



**MONITORING AND EVALUATION AND ITS IMPACT ON THE  
PERFORMANCE OF THE SIZAKALA CUSTOMER SERVICES  
DEPARTMENT EMPLOYEES AT ETHEKWINI MUNICIPALITY**

**BY**

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**Date 07/11/2021**

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## DECLARATION

I, Nonkululeko Nonjabulo Dlamini, hereby declare that the work submitted in this dissertation is my original independent investigation, except where otherwise stated.

I further declare that this dissertation is submitted for the first time at the Durban University of Technology and has not been submitted to any other institution, or to obtain any other degree.

The bibliography is appended to the dissertation and all the sources consulted for this study have been acknowledged and referenced clearly.

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## DEDICATION

*This dissertation is dedicated to my husband, Bonisani Brian Dangazele, who has stood for me for the past busy years of my research life, who has always shown patience through all my sleepless nights and has given me support and courage and waking me at night to do my studies and has shown me so much love and care.*

*“I love you so much.”*

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I thank all the participants, the Sizakala Customer Services unit and the Performance Monitoring and Evaluation unit at EThekweni municipality. Without them all this study would not have been success.

## **KEYWORDS**

Monitoring and Evaluation, Performance management, Government, Sizakala Customer Service unit, Mystery Shopper program, eThekwini Municipality, Performance Monitoring and Evaluation unit, challenges, service delivery, effectiveness, efficiency, local government, improving performance,

## **ABSTRACT**

The need to meet the organization's objectives, to meet the set targets, to detect problems at an early stage is the reason Monitoring and Evaluation (M&E) should be executed in the organizations. The objectives of this study were to determine the understanding of M&E on the Sizakala Customer Services department employees and its practice in the municipality, to ascertain the impact of M&E on the performance of the employees in the Sizakala department, to determine how M&E contributes to the attainment of the objectives in the department and lastly, to identify challenges and to make recommendations to overcome the challenges facing M&E within the department.

The study is demarcated at the Sizakala Customer Care department under the Sizakala Customer Services unit at the eThekweni municipality. The Sizakala department aims to help the community to obtain equal access to the services rendered by the municipality and other spheres of government. The program forms part of the eThekweni Municipality's Integrated Development Plan (IDP). The program is to show the municipality's obligation in keeping up with service delivery and an improved quality of life for all eThekweni citizens. There are (35) Sizakala Customer Service centres. The aim of the Sizakala centres is to bring services closer to all residents.

Self-administered questionnaires were given to the total number of 41 participants at the Sizakala departments across the North, South, West and Central offices of the eThekweni Municipality, inclusive of Principal clerks and semi-structured interviews were rendered to cumulate data from 2 Monitoring practitioners, 2 Evaluation practitioners and 1 Sizakala manager. Probability sampling was employed in this study and the stratified sampling technique was used to conduct the research. A total of 31 questionnaires were returned from the participants which yielded a response rate of 76%. The Statistical Package for Social Sciences (SPSS) version 22.0 was used to do the quantitative analysis of data and the qualitative data was converted into the Excel

spreadsheet to do the analysis. The study unfolded that the greater number of the respondents have an understanding of M&E and the majority are positive that employee M&E findings are fully implemented at Sizakala department. M&E helps employees to improve on their performance at Sizakala department. The study also unfolded that there are obstacles facing M&E at Sizakala department, which includes not having enough funding for M&E at Sizakala department. Subsequently, the Performance Monitoring and Evaluation (PME) unit has not conducted any evaluation for the Sizakala unit and is lacking experienced M&E staff and does not conduct walk-ins to monitor the unit. There is no internal M&E department at Sizakala Customer Services unit. The PME unit is an external unit that is responsible for M&E in the eThekweni municipality collectively. The researcher recommended that the Sizakala department needs to get more funding and resources for the M&E initiatives. The Sizakala department needs to establish its internal M&E department. In conclusion, this study can be seen as a contribution to the M&E philosophy.

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## **LIST OF ABBREVIATIONS**

Dept	Department
DPME	Department of Performance Monitoring and Evaluation
EPMDS	Employee Performance Management Development System
GWME	Government-Wide Monitoring and Evaluation
IDP	Integrated Development Planning
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
MSA	Local Government Municipal Structures Act
NGO's	Non-Governmental Organizations
NPC	National Planning Commission
NSSs	National Statistical Systems
PIP	Performance Information Plan
PIS	Performance Information System
PI	Performance Information
PMDS	Performance Management and Development System
PMS	Performance Management System
PME	Performance Monitoring and Evaluation
RBME	Results-Based Monitoring and Evaluation
SDBIP	Service Delivery and Budget Implementation Plan
SMS	Senior Management Service

# **CHAPTER 1**

## **GENERAL INTRODUCTION AND ORIENTATION OF THE STUDY**

### **1.1 INTRODUCTION**

Monitoring and Evaluation (M&E) is deemed to be the very crucial initiative that needs to be implemented by all the organizations to accomplish its goals and objectives to be successful. The study is founded on Monitoring and Evaluation and its impact on the performance of Sizakala Customer Services department employees.

This chapter will define the research aims, objectives and questions. It will discuss the problem statement, provide the background of the subject matter, and the definition of terminologies. The rationale of the study will be explored, succeeded by the assumptions, limitations and delimitations of the study. Lastly, it will provide the classification of the dissertation chapters.

### **1.2 BACKGROUND**

The Presidential Review Commission (PRC), established in 1998 to evaluate the functioning, modification, and advancement of the public service in South Africa, recommended the formulation of the policy work on M&E. In 2007 the Parliament of South Africa introduced the Policy Framework for the Government-wide Monitoring and Evaluation System with the aim to furnish with a framework for M&E practices, ideals and decencies to be utilized by the state and function as the highest-level information system to produce utile M&E commodities for its consumers (South Africa 2007:5). However, the theory has revealed that there are challenges facing M&E. Those in charge of M&E lack understanding, motivation, authority or ability to execute evaluation measurements and to compare the definite task, definite results, and definite

impact. Governmental authorities and officials do not effectively utilize evaluation as a tool of management (Igbokwe-Ibeto 2012:190). According to Chan (2010:240), it is often neglected, done haphazardly, or skipped altogether because it takes time, attention, and expertise. The study is based on Sizakala Customer Services department at eThekweni municipality. Sizakala is situated in the city of eThekweni. The eThekweni municipality covers 94 834 hectares of land in the Kwa-Zulu Natal province. Sizakala is a department that aids eThekweni residents with any council allied query. It is liable to assure that eThekweni inhabitants have unchallenging and uniform entry to and experience the idyllic service from the council.

There are (35) Sizakala Customer Service centres. The aim of these centres is to bring services closer to all residents. In order for the Sizakala department to deliver maximum standard of services to the community it must comply with M&E. Ile, Eresia-Eke and Allen-Ile (2012:112) stated that program M&E results in improved effectiveness, efficiency, sustainability, transparency, equity, commitment, and contribution. M&E accelerates policy advancement and financial management. It renders information that capacitates good governance and liability. It furnishes with the necessary propulsion to intensify the service delivery. It makes the public servants realize their role in securing prompt accomplishment of set goals (Kariuki and Reddy 2017:2).

### **1.3 PROBLEM STATEMENT**

Monitoring and Evaluation is often neglected in most of the organisations due to the many challenges it faces such as lack of time and resources, and reporting protocols creating tensions for M&E units. M&E units are perceived as prefects and the users of the M&E reports are mostly expected to denigrate the messengers than to focus on the value of the report. M&E officers often fall short of skills and comprehension of M&E and those in charge of M&E are often demotivated, lack capability and authority to act on evaluation measurements and data gaps (Naidoo 2012:106-108). The study of Iddi and

Nuhu (2018:5) confirmed that time and financial resources are major obstacles to conduct monitoring and evaluation. Rizzo and Enshaeian (2021:3) also expressed that time has been a challenge in Monitoring and Evaluation for decades. Govender (2011:vii) states that the challenges experienced by the municipalities to execute an M&E system include the absence of evaluation capacity advancement and the insufficiency of M&E specialists. The study of Nxumalo (2016:75), confirmed that there is a deficiency of experts to impose Monitoring and Evaluation and there is non-cooperation on the staff members to execute M&E. He further revealed that there is absence of M&E strong culture in government. According to Ali (2017:39) there is dearth of support from the senior management to endorse the initiatives of Monitoring and Evaluation.

Moreover, the researcher has observed the challenges the Sizakala Customer Care department is facing, for example, long queues and complaining clients. The researcher conducted this study to learn more about the research problem and to evaluate the causes of the research problem. The investigator conducted this study to evaluate whether the above-mentioned M&E challenges do exist in the Sizakala Customer Care department and to evaluate the effect it may have on employees' performances.

## **1.4. RESEARCH AIM, OBJECTIVES, QUESTIONS**

### **1.4.1 RESEARCH AIM**

The intent of this study is to emphasize the significance of Monitoring and Evaluation of performances to the public managers. The study is to be administered with an intention of escalating the levels of the departmental performance by encouraging the monitoring and evaluation of the daily activities of the employees.

#### **1.4.2 RESEARCH OBJECTIVES**

- To determine the Sizakala Customer Services department employees' understanding of monitoring and evaluation and its practice in the municipality.
- To determine the impact of monitoring and evaluation on the performance of the employees in the Sizakala Customer Services department.
- To determine how monitoring and evaluation contributes to the achievement of the objectives in the department.
- To identify challenges and to make recommendations to overcome the challenges facing monitoring and evaluation within the department.

#### **1.4.3 RESEARCH QUESTIONS**

- What do the Sizakala Customer Services employees understand by monitoring and evaluation and what is its practice in the Municipality?
- What is the impact of monitoring and evaluation on the performance of the employees in the department?
- How monitoring and evaluation contributes to the achievement of the municipal objectives?
- What are the challenges of monitoring and evaluation in the department?
- How can M&E be made more effective?

### **1.5 SIGNIFICANCE OF THE STUDY**

The importance of the study is to share the results of the research findings with the Sizakala Customer Services Unit, the public institutions and municipalities in the province and the M&E practitioners to demonstrate the importance of M&E. It is to communicate to the public managers the need for considering or increasing the funds for Monitoring and Evaluation. It is to make the Sizakala

staff more alert and to be encouraged to deliver services more efficiently and effectively knowing that their performances are being monitored and evaluated.

## **1.6 DEFINITIONS**

### **1.6.1 DESCRIPTION OF PERFORMANCE**

Bacal (2004:39) describes performance as a level to which an employee plays a role to the goals of his or her employer as a sequel of their conduct and the employment of skills, capabilities, and knowledge, for example, the manner in which the Sizakala Customer Service department officials render their services to the satisfaction of the communities. M&E is crucial for the performance to be a success. Performance is determined by the capacity to do work and the degree of effort invested (Hilaluddin, Hamzah, Herman, Salhudin and Mawiah 2020:46).

### **1.6.2 DESCRIPTION OF PERFORMANCE MANAGEMENT**

Govender (2011:35) defines performance management as a consolidated process that partakes planning, delivering or implementation of the plan, examination of progression to check the successful delivery of the plan and evaluation of the entire process. Performance management is a continuous initiative to manage employee performance. It ensures that performance standards are set and employee mentoring is conducted (Schleicher, Baumann, Sullivan, Levy, Hargrove, Barros-Rivera 2018:2211). The Performance Management Guide for municipalities states that the IDP conform to the performance management planning phase. The eThekweni municipality uses the KPIs to appraise the progress in accomplishing its goals (Department of Provincial and Local Government 2001:16-18).



### **1.6.3 DESCRIPTION OF MONITORING**

Monitoring compares the work results created to the plan that was built (Wirick 2009:40). Kusek and Rist (2004:12) and Naidoo (2011:24) defines monitoring as a continual activity that collects data on stipulated indicators systematically to furnish the leadership and collaborators with continual advancement in order to reach progression and attainment of objectives, and progression in the usage of assigned financial resources. Monitoring also furnish management with timely signs of progression or absence of the same in the accomplishment of outcomes. Monitoring helps organizations to assess achievements by collecting information regularly to allow for the decisions to be made timeously, ensure answerability, and supply with the foundation for evaluation and learning (Sera and Beaudry 2007:1). Traditionally, it involves accounting and reporting monthly to trimonthly on outcomes, operations and utilization of human, time and financial resources and materials. It ought to be utilized to track whether the plan is executed as planned and within the assigned resources (Continuing Professional Development 2012:3). The Sizakala Customer Services department renders questionnaires to its customers for them to rate the service they have received from the Sizakala officials.

### **1.6.4 DESCRIPTION OF EVALUATION**

Performance evaluation is crucial to inspire employees to perform greater and helps to advance the organization with efficient employees (Aziz, Sulistiyono, Harsiti, Setyawan, Suhendar and Munandar 2020:2). Kusek and Rist (2004:12) explains that evaluation is a process of assessing a continuous or finalized project, program, or policy systematically. It also assess the project design, delivery, and outcomes. The aim is to discover whether the objectives are relevant and fulfilled, the advancement efficiency, efficacy, consequence, and durability. Evaluation must furnish authentic and reliable information to allow incorporated lessons taken into the decision making process. Evaluation allows for the right direction to be chosen and ensures that the right set of strategies and resources are used to reach there. It is formative (plays a vital

role on learning development and can contribute to stakeholders having some common understanding) or summative (indicates the level of achievement). Evaluation focuses on the relationship between outputs and outcomes (Continuing Professional Development 2012:3). The Sizakala Customer Services unit utilizes the Mystery Shopper program to evaluate the Sizakala department employees. The Mystery Shopper program is the system of using a mystery customer who accesses the Sizakala services to rate how the Sizakala employees deliver the services to the community.

## **1.7 ASSUMPTIONS OF THE STUDY**

Firstly, it was presumed that the partakers were knowledgeable of the concepts of the research study. Secondly, it was postulated that the partakers will complete the questionnaires and answer the interview questions with honesty and integrity and transfer their knowledge into the responses. Lastly, an objective and not a biased response was assumed.

## **1.8 VALIDITY AND RELIABILITY**

The research questions were assembled in a way that they capture the intended responses to comply with the objectives of the research. All partakers were posed the same questions to ensure validity. The study is supported by a number of sources in the literature review. The questionnaires and interview questions were made clear to ensure that all the participants understand what the questions required in that way the responses were positive and reliable. Ambiguous questions were avoided to comply with reliability obligations.

## **1.9 ETHICAL CONSIDERATIONS**

The ethical clearance (Annexure L) was issued by the Ethics committee at the Durban University of Technology after the committee permitted the research study. The investigator requested permission to execute the study from the Sizakala Customer Services unit Head of Department (Annexure J). The authority to administer the research study was given by the Sizakala Customer Services unit Head of Department and the eThekweni Municipal Academy (Annexure K).

The researcher conformed to all ethical procedures in place to administer the research study. The participants took part voluntarily in the questionnaires and interviews. A letter of information (Annexure A) was offered to the partakers and an informed consent form (Annexure B) was completed in by the participants. The interview participants were also requested to complete the consent form (Annexure D) before the interviews. The researcher did not use any deception when conducting the study. The data was cumulated and disseminated in a fashion that assured privacy of the data and identification of the participants. All the participators' responses were treated with anonymity. The data was kept in a protected place until the publication of the research report. The research study was conducted with integrity.

## **1.10 DELIMITATIONS OF THE STUDY**

The study is demarcated at eThekweni Municipality, excluding other municipalities within the KwaZulu-Natal Province. The study only includes the Sizakala Customer Service department, excluding the various departments within the eThekweni Municipality. The study is focused on the Sizakala Customer Service department, not the entire Sizakala Customer Service unit.

## **1.11 LIMITATIONS OF THE STUDY**

The study was finite due to time and financial inhibitions. The researcher had to travel through various Sizakala Customer Service centres to deliver questionnaires to the Sizakala staff and to interview the Sizakala manager, monitoring practitioners and evaluation practitioners.

