2.1 A just and equitable society is created

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
		<p>and Human Development</p> <p>2.1.4 Engage in one-on-one discussions with DGs to put plans of action in place</p> <p>2.1.5 Engage with identified decision makers to agree on collaborative planning processes on women's rights awareness</p>	awareness creation			
		<p>2.2 Participate in the planning of gender awareness on women's rights interventions through participation in relevant government gender focused fora namely:</p> <ul style="list-style-type: none"> • Intersectoral Committee on the Sexual Offences Act • Justice Crime Prevention Strategy DevCom • IMC on VAWC • SPCHD • Social Crime Prevention Committee 	2.2.1 Inter-governmental fora participation	2.2 Improved attitudes to engage in collaborative planning	2.2 Improved levels of practice on collaborative planning	2.2 A just and equitable society is created

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
		<p>2.3 Develop a policy on the collaborative planning of government-wide women's right awareness creation</p> <p>2.3.1 Hold internal consultative meetings on the development of the policy</p> <p>2.3.2 Hold consultative meetings with key stakeholders</p> <p>2.3.3 Present amended concept document to the SPCHD JCPS clusters</p> <p>2.3.4 Initiation of Social Economic Impact Assessment</p> <p>2.3.5 Submission to Cabinet for approval</p> <p>2.3.6 Published for comments</p> <p>2.3.7 Final approval by cabinet</p>	<p>2.3.1 Internal concept document</p> <p>2.3.2 Revised concept document</p> <p>2.3.3 Revised concept document</p> <p>2.3.4 Draft policy</p> <p>2.3.5 Approved draft policy</p> <p>2.3.6 Revised draft policy</p> <p>2.3.7 Final policy</p>	2.3 Improved motivation to collaborate on planning and funding of women's rights interventions	2.3 Improved levels of practice on collaborative planning and funding	2.3 A just and equitable society is created
3 To improve access to gender sensitive government services		<p>3.1 Influence lead departments to implement capacity development on gender sensitive services (GSS)</p> <p>3.1.1 Identify service delivery areas that require interventions</p> <p>3.1.2 Develop core messages and presentations on GSS</p> <p>3.1.3 Minister presents to IMC on VAWC</p> <p>3.1.4 Minister present to SPCHD Cluster Minister</p>	<p>3.1.1 Identified service delivery areas</p> <p>3.1.2 Core messages and communications. strategy on GSS</p> <p>3.1.3 Presentations on GSS to IMC and VAWC</p> <p>3.1.4 Presentations on GSS to SPCHD Ministers</p> <p>3.1.5 Plans of Action per department</p>	<p>3.1 Improved motivation levels to implement capacity development</p> <p>3.1 Improved awareness to deliver gender sensitive services</p>	3.1 Improved practice in the delivery of gender sensitive services	3.1 A just and equitable society is created

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
		<p>3.1.5 Engage in one-on-one discussions with DGs to put plans of action in place</p> <p>3.1.6 Sensitise identified decision makers on the development of gender sensitive plans</p>	3.1.6 Stakeholder sensitisation workshops			
		<p>3.2 Develop policy frameworks to promote dignity of women in prioritised intervention areas:</p> <p>3.2.1 Identification of relevant policy intervention areas</p> <p>3.2.2 Hold internal consultative meetings on the development of the policy</p> <p>3.2.3 Hold consultative meetings with key stakeholders</p> <p>3.2.4 Present amended concept document to the SPCHD JCPS clusters</p> <p>3.2.5 Initiation of Social Economic Impact Assessment</p> <p>3.2.6 Submission to Cabinet for approval</p> <p>3.2.7 Published for comments</p> <p>3.2.8 Final approval by cabinet</p>	<p>3.2.1 Internal concept document</p> <p>3.2.2 Revised concept document</p> <p>3.2.3 Revised concept document</p> <p>3.2.4 Draft policy</p> <p>3.2.5 Approved draft policy</p> <p>3.2.6 Revised draft policy</p> <p>3.2.7 Finalised policy</p>	<p>3.2 Increased awareness on prioritised intervention areas</p> <p>3.2 Improved learning to promote the dignity of women</p>	3.2 Improved decision making on the delivery of gender sensitive services	3.2 A just and equitable society is created
		3.3 Influence the appropriate decision makers on resource allocations by participating in relevant government gender focused fora:	<p>3.3.1 Core messages and communications strategy (GSRA)</p> <p>3.3.2 Presentations to MinComBuD</p>	3.3 Improved awareness on the importance of engendered resource allocation	3.3 Improved decision making on resource allocations	3.3 A just and equitable society is created

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
		3.3.2 Develop core messages and presentations on GSRA 3.3.3 Minister presents to MinComBud to obtain buy-in and support for GSRA 3.3.4 Minister presents to ministers in JCPS cluster 3.3.5 Minister presents to the SPCHD 3.3.6 Present to DGs forum of social cluster and JSPS clusters 3.3.7 Engage in one-on-one discussions with DGs to put plans of action in place 3.3.8 Engage with identified decision maker to agree on implementation mechanisms	3.3.3 Presentations to JCPS 3.3.4 Presentations to SPCHD 3.3.5 Presentations to DGs OF JCPS and SPCHD 3.3.6 Plans of Action per dept. 3.3.7 Agreed implementation mechanisms			

