TOWARDS A MONITORING AND EVALUATION SYSTEM FOR THE SOUTH AFRICAN FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT, 2018-2028

Article

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1. Introduction

As a country with a highly evolved LED policy and numerous programmes and projects set-up to generate economic growth and to reduce poverty, the effective use of monitoring and evaluation (M&E) is significantly important to maximise positive outcomes and outputs. The Municipal Systems Act (MSA) of 2000 requires that all municipalities monitor and evaluate their developmental performances and interventions (RSA, 2000).¹ The MSA requires every municipality to develop and implement a performance management system that must contain: Key performance indicators “as a yardstick for measuring performance, including outcomes and impacts, with regard to the Municipality’s development priorities and objectives set out in the IDP.” The Municipal Finance Management Act also requires that three monthly targets are set for services and activities,

and that a Service Delivery and Budget Implementation Plan (SDBIP) is drawn up for each municipal directorate (RSA, 2003).

This report seeks to provide a framework for monitoring and evaluation of implementing the Innovation for Local Economic Development (ILED) Strategy 2016-2020. The ILED Strategy 2016-2020 sought to direct the Department of Science and Technology (DST) involvement in the space of Local Economic Development (LED). The ILED Monitoring and Evaluation (M&E) Framework will complementarily provide a framework through which to assess the impact and outcomes of the implementation process for ILED. The focus areas of this M&E framework is on the following policy objectives:

- Strengthen LED implementation through dissemination of ILED methodology
- Strengthen LED implementation through dissemination of ILED monitoring and evaluation framework
- Upgrading activities of subsistence producers into commercially viable economic activities
- Enhancing access to technology infrastructure by marginalised SMEs and cooperatives
- Knowledge sharing through thematic workshops
- Strengthening interactions between knowledge producers and knowledge utilisors
- Knowledge transfer from universities and science councils to producers
- Generate case studies to improve policy development
- Study tours to encourage policy makers from marginalised localities
- Transform promising subsistence activities glaring in marginal economies into commercially viable activities.
- Improve innovation capacities of SMMEs and cooperatives in order enhance their integration into the national and international economies.
- Encourage the identification and use of local resources to develop local economies.
- Build capacities of local policy makers to solve local problems of job creation, innovative firms and industrial development.
- Build capacities of small and medium enterprises (SMEs) and cooperatives to use external knowledge thereby stimulate demand for knowledge and technology transfer.
• Build technical infrastructure required to enhance product innovations and technical change.
• Encourage quality improvements in local products in order to meet market requirements.
• Enhance science and technology entrepreneurship
• Support village-level enterprises and their linkages with urban markets.
• Strengthen linkages between agri-parks and the development of innovative enterprises in agro-processing.
• Strengthen linkages between small and established businesses.
• Competence building

2. Purpose of the Report

The purpose of this report is to develop a Monitoring and Evaluation Framework for the implementation of ILED. The report outlines: the objectives of the framework; the definition for monitoring and evaluation; processes for monitoring and evaluating of ILED Implementation; the parameters of the institutional framework for M&E; and, key performance indicators.

3. Objectives of the Framework

The objectives of the ILED Monitoring and Evaluation Framework are to:
• determine the processes and measures to be taken in the monitoring and evaluation of ILED programmes, thus ascertaining that implementation is proceeding as planned.
• monitor programmes in order to provide the basis for corrective measures to be taken through identifying early indications of deviations, performance gaps and other problems requiring immediate attention for the ILED programme to succeed.
• monitor programmes in order to verify proper utilization of programme resources, including ensuring that resources are made available on time and are utilized through activities to produce expected deliverables.
• monitor programmes to verify that activities are undertaken and transformed into outputs.