## **1.12 STUDY LAYOUT**

### **Chapter 1: Introduction**

The first chapter serves as an introduction. It explains the topic of the study, field of study, and objectives.

### **Chapter 2: Literature Review**

This chapter furnishes with details on the literature review. It includes literature on Monitoring, Evaluation, and the eThekweni Municipality. The conceptual framework of Monitoring and Evaluation, performance management and local government is also examined in this chapter.

### **Chapter 3: Research Methodology**

This chapter elaborates on the type of research methodology used, research design, and the study area.

### **Chapter 4: Data Analysis**

This chapter serves to present, interpret, and discuss the results of the data collected.

### **Chapter 5: Conclusion**

The final chapter draws conclusions on the findings obtained and will provide recommendations.

## **1.13 CONCLUSION**

This chapter served to introduce the empirical study and to provide the background of the subject of Monitoring and Evaluation and the Sizakala Customer Services unit. The chapter outlined the research topic, research aim, research objectives and questions, and the rationale of the study. The research methodology is summarized, and the limitations and delimitations are stated. The classification of the five chapters is also explained.

The following chapter provides the literature review on the understanding of monitoring and evaluation and its practice at EThekweni municipality and on Sizakala Customer Services department. It discusses how M&E contributes to the achievement of the objectives. It also shares literature on how M&E has an impact on the performance. It also examines literature on the challenges and recommendations to overcome the challenges facing M&E.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

The preceding chapter provided the introduction to the study. It served to outline the research topic, research aim, research objectives and questions, and the rationale of the study. It discussed the problem statement, the background of the subject matter, and the definition of terminologies followed by the assumptions, limitations and delimitations of the study. It also provided an overview of chapters.

An exploration of literature on the understanding and practice of monitoring evaluation at eThekweni municipality and Sizakala Customer Service Department is presented in this chapter. It discusses how M&E contributes to the achievement of the objectives. It also shares literature on the impact of M&E on performance. It also examines the literature on the challenges and recommendations to overcome the challenges facing M&E. A literature review is a crucial part of any research project. It improves knowledge, accelerates theory advancement and closes research gaps (Fisch and Block 2018:103). A literature review is a process that identifies the published and unpublished research findings from secondary data sources on the topic of interest. The evaluation of this literature concerns the problem the reviewer requires answers for (Sekaran and Bougie 2013:50). It will also examine the conceptual framework for M&E, Performance Management, and Local Government. The chapter will provide the nature, purpose, and importance of monitoring and evaluation. It will discuss the principles, types, and standards and ethics of M&E. The M&E process, performance management process, principles of performance management, internal and external factors affecting employee performance will be discussed. The chapter will also discuss the Local Government and the responsibility of municipal officers.

### **2.1.1 PERFORMANCE**

Bacal (2004:39) describes performance as the level of involvement of an employee in the achievement of the goals of his or her employer as a result of their character and the employment of skills, capabilities, and knowledge, for example, the manner in which the Sizakala Customer Service department officials render their services to the satisfaction of the communities. M&E is crucial for the performance to be a success. Performance is determined by the capacity to do work and the degree of effort invested (Hilaluddin et al. 2020:46).

### **2.1.2 PERFORMANCE MANAGEMENT**

Govender (2011:35) defines performance management as a consolidated process that is part of the planning, delivering or implementation of a plan, examination of progression to check the successful delivery of the plan and evaluation of the entire process. Performance management is a continuous initiative to manage employee performance. It ensures that performance standards are set, and employee mentoring is conducted (Schleicher, Baumann, Sullivan, Levy, Hargrove, Barros-Rivera 2018:2211). The Performance Management Guide for municipalities states that the IDP must conform to the performance management planning phase. The eThekweni municipality uses KPIs to appraise the progress in accomplishing its goals (Department of Provincial and Local Government 2001:16-18).

### **2.1.3 MONITORING**

Monitoring compares the work results created to the plan that was built (Wirick 2009:40). Kusek and Rist (2004:12) and Naidoo (2011:24) define monitoring as a continual activity that collects data on stipulated indicators systematically to furnish the overseers and national collaborators with continual advancement in order to reach progression in the usage of assigned financial resources and attainment of objectives. Monitoring also furnishes management with timely signs of progression or absence of the same in the accomplishment of

outcomes. According to Sera and Beaudry (2007:1), monitoring allows organizations to evaluate their achievements by gathering information regularly to ensure answerability, allow for prompt execution of decisions, and furnish a framework for evaluation and learning. Traditionally, it involves accounting and reporting monthly to trimonthly on outcomes, operations and the utilization of manual labour, time, financial materials and resources. Monitoring ought to be utilized to track whether the plan is executed as planned and within the assigned resources (Continuing Professional Development 2012:3). The Sizakala Customer Services department renders questionnaires to its customers for them to rate the service they have received from the Sizakala officials.

#### **2.1.4 EVALUATION**

Performance evaluation is crucial to inspire employees to perform greater and helps to advance the organization with efficient employees (Aziz, Sulistiyono, Harsiti, Setyawan, Suhendar and Munandar 2020:2). Kusek and Rist (2004:12) explain that evaluation is a process of assessing a continuous or finalized project, program, or policy systematically. It also assesses the project design, delivery, and outcomes. The aim is to discover whether the objectives are relevant and fulfilled, the advancement efficiency, efficacy, consequence, and durability. The evaluation process should incorporate authentic and useful information into the decision-making process. Evaluation allows for the right direction to be chosen and ensures that the correct set of strategies and resources are utilized to reach the goal. It is formative (plays a vital role in learning development and can contribute to stakeholders having some common understanding) or summative (indicates the level of achievement). It focuses on the relationship between outputs and outcomes (Continuing Professional Development 2012:3). The Sizakala Customer Services unit utilizes the Mystery Shopper program to evaluate the Sizakala department employees. The Mystery Shopper program is the system of using a mystery



customer who accesses the Sizakala services to rate how the Sizakala employees deliver the services to the community.

## **2.2 LEGISLATIVE FRAMEWORK FOR MONITORING AND EVALUATION**

According to Section (151) of the Constitution of the Republic of South Africa, the local sphere of government has a role to establish municipalities for the whole country. It asserts that executive and legislative supremacy is bestowed on the municipal council. According to the Constitution, a municipality entitled to direct the local government dealings of its community, bound by national and provincial laws. The national or provincial government should not obstruct or compromise a municipality's entitlement to employ its powers or perform its functions (South Africa 1996:1331[2]). The eThekweni Municipality Customer Care Policy (2014:5) asserts that it complies with Section 152 of the Constitution which depicts the objectives of the local sphere of the state. Among the objectives are the creation of an egalitarian and responsible government for local communities, the supply of social and economic advancement, a secure and stable environment, and participatory governance by society and community institutions. Lastly, a municipality must endeavour, within its financial and administrative ability, to accomplish the stipulated objectives (South Africa 1996:1331[2]).

### **2.2.1 GOVERNMENT-WIDE MONITORING AND EVALUATION SYSTEM OF 2005**

The objective of the Government-Wide Monitoring and Evaluation System is to play a role in enhancing governance and intensifying the efficacy of the state organizations and institutions. The system's objectives are the cumulation, collation, examination and proclamation, and operation of information on advancement and the effect of programs and schemes in order to ensure openness and liability, inspire service delivery advancement, guarantee

abidance to regulations and other requisites, and advance the prominence of a learning culture in government (South Africa 2005:14). Chapter 5 of the Customer Care Policy depicts that the Sizakala Customer Service Unit is the custodian of the policy and must facilitate the implementation of the policy and ensure monitoring and evaluation (eThekweni Municipality 2014:35). According to eThekweni (2008:35), the organizational scorecard needs to be reviewed quarterly. The analysis serves as an expeditious caution indicator in instances of poor or under-performance. This expeditious caution helps the management to take the necessary steps to improve performance by the year-end.

## **2.3 THE EXPLORATION OF THE UNDERSTANDING OF THE SIZAKALA CUSTOMER SERVICES DEPARTMENT EMPLOYEES OF MONITORING AND EVALUATION AND ITS PRACTICE IN THE MUNICIPALITY**

The eThekweni municipality ensures good governance through Performance Monitoring and Evaluation of the organization and employees and deems it critical for the organization (eThekweni municipality 2020:17). The Sizakala Customer Service department monitors its performance through on-going monitoring, benchmarking the organization against comparable organizations, and undertaking performance audits. The Sizakala department will unfold strategies to acquire customer feedback to determine the degree of fulfilment of the services rendered by the municipality. This feedback will be obtained through the following strategies:

- Soliciting customers to fill in a Customer Satisfaction Questionnaire (CSQ) and conducting a telephone follow-up of randomly selected customers to constantly review customer perceptions of the service rendered.
- Utilizing the Mystery Shopper program to measure and score all the Sizakala Centres based on the set objectives.

- Assembling Focus Group Sessions annually to measure if there is a breach between the client's expectancies of the service rendered at Sizakala and what the Sizakala unit perceive it delivers.
- Advertising a toll-free customer care helpline to allow clients to divulge unsatisfactory service in the Sizakala Customer Care Centres (EThekweni municipality 2014:5).

## **2.4 NATURE OF MONITORING**

Monitoring is a continuous function that accumulates analyzes data of the delivery of public services. It aims at checking if there is a progression on the rendered tasks and reviews performance. Monitoring data assists in conducting effective evaluation (Niyivuga, Otara, and Tuyishime 2019:1). It examines information systematically to furnish the organization directorates and co-partners with knowledge of the level to which the objectives are met and the progress reached in the allocated funds (Public Service Commission 2008:3; Hobson, Mayne and Hamilton 2014:5). It involves tracking the inputs, operations, end-results and effects against indicators and operations and activities to be modified when required (Monitoring and Evaluation Specialists for the South African Management Development Institute 2007:13). Without monitoring, there is no successful delivery of tasks (Zorpas, Lasaridi, Pociovalisteanu and Loizia 2018:3576).

Monitoring is an initiative aimed at elevating efficiency (Coultas 2020:112). Monitoring is a tool for planning and management, which supplies project managers with constant and on-going reports that can be utilized to execute sound decisions, lead projects efficiently and strategize future project initiatives (Sriboonruang and Roongruengsee 2002:33). It tracks progression against established plans and checks conformity to fixed standards (International Federation of Red Cross and Red Crescent Societies 2011:11). Monitoring measures the objectives of the activity against the criterion (Brown, Shaker and Das 2018:28).

The United Nations Development Programme (2009:8) states that monitoring enables the stakeholders to receive a consistent report on the advancement of attaining the set goals and objectives. Monitoring is not concerned only with asking questions like, “are we taking the actions we should?” but also concerned with “are we achieving the results we should?” Monitoring is a tool for the identification of problems that may occur in project implementation to deal with them before they affect the project (Sriboonruang and Roongruengsee 2002:33). Monitoring reports provide beneficial data to review employees’ performance (Rae, Nosten, Proux, Thu, Cho, Paw, Paw, Shee, Be, Dah, Ler Moo, Minh, Shee, Wiladphaingern, Tun, Kajeechiwa, Thwin, Delmas, Nosten and Landier 2019:2).

The eThekweni Municipality Performance Monitoring and Evaluation (PME) unit supports and advises the Sizakala department. It monitors and foresees any failures the Sizakala department may encounter and then advise the Sizakala department accordingly. If the Performance Monitoring unit foresees that the Sizakala department will not achieve a certain program within the timeframe stated on their Service Delivery and Budget Implementation Plan (SDBIP), it must advise the Sizakala department to take corrective measures. If the Sizakala department still does not deliver the promised results it is filtered to their individual key performance agreement.

## **2.5 THE NATURE OF EVALUATION**

Evaluation involves documenting and reviewing employees’ performance periodically (Murali, Poddar and Seema 2017:63). Evaluation is the structured and factual critique of a continuous or concluded project, program, or policy, encompassing the design, execution, and outcomes (Ijeomah 2010:8; Sera and Beaudry 2007:1). Evaluation involves collating the obtained results with the planned results (Hilaluddin et al. 2020:46). Stern (2004:13) refers to evaluation as the process where the quality or value of something is

ascertained and the set standard identified. It involves investigating the performance of evaluation initiatives on these standards. Lastly, it involves the combination of results to achieve a complete assessment or set of linked examinations. Processes in evaluation incorporate data gathering, storage, data refining, review, reporting, and utilizing the results in planning, budget awarding and execution (Wotela 2017:4). Performance evaluation aids superiors to get a better understanding of their subordinates. It capacitates the superiors to make sound decisions for advancing the quality and proficiency of its subordinates (Rahmati and Noorbehbahani 2017:0165). Stern (2004:13) further describes what is called 'the logic of evaluation'. The logic involves the four stages:

- Developing the evaluation criterion and associated dimensions,
- Establishing performance standards in relation to these criteria and dimensions,
- Assessing the performance, and
- Concluding about the value of the objective.

## **2.6 THE IMPORTANCE OF MONITORING AND EVALUATION**

President Thabo Mbeki (2004) in the State of the Nation address cited in Public Service Commission (2008:4)

*“The government is also in the process of refining our system of Monitoring and Evaluation, to improve the performance of our system of governance and the quality of our outputs, providing an early warning system and a mechanism to respond speedily to problems, as they arise. Among other things, this will necessitate an improvement of our statistical and information base and enhancing the capacity of the Policy Coordination and Advisory Services unit.”*

Monitoring and Evaluation helps organizations to see the progression of service delivery. It enhances accountability and helps the organizations to

accomplish the set targets (Huq, Holvoet and Huq 2020:1-2). A comprehensive Monitoring and Evaluation capacitates project facilitators, decision-makers, and budget designers to identify tactics that work and to improve those do not work (Kananura, Ekirapa-Kiracho, Paina, Bumba, Mulekwa, Nakiganda-Busiku, Lin Oo, Kiwanuka, George and Peters 2017:56). According to the International Federation of Red Cross and Red Crescent Societies (2011:6) carefully timed and authentic M&E generates information to:

- a) **Support project/program implementation** with reporting that is fact-based and precise that helps the leaders and influences decision execution to steer and advance a project or program performance.
- b) **Contribute to organizational learning and knowledge sharing** by sharing experiences and enlightenment or what has been learned to help the organization to accomplish the full benefit from the activities it executes and how it executes them. Timely and reliable M&E would help the Sizakala department management to know how well they are performing or rendering their programs.
- c) **Uphold accountability and compliance** by revealing whether the duties have been rendered as agreed to and abiding by accepted standards. Well-timed and authentic M&E would provide information on whether the services have been rendered as agreed and abiding with the Sizakala department standards of service delivery.
- d) **Provide opportunities for stakeholder feedback**, for example, the beneficiaries, to express their thoughts of the service delivery of the organization, which encourages freedom to constructive criticism and eagerness to grasp from previous occurrences and to adjust to inconstant requirements. Well-timed and authentic M&E helps the citizens and the stakeholders to know the performance status of Sizakala.

- e) **Promote and celebrate the work of the organization** by putting into the spotlight its accomplishments and achievements, which increases the morale of the staff and contributes to resource mobilization. Timely and reliable M&E would promote the accomplishments and achievements of the Sizakala department, for example, to announce the top achiever or the top performer of service delivery from retrieving the results of the customer service delivery questionnaires would encourage the employees to perform or deliver more services.

## **2.7 THE PURPOSE OF MONITORING AND EVALUATION**

The intention of M&E is to manage the current and future end-results, accomplishments and impact (Yusuf, Otonde and Achayo 2017:13). The purpose of conducting evaluation is to attain advancement results. It is to check whether the undertaken initiatives were necessary, well planned, effective, consequential, durable and that lessons were learnt through decision-making (Kanyamuna 2019:34-36). It is to guarantee that planned results are attained. It is to help government departments in developing and analysing their policies and program development. It is to create new knowledge and encourage learning. It is to enhance and assist management. Monitoring should make provision for the evaluation and proof to do the choice between many alternative strategies. It is to build the capacity of those involved. It is to foster public and political support. It is to motivate stakeholders (Woodhill 2000:5).