4.2. PSCKM BRANCH PROGRAMME THEORY

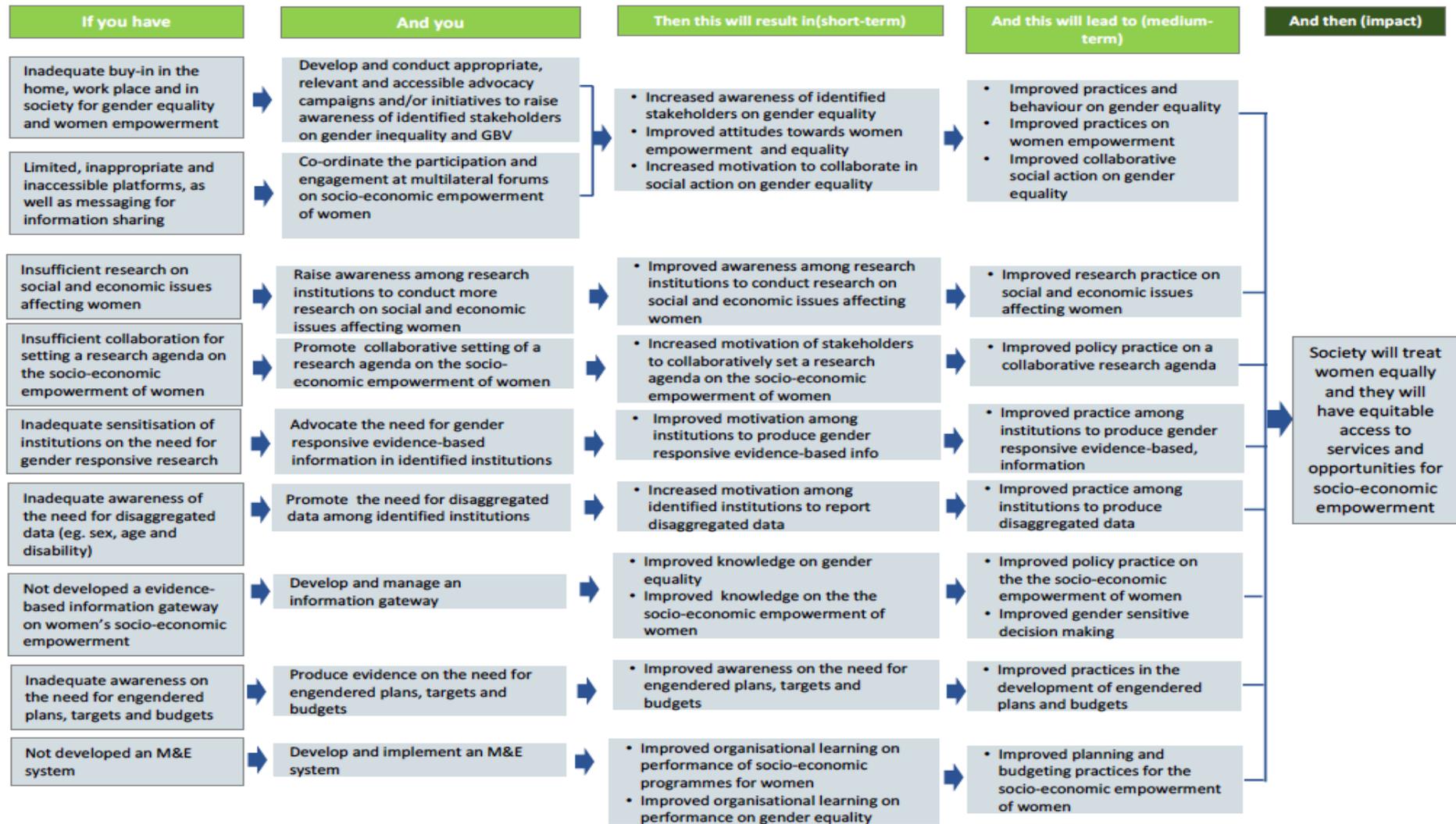
4.2.1. Goals and Objectives



4.2.2. Theory of Change

The Theory of Change for the PSCKM Branch is presented in Diagram 5.

Diagram 5: PSCKM Programme Theory of Change



4.2.3. Programme Logic Model for PSCKM

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
1. To improve the awareness of identified stakeholders on socio-economic empowerment of women	<ul style="list-style-type: none"> Budget Partners Communication collateral Internal human resources Evidence-based information 	1.1 Develop and conduct appropriate, relevant and accessible advocacy initiatives to raise awareness of identified stakeholders on socio-economic empowerment of women, in particular GBV: <ul style="list-style-type: none"> 1.1.1 Identify relevant stakeholders and target audiences 1.1.2 Identify relevant strategic partners 1.1.3 Develop initiative strategies relevant to target audiences 1.1.4 Finalise implementation plans 1.1.5 Rollout advocacy initiatives 	<ul style="list-style-type: none"> 1.1.1 Identified stakeholders and target audiences 1.1.2 Identified strategic partners 1.1.3 Finalised strategies 1.1.4 Finalised implementation plans 1.1.5 Implemented advocacy initiatives 	<ul style="list-style-type: none"> 1.1 Increase awareness of identified stakeholders on gender equality 1.1 Improved attitudes towards women empowerment and equality 1.1 Increased motivation to collaborate in social action on gender equality 	<ul style="list-style-type: none"> 1.1 Improved practices and behaviour on gender equality 1.1 Improved practices on women empowerment 1.1 Improved collaborative social action on gender equality 	1.1 An equitable society where women are treated equally and have access to services and opportunities for socio-economic empowerment
		1.2 Co-ordinate the participation and engagement at multilateral forums on socio-economic empowerment of women <ul style="list-style-type: none"> 1.2.1 Develop and maintain a matrix of all signed regional, continental and international treaties and commitments 	<ul style="list-style-type: none"> 1.2.1 Matrix of treaties and commitments 1.2.2 Reporting timeframes and guidelines 1.2.3 Finalised stakeholders and reporting mechanisms 1.2.4 Finalised participation and reporting mechanisms 1.2.5 Collaborative mechanisms 1.2.6 Country compliance report 	<ul style="list-style-type: none"> 1.2 Increased awareness of identified stakeholders on gender equality 1.2 Improved attitudes towards women empowerment and equality 1.2 Increased motivation to collaborate in 	<ul style="list-style-type: none"> 1.2 Improved practices and behaviour on gender equality 1.2 Improved practices on women empowerment 1.2 Improved collaborative social action on gender equality 	1.2 An equitable society where women are treated equally and have access to services and opportunities for socio-economic empowerment

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
		1.2.2 Finalise reporting timelines and guidelines for all instruments 1.2.3 Identify relevant stakeholders per instrument 1.2.4 Finalise collaborative mechanisms for participation and reporting 1.2.5 Implement collaborative mechanisms 1.2.6 Produce country compliance reports for DIRCO		social action on gender equality		
2. To increase the evidence-based body of knowledge on women's socio-economic empowerment	<ul style="list-style-type: none"> Budget Partners Communication collateral Internal human resources Evidence-based information 	2.1 Raise awareness among research institutions to conduct more research on social and economic issues affecting women 2.1.1 Identify relevant research institutions 2.1.2 Develop core messages 2.1.3 Develop appropriate engagement platforms 2.1.4 Engage with identified institutions 2.1.5 Finalise mechanisms to promote research on social and economic issues affecting women	2.1.1 Identified research institution 2.1.2 Core messages 2.1.3 Engagement platforms 2.1.4 Engaged institutions 2.1.5 Finalised mechanisms	2.1 Improved awareness among research institutions to conduct research on social and economic issues affecting women	2.1 Improved research practice on social and economic issues affecting women	2.1 An equitable society where women are treated equally and have access to services and opportunities
	<ul style="list-style-type: none"> Budget Partners Communication collateral 	2.2 Promote collaborative setting of a research agenda on the socio-	2.2.1 Identified institutions 2.2.2 Core messages 2.2.3 Engagement platforms 2.2.4 Engaged institutions	2.2 Increased motivation of stakeholders to collaboratively	2.2 Improved policy practice on a collaborative research	2.2 An equitable society where women are treated equally

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
	<ul style="list-style-type: none"> Internal human resources Evidence-based information 	<p>economic empowerment of women</p> <p>2.2.1 Identify relevant institutions</p> <p>2.2.2 Develop core messages</p> <p>2.2.3 Develop appropriate engagement platforms</p> <p>2.2.4 Engage with identified institutions</p> <p>2.2.5 Finalise mechanisms to collaboratively set a research agenda</p> <p>2.2.6 Finalise research agenda</p>	<p>2.2.5 Finalised mechanisms</p> <p>2.2.6 Collaborative research agenda finalised</p>	set a research agenda on the socio-economic empowerment of women	agenda	and have access to services and opportunities
	<ul style="list-style-type: none"> Budget Partners Communication collateral Internal human resources Evidence-based information 	<p>2.3 Advocate the need for gender responsive evidence-based information in identified institutions</p> <p>2.3.1 Identify relevant institutions</p> <p>2.3.2 Develop core messages</p> <p>2.3.3 Develop appropriate engagement platforms</p> <p>2.3.4 Engage with identified institutions</p> <p>2.3.5 Finalise mechanisms to promote gender-responsive evidence-based information</p>	<p>2.3.1 Identified institutions</p> <p>2.3.2 Core messages</p> <p>2.3.3 Engagement platforms</p> <p>2.3.4 Engaged institutions</p> <p>2.3.5 Finalised mechanisms</p>	2.3 Improved motivation among institutions to produce gender responsive evidence-based info	2.3 Improved practice among institutions to produce gender responsive evidence-based, information	2.3 An equitable society where women are treated equally and have access to services and opportunities
	<ul style="list-style-type: none"> Budget Partners Communication collateral 	<p>2.4 Promote the need for disaggregated data among identified institutions</p> <p>2.4.1 Identify relevant institutions</p>	<p>2.4.1 Identified institutions</p> <p>2.4.2 Core messages</p> <p>2.4.3 Engagement platforms</p> <p>2.4.4 Engaged institutions</p>	2.4 Increased motivation among identified institutions to report	2.4 Improved practice among institutions to produce disaggregated data	2.4 An equitable society where women are treated equally and have access to