It is important to note that for effective implementation of ILED, the following points are important:

• Monitoring of program activities should be done continuously at a scheduled interval, such as weekly, monthly or quarterly.
• It is also very important to monitor actual activities involved in the implementation of ILED in order to avoid things going wrong or unnoticed.
• If monitoring has to be done on a regular basis, it is important to stick to the proposed schedule of data collection to ensure that important aspects of the programme are not missed. In doing so, there should be:
  o Emphasis on strategic thinking and acting,
  o Focus on the future so that it is designed to help an organization envision a desirable and attainable future.
  o Identification of proactive approach to management in order to shape the environment so that they can successfully attain their goals and realize their vision.
  o Intervention that is action-oriented and focused on achieving results.
  o Intervention that is drawing attention and resources to the most critical issues facing ILED implementation.
  o Intervention that is placing greater emphasis on the formation, maintenance and alignment working towards common goals.

4. Understanding Monitoring and Evaluation

The concepts of monitoring and evaluation are an integral part of a management support function. They are an integral part of the Management Information System and a management tool. Therefore, they are central to ILED implementation and are crucial to
the understanding of the objectives, tasks and processes involved. For that reason, they are explained below.

In this report, **monitoring** refers to a process of *continuous* and *periodic* observation of the physical implementation of ILED or an observation system, through *timely* gathering of systematic information on *work schedules, inputs, delivery, targeted outputs,* and other variables of ILED in order to have the desired policy effects and policy impact. It relates to the monitoring of ILED and its components; managing the use of resources, guiding the progress of ILED towards the desired ends; making sure that planned activities do take place. It is a form of formative evaluation that is carried out during ILED implementation phase with the intention of improving the function of activities or the effectiveness of its components.² LeMay, N. (2010, p.11) states, “Monitoring is used to regularly track changes in indicators—measurable markers of change over time—in order to manage the implementation of a program. Monitoring measures progress toward results by collecting information on inputs, activities, outputs, and sometimes short-term outcomes. For you, the manager, this may involve monitoring progress against your operational plans and/or monitoring the services you provide.”³

The data that is put together from monitoring activities will feed into and guide the decisions of the directorate. Thus monitoring reports will be used as bases for internal reviews (evaluation) of ILED operations at both the management and technical levels. By contrast **Evaluation** is defined as a process to determine (as systematically and objectively as possible) the extent to which programme needs and results have been or are being achieved, and analyze the reasons for any discrepancy.⁴ It is a form of summative assessment that is carried out with the intention to form judgement or conclusion about either the absolute or the relative merits of a programme.⁵ In other words, evaluation will measure *relevance, efficiency and effectiveness* of the ILED strategy. Evaluation will

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⁵ Ibid. Calder, p.22.
measure whether, and to what extent, the ILED’s inputs and services are improving the quality of people’s lives. It is therefore about establishing the worth of a policy, service, activity or whatever is under consideration. It is an examination of objectives of service provision, how well these objectives are achieved and at what cost. It is action-oriented and seeks to answer the following questions:

- Is ILED addressing a real, or the right problem?
- Is the intervention correct or appropriate?
- Are additional interventions necessary to achieve the objectives?
- Is the intervention being implemented as planned?
- Is this an effective way of addressing the problem, for example in terms of cost and inputs.

Although monitoring and evaluation have different definitions and purposes, they are dependent on one another. It is important to note that, on the one hand, monitoring activities focus on programme inputs and outputs on a continuous basis in order to assess if they are used as intended - tracking project activities or processes in order to determine if activities aimed at achieving objectives are done correctly. Evaluation, on the other hand, focuses on outcomes, comparing the situation before and after the implementation of the programme. The collection of impact indicators is done as part of the evaluation. This is related to the goal of the programme and helps answer the question whether “the difference in the outcome [of interest] between having or not having the programme or intervention.”

Table 4.1: The Link between Monitoring & Evaluation

![Diagram of the Link between Monitoring & Evaluation]

Monitoring and evaluation is therefore based on the programme objectives. One needs to study any available data which will assist in carrying out monitoring and evaluating activities of the programme. The World Bank outlines the reasons to use M&E as:

- Track progress
- Better allocate resources
- Improve service delivery
- Improve management
- Increase accountability
- Improve quality
- Inform decision-making
- Design better strategies
- Facilitate benchmarking
- Track flows of funds
- Provide answers Identify side-effects
- Demonstrate results
- Draw lessons
- Compare different groups
- Clarify objectives
- Identify leakages
- Empower poor people (economically marginalized people- our emphasis)
- Identify problems
- Take corrective action
- Learn from experience