It is to improve the shareholder's understanding (Vallejo 2017:14). It is to gauge and manifest the effectiveness of the organization in accomplishing its objectives and effect on society. It is to empower and motivate volunteers and supporters. It is to improve decision-making about project design. The success of the program motivates volunteers. The supporters are empowered by seeing the results of their inputs. The public supports government when it accounts for the results of Monitoring and Evaluation because it gives the

public assurance that the government is performing (Hobson et al. 2014:6). The rationale of conducting M&E is to review the overall organizational performance (Krizanova, Lazaroiu, Gajanova, Kliestikova, Nadanyiova and Moravcikova 2019:4). It allows also for learning from experience (World Bank 2004:5). This is achieved by having experiences and lessons to be shared to achieve the full benefit of what the organization does and how it executes it (International Federation of Red Cross and Red Crescent Societies 2011:11).

The purpose is to ascertain whether the intended deliverables are attained (Biwott, Egesah and Ngeywo 2017:48). It motivates stakeholders to know that the government is improving, and what corrective measures are taken from failures. It is to enhance transparency and demonstrate results to account to the main stakeholders (World Bank 2004:5 and Woodhill 2000:5). This is done by divulging the intensity to which the government has attained its objectives (Monitoring and Evaluation Specialists for the South African Management Development Institute 2007:18). The Public Service Commission (2008:5) states that M&E serves as a research strategy to investigate the reason for social obstacles; to establish a program design or resolution that will work effectively and is cost effective. It further elaborates that M&E systems elevate management's undertakings and improve decision-making, provided that the furnished M&E information is appropriate.

M&E does not nullify competent management practices, but it builds up and compliments management. It is crucial for the M&E information to be accurate and the way it is presented to support the organization directorates in their decision-making processes. Management usually exercises decisions on resource issuing, choosing between contending alternative plans of action to attain the selfsame objective, policy decisions, and decisions on program design and execution. Evaluating the management efficiency provides an opportunity to learn from successes and failures and assist in making people understanding the reason and how management practices are to be adapted (Germano, Cesar and Ricci 2007:7).



The purpose of M&E at Sizakala Customer Service department is to ensure that the initiatives of the Customer Care policy are adhered to by the Sizakala staff members.

## 2.8 MONITORING AND EVALUATION PROCESS

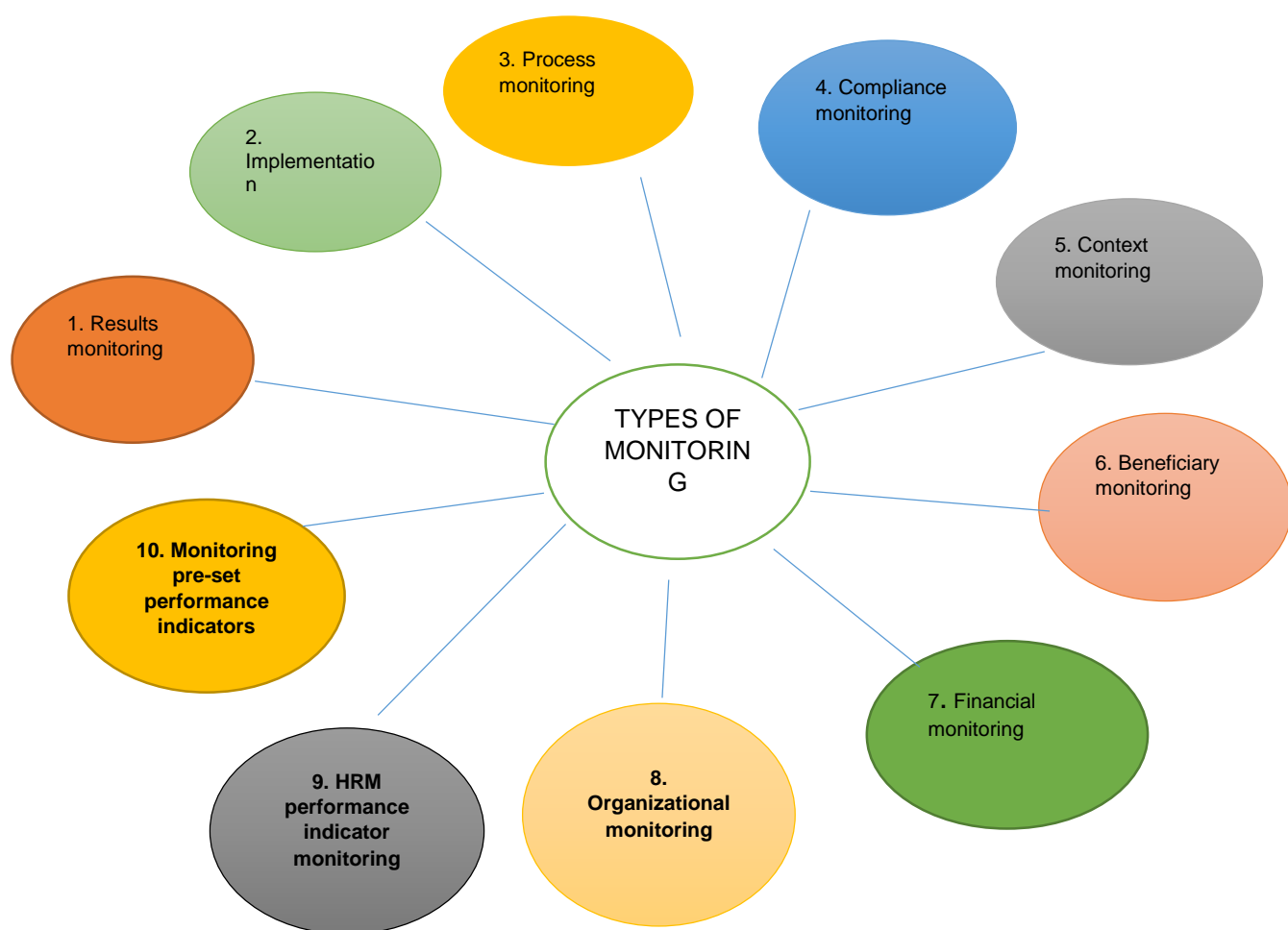
Table 2.1 below discusses the M&E process. The M&E process includes the following six stages: planning, preparation, data collection, analysis and check, reporting of results, and use of results.

*Table 2. 1 Monitoring and evaluation process*

Source: (Mapfumo 2016:38).

TABLE 2.1 MONITORING AND EVALUATION PROCESS		
<b>1. Planning</b>	<ul style="list-style-type: none"> <li>➤ Determine the required information (indicators) and who have need of it</li> <li>➤ Discover how frequent the information requires to be obtained</li> <li>➤ Decide on the ways it needs to be obtained and budget or planning suggestions</li> <li>➤ Determine the human resources to be tasked with the responsibility to collect it.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishing the objectives for the evaluation program</li> <li>➤ Deciding on the required information</li> <li>➤ Discovering the ways information can be obtained</li> <li>➤ Deciding on the survey questions</li> <li>➤ Setting the geographic area for conducting the survey</li> <li>➤ Deciding on the sample size</li> <li>➤ Determining the number of people and time needed to collect information</li> <li>➤ Studying the logical framework</li> <li>➤ Drawing up evaluation team guidelines and rules</li> </ul>
<b>2. Preparation</b>	<ul style="list-style-type: none"> <li>➤ Design and experiment data collection records</li> <li>➤ Provide training on employees who are tasked to with exercising monitoring</li> <li>➤ Make the project team to be informed of the system for monitoring</li> </ul>	<ul style="list-style-type: none"> <li>➤ Designing tools for collecting data (survey forms, interview guidelines)</li> <li>➤ Deciding sample selection tools</li> <li>➤ Conducting pre-examination and revising on methods for collecting data</li> <li>➤ Training the team for evaluation</li> </ul>
<b>3. Data collection</b>	<ul style="list-style-type: none"> <li>➤ Gather the required information daily.</li> <li>➤ Examine the system functionality.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Gathering and analysing reports and proposals</li> <li>➤ Selecting target population or the area to gather information</li> <li>➤ Conducting observations or interviews</li> <li>➤ Refining data</li> </ul>
<b>4. Analysis and Check</b>	<ul style="list-style-type: none"> <li>➤ Make a comparison between data with planned measurements and state variances</li> <li>➤ Determine other matters</li> <li>➤ Identify the source of any problem</li> <li>➤ Determine ways for solving problems</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tabulating data</li> <li>➤ Interpreting the findings and drawing deductions</li> <li>➤ Deciding on endorsements</li> <li>➤ Checking evaluation with the source.</li> </ul>
<b>5. Reporting of Results</b>	<ul style="list-style-type: none"> <li>➤ Record data and results</li> <li>➤ Giving feedback to the managers handling the project and the team.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Summarizing data contained in the tables and graphs</li> <li>➤ Writing the ultimate report.</li> </ul>
<b>6. Use of Results</b>	<ul style="list-style-type: none"> <li>➤ Utilize results for improving the project and team handling.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Defining prioritie</li> <li>➤ Planning on the delivery of priority activities and changes.</li> </ul>

## 2.9 TYPES OF MONITORING



*Figure 2.1 Types of Monitoring*

Source: Author's own diagram

**2.9.1 RESULTS MONITORING** tracks effects and impacts (Kusek and Rist 2004:98-99). Results monitoring ensures customary inspection and reporting of crucial information and allows for the tracking of indicators to measure progress. The indicators also establish common quality standards (Global Partnership for Education 2017:4).

**2.9.2 IMPLEMENTATION MONITORING** tracks the methods and approaches (involves inputs, activities, and outputs) utilized to achieve agreed-upon outcomes. These methods and approaches are promoted by the utilization of management tools, budgeting resources, setting up of staff, and operations planning (Kusek and Rist 2004:98). It determines whether prescriptions were implemented as prescribed by the contract (Hutto and Belote 2013:186).

**2.9.3 PROCESS (ACTIVITY) MONITORING** measures the inputs and resources, the progression of activities and the production of outputs. It checks the time and resources spent when activities are executed. It is often executed concurrently with compliance monitoring and serves to evaluate the consequence (International Federation of Red Cross and Red Crescent Societies 2011:12).

**2.9.4 COMPLIANCE MONITORING** does not only refer to the constant observation of possible compliance contraventions but also involves providing feedback and detecting possible compliance contraventions in the future. It can be referred to as compliance with regulations and laws in place, agreed upon contract obligations, standards of ethics and anticipated results (Ly, Maggi, Montali, Rinderle-Ma and van der Aalst 2015:209-210).

**2.9.5 CONTEXT (SITUATION) MONITORING** checks the setting of the functioning of the project/program, as it influences ascertained risks and expectations and any unanticipated cogitations that may emerge. It also tracks field, political and organizational influences and funding, and policies that influence the project or program (International Federation of Red Cross and Red Crescent Societies 2011:12).

**2.9.6 BENEFICIARY MONITORING** involves seeking feedback or obtaining relevant information from beneficiaries and front-line service providers during project implementation. It involves discussions with the project manager and team, responsible for implementing the project, initiating trust and pinpointing issues that require investigation and monitoring, and tracking whether the project team is in a perfect position to act against factors that may be hindering a victorious implementation of the project (Hoogeveen and Taptue 2020:218).

**2.9.7 FINANCIAL MONITORING** checks whether the fees to implement the inputs and the activities comply with the set expenditure categories (International Federation of Red Cross and Red Crescent Societies 2011:12). The Public Service Commission (2008:58) states monitoring through monthly and annual statements answers the questions as to whether the money was utilized economically as planned, the income that was accumulated to the government was gathered, assets were safeguarded, and sound financial controls adhered to.

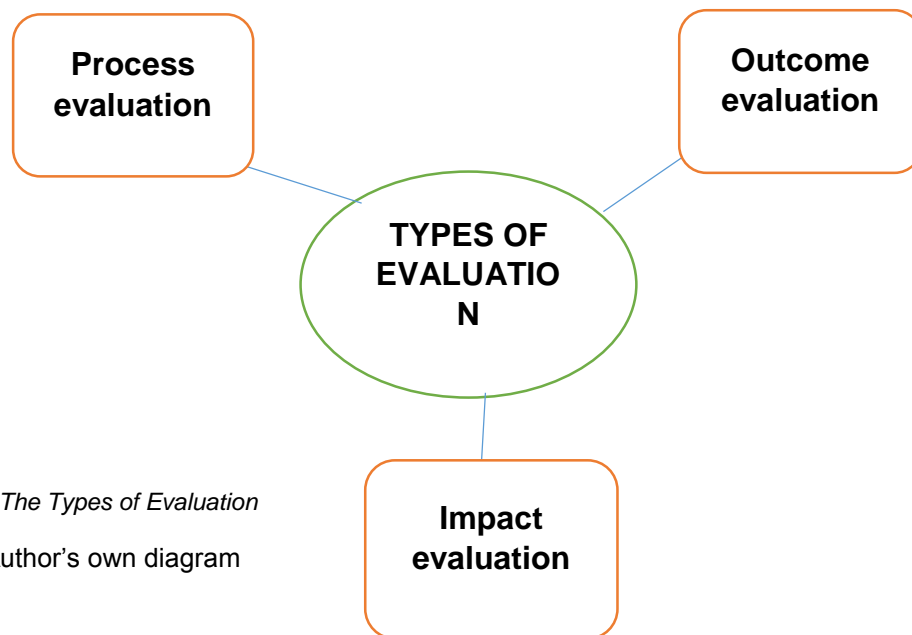
**2.9.8 ORGANIZATIONAL MONITORING** measures the durability, organizational advancement and human resources establishment in the project/program and with its stakeholders. It is generally executed concurrently with the monitoring operations of the organization responsible for implementation (International Federation of Red Cross and Red Crescent Societies 2011:12).

**2.9.9 HUMAN RESOURCE MANAGEMENT PERFORMANCE INDICATOR MONITORING** involves monitoring the skills imbalance, employee turnover and vacancy rates (Public Service Commission 2008:56).

**2.9.10 MONITORING PRE-SET PERFORMANCE INDICATORS** involve regular compilation of data on the performance yardsticks in strategic and performance plans and preparation of reports to managers on different levels on the values of the indicators compared to the baseline or compared to the target (Public Service Commission 2008:56). The organizational performance of the Sizakala Customer Service department is monitored through monthly reports. It indicates to the PME unit if there are adjustments that need to be done. The Sizakala department is also monitored by conducting four quarterly reports a year. It is also monitored through the SDBIP. The PME unit checks if the Sizakala is still in compliance with the plan. It checks whether the Sizakala department delivers what it promised to deliver. The individual performance of the Sizakala Customer Service department is monitored through each employee's job description; the PME unit checks whether the employee delivers the tasks prescribed in their job description. The Sizakala department

employees are also monitored through the SDBIP; the PME unit checks whether the employee delivers his or her tasks according to the plan.

## 2.10 THE TYPES OF EVALUATION



*Figure 2.2 The Types of Evaluation*

Source: Author's own diagram

**2.10.1 PROCESS EVALUATION** concentrates on the effectiveness of a program or activity to attain specified goals and objectives (National Breast and Cervical Cancer Early Detection Program 2012:1). Process evaluation assesses the precision and quality of implementation, elucidates impact techniques, and identifies disparities in how the intervention is rendered. It identifies where the task failed on the delivery (Saarijärvi, Wallin and Bratt 2020:270). It aims to critique how and to what degree a program's functioning procedures encourages the attainment of objectives of a program or policy (Busjeet 2009:28).

**2.10.2 OUTCOME EVALUATION** assesses and generates information about the program's success in meeting its short- and middle-term goals and objectives (National Breast and Cervical Cancer Early Detection Program 2012:2). It

evaluates how well the program was implemented and measures the advancement outcome (Ma, Shek and Chen 2018:966). Outcome evaluation determines what works, where, when, and why (Kim, Rundle-Thiele, Knox and Hodgkins 2020:123).