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
	<ul style="list-style-type: none"> Internal human resources Evidence-based information 	2.4.2 Develop core messages 2.4.3 Develop appropriate engagement platforms 2.4.4 Engage with identified institutions 2.4.5 Finalise mechanisms to promote disaggregated data among institutions	2.4.5 Finalised mechanisms	disaggregated data		services and opportunities
	<ul style="list-style-type: none"> Budget Partners Communication collateral Internal human resources Evidence-based information 	2.5 Develop and manage an information gateway 2.5.1 Identify strategic partner/s to develop technical architecture 2.5.2 Finalise user specification 2.5.3 Develop the information gateway 2.5.4 Identify strategic content providers 2.5.5 Finalise mechanisms to provide content 2.5.6 Populate the gateway with relevant content 2.5.7 Update and maintain the gateway	2.5.1 Identified partners 2.5.2 Finalised architecture 2.5.3 Finalised user specs 2.5.4 Gateway developed 2.5.5 Finalised strategic content providers 2.5.6 Finalised content provision mechanism 2.5.7 Functional gateway	2.5 Improved knowledge on gender equality 2.5 Improved knowledge on the socio-economic empowerment of women	2.5 Improved policy practice on the socio-economic empowerment of women 2.5 Improved gender sensitive decision making	2.5 An equitable society where women are treated equally and have access to services and opportunities
	<ul style="list-style-type: none"> Budget Partners Communication collateral Internal human resources Evidence-based information 	2.6 Produce evidence based information on the need for engendered plans, targets and budgets 2.6.1 Identify strategic areas to produce evidence-based information on the socio-economic empowerment of women	2.6.1 Identified areas 2.6.2 Analysed policies 2.6.3 Secondary research conducted 2.6.4 Business case developed	2.6 Improved awareness on the need for engendered plans, targets and budgets	2.6 Improved practice in the development of engendered plans and budgets	2.6 An equitable society where women are treated equally and have access to services and opportunities

Objective	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impact
		2.6.2 Conduct policy analysis 2.6.3 Conduct secondary research 2.6.4 Assist in the development of a business case for socio-economic empowerment of women				
	<ul style="list-style-type: none"> Budget Infrastructure Internal human resources Service providers 	2.7 Develop and implement M&E system 2.7.1 Develop an M&E framework 2.7.2 Develop an M&E system 2.7.3 Track programme performance 2.7.4 Assess programme performance	2.7.1 Results-based M&E Framework 2.7.2 Results-based M&E System, tools and reporting templates 2.7.3 Monitoring reports 2.7.4 Evaluation reports	2.7 Improved organisational learning on performance of socio-economic programmes for women 2.7 Improved organisational learning on performance on gender equality	2.7 Improved planning and budgeting practices for the socio-economic empowerment of women	2.7 An equitable society where women are treated equally and have access to services and opportunities

5. INDICATOR SELECTION, BASELINES AND TARGET SETTING

The programme theories presented in Section 4, have put in place a set of achievable, defined outputs and outcomes for the various programme interventions of each Branch. Next, it is important for the M&E Framework to specify how progress towards the intended outputs and achievement of outcomes will be measured.

This is accomplished by identifying relevant performance indicators.



“Indicators are the quantitative or qualitative variables that provide a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of an organisation against a stated outcome” (Kusek & Rist 2004).

When tracked on an ongoing basis, indicators identify progress (or not) towards a specific target. This is achieved through monitoring. On the other hand, the performance of an intervention can also periodically be assessed by indicators to pass judgement on the performance of an intervention. This is accomplished through evaluation. Consequently, indicators are a fundamental part of any M&E Framework.

However, authors such as Markievicz & Patrick (2016) advocate the “judicious use” of indicators. They posit the importance of avoiding indicator driven frameworks and to only track and assess indicators that assist to identify progress. They advance a cautionary approach of initially measuring key indicators only and then incrementally expanding this as M&E capacity grows in the organisation. This is of particular pertinence in light of the findings of the M&E Readiness Assessment reported in Section 3.

Given the considerable number of outputs and outcomes set out in the programme logic model frameworks for the two Branches, it is evident that tracking and assessment of every output and outcome indicator is neither viable nor judicious. This section will therefore outline the key indicators selected for measurement. To guide this process, key evaluation questions are formulated for the interventions of each Branch. Once the key indicators are identified, the section goes on to establish baselines, where possible, and then proposes relevant performance targets to track implementation and results of the interventions.

5.1. Key Evaluation Questions

The definition of high-level evaluation questions is an important step to finalise relevant indicators to be tracked and assessed. These indicators will in turn inform the data collection process by directing the focus to the following M&E aspects:

- Rationale and appropriateness of the programme intervention model(s)
- Implementation of the interventions according to design and plan
- Contribution of various interventions to the strategic goals of each Branch, as well as the mandate of the DoW
- Contribution of interventions to the intended results, identification of best practices and lessons learned

The broad evaluation questions which will inform the specific indicators, as well as the monitoring and evaluation plans documented in Sections 6 and 7, have been developed according to the evaluation criteria of the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (OECD/DAC). These criteria are based on five key principles of relevance, effectiveness, efficiency, impact and sustainability. However, given that this M&E framework covers a five-year implementation span, it will not be feasible to measure impact or efficiency. These elements are only relevant at the long-term stage. The framework is therefore focused on the principles presented in Table 11.

Table 11: OECD/DAC Evaluation Criteria

Criterion	Description
Appropriateness	The interventions of the two Branches seek to achieve short-term (outcomes level) and systemic (impact level) change by militating for an equitable society, where women are treated equally and have access to gender sensitive services and opportunities. Appropriateness will therefore be the measure to assess whether the various intervention approaches are suitable to achieve the intended change and are relevant to the needs of targeted beneficiaries. Another measure is whether the interventions are implemented according to plan in order to generate learning and ultimately motivate any variations in the implementation strategies
Effectiveness	This criterion seeks to assess the overall quality of the intervention strategies and approaches. It deals with the extent to which the Branches are achieving their strategic objectives, in particular the achievement of short-term outcomes. This is important as the achievement of medium- to long-term outcomes are dependent on accumulative effects of the short-term outcomes
Efficiency	This measure will assess the extent to which the inputs and resources allocated to each intervention are commensurate to the results being achieved

With these criteria in mind, key evaluation questions have been developed for the strategic objectives of the STEE and PSCKM Branches as indicated in Table 12 and 13 respectively.

Table 12: Key Evaluation Questions: STEE Branch

Criteria	Key Evaluation Questions per Objective		
	<p>Objective 1: To increase the participation of women in economic opportunities embedded in the 9-point plan</p>	<p>Objective 2: To improve perceptions, attitudes and the treatment of women in society</p>	<p>Objective 3: To improve access to gender sensitive government services</p>
<p>Appropriateness</p>	<ul style="list-style-type: none"> • To what extent do the various interventions contribute towards achieving of organisational mandate? • To what degree are the interventions appropriate and aligned to the needs of beneficiaries? • To what extent are the interventions implemented as intended and if there were variations, what are the reasons? 		
<p>Effectiveness</p>	<ul style="list-style-type: none"> • To what extent are partners' motivation to develop engendered plans and budgets improved? • To what extent are practices in the development of engendered plans improved? • To what degree are the engendered plans and budgets contributing towards improved access to funding for women? • To what extent are role players' motivation to develop engendered succession plans improved? 	<ul style="list-style-type: none"> • To what extent are identified role players motivated to engage in collaborative planning on women's rights interventions? • To what degree is collaborative planning practices occurring as result of the intervention? • To what extent does participation of the DoW in gender focused fora improve attitudes towards the collaborative planning of women's rights interventions? • To what degree is participation of DoW in these fora contributing towards collaborative practices on women's rights interventions • To what extent is the policy on collaborative planning of government-wide women's rights awareness interventions improving the motivation to collaborate on planning and funding? • To what extent is the policy on collaborative planning of government-wide women's rights awareness resulting in improved collaborative practices? 	<ul style="list-style-type: none"> • To what extent are the interventions contributing towards improved motivation levels to implement capacity development on GSS among lead departments? • To what extent are GSS practices in lead departments improved? • How do the various policies developed on the dignity of women increase awareness on prioritised areas? • To what extent are the policies contributing towards learning on issues related to the dignity of women? • To what extent do the policies contribute towards improved decision making on GSS? • To what degree is participation of the Branch in gender-focused fora resulting in improved awareness on engendered resource allocation? • To what extent does the participation of the Branch contribute towards improved decision making on GSS? • To what degree does the Branch participation in