5. **Organisation of the Processes for Monitoring and Evaluation**
Monitoring and Evaluation is often depicted as a linear process, with one step flowing logically to the next. In actual practice, however, successful monitoring and evaluation demands continuous learning from both successes and failures. Key steps include:

| Step One | Setting up institutions and processes | - Who is responsible for monitoring and evaluating  
- Outlining transparent processes for monitoring and evaluating  
- Setting aside resources for carrying out monitoring and evaluation  
- Identifying values/standards/benchmarks for monitoring and evaluation |
|---|---|---|
| Step Two | Wider environmental/external assessment | - Situation inventory/environmental scan  
- Customer analysis  
- Quality assessment and benchmarking  
- Strategic issues |
| Step Three | Mission and Principles | - Broad, comprehensive statement of the organization’s purpose  
- Core values, conduct to achieve mission  
- Employees and leadership involved  
- Vision  
- When combined with mission and principles, identifies organization’s uniqueness  
- Compelling image of desired future |
| Goals and Objectives | - General end purposes toward which effort is directed  
- Specific and measurable targets for accomplishment  
- Leads to quality initiative goals and objectives  
- Leads to resource allocation |
| Step Four | Action Plans | - Strategies used to accomplish goals and objectives  
- Detailed work plans |
| Step Five | Performance/Indicators Measures | - Methods used to ensure results  
- Ensure accountability and continuous improvement-linked performance targets |

5.1  Setting up the Institutions for Monitoring and Evaluation
The aim in step 1 is to identify and set up the ILED team of strategic and relevant people, institutions, business people, community organisations, and civil society that can monitor and evaluate the ILED programmes. The most successful efforts involve all sectors in a co-operative partnership drawing from the public, non-profit, or private sectors. Special emphasis should be placed on the consideration of a variety of perspectives/transdisciplinarity because it is most likely to result in an accurate picture of current problems and identification of effective solutions. Also government will invariably need the co-operation of various partners in implementing the plan. It is well known that people are most committed to carrying out plans that they have made themselves.

The ILED team for monitoring and evaluation should be recruited with the following in mind:

- What are the perspectives necessary to credibly and effectively define problems and create solutions?
- What are the interests that must be represented in order to reach agreements that can be implemented?
- Who is necessary to implement solutions? Who can block action? Who controls resources?
- Who will be affected by the plan and its solutions?

The following conditions help maximize the chances for successful outcomes in the monitoring and evaluation processes:

- ILED methodology is disseminated to the ILED team;
- Terms of reference are developed;
- Agenda is set up for the first meeting and subsequent meetings;
- Stakeholders are expected to use their knowledge and collective efforts to ensure that innovation is mainstreamed to all local economic development strategies;
- Stakeholders familiarise themselves with the conceptual framework of the project or develop a conceptual framework for the project.
- Identify monitoring objectives and indicators;
Key stakeholders support the process in word and deed, e.g., active participation, allocating sufficient resources, selling the process and committing to the outcomes;

The “right people” are involved and stay involved. All stakeholders must believe that they have the opportunity for meaningful participation in the process;

There is a process champion(s)—a person who can facilitate interaction between key decision makers;

Process leaders are flexible, patient and maintain a sense of humour. Remember, things almost certainly will not go as you expect;

The structure and details of the process are not allowed to become an end rather than a means;

The process is kept as simple as possible. The process is integrated into the work flow rather than being tacked on or viewed as additional work;

The process is tailored to the particular organization and political environment;

There is trust in the process; don’t try to shortcut it or manipulate it to shape the outcomes;

Accountability and follow-up are built into the process from the beginning;

The process is designed and conducted openly, honestly and with integrity;

Plenty of training is provided to the participants on the process, the meaning of terms, group decision making skills, and teamwork;

The process and its outcomes are actively communicated and marketed; and,

There is work towards and celebration of some early successes.