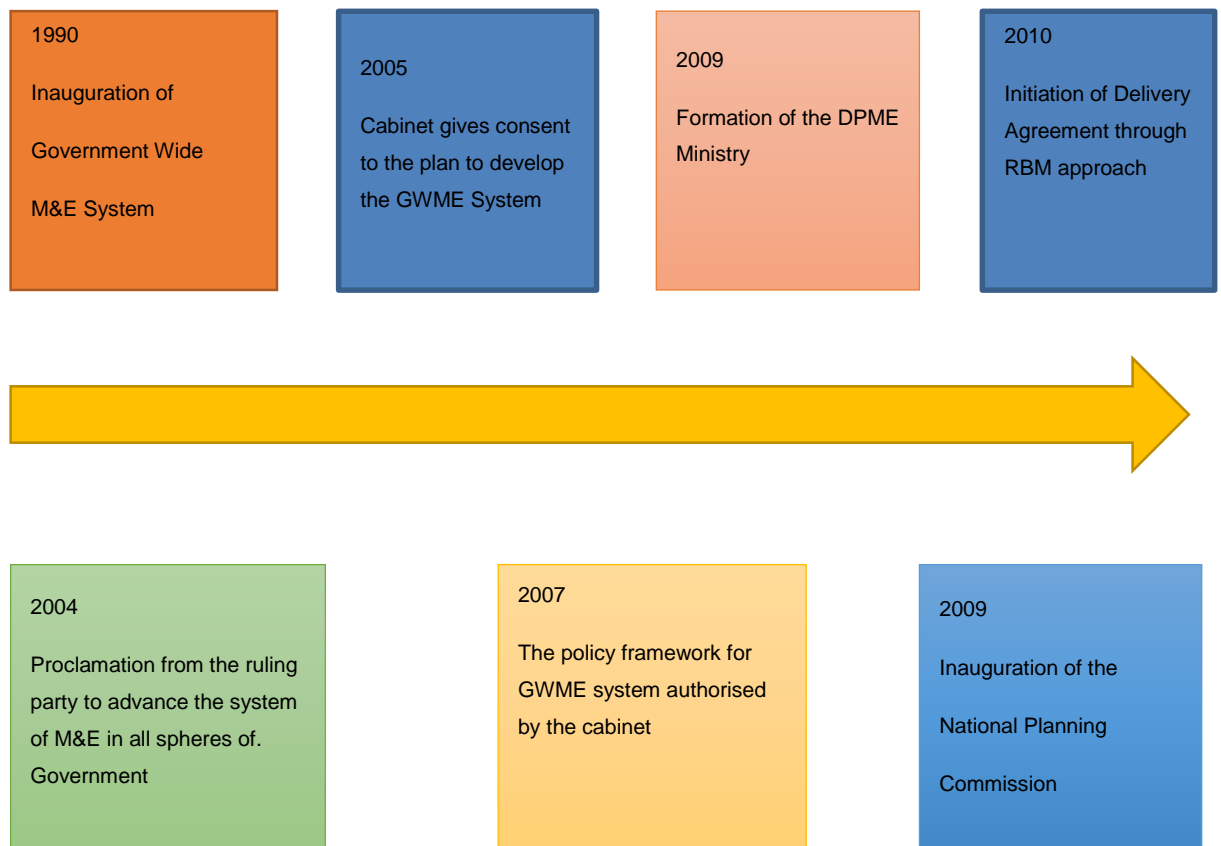
**2.10.3 IMPACT EVALUATION** focuses on the evaluation of effects whether they are constructive or destructive, purposeful or not on the lives of individuals and institutions, and the conditions brought about by the development of a project or program (United Nations Development Programme 2009:136). It analyzes if the intended impact were attained, approximating both the level of impact and their dissemination among the small parts of the target group. It can be used in decision-making processes and can be also used by program managers to make advancements to the program design (Busjeet 2009:34).

## **2.11 MONITORING AND EVALUATION**

M&E is a controlling technique that clarifies to all stakeholders the reason particular activities are assumed. The intention of conducting M&E is to ascertain the application and enrichment of objectives, advancement coherence, efficacy, influence, and durability (Masuku and Ijeoma 2015:6-7). M&E is a constituent of the program management cycle. It is a continuous process that must be executed throughout the program management cycle. Monitoring and Evaluation indicates whether and where resources are being used efficiently and where strategies for resource allocation may need to be considered or reconsidered. M&E helps to furnish exclusive information about the execution of governmental policies, programs and projects. M&E identifies what is working properly within the organization, what does not, and the justification. It is not executing M&E or having M&E information available that makes it useful or valuable; rather, it is to help advance the performance of the organization. Monitoring and Evaluation have diverse meanings and diverse purposes but are dependent on one another (South Africa 2007:1). A table explaining the evolution of M&E follows:

*Table 2. 2 Evolution of Monitoring and Evaluation in South Africa*

Source: (Masuku and Ijeoma 2015:11).



The above table tracks the origins of M&E in the South African public service. In the first five years of the post-apartheid government, a small number of departments took part in Monitoring and Evaluation of their policies and programs. The state attempted to introduce Government-Wide M&E (GWME) in the late 1990s. The government was unsuccessful in these endeavours which led to renewing the efforts at GWME in 2004. The 2004 Election Manifesto of the ruling party rendered the pre-eminence identification of M&E. The aim was to advance the execution of all the government's programs, by un-shakeable M&E units in all government spheres. This impacted the acceptance of a plan to advance the GWME in 2005 across the state. The policy framework for the GWME system was sanctioned in 2007 (Masuku and Ijeoma 2015:11-13). The 2009 elections proclaimed the new administration



under the stewardship of President Jacob Zuma. President Jacob Zuma displayed his ability to advance the public service performance and service delivery by establishing the Ministry of the Department of Performance Monitoring and Evaluation (DPME) and National Planning Commission (NPC) in 2009, which took M&E to greater levels (Masuku and Ijeoma 2015:11-13).

## **2.12 M&E THEORIES OF MODELS**

A theory can be interpreted as a description of a particular social phenomenon (Abend 2008:178). M&E theories of models include the program theory, the results-based monitoring and evaluation (RBME), and the logical framework. The discussion of M&E theories of models follows:

### **2.12.1 PROGRAM THEORY**

According to Wildschut (2014:41), program theory is a model that interprets the rationality and context of the program and allows the investigator to assess the program's progression and consequence prior to the execution of the program. In this model, the evaluator administers a program theory, and the theory is used as a criterion in the evaluation process. He further defines this model as a sensible and plausible model of how a program is supposed to work. The program theory explains the operational terms of the program and the circumstances it works under.

### **2.12.2 RESULTS-BASED MONITORING AND EVALUATION (RBME)**

The RBME is suitable for use by the organizations to track the progression and accomplishments or non-fulfilment of programs or policies. The RBME concentrates on checking the end-results and effects in lieu of concentrating on inputs and production. The RBME is focused on determining whether the tasks delegated were executed and whether the required inputs were generated. The disadvantage of this model is that it constrains the

comprehension of the stakeholders of the project progression. This type of model generates reports on the effectiveness of government projects rendered (Mapfumo 2016:40).

### **2.12.3 LOGICAL FRAMEWORK**

The logical framework explains the objective requirements of the project, program or policy that ought to be attained and how the indicators will be measured to check whether it was attained (Mapfumo 2016:42). A logic model can be defined as a scientific method, which separates a program into reasonable segments to expedite the evaluation. The logical parts of the model include inputs, activities, outputs, results and effects. It assesses the effectiveness and efficiency of the initiative. Efficacy is the correlation between inputs and end-results and efficiency is the correlation between end-results and consequences (Govender 2011:92).

## **2.13 THE EXAMINATION OF THE IMPACT OF MONITORING AND EVALUATION ON THE PERFORMANCE OF THE SIZAKALA DEPARTMENT EMPLOYEES.**

### **2.13.1 THE IMPACT OF MONITORING AND EVALUATION OF PERFORMANCE OF EMPLOYEES IN ORGANIZATIONS**

According to Mills (2017:190), the effect of M&E depends on how M&E is conducted, the employees mostly feel pressured to perform at their maximum capacity in the work environment that has excessive performance inspection as a result of bad performance and provides momentary enhancement of performance. On the other hand, a performance report provided by a trusted superior may play a major role in advancing performance efficiency. Monitoring and Evaluation innovations teamed up with directives to change behaviour may drastically advance the performance levels of the employees (Mills 2017:198). M&E indicators should manifest as early caution systems (Ebi,

Boyer, Bowen, Frumkin and Hess 2018:2). Employee evaluations impact employee confidence, recognition, promotion, performance, development, and organizational success (Small 2020:5). Niyivuga et al. (2019:3) state that Monitoring and Evaluation improve the quality of work delivered. They further discuss that M&E feedback intensifies the inspiration of employees. Discrete performance feedback has a positive effect on academic conduct than feedback that results in public humiliation or degradation. Continuous evaluation results to effective labourers (Singh, Holvoet and Pandey 2018:13). Performance evaluation induces the public institution levels of accounting because it “keeps public servants honest” (Kroll 2015:14). M&E furnishes information about the managers and their staff regarding how well they are performing at work (Lopez-Acevedo, Krause and Mackay 2012:22). Grave, Ekos Research Associates and Ottawa (1998:42) state that program evaluation helps to maintain the public value for money.

## **2.14 MONITORING AND EVALUATION STANDARDS AND ETHICS**

Mapfumo (2016:33) states that there are different yardsticks for measuring the merit of an M&E system. Chaplowe (2008:4) states that there is no recognized standard in the industry for evaluating the calibre of an M&E system instead a few important criteria are utilized for assessing the quality.

The criteria for assessing quality are summarized in Table 2.3 below (Chaplowe 2008:4):

*Table 2. 3 The criteria for assessing quality*

<b>Table 2.3 The criteria for assessing quality</b>	
<b>Utility:</b>	The developed M&E system will function as the useful information needs of considered users.
<b>Feasibility:</b>	The established methods, sequences, timing, and processing procedures are realistic, prudent, and cost-effective.
<b>Propriety:</b>	The M&E activities will be executed ethically, legally and in due time for the welfare of those affected by its results.
<b>Accuracy:</b>	The M&E end-results or outputs will disclose necessary and suffice information.

M&E includes gathering necessary information about people, analysing and communicating it, with that being said, it is crucial that M&E is administered in a manner that is ethical and legal for the welfare of the people implicated in and influenced by it. The merits should be set and compliant with best practices to safeguard stakeholders which ensures that M&E is dependable and liable to the stakeholders. M&E should induce the standards and principles (International Red Cross and Red Crescent Movement 2011:20-21). It is imperative to execute M&E in a manner that is respectful to the customs, culture and dignity of human subjects, including variations due to gender, age, religion, disability, ethnicity and sexual orientation. It is crucial for those involved in collecting data on sensitive topics to be sensitive about culture, for example, collecting data on topics concerning contraceptive usage or domestic violence and negligible groups, small groups or internally displaced people, and psychosocial trauma, for example, conflict or natural disaster (International Red Cross and Red Crescent Movement 2011:20-21).

## **2.15 PERFORMANCE MANAGEMENT**

Performance can be described as the act or process of rendering a task or an action (Ghalem, Okar, Chroqui and Semma 2016:4). Performance management is crucial for every organization to be successful in its performance initiatives. Performance management involves performance planning, execution, monitoring, evaluation, reporting and review. Neglect of any performance management element will result in performance failure. Saldanha Bay Municipality (2011:4) states that performance management is the standardized process of arranging activities and establishing expected deliverables, constantly monitoring performance, advancing the capacity to deliver the necessary functions, and measuring performance that enables the rewarding of outstanding performance and managing unacceptable performance.

The Department of Local Government in the eThekweni Municipality (2008:15) interprets performance management as a planned strategy used by the organization directorates to develop overseers, managers, co-workers and co-partners at various levels with mechanisms and processes to plan constantly, observe regularly, measure and appraise the performance of the organization in respect of benchmarks and deadlines for productivity, efficacy and effect. This ensures that all the heads, managers and labourers in the municipality account for their endeavours which contributes to accelerated service delivery and cost-efficiency. The eThekweni Municipality (2008:15) elaborates that performance management aims to ensure the monitoring of the municipality's Integrated Development Plan and to continuously improve its operations. It is also to make sure that the council reviews its overall performance annually to achieve its constitutional objectives as it is stated in Section 19 of the Local Government Municipal Structures Act 117 of 1998.

## **2.16 LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT**

### **2.16.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT 108 OF 1996**

The Constitution gives direction in Section 195 (b) that assets need to be used productively, economically and ethically. It stipulates further in Section 195 (h) that excellent management of employees and career advancement patterns must be exercised in order to maximise human potential. Municipalities need to ensure maximum usage of resources, implement systems such as the Performance Management System (PMS) to elevate the rendering of services and provide opportunities for officials to develop their expertise, proficiency and potential. In 2008, the eThekweni Municipality established the PMS Framework to tailor the above-mentioned requirements of performance management (South Africa 1996:1331[17]).

### **2.16.2 THE WHITE PAPER ON LOCAL GOVERNMENT (1998)**

The White Paper on Local Government (1998) inaugurated the execution of performance management for the localized sphere of government as a weapon to expedite their expansion role. This initiative serves to induce the liability of the municipalities and the confidence of the society in those municipalities (Overberg District Municipality 2017:3).

### **2.16.3 THE WHITE PAPER ON TRANSFORMING SERVICE DELIVERY OF 1997**

The White Paper on Transforming Service Delivery states that the institutionalisation of the Batho Pele principles is intended to transform the localized sphere of government and the change of mindset amongst staff and citizens. This paper aims to deliver a policy framework and an applicable delivery strategy in the public sector. The White Paper's main objective is to increase the efficacy and effectiveness of services delivered to society (South Africa, Department of Public Service and Administration 1997:9).

#### **2.16.4 LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT NO. 32 OF 2000**

According to Section 40 of the Municipal Systems Act (South Africa, The Presidency 2000:48), the local council must create instruments to monitor and appraise their PMS. Section 41 (1) states a council must in respect of its PMS and equivalent with any ruling and principles ordered, establish necessary main performance measures as a benchmark for reviewing performance, inter alia results and consequences in accordance to the municipality's advancement primacy and objects established in its IDP; establish quantifiable performance measures in connection to all advancement preferences and objects; monitor, examine and critique performance yearly; execute initiatives to elevate performance in accordance to set advancement primacy and objects in a case where the expected performance levels are not reached; and determine a procedure for reporting constantly to the municipality, other political systems, personnel holding high political positions of authority and the general employees of the municipality and the public and relevant organs of state. Subsection (2) of Section 41 of the Act states that the system exercised by a council in conformity with Subsection (1) (c), is to evaluate performance and examine and appraise performance not less than once a year, it needs to be executed in a manner that acts as an advanced cautionary measurement of poor performance.

The eThekweni Municipality established the Performance Management System Framework to adhere to the above requirements of the Municipal Systems Act. It states that the eThekweni Municipality must review its organizational scorecard on a quarterly basis. It states that the review must be executed to figure out the status of the municipality at the end of every quarter for the KPIs and targets in place. It further states that the municipality must report on the initiatives taken to advance performance in compliance to the Act (eThekweni Municipality 2008:35).

#### **2.16.5 THE MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS ACT NO. 796 OF 2001.**

The regulations provide for the framework that depicts and constitutes the municipality's cycle and operations for the Performance Management System and other standards and requirements, and the embrace of the PMS. It allows for the establishment and examination of KPIs. The Act makes provision for the KPIs which obligates the municipalities to conform on, and which includes communities having access to the general municipal services, destitute communities having entry to free general municipal services, capital budget utilized in accordance to the Integrated Development Plan, employment generation in accordance to the Local Economic Development Program, fair hiring of employees with selected groups in the junior, middle, and senior degrees of management, the execution of a job skills plan, and the municipal financial practicability. It allows for the establishment of performance targets and the monitoring, assessing and examination of performance. It also makes provision for the internal inspection of performance assessment and community involvement with regard to performance management (Saldanha Bay Municipality 2011:6).