Criteria	Key Evaluation Questions per Objective		
			<p>gender-focused fora improve awareness on the importance of engendered resource allocation?</p> <ul style="list-style-type: none"> To what extent is the Branch's participation in the fora influencing decisions on resource allocation?
Efficiency	<ul style="list-style-type: none"> To what extent are the interventions implemented in a cost-effective way? To what extent are the interventions adequately resourced in terms of financial, human and physical resources to deliver the intended outcomes? 		

Table 13: Key Evaluation Questions PSCKM Branch

Criteria	Key Evaluation Questions per Objective	
	<p>Objective 1: To improve the awareness of identified stakeholders on socio-economic empowerment of women</p>	<p>Objective 2: To increase the evidence-based body of knowledge on women's socio-economic empowerment</p>
Appropriateness	<ul style="list-style-type: none"> To what extent do the Branch's interventions contribute towards the DoW achieving its organisational mandate? To what degree are the interventions appropriate and aligned to the needs of beneficiaries and partners? To what extent are the interventions implemented as intended and if there are variations, what are the reasons? 	
Effectiveness	<ul style="list-style-type: none"> How effective are the advocacy interventions to improve attitudes towards women empowerment and equality? How does advocacy influence practices on gender equality and women empowerment? How does engagement in multilateral fora, improve policy practices on women empowerment and equality? To what degree does participation in multilateral fora lead to collaborative social action on gender equality? 	<ul style="list-style-type: none"> To what extent are research institutions aware of the need to conduct research on social and economic issues affecting women? To what extent is the awareness creation leading to improved research practices focused on socio-economic issues affecting women? To what extent is there evidence of improved policy practice on setting a collaborate research agenda? To what extent is there evidence of improved practice among institutions to produce gender responsive evidence-based information? To what extent is there evidence of improved practice among institutions to produce disaggregated data? To what degree is the information gateway utilised?

Criteria	Key Evaluation Questions per Objective
	<ul style="list-style-type: none"> • To what extent is the evidence-based information utilised to improve awareness on the need for engendered plans, target and budgets? • To what extent is the evidence-based information utilised to improve practice in the development of engendered plans, target and budgets? • To what extent is M&E producing information to improve organisational learning on the performance of interventions on the socio-economic empowerment of women and gender equality?
Efficiency	<ul style="list-style-type: none"> • To what extent are the interventions implemented in a cost-effective way? • To what extent are the interventions adequately resourced in terms of financial, human and physical resources to deliver the intended outcomes?

5.2. Setting indicators, baseline and targets

5.2.1. Monitoring and Evaluation Indicators, baseline and targets for effectiveness

To track performance of an intervention requires the identification of performance indicators at both output and outcomes levels as relevant. These indicators are then measured to determine the current status of the environment prior to the intervention, which constitute the programme baseline.

The baseline information is then used to guide the finalisation of agreed performance targets for the identified indicators. Tables 14, 15 and 16 outline the proposed indicators, baseline information and suggested targets for each Branch. The indicators are adaptations of tested, existing indicators defined and used by the Inter-American Foundation (IAF) and represented in their Grassroots Development Framework. This framework suggests tangible and intangible indicators at societal, organisational and individual beneficiary levels.

Table 14: Efficiency Indicator Table for STEE Branch

Output	Indicator	Target	Outcomes	Indicator	Baseline	Target
Activity: Influence the development of gender responsive plans and budgets						
Presentations to identified government fora	• The number of presentations delivered	XX presentations	Improved motivation levels to develop engendered plans	Range of parties' responsiveness to develop engendered plans and budgets	• XX ¹	70% responsiveness scores ²
	• The level of appropriateness of audiences	<ul style="list-style-type: none"> • ESEID Ministers • ESEID DGs • MinComBud • Lead departments in the 9PP 		Rating of fora members' motivation to develop engendered plans and budget	• XX	70% motivation scores
			Improved practices in the development of engendered plans and budgets	<ul style="list-style-type: none"> • Range of the DoW's influence on fora participants • Rating scores of partners on the DoW's influence 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 60 – 80% influence • 70% Positive rating
			Improved access to funding by women	• The number of women-owned enterprises granted funding	• XX	• XX% of funding granted to women-owned enterprises
Activity: Advocate for the development of engendered succession plans						
Presentations to identified fora	The number of presentations delivered	XX presentations	Improved motivation levels to develop engendered succession plans	• Range of parties' responsiveness to develop engendered succession plans	• XX	• 70% responsiveness scores
	The level of appropriateness of audiences	<ul style="list-style-type: none"> • ESEID Ministers • ESEID DGs • MinComBud • Lead departments in the 9PP • Private sector institutions 		• Rating of fora members' motivation to develop engendered succession plans	• XX	• 70% motivation scores

¹ XX represents the baseline value which is not yet established.

² Targets have been estimated according to level of control of the DoW and might need adjustment when baseline information is determined

Output	Indicator	Target	Outcomes	Indicator	Baseline	Target
			Improved practices in the development of engendered plans and budgets	<ul style="list-style-type: none"> • Range of the DoW's influence on fora participants • Rating scores of partners on the DoW's influence 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 60 – 80% influence • 70% Positive rating
Activity: Facilitate collaborative planning of gender awareness on women's rights interventions through participation in relevant government gender focused fora						
Presentations to identified fora	The number of presentations delivered	XX presentations	Improved motivation to collaborate among parties	<ul style="list-style-type: none"> • Degree of policy influence to motivate collaboration among partners • Rating of DoW's policy influence by partners 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> 60- 80% motivation levels 70% Positive rating
	The level of appropriateness of audiences	<ul style="list-style-type: none"> • IMC • SPCHD • Lead departments 				
			Improved levels of collaborative practices among parties	<ul style="list-style-type: none"> • Range of decision making attributed to the intervention • Rating of collaborative decision making by partners 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 60-80% attribution range • 70% Positive rating
Activity: Participate in the planning of gender awareness on women's rights interventions through participation in relevant government gender focused fora						
Participation in identified fora and committees	The number of fora and committees with DoW representation	Representation in XX number of fora and committees	Improved attitudes to engage in collaborative planning	<ul style="list-style-type: none"> • Range of responsiveness of partners to engage in collaborative planning • Ratings of partners on their responsiveness to collaborative planning 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 60-80% range of responsiveness • 70% Positive rating
			Improved levels of practice on collaborative planning	<ul style="list-style-type: none"> • Range of collaborative planning • Partner rating of collaborative planning 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 60-80% range of collaborative planning • 70% Positive rating
Activity: Develop a policy on the collaborative planning of government-wide women's rights awareness creation						