The most common organizational arrangement involves the formation of a steering committee along with a number of task groups especially where there are sectors by discipline. The steering committee is generally responsible for overall direction and decision making. Task groups typically make recommendations to the steering committee based on in-depth examinations of particular issue areas. Before moving ahead, key players need to come to an agreement regarding the:

- Purpose of and need for the monitoring and evaluation;
- Organization’s readiness, in terms of staff and financial resources, culture and commitment;
• Form and timing of any reports;
• Commitment of technical and financial resources;
• Steps/process to be followed; and the
• Organizational arrangement to be used to carry out the planning process.
• Identify mechanisms for quality audit, quality assessment, accreditation, quality assurance, quality control and self-evaluation
• Identify performance indicators and quality measurement systems.

Keys to sustaining commitment are to:
• Continually and visibly demonstrate the commitment of the organization and key players to the process;
• Set up clear systems to monitor progress;
• Identify clear processes for compiling management information;
• Identify mechanisms for keeping the plan on track;
• Make the process meaningful and high profile;
• Set a realistic timetable;
• Set realistic and appropriate expectations for those involved in the process;
• Use opportunities to celebrate milestones;
• Look for and exploit opportunities for quick, interim successes; and
• Continually communicate what is going on to those in the organization or broader community.

5.2 The Wider Environmental/External Assessment

Step two is concerned with situating the ILED programmes in the context of the locality but also of the country and the global sphere at large. It is concerned with internal and external environment within which the programme is implemented. This can be seen as a locational analysis process of the context of the economy, technology, competition, etc in order to forge better ways to be effective, efficient and innovative. It pertains to the analysis of the environment in term of tangible and intangible locational factors. Tangible factors include location, infrastructure, real estate, labour, energy and environment, permit requirements, taxes and incentives, etc. Intangible locational factors pertains to
firms/industries/business and to individuals. Intangible locational factors relevant to firms are: competence of public administration, image of the city, proximity to related industries, R&D, universities, business associations. Intangible locational factors relevant for individuals include: environmental quality, quality of habitation, social infrastructure, quality of schools, leisure infrastructure, etc.

External factors which can have a powerful effect on a community, organization or business include population shifts, economic conditions, regulatory changes and technological developments. Sources of information may include:

- National and provincial government statistical reports and databases;
- National, provincial and local government legislation, regulations, budgets, policy statements and special studies;
- Court decisions and actions;
- National and regional professional associations or organizations;
- Interest or advocacy groups;
- Media;
- University and college resource centres;
- Agency advisory and governing boards.

Therefore an effort should be made towards understanding the strengths, weaknesses, opportunities and threats facing the local economy (Swinburn, Goga and Murphy, 2006). The information can then be used to produce a profile of the local economy, identify priorities, challenges, and targeted interventions. It is important to link these observations to national priorities. This process will ensure that any implemented programme is

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7 Other consideration as necessary include: PEST Analysis - a technique for understanding the "environment" in which a business operates; Scenario Planning - a technique that builds various plausible views of possible futures for a business; Five Forces Analysis - a technique for identifying the forces which affect the level of competition in an industry; Market Segmentation - a technique which seeks to identify similarities and differences between groups of customers or users; Directional Policy Matrix - a technique which summarises the competitive strength of a businesses operations in specific markets; Competitor Analysis - a wide range of techniques and analysis that seeks to summarise a businesses' overall competitive position; Critical Success Factor Analysis - a technique to identify those areas in which a business must outperform the competition in order to succeed.
implemented in its context and in response to contemporary needs and demands of the people and the industry.

5.3  **Step 3: Alignment of Mission Statement, Principles, Vision, Goals and Objectives**

A clear definition of the goals and objectives ensures that monitoring and evaluation are undertaken according to specified targets and intentions. These should be aligned with the mission, principles, vision and values of ILED. However, the goals and objectives of every programme should be linked and framed in accordance with the national goals as outlined in the National Development Plan (NDP), National System of Innovation (NSI), the Science Technology and Innovation (STI) system, and the Local Innovation and Productive Systems (LIPS) for promoting LED. Serious consideration should also go into aligning goals and objectives with international sustainable development obligations as defined in terms of the Sustainable development Goals, the New Urban Agenda, IFAD Rural Development Report as well as the Paris Principles.