#### **2.16.6 EMPLOYEE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM OF 2007**

The aims of performance management for the Employee Performance Management Development System (EPMDS) are planning, managing, and advancing workers' performance. The purpose of performance management is to enhance the workers' services in accordance with quality and quantity, by elevating the general performance and service execution of the Department (South Africa, Department of Public Service and Administration 2007:8). The EPMDS is a performance management framework for voluntary use. It is applicable to all incumbents in the Department possessing salary levels one to twelve specified in accordance with the Public Service Act of 1994 – applicable to departments or provinces that have embraced the EPMDS. This framework communicates similitudes and needs to be connected with the PMDS for the



Senior Management Service. It is a well-defined policy framework and system. As the labourers PMS, the EPMDS is not for departmental, unit or group performance management or evaluation (South Africa, Department of Public Service and Administration 2007:9).

#### **2.16.7 MUNICIPAL STRUCTURES ACT (ACT 117 OF 1998)**

Section 19 (1) of the Act legislates that a municipality needs to make every effort with its power to accomplish the objects set out in Section 152 of the Constitution and examine its general performance yearly to make sure they are attained (South Africa 1998:14). Section 44 (3) (c) states the executive committee, in rendering its duties, needs to examine the performance of the municipal council to elevate the economy, productivity and efficacy of the municipal council (South Africa 1998:21).

#### **2.16.8 PERFORMANCE INFORMATION SYSTEM OF 2011**

This organizational system comprises a Performance Information Framework and also structures, operations and guidelines to:

- gather, validate, keep and utilize data to supply the prescribed Performance Information,
- select, quantify, translate, examine and utilize the Performance Information when making decisions in the departments,
- communicate the Performance Information, and
- Assess the Performance Information Framework (South Africa, Department of National Treasury 2011:1).

A PI Framework is an organized methodology for determining, describing and managing quality and reliable performance yardsticks for managing the entity's business strategy, connected to larger government strategies, and assigning PI management to the relevant department structures or organization. A PIP constitutes a description of an entity's contemporary PIS and sets forth its middle-term strategy to advance:

- the yardsticks utilized to evaluate program performance,
- the source data utilized to establish the indicators,
- the keeping and attainability of Performance Information data, and
- the utilization of Performance Information in making decisions in the organization (South Africa, Department of National Treasury 2011:1).

PIP guarantees the advancement of quality Performance Information Systems over time. Entities are obligated by the Regulations on Program Performance Information to submit PIPs to Parliament or the provincial legislatures and to provide feedback on their service rendering. A Performance Information Manual is an internal directory for how institutional institutional Performance Information is executed. This document establishes the institutional Performance Information Framework and defines the functions and accountability for the directorates and their use of Performance Information. A Performance Information Manual is not mandatory under the new regulations, but it is advisable for entities to compile one to improve the quality and effectiveness of Performance Information (South Africa, Department of National Treasury 2011:1). The Sizakala Customer Service department is required to account monthly to the PME unit through reports. The Sizakala department is required to upload its service delivery initiatives on the system monthly. The report is retrieved by the PME unit to monitor whether the Sizakala department is in line with the SDBIP. The report helps the PME unit to know how well the department is performing. The aim of the PME unit is to support the Sizakala department to achieve its goals and to improve where it is lacking.

## **2.17 THE PRINCIPLES OF PERFORMANCE MANAGEMENT**

### **2.17.1 SIMPLICITY**

The performance management process needs to be kept simple to encourage the municipality to easily establish, exercise control and examine the system without putting undue strain on the council's human resources.

### **2.17.2 POLITICALLY ACCEPTABLE AND ADMINISTRATIVELY MANAGED**

The performance management process needs to be approved politically by stakeholders at all spheres. It needs to be versatile to be approved and adopted by the municipal council. Councillors and public servants will be included in the process, but the administration will oversee the process and report its progress to the political sphere regularly.

### **2.17.3 IMPLEMENTABLE**

The PMS should be executable regarding time and institutional, financial, and technical resources according to the resource framework of the municipality.

### **2.17.4 TRANSPARENCY AND ACCOUNTABILITY**

The performance management system needs to be transparent and accessible to all people, inclusive of the members of the public. The general public should be informed of how the municipality operations are being rendered through the process. It should be also clear to the public how the resources are utilized, and which persons should perform certain tasks. The PMS needs to be available to every staff member, and the organizational objectives must be practical, achievable and measurable. The performance objectives to be attained by the employee needs to be agreed upon between the appraisee and the appraiser.

### **2.17.5 EFFICIENT AND SUSTAINABLE**

The performance management system should be cost-efficient, conducted professionally, and durable.

#### **2.17.6 CORRECTIVE SYSTEM**

The performance management system must serve as a corrective system instead of exercising punitory.

#### **2.17.7 OBJECTIVE AND FAIR**

The steps used to develop, execute the system and reach conclusions and the performance discernments must be unbiased, rigid, and applicable to all employees. The managers must always be objective and fair in their dealings when assessing the employees and it should not be based on personal feelings to avoid favouritism and should not focus on recent occurrences.

#### **2.17.8 ETHICAL**

Additionally, the system must be based on morals and functional principles to deliver just, impartial, and effective performance management, as well as effective worker development.

#### **2.17.9 RELIABILITY**

The performance management system should provide its readers with authentic report on the progression in attaining the objectives stipulated in the Integrated Development Plan delivered by the municipal council.

#### **2.17.10 COMPETENCIES TO MATCH RESPONSIBILITIES**

The manager is expected to assess employees' performances based on the behaviours they exhibit and how closely they match that of the expected role.

#### **2.17.11 ASSESS PERFORMANCE AGAINST ROLE DESCRIPTION**

A manager must be able to draw a contrast between what is set out in the employee's job description and the predetermined standard.

#### **2.17.12 REVIEW BASED ON CONTRIBUTION TO THE ORGANIZATION**

The employee's performance is measured based on the role the employee plays in the organization. Firstly, the performance management system should specify what the organization wants to achieve. Secondly, it should specify the role of the employee in ensuring that the organization achieves its goals. Thirdly, it should outline the skills and competencies the employee needs to fulfil in his/her role. Fourthly, it should specify the standards of performance required as stated on the employee's job description. Lastly, how the employee can develop his or her performance and contribute to the development of the organization.

#### **2.17.13 CONFIDENTIALITY**

Performance appraisals of all employees must be handled in a confidential manner.

#### **2.17.14 OPEN AND HONEST PERFORMANCE DISCUSSIONS**

Performance reviews must concentrate on a transparent and upright discussion and must give co-workers the chance to raise their opinions and difficulties without fear of punishment and discrimination.

#### **2.17.15 CONTINUOUS FEEDBACK**

Managers responsible for the performance appraisals must provide constant reports on the outcome of the performance reviews in an effective way and counselling instead of condemnation. Feedback will furnish employees with a factual review of the present situation and will take the initiative to better the performance. This includes employees receiving training and coaching. Achievable time spans should be established for continuous evaluation of performance on the fixed procedures jointly consented to by the appraiser and an employee.

### **2.17.16 WRITTEN FORM**

All contents of performance reviews must be administered in writing and be accessible to the hirer for perusal, should any situation appear that requires this.

(Sources: Saldanha Bay 2011:8 and Overstrand Municipality 2008:011-012).

## **2.18 PERFORMANCE MANAGEMENT PROCESS**

According to Gruman and Saks (2011:127), the performance management process consists of various models, which concentrate on a foreseeable group of variables including some differences in setting performance goals for staff, evaluating performance, and generating performance feedback. A small number of models surpass this general set of factors. The performance management process consists of prerequisite phase, performance planning, execution, assessment, review, renewal and re-contracting (Aguinis 2013:39).

### **2.18.1 STEP 1 - PREREQUISITE**

The performance management process commences with the prerequisite phase. This phase involves two prerequisites before the delivery of the PMS. The first prerequisite is the comprehension of the mission and planned goals of the organization. The second is having an understanding of the respective job. Having the know-how for the organization's mission and planned goals is an outcome of strategic preparation. An institution's strategic plan explains its significance, where it intends to lead in time to come, the goals it is pursuing, and the methods it will employ to attain those goals (Aguinis 2013:38).

### **2.18.2 STEP 2 - PERFORMANCE PLANNING**

Performance planning is the second step of the performance management process. Employees are required to be knowledgeable about the performance management system. It is imperative to examine employee performance anticipations from the initiation stage of the performance management cycle

(Pulakos 2004:4). Performance planning is a process of establishing a favourable organizational environment for highly efficient personnel to work collectively towards one goal. The planning phase entails establishing goals for all employees so that they have guidance and communication from superiors about their responsibilities (Grameen Foundation 2012:2). According to Wayne (2016:6), it is not enough to have the goals the management must evaluate the degree to which the worker has attained the established goals that were established. Paile (2012:22) states that the planning of performance is executed annually, but the performance plan can be evaluated half-yearly if there is a need. Performance planning formulates a comprehensive plan for the whole year that is going to be used in the performance review towards the end of the term; it gives information on the employee's advancement or training requisites to execute the job and ensures that a performance plan is signed by the manager and the employee.

#### **a) Results**

An intermediate result is an outcome or result that must occur to reach the outcome or objective. Performance measurement is a benchmark executed to measure the attainment of each objective by the employees. Performance yardsticks furnish information about high, efficient and unsatisfactory performance, with regard to quality, quantity, cost, and time (Aguinis 2013:46). There needs to be a common comprehension of the job tasks and responsibilities. Employees must understand the description and primary responsibilities of the job (Paile 2012:22).

#### **b) Behaviour**

Behaviours are critical because they demonstrate how the incumbent relates when executing the functions: how one holds up with the team, communicates, and mentors other staff members (Pulakos 2004:4). The measuring scale for behaviour is a mixture of graphics rating and the critical occurrence method which assist the assessor to identify the performance of important aspects and the excellent habits that enable the attainment of the intended outcome. A behaviour checklist provides an assessor with a list of behaviours required for

the job and is to be marked if they match the ones of the incumbent being measured. Once the checklist is complete, evaluation takes place by counting the score on the checklist and weighting the factors according to their significance to the job. This type of rating scale is exercised to measure the employee's worth, and quantity of work produced together with the employee's personality and characteristics such as constancy and participation and contribution to the demands of the job (Samwel 2018:202-203).

### **c) Development plan**

A crucial phase before the review cycle commences between the manager or supervisor and the employee is to consent to an advancement plan. The plan must involve a list specifying where the employee needs development and establishing goals to be attained in all areas necessary. Advancement plans normally constitute outcomes and behaviours (Aguinis 2013:47). Development goals comply with the five SMART criteria standards. The SMART goals are explained as Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). The SMART criterion is set as the standard for establishing effective, assessable goals and objectives (Bjerke and Renger 2017:125). **Specific** can be explained as to clearly define each outcome or output. **Measurable** means to state visible criteria for success. **Achievable** means attainable goals. **Relevant** means setting realistic goals Lastly, **Time-bound** means to have a specific deadline for achievement (Daudkhane 2017:139).

### **2.18.3 STEP 3 - PERFORMANCE EXECUTION**

Performance execution does not include only the employee producing the results; it includes both the manager's and the individual's responsibilities. Managers have the responsibility to make conditions that inspire the employee, reduce performance difficulties, make advancement opportunities available, and ensure efficient behaviours. Managers must constantly notice the employee's services and set performance goals to boost employees' self-esteem (Alston and Mujtaba 2011:27).



The following activities must be adhered to in the performance execution phase (Aguinis 2013:48):

- a) **Commitment to goal achievement.** The employee must be dedicated to the set goals. In order for the employee to be committed to the goal achievement, the employee must be included in the goal-setting stage.
- b) **On-going performance feedback and coaching.** The personnel should be able to request performance feedback instead of waiting for the end of the performance cycle and the personnel should not wait for the serious problem in order to solicit coaching from the supervisor. The personnel must take charge in seeking feedback and coaching from the immediate superior.
- c) **Communication to the supervisor.** The employee has an obligation to communicate with the supervisors openly. They must not rely on supervisors for communication because the supervisors have multiple obligations.
- d) **Collecting and sharing performance data.** The employee is responsible for furnishing the supervisor with constant updates on progression towards goal attainment, regarding both behaviour and performance results.
- e) **Preparing for performance reviews.** The incumbent should prepare for the performance review before the year-end review and should participate in an on-going and practical self-review so that the urgent necessary corrective action can be applied. The employee can determine the usefulness of the self-review by collecting information from colleagues and customers (both internal and external).

Managers are responsible for the following issues (Aguinis 2013:48):

- a) **Observation and documentation.** Supervisors are recommended to scrutinize and document employee's performance daily. They must track every good and bad performance as it is important to keep records.
- b) **Updates.** As the organization's goals sometimes change over time, it is imperative that the objectives, standards, key accountabilities, and competencies are revised from time to time.
- c) **Feedback.** Supervisors should provide feedback on progress towards goals and coaching constantly before the performance review at the closing of the year. This serves to improve performance.
- d) **Re-enforcement.** Managers must make their subordinates aware that their excellent performance is being noticed by encouraging good behaviours and goal achievement. Supervisors are also expected to correct bad performance.
- e) **Encourage Successful performance.** Managers have a major responsibility of ensuring that there are no stumbling blocks to successful performance.
- f) **Adequate resources.** Another responsibility is providing adequate resources for employees to execute their duties efficiently and effectively (Wayne 2016:7).

#### **2.18.4 STEP 4 - PERFORMANCE ASSESSMENT AND ON-GOING FEEDBACK**

The assessment phase required both the manager and the incumbent to examine the degree to which the desired behaviours have been shown and examine whether the deliverables agreed upon have been obtained (Aguinis 2013:49). After the supervisor has assessed the subordinate's performance the supervisor is expected to provide on-going feedback. According to Paile (2012:23), on-going communication is enables the manager and the employee to work collectively to exchange information that is in connection to work

progression, possible obstacles and difficulties, recommendations, and how the overseer can assist the employee to improve performance. Whenever excellent or poor performance is scrutinized, rendering feedback from time to time about daily achievements is beneficial. Research has proven that providing feedback in proximity to the event is more effective than providing it in the year closing. Waiting for the end of the year appraisal does not help to better performances, manager needs to have their constant inputs. On-going feedback can be informal and must happen on a daily routine. Research has also proven that where employees receive on-going and informal feedback on a day-to-day basis their performances are on higher levels (Pulakos 2004:4).

#### **2.18.5 STEP 5 - PERFORMANCE REVIEW**

The performance review is the phase when the manager and his/her subordinates have a meeting to evaluate their assessments. This phase is called the appraisal meeting or discussion (Aguinis 2013:49). Assuming that on-going feedback has been given on the previous months to the employee the formal appraisal should be a recap of what has been done. There should be no surprises. Managers have a discussion with their subordinates on their scoring, narratives and the significance of the evaluation rendered (Pulakos 2004:19). Performance review meetings generally take place on a regular basis rather than when there is a problem. The challenge of these meetings is that they take up a lot of time when there are no problems and then when there are performance issues in an organization, they are either not held or held late (Radu 2009:279). According to Paile (2012:23), the performance review is the closing of the yearly performance management cycle. This appraisal plays a role in mentoring and advancing employees, and sharing of administrative decisions, like, salary incrementals and promotions. According to Khan (2013:114), managers need to ensure that the criteria and processes, for example, distributive justice and procedural justice are equitable. Distributive justice is defined as the evaluation received, and procedural justice is interpreted as the process utilized in determining the evaluation.

## **2.19 EXTERNAL FACTORS AFFECTING EMPLOYEE PERFORMANCE**

The worker performance is controlled by several external circumstances, which include performance evaluations, communication, remuneration, leadership style, coaching, job stress and empowerment. These factors are discussed below:

### **2.19.1 PERFORMANCE EVALUATIONS OR APPRAISALS**

Performance review refers to the techniques and practices utilized by the organizations to evaluate the degree of performance of their staff. This process involves examining the employee's performance and giving feedback on the extent to which the employee has performed and the quality of performance the employee has produced. The main purpose of the organization conducting performance appraisals is to improve the performance of employees. The performance appraisal plays an important role in human resources in organizations (Van Dijk 2015:716).