Output	Indicator	Target	Outcomes	Indicator	Baseline	Target
Policy on collaborative planning on the government-wide awareness creation of women's rights	Finalised policy	1 Policy	Improved motivation to collaborate on planning and funding of women's rights interventions	<ul style="list-style-type: none"> • Range of responsiveness of partners to engage in collaborative planning • Ratings of partners on their responsiveness to collaborative planning 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 60-80% range of responsiveness • 70% Positive rating
			Improved levels of practice on collaborative planning and funding	<ul style="list-style-type: none"> • Range of collaborative planning and funding • Partner rating of collaborative planning and funding levels 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 60-80% range of collaborative planning • 70% Positive rating
Activity: Influence lead departments to implement capacity development on gender sensitive services (GSS)						
Identified service delivery areas	Number of identified service delivery areas	XX service delivery areas identified	Improved motivation levels to implement capacity development	<ul style="list-style-type: none"> • Range of parties' motivation to develop capacity on GSS • Rating of parties on the influence of DoW to raise their motivation to GSS 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 70-80% motivation levels • 70% positive rating
Presentations to identified stakeholders	The number of presentations	XX presentations				
Stakeholder sensitisation workshops	The number of workshops	XX workshops				
			Improved practice in the delivery of gender sensitive services	<ul style="list-style-type: none"> • Range of GSS initiatives among parties • Partner rating on the delivery of GSS 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 30-40% range of GSS evident • 50% Positive rating
Activity: Develop policy frameworks to promote dignity of women in prioritised intervention areas						
Policies on the promotion of the dignity of women	The number of policies developed	XX number of policies developed	Improved learning to promote the dignity of women	<ul style="list-style-type: none"> • The degree of policy influence • Rating of policy influence by relevant stakeholders 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 30-40% range of policy influence • 50% Positive rating
			Improved decision making on the delivery of gender sensitive services	<ul style="list-style-type: none"> • Range of decision making on GSS • Partner rating on the delivery of GSS 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 30-40% range of policy influence • 50% Positive rating

Output	Indicator	Target	Outcomes	Indicator	Baseline	Target
Activity: Influence the appropriate decision makers on resource allocations by participating in relevant government gender focused fora						
Presentations to identified stakeholders	The number of presentations	XX presentations	Improved awareness on the importance of engendered resource allocation	<ul style="list-style-type: none"> Degree of influence to improve awareness Rating of DoW's influence by partners 	<ul style="list-style-type: none"> XX XX 	<ul style="list-style-type: none"> 60- 80% awareness levels 70% Positive rating
	The level of appropriateness of audiences	<ul style="list-style-type: none"> MinComBud JCPS SPCHD DGs (JCPS) DGs (SPCHD) 				
			Improved decision making on resource allocation	<ul style="list-style-type: none"> Range of decision making on engendered resource allocation Partner rating on engendered resource allocations 	<ul style="list-style-type: none"> XX XX 	<ul style="list-style-type: none"> 30-40% range of policy influence 50% Positive rating

Table 15: Efficiency Indicator Table for: PSCKM Branch

Output	Indicator	Target	Outcomes	Indicator	Baseline	Target
Activity: Develop and conduct appropriate, relevant and accessible advocacy initiatives to raise awareness of identified stakeholders on socio-economic empowerment of women, in particular GBV						
Presentations to identified stakeholders	The number of presentations delivered	XX presentations	Improved attitudes towards women empowerment and equality	<ul style="list-style-type: none"> Types of socio-cultural diversity acceptance by stakeholders and beneficiaries 	<ul style="list-style-type: none"> XX 	<ul style="list-style-type: none"> 20-40 % of diversity acceptance
Finalised implementation plans	The number of finalised plans	XX plans finalised				
Implemented plans	The number of plans implemented	XX plans implemented				
			Improved practices on women empowerment and gender equality	<ul style="list-style-type: none"> Types of socio-cultural diversity acceptance by stakeholders and beneficiaries 	<ul style="list-style-type: none"> XX 	<ul style="list-style-type: none"> 20-40 % of diversity acceptance
Activity: Co-ordinate the participation and engagement at multilateral forums on socio-economic empowerment of women						
Collaborative participation in identified multi-lateral	The number of collaborative fora participated in	XX Fora	Increased motivation to collaborate in social	<ul style="list-style-type: none"> Range of collaboration among participating 	<ul style="list-style-type: none"> XX 	<ul style="list-style-type: none"> 70-80% collaboration levels

Output	Indicator	Target	Outcomes	Indicator	Baseline	Target
regional and international fora			action on gender equality	partners in multilateral fora	• XX	• 70% positive rating
Country compliance reports	Number of country compliance reports	XX Country Reports		• Rating of partners on the collaborative efforts		
			Improved collaborative social action on gender equality	• Type of organisations entering into collaborations with the DoW	• XX	• 70-80% collaboration levels
				• Rating of partners on collaborative social action	• XX	• 70% positive rating
Activity: Raise awareness among research institutions to conduct more research on social and economic issues affecting women						
Engagements with identified research institutions	The number of engagements	XX Engagements	Improved awareness among research institutions to conduct research on social and economic issues affecting women	• Degree of influence to improve awareness of research institutions	• XX	• 60- 80% range of influence
				• Rating of DoW's influence by research institutions at the start and end of the intervention	• XX	• 70% Positive rating
			Improved research practice on social and economic issues affecting women	• Range of research initiatives among parties	• XX	• 30-40% range of policy influence
				• Partner rating on the delivery of relevant research	• XX	• 50% Positive rating
Activity: Promote the collaborative setting of a research agenda on the socio-economic empowerment of women						
Finalised collaborative research agenda on socio-economic empowerment of women	Collaborative Research Agenda	One research agenda	Increased motivation of stakeholders to collaboratively set a research agenda on the socio-economic empowerment of women	• Range of parties' responsiveness to develop a collaborative research agenda	• XX	• 30-40% range of collaboration

Output	Indicator	Target	Outcomes	Indicator	Baseline	Target
			Improved policy practice on a collaborative research agenda	<ul style="list-style-type: none"> • Range of collaborative research on socio-economic empowerment of women • Partner rating on the collaborative research agenda policy practice 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 30-40% range of collaboration • 50% Positive rating
Activity: Advocate the need for gender responsive evidence-based information in identified institutions						
Engagements with identified institutions	The number of engagements	XX Engagements	Improved motivation among institutions to produce gender responsive evidence-based info	<ul style="list-style-type: none"> • Range of parties' responsiveness to generate evidence-based information 	<ul style="list-style-type: none"> • XX 	<ul style="list-style-type: none"> • 30-40% range of collaboration
			Improved practice among institutions to produce gender responsive evidence-based, information	<ul style="list-style-type: none"> • Type of gender responsive information produced • Partner rating on the relevance of information produced 	<ul style="list-style-type: none"> • XX • XX 	<ul style="list-style-type: none"> • 30-40% range of collaboration • 50% Positive rating
Activity: Promote the need for disaggregated data among identified institutions						
Engagements with identified institutions	The number of engagements	XX Engagements	Improved motivation among institutions to produce disaggregated data	Range of parties' responsiveness to generate disaggregated data	<ul style="list-style-type: none"> • XX 	<ul style="list-style-type: none"> • 30-40% range of responsiveness
			Improved practice among institutions to produce disaggregated data	<ul style="list-style-type: none"> • Type of disaggregated data produced • Partner rating on the relevance of disaggregated data 	<ul style="list-style-type: none"> • XX 	<ul style="list-style-type: none"> • 30-40% range of collaboration • 50% Positive rating
Activity: Develop and manage an information gateway						
Relevant gateway partners	The level of appropriateness of partnerships	<ul style="list-style-type: none"> • Architecture partner • Hosting partner 	<ul style="list-style-type: none"> • Improved knowledge on gender equality 	<ul style="list-style-type: none"> • Type of information mostly used and 	<ul style="list-style-type: none"> • XX 	<ul style="list-style-type: none"> • 60% of users access a variety of information