For all the various aspects, there is a need to:

- Clarify future direction;
- Establish priorities;
- Develop effective strategies;
- Consider the future consequences of ILED decisions;
- Deal effectively with rapidly changing circumstances;
- Improve internal management and organizational performance;
- Build internal teamwork and expertise;
- Build external partnerships and increase co-ordination; and
- Strengthen relationships with clients and customers.

5.4.  **Step 4: Strategies used to accomplish goals and objectives**
It is crucially important that strategies used to accomplish goals and objectives for ILED are clearly developed and understood by parties involved. This should be presented through detailed work plans to guide what needs to be done, by whom and at what time. An action plan should be developed to provide details on how each goal/objective will be implemented. Action plans should specify:

- Staff assignments
- Action steps
- Schedules and deadlines
- Cost and expenditure information
- Sources of funding

The steps in conducting monitoring activities involves:

- Review existing information related to the project.
- Develop/revise goals and objectives for the programme
- Familiarise yourself with the conceptual framework of the project or develop a conceptual framework for the project.
- Identify monitoring objectives.
- Identify indicators.
- Determine which categories of workers, supervisors or other will be responsible for the collection of each category of monitoring data.
- Develop a timetable for frequency of monitoring.
- Develop/strengthen a management information system.
- Train staff in monitoring activities.
- Develop monitoring instruments.
- Conduct monitoring activities.
- Analyse monitoring and interpret monitoring data.
• Write a report.
• Make recommendations.
• Implement recommendations.
• Identify new indicators based on the recommendations.
• Modify the monitoring system if necessary.
• Continue monitoring.  

6. Performance Indicators in Monitoring and Evaluation

The performance indicators should cover a range of consideration for each programme to ensure that output and outcomes meet the goals and objectives and fulfil the targets of the mission, principles, vision and values of the organisation or programme. The indicators therefore are framed in terms of three different types of monitoring and evaluation namely: environmental, process and performance indicators.

6.1 The Environmental monitoring and evaluation is concerned with the outside world in terms of its constant change. In order to keep up with these changes, monitoring and evaluating your external environment needs to be a regular ongoing task. It is particularly important to pay attention to changing conditions, needs, and technologies, as these and other outside events will impact the assumptions on which your plan has been based.

Environmental Indicators: Does the Programme take into consideration the local, national and international context of legislative mandates, visions, missions and values?

<table>
<thead>
<tr>
<th>Environmental monitoring and Evaluation</th>
<th>New Urban Agenda (NUA)</th>
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<tbody>
<tr>
<td></td>
<td>Sustainable Development Goals (SDG)</td>
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<td></td>
<td>IFAD Rural Development Report</td>
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<td>Paris Principles</td>
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<td>SADC LED Framework</td>
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<td>Africa Agenda 2063</td>
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<td>UN General Human Right Conventions</td>
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<td>Constitution</td>
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6.2 The **Processual monitoring and evaluation** is focused on how implementation is done. Is implementation in compliance with local, national and international legislation, policy, plans and conventions? Is the implementation driven by local people and their interests and visions? Are the goals and objectives of the programme genuinely being achieved procedurally and in the spirit of ILED?

The **Processual monitoring and evaluation**

<table>
<thead>
<tr>
<th>Attraction and retention of investments</th>
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<tbody>
<tr>
<td>Investments support</td>
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<tr>
<td>Growing investments</td>
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<tr>
<td>Capacity building and empowerment of entrepreneurs</td>
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<tr>
<td>Empowerment of people with disabilities, women, youth, etc</td>
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<tr>
<td>Targeting of people from disadvantaged communities e.g. rural, black townships, informal settlements, peri-urban areas, displaced, etc.</td>
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<tr>
<td>Entrenching inclusive participation</td>
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<tr>
<td>Promoting partnerships between stakeholders (firms and enterprises)</td>
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<tr>
<td>Encouraging cultural reciprocity</td>
</tr>
<tr>
<td>Diversifying ownership of business towards former disadvantaged communities</td>
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</tbody>
</table>
6.3. The **Performance monitoring and evaluation** is largely predicated on measures/assessment and reporting that is done on defined intervals. Regular monitoring not only helps to identify problem areas that may need to be revisited, but can also bring to light strategies that are working particularly well and might warrant replication in other settings. The key questions include:

- Are we moving toward our vision?
- Are we carrying out our mission?
- Are we behaving in ways that are consistent with our organizational values?
- Are we meeting stakeholders’ expectations?