### **2.19.2 COMMUNICATION**

Communication is establishing commonness with someone and sharing information or an idea or an attitude (Wambui 2015:1). Effective communication can help to run well-organized teams or units within organizations whereas no communication creates dilemmas in running the organization's operations or cause damage between individual staff members. Managers are required to learn feedback from employees which affects their work motivation. The managers must also show initiatives to develop and provide opportunities for their employees to learn new skills through the communication process (Muda, Rafiki, and Harahap 2014:75).

### **2.19.3 REMUNERATION**

Employees receive financial payment from their employers in the form of a salary. This payment is expected by the employees as a result of the work the individual has performed that the employer and the employee agreed upon when the employee was hired. Non-financial benefits can have an effect on worker fulfillment and motivation opposed to general financial payments (Mura et al. 2019:159-161). Financial compensations may include:

- a) Performance-related compensations such as commission, performance bonuses, merit awards, share options, incentive schemes, and achievement awards.
- b) Membership awards such as pension, retirement benefits, medical insurance, sponsored holidays, a subsidised canteen and vehicle allowance or allocation (Tinofirei 2011:39).

### **2.19.4 LEADERSHIP STYLE**

Leadership is an operation whereby an incumbent impacts a classified group of employees to accomplish mutual goals. Leadership is the mixture of both the frame of mind and behaviour of the leader. The leadership style within the organization can either encourage or inhibit employees' performances (Thao and Hwang 2015:3).

### **2.19.5 COACHING**

Coaching is a critical technique to improve performance. It is a discussion that involves two parties, where a coach identifies what requires improvement and how it can be bettered. Coaching is about helping an employee to improve performance. Further, coaching can help to identify beliefs and behaviours that hinder performance (Thao & Hwang 2015:3). Coaching is a classification of skills to develop employees and deliver outcomes (Serrat 2009:54).

#### **2.19.6 JOB STRESS**

Job stress is interpreted as a social problem. Job stress has a mixture of factors that impedes employees bodily and emotionally and badly impacts their health. It is said that a very limited amount of pressure can induce an incumbent's efficiency, on the other hand, excessive pressure can give effect to substantial negative intellectual and changes. Job stress can hinder the employees' performance of their job tasks and can result in poor performance. Some employers may require employees to perform specific tasks, but if the workload exceeds individual capabilities and they are unable to meet the required standards, the management is dissatisfied as well (Muda et al. 2014:74). Job stress affects the employee physically and psychological and has a major effect on performance (Murali, Basit and Hassan 2017:14).

#### **2.19.7 EMPOWERMENT**

Employee empowerment is a managerial trait or process targeted at dispersing information, resources, rewards, and authority to lower-degree employees. Empowerment is a process by which managers delegate power and authority to act, provide necessary resources, information, feedback, and support to the employees. Employee empowerment is a process where managers furnish information about institutional performance, a reward system on the institutional performance, a know-how that allows the human labour to apprehend and play a significant role in the institutional performance, and the ability to make decisions that pertain institutional guidance and performance (Kim and Fernandez 2017:6).

## **2.20 AN INTERNAL FACTOR AFFECTING THE EMPLOYEE PERFORMANCE**

An employee's role is an example of an internal factor that affects job performance. It is said that employees react differently to similar situations they are going through. Change can have a bad impact on employee morale which is caused by uncertainty about the future, for example, retrenchment can have a negative effect on one employee, while another employee would enjoy receiving the retrenchment package and utilizing it to make a lifetime investment. Each employee has unique needs, expectancies, aspirations, goals and objectives. The degree of significance placed on each aspect, including personal development changes over time (Tinofirei 2011:41).

## **2.21 THE EXPLORATION OF THE MONITORING AND EVALUATION CONTRIBUTION TO THE ACHIEVEMENT OF THE OBJECTIVES IN THE SIZAKALA DEPARTMENT.**

M&E accelerates policy advancement and financial management. It renders information that capacitates good governance and liability. It provides necessary propulsion to intensify the service delivery. It makes public servants realize their role in securing the prompt accomplishment of set goals (Kariuki and Reddy 2017:2). It stimulates good governance (Wotela 2017:1). Lopez-Acevedo et al. (2012:22) and Ijeomah (2010:9) state that government M&E systems affect on government-produced results is measured by its outputs, outcomes and impacts. He further stated that Monitoring and Evaluation benefits organizations on clarification or justification of costs on activities. M&E provides specific information on how well the state systems, programs and projects are performing. It helps to determine promising and poor policies, programs and projects. M&E helps to identify what works, what does not and the reason why, which allows for early corrections.

M&E systems are utilized for exercising budgeting and financial control. Lopez-Acevedo et al. (2012:22), further state that M&E serves as a management mechanism within an organization to examine the accomplishment of results and reaching deadlines. According to Kissi, Agyekum, Baiden and Tannor (2019:2), M&E is a crucial aspect of the project implementation and management, which has a remarkable effect on the successful execution of projects. The results of the study that they conducted confirmed that M&E operations had a positive remarkable correlation with successful projects. M&E always focuses on advancing the efficiency and efficacy of the project. M&E encourages evidence-informed-decision-making practices to attain the project objectives because it ensures that the precise information is obtainable in the appropriate manner at the appropriate time. The information obtained through M&E ensures policy advancement. M&E helps the project implementation team to meet the demands of the sponsors. M&E assesses the effect of the interventions executed to attain the goals of the organization (Toor, Turner, Truscott, Werkman, Phillips, Alsallaq, Medley, King and Anderson 2018:1).

M&E manifests the commitment to procure the desired goals of the institution (Singh et al. 2018:13). Ile et al. (2012:112) state that M&E results in improved effectiveness, efficiency, sustainability, transparency, equity, commitment, and contribution. The International Finance Corporation Advisory Services Business Enabling Environment Business Line, Deutsche Gesellschaft für Technische Zusammenarbeit and Department for International Development (2008:22) state that M&E encourages the enhanced supervision of end-results and outcomes and encourages the appointment of staff and resources to be placed where it will have the magnified impact. Monitoring and Evaluation keeps projects on track; allows for priorities to be reassessed and creates proof for present and upcoming projects and programs by the standardized gathering and assessment of the report on the delivery of a project or program.



## **2.22 LOCAL GOVERNMENT**

Section (151) of the Constitution of the Republic of South Africa states that the local sphere of government comprises municipalities. It is essential for municipalities to be instituted for the entire country. A municipality's legislative and executive powers are bestowed in its municipal council. According to the Constitution, municipalities may independently govern local government affairs in their communities, subject to national and provincial legislation. The national or provincial government is instructed by the Constitution not to jeopardize or obstruct a municipality's ability or entitlement to employ its powers or deliver its tasks (South Africa 1996:1331[2]).

The objectives of local government are to provide a democratic and accountable government for local communities, to ensure the provision of services to communities in a sustainable manner, to promote social and economic development, to promote a safe and healthy environment, and to encourage the involvement of communities and community organizations in the matters of local government. A municipality must strive within its financial and administrative capacity to achieve the above-mentioned objectives (South Africa 1996:1331[2]).

## **2.23 DEVELOPMENTAL DUTIES OF MUNICIPALITIES**

Section 153 asserts that a municipality must direct and control its administration, budgeting and planning operations to prioritize the community's essential services, to encourage the social and economic evolution of the society and partake in national and provincial advancement programs (South Africa 1996:1331[3]). The eThekweni municipality structures its budget for every financial year - its operating budget for the 2019/2020 financial year was R42.8 billion (eThekweni Municipality 2019:11).

### 2.23.1 ESTABLISHMENT OF MUNICIPALITIES

Section 155 of the Constitution outlines the following categories of municipalities:

**Category A** is a municipality that occupies complete municipal leadership and legislative ruling in its vicinity.

**Category B** is a municipality that shares municipal leadership and legislative ruling in its vicinity with a category C municipality within whose area it falls.

**Category C** is a municipality that has municipal leadership and legislative ruling in a zone that includes more than one municipality (South Africa 1996:1331[3]).

National legislation needs to explore the various types of municipalities that may be developed within each category. National legislation must: establish the criteria for determining when an area should have a single category A municipality or when it should have municipalities of both category B and category C; establish criteria and procedures for the determination of municipal boundaries by an independent authority; and subject to Section 229 make provision for an appropriate division of powers and functions between municipalities when an area has municipalities of both category B and category C. A division of powers and functions between a category B municipality and a category C municipality may differ from the division of powers and functions between another category B municipality and another category C municipality (South Africa 1996:1331[3]).

The legislation referred to in Subsection (3) must take into account the need to provide municipal services in an equitable and sustainable manner. Provincial legislation must determine the different types of municipalities to be established in the province and provide for the monitoring and support of the local government in the province and promote the development of the local government capacity to enable municipalities to perform their functions and manage their own affairs. The national government, subject to Section 44, and

the provincial governments have the legislative and executive authority to ensure effective performance by municipalities of their functions in respect of matters listed in Schedules 4 and 5, by regulating the exercise by municipalities of their executive authority referred to in Section 156 (1) (South Africa 1996:1331[3]). The eThekweni municipality is a metropolitan or Category A municipality that executes all the functions of local government for the city.

#### **2.23.2 POWERS AND FUNCTIONS OF MUNICIPALITIES:**

Section 156 of the Constitution makes provision for powers and functions of municipalities. A municipality has executive authority to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution and to administer any other matter assigned to it by national or provincial legislation. A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer. Subject to Section 151 (4), a by-law that conflicts with national or provincial legislation is invalid and regarded as inoperative. The national government and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 of the Constitution which necessarily relates to local government if that matter would most effectively be administered locally, and the municipality has the capacity to administer it (South Africa 1996: 1331[4]).

## **2.24. RESPONSIBILITIES OF MUNICIPAL OFFICIALS**

### **2.24.1 INFORMATION TO BE PLACED ON WEBSITES OF MUNICIPALITIES**

Section 75 of the Municipal Financial Management Act (MFMA) states that the accounting officer of a municipality must place on the website referred to in Section 21 A of the Municipal Systems Act the following documents of the municipality: the annual report; all performance agreements required in terms of Section 57(1) (b) of the Municipal Systems Act; all service delivery agreements; all long-term borrowing contracts (South Africa, The Presidency 2004:86). The eThekweni municipality has placed these documents on their internal websites and worldwide website to be accessible by both the internal employees and the society.

### **2.24.2 BUDGET IMPLEMENTATION**

When necessary, the accounting officer must prepare an adjustments budget and submit it to the mayor for consideration and tabling at the municipal council. The accounting officer must no later than 14 days after the approval of an annual budget, submit to the mayor a draft service delivery and budget implementation plan for the budget year; and drafts of the annual performance agreements as required in terms of Section 57(1) (b) of the Municipal Systems Act for the municipal manager and all senior managers. At the beginning of the year, all the employees, including the managers, must submit a Performance Agreement stating their roles and responsibilities, which would be used to measure performance at the end of the year. Then the employees would be required to fill the score sheet to measure their performance at the end of the year (South Africa, The Presidency 2004:80-82).

### **2.24.3 MID-YEAR BUDGET AND PERFORMANCE ASSESSMENT**

Section 72 stipulates that the accounting officer of a municipality must by 25 January of each year:

- (a) Assess the performance of the municipality during the first half of the financial year, taking into account the monthly statements referred to in Section 71 for the first half of the financial year; the municipality's service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan; the past year's annual report, and progress on resolving problems identified in the annual report; and the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of Section 88 from any such entities, and
- (b) Submit a report on such assessment to the mayor of the municipality; the National Treasury; and the relevant provincial treasury (South Africa, The Presidency 2004:84). The statement referred to in Section 71(1) for the sixth month of a financial year may be incorporated into the report referred to in Subsection (1) (b) of this section. The accounting officer must, as part of the review make recommendations as to whether an adjustments budget is necessary; and recommend revised projections for revenue and expenditure to the extent that this may be necessary (South Africa, The Presidency 2004:84). The compliance of the eThekweni municipality to the Act would help the municipality to ensure that all the targets are achieved. It would help the municipality to minimise the risks. It would guide the municipality to flow in the right direction, ensuring that all its objectives are achieved, and all the past annual report challenges are mitigated.

## **2.25 ETHEKWINI MUNICIPALITY POLICIES AND DIRECTIVES**

### **2.25.1 THE ETHEKWINI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2015/2016**

The eThekwini Municipality is the biggest metropolitan municipality in the province of Kwa-Zulu Natal. It has a vision of being the most caring and liveable city in Africa by 2030. The eThekwini municipality is located on the east coast of South Africa in the Province of KwaZulu-Natal (KZN). The municipality occupies an area of approximately 2555 km<sup>2</sup> and is home to some 3 853 278 million people. It consists of a diverse society that faces various social, economic, environmental and governance challenges (eThekwini municipality 2015:24 and eThekwini municipality 2019:5).

### **2.25.2 THE ETHEKWINI CUSTOMER CARE POLICY OF 2014**

Sizakala Customer Service unit is guided by the Customer Care Policy. Section (9) of Chapter 4 of the Customer Care Policy states that the eThekwini municipality adopts the Batho Pele principles to encourage public servants to be service-oriented (eThekwini municipality 2014:5).

## **2.26 THE IDENTIFICATION OF CHALLENGES AND THE SUGGESTIONS OF RECOMMENDATIONS TO OVERCOME CHALLENGES FACING MONITORING AND EVALUATION WITHIN THE DEPARTMENT.**

### **2.26.1 MONITORING AND EVALUATION CHALLENGES**

A discussion of challenges in general follows:

The performance review strategy has inadequate applicable data, information sources and practical measurement strategies. There is very little or no monitoring. The M&E plans are usually abandoned or are not exercised

properly. M&E is not prioritized on the project execution plans due to constrained resources (Lahey 2015:5). The lack of necessary resources to conduct the M&E data collection results in insufficient data to conduct the proper analysis (Price Water Coopers 2019:2). The majority of organizations lack sufficient funding for their day-to-day activities. The little funding the organizations have is limited to the project delivery (Ali 2017:18). The study by Iddi and Nuhu (2018:5) indicated that time and financial resources are major obstacles to conducting monitoring and evaluation. Involvement in M&E exhausts a lot of time because it needs the incumbents to be involved from the planning stage to project execution and monitoring and evaluation. Lack of political interest in monitoring and evaluation since its reports are not preferred politically (Wotela 2017:1).

The study of Mthethwa and Jili (2016:109), revealed that uMfolozi municipality encountered constraints in knowledge, skills and capabilities of performing M&E on public projects delivered. The municipal employees failed to apprehend the significance of M&E. The municipality failed to establish its own M&E system, encompassing M&E plans, yardsticks and instruments. The M&E experts are lacking the monitoring and evaluation design skills and expertise, including log frame design, indicator setting and data assembling instruments design. The misconception of information and communication impediments becomes a challenge in executing monitoring and evaluation (Ali 2017:18). The M&E unit is difficult to establish and demands time and resources. When M&E was introduced in the Department of Land Affairs it took a longer period to set up and the fluctuations in political and administrative preferences signified that the unit had to repeatedly examine its M&E plans of action and it took a longer period to advance an M&E program (Naidoo 2012:105-106). A good number of Non-Governmental Organizations (NGOs) are lacking funds for their initiatives, which entails the least available resources are utilized for the actual execution of project endeavours. M&E is seen as an unaffordable cost. If it is conducted it is not done thoroughly, recording a few activities and not done regularly (Muzinda 2007:75 and Scott 2013:17). Govender (2011:vii)

stated that the dominant obstacles experienced by the local government when executing an M&E system is the shortage of experts in the M&E field and skills advancement for evaluation. Scott (2013:17) stated that there are gaps between staff capacity and financial resources. Gaps are inequalities created by the imbalances between M&E practices, procedures and policies. The differences involve evaluation measurement being assigned less funding or not being funded, with very few centralized M&E unit staff and technical department staff. The reporting arrangements creates friction for M&E units. The departments' internal protocols do not allow such units to disclose their M&E findings and decisions publicly. The M&E departments are still required to maintain stability between complying with the management and meeting the wider M&E requisites of making sure performance openness by presenting results publicly (Naidoo 2012:106-108).