Output	Indicator	Target	Outcomes	Indicator	Baseline	Target
An information gateway	The level of functionality of the information gateway	<ul style="list-style-type: none"> Content partner 100% Functionality	<ul style="list-style-type: none"> Improved knowledge on the socio-economic empowerment of women 	accessed on the information gateway <ul style="list-style-type: none"> The number of unique gateway visitors % of gateway users who indicate acquisition of knowledge through the gateway 	<ul style="list-style-type: none"> XX XX 	<ul style="list-style-type: none"> 60% unique visitors per annum 70% of users report new knowledge acquisition
Activity: Produce evidence based information on the need for engendered plans, targets and budgets						
Business cases on engendered plans, targets and budgets	Type of evidence based information produced	100% Relevant evidence-based information	Improved awareness on the need for engendered plans, targets and budgets	<ul style="list-style-type: none"> Range of parties' responsiveness to develop engendered plans and budgets Rating of fora members' motivation to develop engendered plans and budget 	<ul style="list-style-type: none"> XX XX 	<ul style="list-style-type: none"> 70% responsiveness scores 70% motivation scores
Activity: Develop and implement M&E system						
Results-based M&E system, tools and reporting templates	The level of functionality of the M&E system	100% Functionality	<ul style="list-style-type: none"> Improved organisational learning on performance of socio-economic programmes for women Improved organisational learning on performance on gender equality 	<ul style="list-style-type: none"> Range of assessment and adjustment made in the DoW informed by M&E results Range of adaptability of the DoW informed by M&E results Rating of organisational learning by employees 	<ul style="list-style-type: none"> 0 0 0 	n/a 100% adaptive 80% positive rating
Monitoring reports	The number of monitoring reports	XX Monitoring reports				
Evaluation reports	The number of evaluation reports produced	<ul style="list-style-type: none"> 1 Mid-term evaluation report (implementation) 1 End-of-term evaluation report (outcomes) 				

5.2.2. Indicators for appropriateness and efficiency

Table 16 presents the indicators that will be used to monitor and evaluate the appropriateness and efficiency of the Branch interventions:

Table 16: Appropriateness and Efficiency Indicators for both Branches

Evaluation Focus	Indicator
Appropriateness	
Alignment of interventions to the organisational goal of the DoW	<ul style="list-style-type: none"> Degree of alignment between Branch objectives and organisational goals
Appropriateness and alignment to the needs of stakeholders and/or beneficiaries	<ul style="list-style-type: none"> Level of relevance of the interventions to the needs of women and other relevant stakeholders
Interventions implemented according to plans (or not)	<ul style="list-style-type: none"> The level of compliance of implementation process to plans Extent of deviations from the agreed implementation processes The extent of justification for deviations
Efficiency	
Cost effective implementation of interventions	<ul style="list-style-type: none"> Variance between operational budgets and actual expenditure
Resourcing of interventions (financial, human and physical resources)	<ul style="list-style-type: none"> Types of resources mobilised to support the implementation of interventions Type of sources of funding for various interventions

6. MONITORING PLAN

The monitoring plan outlines what will be monitored at two levels, namely the tracking and measurement of the interventions by monitoring the identified output indicators progress towards the outcomes indicators as identified in Section 5.2. Table 17 presents what is monitored at each of the two levels (Rabie, 2017).

Table 17: Implementation and Results Monitoring

Implementation Monitoring	Results Monitoring (Performance Monitoring)
<ul style="list-style-type: none"> • Description of the problem or situation • Benchmarks for activities and immediate outputs • Data collection on inputs, activities, and immediate outputs • Systematic reporting on provision of inputs and their contribution to activities • Systematic reporting on production of outputs directly linked to a discrete intervention designed to provide information on administrative, implementation, and management issues as opposed to broader development effectiveness issues 	<ul style="list-style-type: none"> • Baseline data to describe the problem or situation before the intervention • Indicators for outcomes • Data collection on outputs and the contribution toward outcomes • More focus on perceptions of change among stakeholders • Systematic reporting with more qualitative and quantitative information on the progress toward outcomes done in conjunction with strategic partners • Captures information on success and/ or failure of partnership strategies in achieving desired outcomes.

A key function of the monitoring plan is to assist the DoW to plan the monitoring process by outlining the following aspects:

- Data sources
- Frequency of monitoring
- Responsibility for monitoring
- Clarification of reporting requirements

The monitoring plan for the two Branches are presented in Tables 17 and 18.

Table 18: Monitoring Plan: STEE Branch

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
<ul style="list-style-type: none"> To what extent do the various interventions contribute towards achievement of organisational mandate? 	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Degree of alignment between Branch objectives and organisational goal 	<ul style="list-style-type: none"> Document review Interview with key DoW officials 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what degree are the interventions appropriate and aligned to the needs of beneficiaries? 	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Level of relevance of the intervention to the needs of women and other stakeholders 	<ul style="list-style-type: none"> Interview with key DoW officials Survey of partner representatives Interview with parliamentary portfolio committee Expert opinions 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annual
<ul style="list-style-type: none"> To what extent are the interventions implemented as intended and if there were variations, what are the reasons? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The level of compliances of implementation processes to plans Extent of deviations from the agreed implementation processes The extent of justification for deviations 	<ul style="list-style-type: none"> Document review Interview with key DoW officials Survey of partner representatives 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly
<ul style="list-style-type: none"> To what extent are partners' motivation to develop engendered plans and budgets improved? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of presentations delivered to identified fora The level of appropriateness of audiences 	<ul style="list-style-type: none"> Document review of schedules, presentations and reports Attendance registers 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Bi-annually
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of parties' responsiveness to develop engendered plans and budgets Rating of fora members' motivation to develop 	<ul style="list-style-type: none"> Focus group with partners Survey of partners Interviews with programme managers 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
		engendered plans and budgets			
<ul style="list-style-type: none"> To what extent are role players' motivation to develop engendered succession plans improved? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of presentations delivered to identified fora The level of appropriateness of audiences 	<ul style="list-style-type: none"> Document review of schedules, presentations and reports Attendance registers 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Bi-annually
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of parties' responsiveness to develop engendered succession plans Rating of fora members' motivation to develop engendered succession plans 	<ul style="list-style-type: none"> Focus group with partners Survey of partners Interviews with programme managers 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent are identified role players motivated to engage in collaborative planning on women's rights interventions? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of presentations delivered to identified fora The level of appropriateness of audiences 	<ul style="list-style-type: none"> Document review of schedules, presentations and reports Attendance registers 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Bi-annually
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Degree of policy influence to motivate collaboration among partners Ratings of the DoW policy influence by partners 	<ul style="list-style-type: none"> Interviews with programme managers Survey of programme partners Expert opinion 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent does participation of the DoW in gender focused fora improve attitudes towards the collaborative planning of women's rights interventions? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of fora and/or committees with DoW representation 	<ul style="list-style-type: none"> Document review of branch reports, meetings schedules & minutes of meetings 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> The range of responsiveness of partners to engage in collaborative planning 	<ul style="list-style-type: none"> Interviews with programme managers Survey of programme partners 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
		<ul style="list-style-type: none"> Ratings of partners on their responsiveness to collaborative planning 			
<ul style="list-style-type: none"> To what extent is the policy on collaborative planning of government-wide women's rights awareness interventions improving the motivation to collaborate on planning and funding? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of policies develop 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Bi-annually
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of responsiveness of partners to engage in collaborative planning Ratings of partners on their responsiveness to collaborative planning 	<ul style="list-style-type: none"> Interviews with programme managers Survey of programme partners 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent are the interventions contributing towards improved motivation levels to implement capacity development on GSS among lead departments? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> Number of identified service delivery areas The number of presentations The number of stakeholder workshops 	<ul style="list-style-type: none"> Document review of branch reports, presentations and workshop schedules & minutes 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of partners' motivation to develop capacity on GSS Ratings of partners on the influence of DoW to raise their motivation on GSS 	<ul style="list-style-type: none"> Interviews with programme managers Survey of partners 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> How do the various policies developed on the dignity of women increase awareness of prioritised areas? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of policies developed 	<ul style="list-style-type: none"> Document review 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Bi-annually
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> The degree of policy influence The rating of policy influence by relevant stakeholders 	<ul style="list-style-type: none"> Interviews with programme managers Survey of partners Expert opinion Interview with parliamentary portfolio committee 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent does the Branch participation in gender-focused fora improve awareness on the 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of presentations The level of appropriateness of audiences 	<ul style="list-style-type: none"> Document review of branch reports, presentations & meeting minutes 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
importance of engendered resource allocation?	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Degree of influence to improve awareness Rating of DoW influence by partners 	<ul style="list-style-type: none"> Interviews with programme managers Survey of partners 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent are interventions implemented in a cost-effective way? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> Variance between operational budget and actual expenditure 	<ul style="list-style-type: none"> Review of annual budget Financial reports Interview with Finance unit officials 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly
<ul style="list-style-type: none"> To what extent are the interventions adequately resourced in terms of financial, human and physical resources to deliver the intended outcomes? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> Types of resources mobilised to support the implementation of interventions Types of sources of funding for various interventions 	<ul style="list-style-type: none"> Interview with programme managers Review of programme reports Review of AG reports 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly

Table 19: Monitoring Plan: PSCKM Branch

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
<ul style="list-style-type: none"> To what extent do the various interventions contribute towards achievement of organisational mandate? 	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Degree of alignment between Branch objectives and organisational goal 	<ul style="list-style-type: none"> Document review Interview with key DoW officials 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what degree are the interventions appropriate and aligned to the needs of beneficiaries? 	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Level of relevance of the intervention to the needs of women and other stakeholders 	<ul style="list-style-type: none"> Interview with key DoW officials Survey of partner representatives Interview with parliamentary portfolio committee Expert opinions 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annual
<ul style="list-style-type: none"> To what extent are the interventions implemented as intended and if there 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The level of compliances of implementation processes to plans 	<ul style="list-style-type: none"> Document review Interview with key DoW officials 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
were variations, what are the reasons?		<ul style="list-style-type: none"> Extent of deviations from the agreed implementation processes The extent of justification for deviations 	<ul style="list-style-type: none"> Survey of partner representatives 		
<ul style="list-style-type: none"> How effective are the advocacy interventions to improve attitudes towards women empowerment and equality? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of presentations The number of plans finalised The number plans implemented 	<ul style="list-style-type: none"> Document review of plans, presentations and programme progress reports Document review of plans presentations and programme progress reports 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Types of socio-cultural diversity acceptance by stakeholders and beneficiaries 	<ul style="list-style-type: none"> Interviews with programme managers Interviews/focus groups with partners Survey of partners and beneficiaries 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> How does engagement in multilateral fora, improve policy practices on women empowerment and equality? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of collaborative fora participated in The number of country compliance reports 	<ul style="list-style-type: none"> Document review of fora presentations and compliance reports Schedule of presentations Attendance records 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of collaboration among participating partners in multi-lateral fora Rating of partners on collaborative efforts 	<ul style="list-style-type: none"> Survey of partners Interviews with programme managers 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent are research institutions aware of the need to conduct research on social and economic issues affecting women? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of engagements 	<ul style="list-style-type: none"> Document review of plans, presentations and programme progress reports Document review of plans presentations and 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
			programme progress reports		
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Degree of influence to improve awareness of research institutions Ratings of DoW's influence by research institutions 	<ul style="list-style-type: none"> Interviews with programme managers Survey of relevant research institutions 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent is there evidence of improved policy practice on setting a collaborate research agenda? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of collaborative research agendas 	<ul style="list-style-type: none"> Document review Interview with programme managers 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of parties' responsiveness to develop a collaborative research agenda 	<ul style="list-style-type: none"> Interviews with programme managers Survey of partners 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent is there evidence of improved practice among institutions to produce gender responsive evidence-based information? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of engagements 	<ul style="list-style-type: none"> Document review of plans, presentations and programme progress reports Interview with programme managers 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Bi-annually
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of parties' responsiveness to generate evidence-based information 	<ul style="list-style-type: none"> Interviews with programme managers Survey of parties 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent is there evidence of improved practice among institutions to produce disaggregated data? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The number of engagements 	<ul style="list-style-type: none"> Document review of plans, presentations and programme progress reports Interview with programme managers 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Bi-annually
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of parties' responsiveness to generate disaggregated data 	<ul style="list-style-type: none"> Interviews with programme managers Survey of parties 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what degree is the information gateway utilised? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The level of appropriateness of partnerships The level of functionality of the information gateway 	<ul style="list-style-type: none"> Document review of partner profiles Functionality reports 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Monthly Quarterly

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Types of information mostly used and accessed on the information gateway The number of unique gateway visitors % of gateway users who indicate acquisition of knowledge through the gateway 	<ul style="list-style-type: none"> Scores on usefulness of information (integrated monitoring tool on gateway) Gateway visitors statistics Interviews with programme managers Interviews with gateway management officials 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent is the evidence-based information utilised to improve awareness on the need for engendered plans, target and budgets? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> Types of evidence-based information produced 	<ul style="list-style-type: none"> Document review of evidence based information Interviews with programme managers 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Quarterly
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of parties' responsiveness to develop engendered plans and budgets Rating of forum members' motivation to develop engendered plans and budgets 	<ul style="list-style-type: none"> Focus group/interviews with parties Survey of parties Interviews with programme managers 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually
<ul style="list-style-type: none"> To what extent is M&E producing information to improve organisational learning on the performance of interventions on the socio-economic empowerment of women and gender equality? 	<ul style="list-style-type: none"> Implementation monitoring 	<ul style="list-style-type: none"> The level of functionality of the M&E system The number of implementation monitoring reports The number of performance monitoring reports The number of implementation evaluation reports The number of outcomes evaluation reports 	<ul style="list-style-type: none"> Functionality report M&E checklist Document review of M&E reports 	<ul style="list-style-type: none"> M&E unit 	<ul style="list-style-type: none"> Monthly Quarterly
	<ul style="list-style-type: none"> Performance monitoring 	<ul style="list-style-type: none"> Range of assessment and adjustments in the DoW 	<ul style="list-style-type: none"> Document review of monitoring and planning reports 	<ul style="list-style-type: none"> M&E provider 	<ul style="list-style-type: none"> Annually

Evaluation questions	Focus of monitoring	Indicators	Data sources	Responsibility	Timeframe
		informed by monitoring reports	<ul style="list-style-type: none"> • Interviews with senior management 		
<ul style="list-style-type: none"> • To what extent are interventions implemented in a cost-effective way? 	<ul style="list-style-type: none"> • Implementation monitoring 	<ul style="list-style-type: none"> • Variance between operational budget and actual expenditure 	<ul style="list-style-type: none"> • Review of annual budget • Financial reports • Interview with Finance unit officials 	<ul style="list-style-type: none"> • M&E unit 	<ul style="list-style-type: none"> • Quarterly
<ul style="list-style-type: none"> • To what extent are the interventions adequately resourced in terms of financial, human and physical resources to deliver the intended outcomes? 	<ul style="list-style-type: none"> • Implementation monitoring 	<ul style="list-style-type: none"> • Types of resources mobilised to support the implementation of interventions • Types of sources of funding for various interventions 	<ul style="list-style-type: none"> • Interview with programme managers • Review of programme reports • Review of AG reports 	<ul style="list-style-type: none"> • M&E unit 	<ul style="list-style-type: none"> • Quarterly

7. EVALUATION PLAN

The evaluation plan includes the following issues, as presented for each Branch in Table 19 and 20:

- Evaluation questions
- Indicators
- Focus of evaluation
- Responsibility
- Frequency

The evaluation plan outlines two types of evaluations that will be conducted to measure progress towards or achievements of outcomes. The first will be an implementation evaluation that will measure the extent to which branch interventions are being implemented according to plans, within budget and with the appropriate stakeholders and or beneficiaries. Second will be an outcomes evaluation that will measure the extent to which Branch interventions have achieved their intended effects or changes.