The **Performance monitoring and evaluation indicators are the following:**

<table>
<thead>
<tr>
<th>Goals, Objectives, vision, mission and values</th>
<th>Reflective of intended needs of local stakeholders</th>
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<tbody>
<tr>
<td></td>
<td>Stated clear and local stakeholder are aware and understand them</td>
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<td></td>
<td>accepted by key stakeholders</td>
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<td></td>
<td>Realistically aligned to each other</td>
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<td></td>
<td>Reflective of local, national and international environmental legislative mandate</td>
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<td></td>
<td>realistic given political considerations, staffing requirements, and costs</td>
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<td></td>
<td>Technically feasible</td>
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<td></td>
<td>compatible with goals and objectives of other programmes</td>
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<td></td>
<td>Reviewed from time to time</td>
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<tr>
<td>Institutional</td>
<td>Inclusive participation and governance</td>
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<td></td>
<td>Effective leadership and proper legitimate governance</td>
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<td></td>
<td>Accountable, answerable and efficient governance</td>
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<td></td>
<td>Promote black and equitable ownership</td>
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<tr>
<td></td>
<td>Facilitate collaborative and cooperative partnerships</td>
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<td></td>
<td>Facilitate collective empowerment</td>
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<tr>
<td>Output for local Stakeholders</td>
<td>Attraction of investments</td>
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<tr>
<td></td>
<td>Creation of local investments</td>
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<tr>
<td></td>
<td>Growing of locally-owned investments and production infrastructure</td>
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<td></td>
<td>Encourage the development of women, people-with-disability, and youth-owned enterprises.</td>
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<td></td>
<td>Creation of sustainable jobs</td>
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<tr>
<td>Knowledge transfer from institutions of higher learning to local actors.</td>
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<tr>
<td>Knowledge sharing results in contextualization of knowledge within its local geography</td>
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<tr>
<td>Programmes are accepted and supported by local actors</td>
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<tr>
<td>Encourage learning, innovation and competence building for local people</td>
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<tr>
<td>Innovation-driven economic development and growth</td>
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<tr>
<td>Improve innovation capacities of SMMEs and cooperatives</td>
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<tr>
<td>Focus on the local production system</td>
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<tr>
<td>Quality improvements in product development to promote competitiveness of local products</td>
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<tr>
<td>Emphasize that knowledge results from interactive learning processes</td>
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<tr>
<td>Knowledge generates local economic sustainable competitiveness</td>
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<tr>
<td>Diversification of the local activities and the economy</td>
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<tr>
<td>Locally-specific knowledge/tacit knowledge is a significant ingredient for ILED</td>
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<tr>
<td>Interactive innovation and learning towards building collective knowledge</td>
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<tr>
<td>Competence building onto local knowledge and skill base</td>
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<tr>
<td>Enhance economic inclusion and empowerment of local people.</td>
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<tr>
<td>Transform subsistence activities into commercially viable economic activities</td>
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<table>
<thead>
<tr>
<th>Output in terms of Resources</th>
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<tbody>
<tr>
<td>Development and provision of public facilities</td>
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<tr>
<td>Development and provision of venture capital</td>
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<tr>
<td>Growing the local resource base</td>
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<tr>
<td>Provision of information about resource mobilisation</td>
</tr>
<tr>
<td>Facilitation of access to administrative, funding, business counselling, workshopping and marketing information</td>
</tr>
<tr>
<td>Access to platforms for skills development</td>
</tr>
<tr>
<td>Access to platforms of business management and entrepreneurship</td>
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<table>
<thead>
<tr>
<th>Value outcomes</th>
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<tbody>
<tr>
<td>Innovative to the knowledge and skills of local people</td>
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<td>Globally and locally competitive,</td>
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<td>Sustainable socially, economically and environmentally</td>
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<td>Inclusive of local participants</td>
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<td>Integrated to local initiatives</td>
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<tr>
<td>Gender-sensitive in practice</td>
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<td>Environmentally sensitive and sustainable</td>
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<td>Culturally consciously and sustainable</td>
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<td>Embeddedness into local knowledge and skills of people</td>
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<td>Support the development of transformative systemic interventions</td>
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<td>Enhance and create a positive image of local places</td>
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### 6.4 Assessments
The assessments of these various indicators require various forms of information/data to be collected within the organisation/municipality and from the broader environment. Sources of information may include:

- Employee surveys
- Customer surveys
- Policy development files
- Internal databases
- Budget requests
- Budget reviews/assessments
- Annual reports
- Annual reviews
- Meeting reviews
- Program evaluations
- Agency audit recommendations
- Internal plans
- Economic reviews
- News updates
- Sectoral research
- National research data sources e.g. census, household surveys, economic reviews, etc.

Some techniques that ILED can use to encourage municipalities to involve citizens and other stakeholders in the planning process include:

- Surveys, media announcements, descriptive brochures and community meetings at the launching of the monitoring and evaluation process.
- Public meetings, focus groups, surveys, periodic newsletters, newspaper inserts and electronic town meetings at key decision points in the process not only to provide reactions to pending decisions but to guide future tasks as well.
- Hot lines, speakers’ bureaus and facilitation services throughout the process to respond to inquiries and organize discussions.
- Constantly learn from its environment and adapt accordingly;
• Become mission-driven, integrating its vision and mission with its goals and objectives, performance measures, budget, job descriptions, and employee performance appraisal systems;
• Become customer-focused;
• Build teamwork;
• Gain credibility and trust as an organization; and,
• Achieve excellence.
• Workshops
• Competence building

7 Conclusion

This report provides a framework for monitoring and evaluation of ILED Strategy and its implementation. The framework serves as the feedback loop in the implementation ILED Strategy. However, this monitoring and evaluation framework should be understood as a dynamic process. It should be seen as providing a cyclical process that goes through implementation, assessment and feedback to renewed effort for success.

It must be noted that since the ILED projects are diverse and occur in varied economic sectors and sub-sectors, evaluating each project will require the generation of specific instrument/s.

It is recommended that the directorate shares this monitoring and evaluation framework with COGTA, the district and local municipalities in order to enhance their performance in implementing LED projects and ILED projects.

The directorate should consider competence building of district and local municipalities in terms of how to generate instruments to monitor and evaluate LED and ILED projects as one the most critical contributions of ILED in national LED implementation and its success.
### Appendix 1: Differences between monitoring and evaluation

<table>
<thead>
<tr>
<th>Monitoring</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous</td>
<td>Periodic; at important milestones e.g. mid-term, end of term.</td>
</tr>
<tr>
<td>Keeps track of activities and documents progress</td>
<td>In-depth analysis; compares planned versus achieved (objectives versus outputs, outcomes and impact).</td>
</tr>
<tr>
<td>Focuses on inputs, activities and outputs, and implementation processes, for example participatory.</td>
<td>Focuses on outputs in relation to inputs, results in relation to cost, processes used to achieve results; overall relevance; outcomes, impact and sustainability.</td>
</tr>
<tr>
<td>Answers what inputs and activities were implemented and results achieved.</td>
<td>Answers why and how results were achieved; and why not. Contributes to building theories and models for change.</td>
</tr>
<tr>
<td>Focuses on planned results</td>
<td>Captures on planned and unplanned results</td>
</tr>
<tr>
<td>Alerts managers to problems and provides options for corrective actions.</td>
<td>Provides managers with strategy and policy options</td>
</tr>
<tr>
<td>Self-assessment by programme managers supervisors, community stakeholders and donors.</td>
<td>Internal and/or external analysis by programme managers, supervisors, community stakeholders, donors and or external evaluators.</td>
</tr>
<tr>
<td>Usually accepts design</td>
<td>Usually free to challenge design</td>
</tr>
</tbody>
</table>