The case of the M&E unit functioning as an independent unit sometimes becomes a problem. In some cases, the M&E department is seen as a prefect and an expansion of top management, which results in the exclusion of reports that seek to promote learning. The role of M&E and what the reports are used for still needs to be made clear. In cases where there is a huge success expectancy, evaluation feedback that is often showing a lack of achievement aggravates a tense situation (Muzinda 2007:74 and Scott 2013:17). The potential users of the M&E reports usually strike the messenger than concentrate on the worth of an evaluation report. It was found in the Department of Land Affairs that antagonism between the M&E unit and managers heading units, who were evaluated, were extreme and at times demotivating. M&E practitioners often lacked experience or understanding of M&E. Notwithstanding the initiatives to proffer a training program and networking, the M&E practitioners lacked the skills to project to their superiors that they were proficient. In such cases, managers were swift to identify M&E as a failure and bad performing practitioners rationalized the managers' prejudged perceptions about M&E. They also lack adequate expertise or capacity (Muzinda 2007:74; Scott 2013:17 and Govender 2011:vii). Sanga



(2011:107) stated that the obstacles of monitoring and accounting on the Millennium Development Goals were the data imbalances, inadequate utilization of official data rendered by National Statistical Systems (NSSs), and variations in measurement usefulness between national and international references. The study by Mapfumo (2016:1), revealed that non-governmental organizations in charge of HIV/AIDS in the uMngeni Local Municipality were short of knowledge for M&E. It also revealed that M&E systems and appropriate M&E tools within organizations were in shortage. The uMngeni municipality was not complying with competent practices when administering M&E systems for their programs.

The eThekweni municipality PME unit is facing challenges that the Sizakala Customer Service unit sometimes do not comply with the deadlines of submitting the reports monthly and quarterly. The unit sometimes misses the deadlines or don't submit the reports at all. The Performance Monitoring system shuts down on the due date to submit the reports, in that way the late reports cannot be uploaded on the system and that hinders the commencement of the monitoring initiatives. The Sizakala Customer Service unit uses the Mystery Shopper program to monitor the performance of the general staff. The program needs to be carried out continuously throughout the year. The Mystery Shopper findings need to be reported to the PME unit with evidence. Sometimes, the Sizakala Customer Service unit does not report the Mystery Shopper findings to the PME unit or report with no evidence provided or provide insufficient evidence. When the auditors do not receive evidence the Sizakala service delivery initiatives are considered un-achieved.

#### **2.26.2 RECOMMENDATIONS TO OVERCOME M&E CHALLENGES**

The organizations need to plan adequately in order to entice and keep eminently proficient, knowledgeable and experienced employees from a diversified labour market for its profit. The organizations need to exercise Human Resource planning to ensure that the proper employees occupying the

necessary skills are placed in proper positions at the correct time to execute their functions efficiently and add value to their organizations (Mthethwa and Jili 2016:110). It is essential for organizations to diminish their lack of resources by investigating digital tools that can impact daily M&E and are cost-effective. The lack of M&E usable data needs to be improved by utilizing more data assembling types (Price Water Coopers 2019:3-5). The government needs to allocate sufficient funds for M&E and fight corruption. It should constantly advance the capacity of M&E officers. It should ensure political steadiness and political bearers should promote the M&E initiatives (Ogunode et al. 2020:68).

## **2.27 CONCLUSION**

This chapter discussed the literature on Monitoring and Evaluation, Performance management, and Local government. It also discussed the theoretical frameworks. Literature on the understanding of Monitoring and Evaluation and its practice in the eThekweni municipality and on Sizakala Customer Services department was discussed. Literature on how M&E contributes to the achievement of the objectives was also discussed. Literature on how M&E impacts performance was also examined. Literature on the challenges and recommendations to overcome the challenges facing M&E was also examined. The researcher determined that there is less literature on the understanding of M&E and on the recommendations to overcome the challenges.

We can deduce that the purpose of conducting M&E is to check whether the undertaken initiatives were necessary, well planned, effective, consequential, and durable and that lessons were learnt through decision-making. M&E has a vast impact on accelerating the employees' efficiency, which in turn has an impact on the service delivery of the organizations. It also has an impact on good governance. The major challenge facing M&E is the lack of the necessary resources and skills to conduct M&E. The next chapter will provide a discussion on the Research Methodology employed by the researcher.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

The previous chapter served to provide a literature review on Monitoring and Evaluation, performance management, local government and legislative framework. This chapter presents the systematic technique used in this research. It is a guide to the research and how the research is conducted. Research methodology details and analyzes methods, clarifies its limitations and resources, and clarifies its presuppositions and consequences (Igwenagu 2016:5).

This chapter will elaborate on the methods, procedure and technique utilized to assemble and to examine data. The chapter will provide a discussion on the research design, sampling procedure, data collection process and epistemology employed the researcher, and the validity and reliability of the study. It will also discuss the study quality assurance, study variables, data analysis, ethical considerations, the dissemination of study results, and lastly, the delimitations and limitations of the study. Research methodology can be defined as the standardized manner to resolve a research problem and it is also a science of learning how the research is administered scientifically (Kothari 2004:8). Mixed methods were utilized to execute the research study. The researcher used both the quantitative and qualitative methods to collect data in preparation to obtain more equivalent and more effective results. This research method allows researchers to combine at least one quantitative method and one qualitative method (Pluye and Hong 2014:30).

The rationale of utilizing a mixed methodology approach is to achieve a better understanding of the research problem (Bian 2015:4). The methods can be mixed to illustrate a more definite comprehension of the phenomenon being studied (Mertens and Hesse-Biber 2012:78).

The study solicited to answer the following research questions:

- What do the Sizakala Customer Services employees understand by monitoring and evaluation and what is its practice in the municipality?
- What is the impact of monitoring and evaluation on the performance of the employees in the department?
- How monitoring and evaluation contributes to the achievement of the municipal objectives?
- What are the challenges of monitoring and evaluation in the department and how can M&E be made more effective?

### **3.2 RESEARCH PARADIGM**

The research paradigm influences how the research topic is seen. It is a set of optimism that control action (Kamal 2019:1388). Paradigm denotes the philosophical presumptions or the belief system that guide the measures and define the way the researcher observes the world (Kaushik and Walsh 2019:1). The research paradigm includes ontology, epistemology and axiology. The study follows the epistemology approach as it is seeking to prove the researcher's knowledge and viewpoint which will contribute to reality if the results agree with the researcher's knowledge.

Epistemology involves suppositions of knowledge and how that knowledge is occupied (Scales 2013:2). It can be also defined as a way of comprehending and detailing how the occupied knowledge was obtained (Ahmed 2008:3). Epistemological presuppositions are concerned with the way the comprehension can be created, obtained and communicated (Scotland 2012:9). Epistemology is also about issuing a philosophical background for making a decision on the kinds of knowledge possible and the way it can be guaranteed that it is sufficient and accurate (Ahmed 2008:3).

### **3.3 RESEARCH DESIGN**

The word 'design' constitutes two interpretations. The first interpretation focuses on the design approach. The second interpretation focuses on the outcome of designing (Schoonenboom and Johnson 2017:108). The research design is the pattern based on concepts within which research is administered. It includes the design plan for collecting, measuring and analysing data (Mapfumo 2016:84). The researcher will use the convergent parallel design to collect and examine data. The convergent parallel design utilizes the two single strands of quantitative and qualitative data concurrently or in a single phase. This design prioritizes the methods equally, keeps the data analysis independent and mixes the results during the overall interpretation (Bian 2015:17). The rationale of the convergent parallel design is to grasp better or have a more definite comprehension of the research problem by acquiring different but complementary data for validation purposes. Mixed methods design can be categorized into mixed methods typology or taxonomy (Schoonenboom and Johnson 2017:109).

### **3.4 MIXED METHODOLOGY**

The mixed methodology combines qualitative and quantitative approaches into the same study to supply a deeper apprehension of the research topic. It incorporates qualitative and quantitative data accumulation and analysis. The mixed methodology helps to resolve research complexities (Reilly and Jones 2017:186). The mixed method concentrates on apprehending and explicating the phenomena (DeCuir-Gunby 2020:248). According to Schoonenboom and Johnson (2017:109), mixed methods is about intensified knowledge and validity. They further give the following description of five purposes of mixed methods:

- Triangulation seeks merging, affirmation and correlation of results from distinct methods;

- Correspondence seeks an explanation, intensification, illustration, and explication of the results from one approach with the results from the other approach;
- Development utilizes the results from one approach to instigate or inform the other approach. Development constitutes sampling, implementation and appraisal decisions;
- Initiation seeks the discovery of paradox and contradiction, new perspectives of frameworks, the recasting of questions or results from one method with questions or results from the other method;
- Expansion seeks to extend the breadth and range of inquiry by using different methods for different inquiry components.

The researcher's decision to utilize the mixed methods approach was influenced by the various advantages the mixed methods offer to produce effective and reliable results. The mixed methods assisted the researcher in better apprehending the research problem, answering the research questions and applying sound triangulation (Bradley, Day, Penney and Michelson 2020:862). It also assisted the researcher to better apprehend the participants' expressions and tone when answering the research questions (Stray and Moe 2020:4). The mixed methods assisted the researcher to narrate and expound on the scrutinized phenomenon (Popa, Repanovici, Lupu, Norel and Coman 2020:4). The researcher utilized the mixed methods approach to ensure that the results are not biased and to enhance the validity of the research results. This method also helped the researcher to specify the research questions and enabled the researcher to be more intimate with the subject matter. It also allowed the researcher to guarantee that the respondents have the same apprehension of the concepts and measures applied in this study (Naidoo 2019:92). Mixed methods also allowed the researcher to analyze the multiplex interactions between different genders, ranks, and social expectancies. As the researcher interacted with the participants to gain a better apprehension of the

research problem, it also strengthened the relationship between the researcher and the participants (Fehrenbacher and Patel 2020:155).

### **3.4.1 QUALITATIVE APPROACH**

According to Kumar (2014:14), a qualitative strategy is fixed in the philosophy of empirical methods that utilizes a transparent; flexible and unorganized strategy to enquiry; aims to investigate instead of to quantify the variance; puts an emphasis on the interpretation and portrayal of feelings, comprehension and experiences instead of their measurement; and communicates findings in a detailed and explanatory rather than analytical manner. The aim of using the qualitative method is to obtain detailed responses to the research questions (Richards and Morse 2007:31 and Jackson 2011:101). Semi-structured interviews were used to interview Sizakala management and Monitoring and Evaluation practitioners. The researcher used this method of data collection in order to probe the answers of the respondents. It allowed the researcher to obtain more clarity on the research problem and to get answers to the research questions. Interviews helped the researcher to capture the social cues like the voice, intonation and body language (Opdenakker 2006:3).

It also ensured that the researcher gets a hundred percent response rate compared to the questionnaires (Alshenqeeti 2014:43). Interviews are direct question-answer discussions or an exchange of opinions between two or more people discussing a theme of common interest. Through discussions with interviewees, the researcher had the opportunity to observe or bring up the hearsay and request interviewees to explain, disprove, defend, or expand (Tracy 2013:133). Semi-structured interviews utilize both focused and structured methods. Semi-structured interviews are flexible and powerful (Rabionet 2011:563). Questions are stipulated, but the interviewer is freer to investigate beyond the responses in a way that would appear prejudicial to the aims of uniformity and comparability. Information that concerns the age, sex,



occupation or type of household can be asked in a systematic procedure (May 2011:134).

### **3.4.2 QUANTITATIVE APPROACH**

Quantitative research produces results by gathering statistical data that is examined through utilizing mathematical techniques to explain a phenomenon (Muijs 2004:1). The quantitative method is scientific in nature. The quantitative research approach has the advantage of saving time and resources. It minimises the amount of time and initiative spent by the researcher, which could be used to elaborate on the results by using statistical data for research descriptions (Eyisi 2016:94). Questionnaires were used to interview the Sizakala Customer Care staff. The researcher utilized questionnaires because they are convenient and affordable (Hidding et al. 2018:2798). Questionnaires were found to be time-efficient and helped the researcher to receive a greater response (Mikhail et al. 2020:2950). The questionnaires made it easier for the researcher to quantify, examine and explicate data. The anonymity of the respondents was preserved (Pozzo, Borgobello and Pierella 2019:4).

A self-administered or written questionnaire is a data accumulation tool that presents the written questions, and the respondents answer in writing. This type of tool can be conducted in various ways, for example, the questionnaires can be sent by mail with comprehensive directions on the way to respond to the research questions and with a request for the feedback to be mailed; assembling all or a segment of participants in one venue at once, rendering oral or stipulated directions, and guiding the respondents to complete the questionnaires; or having the questionnaires to be hand-delivered to the respondents and collecting them later (Chaleunvong 2009:8).

### **3.5 THE CONTRIBUTION OF THE STUDY ON THE RESEARCH METHODOLOGY AND THE RESEARCH RESULTS**

The study contributed greatly to demonstrating the effectiveness of the mixed research methodology. The study has proved that mixed research methodology improved validity and reliability. The study showed that the mixed methodology reduced bias because the results of one method can be tested by applying another method. The study demonstrated that the mixed methods approach can solve very complex research problems. The study produced results to demonstrate the understanding of monitoring and evaluation of the employees at the Sizakala Customer Services department and its practice in the municipality. The study also demonstrated the impact of monitoring and evaluation on the performance of the employees in the Sizakala Customer Services department. The study contributed to demonstrating how monitoring and evaluation plays a role in the achievement of the objectives in the department. The study greatly contributed to identifying and demonstrating the challenges and making recommendations to overcome the challenges facing monitoring and evaluation within the Sizakala department.

### **3.6 TARGET POPULATION**

According to Neuman (2011:246), the target population is the comprehensive group, coupled with various cases from which an investigator selects a sample and generalizes the findings from the sample. The researcher is targeting a population of 77 Sizakala Customer Care permanent general staff (including central, north and south centres), three managers (including central, north and south) at the Sizakala Customer Services unit, one Organizational Performance Monitoring practitioner, two Individual Performance Monitoring practitioners, and two Project Evaluation practitioners from the Performance Monitoring and Evaluation unit. The target in total is 85 employees.

### **3.6.1 INCLUSION CRITERIA**

Participants had to be the Sizakala Customer Care department permanent employees and the Performance Monitoring and Evaluation unit. Sizakala Customer Care department is a subdivision of the Sizakala Customer Services unit. Principal clerks were included to participate in the study because their daily task is to assist the communities with all council queries. The PME unit was included because they conduct M&E for the whole eThekweni municipality. Only employees who volunteered to take part in the study were included in the study.

### **3.6.2 EXCLUSION CRITERIA**

Interns were precluded from the study. Those who were not willing to take part in the study were excluded. Employees who were not working for the Sizakala Customer Care department but from other departments under the Sizakala Customer Services unit were not included.

## **3.7 THE SAMPLING PROCEDURE**

Probability sampling was employed in this study. This type of sampling allows all units of the population to have equivalent chances to be selected in the sample. It allows the investigator to identify the chance that any member of the population will be selected in the sample. Probability sampling includes random samples, stratified random samples, systematic samples and cluster samples (Govender 2011:179). The stratified sampling technique was used to conduct research. The stratified sampling technique is a random sample. In stratified sampling, the universe is divided into various mini population groups that are independently similar to the whole population (the different mini-populations are called strata) and the chosen items will be selected from each different group to create a sample, in this case, each of the strata will be more similar with the population, and an accurate estimate will be produced from

each stratum (Etikan and Bala 2017:216). The researcher used this technique because the research study contains heterogeneous groups that need to be interviewed.