According to Rabie (2017), it is advantageous to conduct evaluation through external evaluations. She cites the following advantages:

- Findings and recommendations are perceived by stakeholders to be more objective and reliable
- It facilitates access to multi-skilled teams and technical experts often required to conduct an evaluation
- Expert evaluators can be contracted without being confined to existing salary scales
- The experts are only contracted for specific periods, for a particular type of evaluation which enables organisations to contain expenditure
- External evaluators augment the capacity of the M&E unit and thus permit M&E managers to focus on the strategic value of evaluation information

In view of these arguments, this framework proposes the outsourcing of the execution of the evaluation plan to external evaluators. Therefore, the column on responsibility is not reflected in the table below.

Table 20: Evaluation Plan: STEE Branch

Evaluation Question	Indicators	Evaluation Focus	Frequency
<ul style="list-style-type: none"> • To what extent do the various interventions contribute towards achievement of the organisational mandate? 	<ul style="list-style-type: none"> • Degree of alignment between Branch objectives and organisational goal 	<ul style="list-style-type: none"> • Implementation 	<ul style="list-style-type: none"> • Mid-term

Evaluation Question	Indicators	Evaluation Focus	Frequency
<ul style="list-style-type: none"> To what degree are the interventions appropriate and aligned to the needs of beneficiaries? 	<ul style="list-style-type: none"> Level of relevance of the intervention to the needs of women and other stakeholders 	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Mid-term
<ul style="list-style-type: none"> To what extent are the interventions implemented as intended and if there are variations, what are the reasons? 	<ul style="list-style-type: none"> The level of compliances of implementation processes to plans Extent of deviations from the agreed implementation processes The extent of justification for deviations 	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Mid-term
<ul style="list-style-type: none"> To what extent are practices in the development of engendered plans improved? 	<ul style="list-style-type: none"> Range of the DoW's influence on fora participants Rating scores of partners on the DoW's influence 	<ul style="list-style-type: none"> Implementation Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what degree are the engendered plans and budgets contributing towards improved access to funding for women? 	<ul style="list-style-type: none"> The number of women-owned enterprises granted funding 	<ul style="list-style-type: none"> Implementation Outcome 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what degree is collaborative planning practices occurring as result of the intervention/s 	<ul style="list-style-type: none"> Range of collaborative planning attributed to the interventions Partner ratings of collaborative planning 	<ul style="list-style-type: none"> Implementation Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what degree is participation of DoW in fora contributing towards collaborative practices on women's rights interventions 	<ul style="list-style-type: none"> The range of collaborative planning Partner ratings of collaborative planning 	<ul style="list-style-type: none"> Implementation Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what extent are GSS practices in lead departments improved 	<ul style="list-style-type: none"> Range of GSS initiatives among parties Partner rating on the delivery of GSS 	<ul style="list-style-type: none"> Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what extent are the policies contributing towards learning on issues related to the dignity of women? 	<ul style="list-style-type: none"> Range of decision making on the delivery of GSS Ratings of partners on the delivery of GSS 	<ul style="list-style-type: none"> Outcomes 	<ul style="list-style-type: none"> End-of-term
<ul style="list-style-type: none"> To what extent is the Branch's participation in fora influencing decisions on resource allocation 	<ul style="list-style-type: none"> Range of decision making of engendered resource allocation Partner ratings on engendered resource allocation 	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Mid-term
<ul style="list-style-type: none"> To what extent are interventions implemented in a cost-effective way? 	<ul style="list-style-type: none"> Variance between operational budget and actual expenditure 	<ul style="list-style-type: none"> Cost efficiency Implementation 	<ul style="list-style-type: none"> Mid-term Mid-term

Evaluation Question	Indicators	Evaluation Focus	Frequency
<ul style="list-style-type: none"> To what extent are the interventions adequately resourced in terms of financial, human and physical resources to deliver the intended outcomes? 	<ul style="list-style-type: none"> Types of resources mobilised to support the implementation of interventions Types of sources of funding for various interventions 	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Mid-term

Table 21: Evaluation Plan: PSCKM Branch

Evaluation Question	Indicators	Evaluation Focus	Frequency
<ul style="list-style-type: none"> To what extent do the various interventions contribute towards achieving of the organisational mandate? 	<ul style="list-style-type: none"> Degree of alignment between Branch objectives and organisational goal 	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Mid-term
<ul style="list-style-type: none"> To what degree are the interventions appropriate and aligned to the needs of beneficiaries? 	<ul style="list-style-type: none"> Level of relevance of the intervention to the needs of women and other stakeholders 	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Mid-term
<ul style="list-style-type: none"> To what extent are the interventions implemented as intended and if there were variations, what are the reasons? 	<ul style="list-style-type: none"> The level of compliance of implementation processes to plans Extent of deviations from the agreed implementation processes The extent of justification for deviations 	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Mid-term
<ul style="list-style-type: none"> How does advocacy influence practices on gender equality and women empowerment 	<ul style="list-style-type: none"> Types of socio-cultural diversity acceptance by stakeholders and beneficiaries 	<ul style="list-style-type: none"> Implementation Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what degree does participation in multilateral fora lead to collaborative social action on gender equality? 	<ul style="list-style-type: none"> Type organisations entering into collaborative social action with the DoW Rating of partners on collaborative social action 	<ul style="list-style-type: none"> Implementation Outcome 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what extent is the awareness creation leading to improved research practices focused on socio-economic issues affecting women? 	<ul style="list-style-type: none"> Range of research initiatives among parties Party ratings on the delivery of relevant research 	<ul style="list-style-type: none"> Implementation Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term

Evaluation Question	Indicators	Evaluation Focus	Frequency
<ul style="list-style-type: none"> To what extent is there evidence of improved policy practice on setting a collaborative research agenda? 	<ul style="list-style-type: none"> Range of collaborative research on the socio-economic empowerment of women Partner ratings on the collaborative research agenda policy practice 	<ul style="list-style-type: none"> Implementation Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what extent is there evidence of improved practice among institutions to produce gender responsive evidence-based information? 	<ul style="list-style-type: none"> Type of gender responsiveness information produced Partner rating on the relevance of information produced 	<ul style="list-style-type: none"> Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what extent is there evidence of improved practice among institutions to produce disaggregated data? 	<ul style="list-style-type: none"> Type of disaggregated information produced Partner rating on the relevance of disaggregated data 	<ul style="list-style-type: none"> Outcomes 	<ul style="list-style-type: none"> End-of-term
<ul style="list-style-type: none"> To what extent is M&E producing information to improve organisational learning on the performance of interventions on the socio-economic empowerment of women and gender equality? 	<ul style="list-style-type: none"> Range of adaptability of the DoW informed by M&E results Rating of organisational learning by relevant employees 	<ul style="list-style-type: none"> Implementation Outcomes 	<ul style="list-style-type: none"> Mid-term End-of-term
<ul style="list-style-type: none"> To what extent are interventions implemented in a cost-effective way? 	<ul style="list-style-type: none"> Variance between operational budget and actual expenditure 	<ul style="list-style-type: none"> Cost efficiency Implementation 	<ul style="list-style-type: none"> Mid-term Mid-term
<ul style="list-style-type: none"> To what extent are the interventions adequately resourced in terms of financial, human and physical resources to deliver the intended outcomes? 	<ul style="list-style-type: none"> Types of resources mobilised to support the implementation of interventions Types of sources of funding for various interventions 	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Mid-term

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