### 3.7.1 SAMPLE SIZE

The sample size is 43 employees. It is made up of homogeneous groups, called strata, constituting 38 Sizakala permanent general staff (including central, north and south centres), one Monitoring practitioner (dealing with organizational performance monitoring), one Monitoring practitioner (dealing with individual performance monitoring), one Project Evaluation practitioner, one Program Evaluation practitioner and one Sizakala manager.

*Table 3. 1 Sample of respondents*

Sample Respondents	Target Population	Sample Size
<b>Sizakala Permanent General Staff</b>	77	38
<b>Sizakala Manager</b>	3	1
<b>Organizational Performance Monitoring Practitioner</b>	1	1
<b>Individual Performance Monitoring Practitioner</b>	1	1
<b>Project Evaluation Practitioner</b>	1	1
<b>Program Evaluation Practitioner</b>	1	1
<b>Total</b>	<b>84</b>	<b>43</b>

## **3.8 RESEARCH METHODS, PROCEDURE AND TECHNIQUE**

### **3.8.1 STUDY AREA AND PERIOD**

The study was administered in the Sizakala Customer Care department under the Sizakala Customer Services unit at eThekweni municipality in the province of Kwa-Zulu Natal. Kwa-Zulu Natal covers an area of 94 361 square kilometres and has a population of about 11.3 million people (South Africa, Department of Statistics 2019:21). Sizakala Customer Care department is a department that assists eThekweni residents with all council connected queries. It has been tasked with a duty to make sure that eThekweni residents contain easy and equivalent access to receive the best possible service from the council. For the department to deliver the maximum standard of services to the community it must ensure that it complies with the Monitoring and Evaluation principles. The Sizakala Customer Care department has 77 principal clerks who deliver services to the communities. This study was conducted during September and October 2019.

### **3.8.2 STUDY MEASUREMENTS**

The questionnaire (Annexure C) and interview instruments (Annexure E, F, G, H and I) were utilized to obtain findings from the respondents. The questionnaires were given to the Sizakala Customer Care general staff who render their services to the communities. The questionnaire contained 41 questions, which contained sections A to F. The interviews were administered to the Sizakala Customer Services manager and the Performance Monitoring and Evaluation unit practitioners. The interview questions were in line with the interviewees' roles and study objectives.

### **3.9 DATA COLLECTION**

Data cumulation is the process of cumulating and examining data on variables of interest in a standardized way that permits the researcher to respond to the research questions, test hypotheses and examine outcomes (Jovancic 2019). The researcher obtained the research consent from the eThekwini Municipality Academy, Sizakala Customer Care Services unit and Performance Monitoring and Evaluation unit before the study was conducted. The study was executed through the use of a self-administered questionnaire at the Sizakala Customer Care Services department and through interviews at the PME unit at the eThekwini municipality during September and October 2019. The questionnaire respondents were given a letter of information (Annexure A), a consent form (Annexure B), and a questionnaire (Annexure C). The interview respondents were given a consent form (Annexure D) and the researcher utilized Annexure E to render the interview questions. Appointments were made to conduct the interview sessions. Questionnaires were delivered and collected after a month in areas that the participants were busy and could not attend the questionnaire during the researcher's first visit. Some questionnaires were filled by the participants on the researcher's first visit. 41 questionnaires in total were handed out and 31 were returned by the participants. The questionnaire required approximately 20-25 minutes to complete, and each interview session required 10-30 minutes.

### **3.10 PILOT TEST**

According to Neuman (2011:302), pilot tests are conducted to test any apparatus and to predict alternative explanations or threats to internal validity, and to develop a well-organized system for recording data. The researcher conducted the pilot test by rendering five observation visits to Sizakala Customer Care department to observe the performance of public officials when delivering the services to the public. The researcher has also observed the

community when receiving services from the Sizakala public officials to evaluate if they are satisfied or dissatisfied with the services.

### **3.11 VALIDITY AND RELIABILITY**

The validity of results or data refers to the exactitude or accuracy of a research analysis (Ritchie, Lewis, Nicholls and Ormston, 2014:356). The research questions are structured in a way that they capture the intended responses to comply with the research objectives. All participants would be asked the same questions to ensure validity. The study is supported by a number of sources in the literature review. Reliability is concerned with the replicability of the research study, whether they would be replicated in an additional study, using interchangeable techniques (Ritchie et al. 2014:355). Reliability is the consistency of the study (Heale and Twycross 2015:66). The researcher is positive that using the same research methods, the same research findings will be obtained when the same study is repeated. The questionnaires and interview questions were clear to ensure that all the participants understood what each question required to ensure that the responses are positive and reliable. Ambiguous questions were avoided to comply with reliability obligations. There is previous research in books, theses and journals on much the same study as stipulated in the literature review.

### **3.12 DATA QUALITY ASSURANCE**

The quality assurance of data was ensured by the researcher by conducting data cleaning. The questionnaires and interview responses were checked, and any junk was removed. Junk can be referred to as the responses that were not in line with the questions and did not address the questions.

### **3.13 RESEARCH STUDY VARIABLES**

A variable is interpreted as a quantity or force that is capable of varying in value throughout mathematical calculations or investigations (Schoenfeld and Arcavi 2014:421). The independent variable can be defined as the antecedent and the dependent variable is the result. The dependant variable is influenced by the independent variable (Kaur 2013:36). In this study, the independent variable is Monitoring and Evaluation and the dependent variable is the performance of Sizakala Customer Care department.

### **3.14 DATA ANALYSIS**

Data analysis both quantitative and qualitative data was executed in this study. Mixed methods research entails purposeful mixed methods in data collection, data analysis and interpretation of evidence (Shorten and Smith 2017:74). Data analysis is a process that requires a researcher's examined judgement. It requires researchers to make sound and authentic interpretations (Daniel 2017:18). Data analysis involves calculating the mean, median, and mode of a data set (Ridgway 2019:27). According to Koch and Kinder-Kurlanda (2020:278), the data analysis is often controlled by epistemological presumptions. Data analysis aims to examine information (Huang, Qie, Jeong, Jeon and Lee 2019:407).

Mixed analysis uses analytical methods to examine both quantitative and qualitative data within the same research study, which is regulated by either theoretical, experiential, or replicable methods (symbolizing analytical decisions that take place preceding the study and in the course of the study). Mixed analysis involves the anatomization of a single or two different data types (for example, quantitative data or qualitative data; or quantitative data and qualitative data), which takes place in no chronological or logical order in two stages (the quantitative analysis phase comes before the qualitative analysis phase or the other way around, and findings from the commencing



analysis stage inform the successive stage) or more than two stages (repetitively). The analysis features sometimes do not interrelate until the data interpretation phase is yielding into a primary parallel combined analysis, despite more compound forms of parallel combined analysis possibly utilized, whither interconnection occurs in a constrained manner prior to the data explication stage (Onwuegbuzie and Combs 2011:3). Mixed data analysis transforms one type of data into another type of data and analyzes the combined data (Bian 2015:9). Terrell (2012:276) states that anonymity must be preserved during data analysis and data must be kept for a reasonable period. Mixed methods data analysis includes qualitative thematic analysis, quantitative content analysis and statistical analysis. The juxtaposition of qualitative and quantitative methods without the combination of data collections, data analysis or results is not mixed methods research (Pluye and Hong 2014:33). The data from the questionnaires were transferred to the Statistical Package for Social Sciences (SPSS) version 22.0 to analyze the quantitative research results. 41 questionnaires were handed out and 31 questionnaires were returned, which yielded a 76% response rate. The data from the interviews was transferred to the spreadsheet and the researcher was able to interpret the qualitative results. Five interviews were conducted, which yielded a 100% response rate. Manual analysis was conducted to analyze the qualitative data. Descriptive statistics and one sample t-test were used. Descriptive statistics with graphics were used to elaborate on the quantitative research findings, and sample t-test were utilized to determine whether the mean score is notably unique from the variable quantity value and the graphs were utilized to conduct the quantitative analysis. The one-sample t-test determines whether the sample mean is statistically different from a known or hypothesized population mean. In SPSS a p-value given as .000 is very small and reported as  $p < .0005$ ; for example, a p-value .017 is reported as  $p = .017$ .

### **3.15 ETHICAL CONSIDERATIONS**

The ethical clearance (Annexure L) was issued by the Ethics committee at the Durban University of Technology after the committee had approved the research study to be conducted. The researcher requested permission to conduct the study from the Sizakala Customer Services unit Head of Department (Annexure J). The permission to execute the research study at Sizakala department was conferred by the Sizakala Customer Services unit Head of Department and the eThekweni Municipal Academy (Annexure K). The researcher adhered to all ethical procedures in place to conduct the research study. The respondents participated in the questionnaires and interviews voluntarily, an informed consent form (Annexure B) was filled by the participants and a letter of information (Annexure A) was rendered to the participants. The interviews participants were also given consent forms (Annexure D) before they participated in the interviews. The researcher did not use any deception when conducting the study. The research study was conducted with integrity.

### **3.16 ANONYMITY AND CONFIDENTIALITY**

The data was cumulated and distributed in a way that ensured the privacy of data and the specification of the participants. All the participants' responses were treated with anonymity. The data was deposited in a secured place until the research results were published in the research report.

### **3.17 THE DISSEMINATION OF THE STUDY RESULTS**

The research study findings will be publicized in the Institutional Repository of the Durban University of Technology as a prerequisite for the fulfilment of the Master's degree in Public Administration. The research study results will be presented to the Sizakala Customer Services unit, the PME unit and the

eThekwini Municipality as a whole. A research dissertation will be placed in libraries in the province of Kwa-Zulu Natal, including, the Durban University of Technology libraries. It will be given to public institutions to promote Monitoring and Evaluation to public managers.

### **3.18 DELIMITATIONS OF THE STUDY**

The delimitations of the study are the boundaries and limitations of work that the researcher sets in order to be able to achieve the study aims and objectives (Theofanidis and Fantouki 2019:157). The delimitations of the study are as follows:

- The study is based on the eThekwini Municipality, excluding other municipalities within the KwaZulu Natal Province.
- The study only included the Sizakala Customer Service department, excluding the various departments within the eThekwini Municipality.
- The study focused on the Sizakala Customer Service department, not the entire Sizakala Customer Service unit.

### **3.19 LIMITATIONS OF THE STUDY**

The study constraints can be defined as the potential weaknesses which are out of the researcher's control (Simon 2011:2). The study was constrained by time and financial constraints. The researcher had to travel to various Sizakala Customer Service centres to deliver questionnaires to the Sizakala staff and to interview the Sizakala manager, monitoring practitioners and evaluation practitioners.

### **3.20 CONCLUSION**

The study was based on Sizakala Customer Services department. The study utilized a mixed methodology. The questionnaires and interviews were conducted to collect data. Forty one questionnaires were given to participants and thirty one were returned. The interviews were rendered to two monitoring practitioners, two evaluation practitioners and one Sizakala manager. The responses were treated with confidentiality and the respondents remained anonymous. The authority to execute the study was obtained from the gatekeepers. Financial and time resources limited the scope of the study, and the delimitation was that it was based on Sizakala Customer Services department instead of the entire Sizakala unit and the eThekweni Municipality as a whole. The next chapter will provide a discussion on the research findings.

## **CHAPTER FOUR**

### **DATA PRESENTATION AND RESEARCH FINDINGS**

#### **4.1 INTRODUCTION**

The preceding chapter discussed the research methodology, ethical considerations, and the epistemology employed by the researcher. It also discussed the research design of the study, which included the discussion of data cumulation methods and the justification of the methods utilized by the researcher, the discussion on the target population and the sample. The validity and the reliability and delimitations and the limitations of the study were also discussed.

This chapter will present data and interpret the research findings. Data explication includes collating or merging research findings from both research methods (Bian 2015:9). In this chapter, the quantitative and qualitative data analyses were executed to get more clarity on the phenomena and to interpret the research findings. Descriptive statistics and one sample t-test were utilized. According to Sharma (2019:4), descriptive statistics constitute data that represents the entire population or sample. It summarizes large volumes of data into statistical tables of means, counts and standard deviations. T-tests test whether the mean score is remarkably dissimilar from the scalar value. Graphs were utilized in the quantitative analysis. The questionnaire categories and the interview themes are also outlined in this chapter. This chapter also discusses the contribution of the research results to the literature.

Data analysis is the process of critiquing data by means of analytical and logical reasoning to evaluate each component of data furnished. This kind of analysis forms part of the many phases that requires to be implemented when executing a research experiment. Data from numerous sources are compiled, reviewed, and then analyzed to form a finding or conclusion (*Business*

*Dictionary* 2006). Data analysis is reducing large amounts of collected data to make sense of it (Kawulich 2004:97).

## **4.2 THE SAMPLE**

The questionnaire method was rendered to collect data for this study. 41 questionnaires were handed out to members of staff from the eThekweni Municipality at the Sizakala Customer Services department across the North, South, West and Central offices. Sizakala Customer Services department is a customer care department within the governance cluster. It was formed to assist the communities with any municipal related queries and to serve as the information-sharing centre that links customers to various departments for services. The Sizakala Customer Services department contains 77 principal clerks inclusive of all the regions, who deal with all customer care related queries. Of the 41 questionnaires that were handed out, 31 questionnaires were returned, which yielded a 76% response rate which was acceptable to make the analysis. According to Naidoo (2019:101), a 70% response rate is adequate to make an analysis. The data from the interviews was transferred to a spreadsheet and the researcher was able to interpret the qualitative results. Five interviews were conducted, which yielded a 100% response rate.

## **4.3 RESEARCH INSTRUMENTS**

The questionnaire and interview instruments were utilized to obtain findings from the respondents. The questionnaires were given to the Sizakala Customer Care general staff who renders the services to the communities. The questionnaire contained 41 questions. These questions were divided into six sections as follows:

1. **Section A:** Personal information,
2. **Section B:** Knowledge of Monitoring and Evaluation and its practice in the eThekweni Municipality,
3. **Section C:** Determining the impact of Monitoring and Evaluation on the performance of the employees in the Sizakala Customer Services department.
4. **Section D:** Determining how Monitoring and Evaluation contributes to the achievement of the objectives in the department,
5. **Section E:** Demonstrating how Monitoring and Evaluation could be used as a tool to enhance service delivery.
6. **Section F:** Identifying challenges and making recommendations to overcome the challenges facing Monitoring and Evaluation within the department.

#### **4.4 DESCRIPTIVE STATISTICS**

In descriptive statistics, research findings are elaborated on with graphics. According to Sharma (2019:4), descriptive statistics constitute data that represents the full population or a portion. The purpose of descriptive statistics is to supply a summary of the samples and measures executed on a study. Descriptive statistics is a major element of quantitative data analysis when coupled with various graphics' analyses. It is more about elucidating data being demonstrated. Descriptive statistics are utilized mainly to depict the behaviour of sample data. It is utilized to present a quantitative analysis of the given set of data. Descriptive statistics are utilized to describe the behaviour of the sample and demonstrate the behaviour of the sample with various graphics.

## **4.5 QUANTITATIVE DATA ANALYSIS**

### **4.5.1. SECTION A: DEMOGRAPHIC AND BIOGRAPHICAL INFORMATION OF THE PARTICIPANTS**

The demographic and biographical characteristics of the sample are detailed below, which includes the discussion on gender, age, qualifications, and the number of years of working experience in the employ of the municipality. Firstly, the results demonstrated that 61.3% of the respondents were females and 38.7% were males. More females responded to the questionnaires than the males. Researchers normally use demographic information in surveys to collect information to their research questions, which may include analysing demographic information to discover whether an identity is cause factor for an incumbent to perform a specific thing or if something is causing an individual identity. Identity can explain why people behave in a certain way but just because the person has a certain identity does not mean they will behave in a certain way. Researchers also collect demographic information to justify their sample (Hughes and Camden 2016:138).

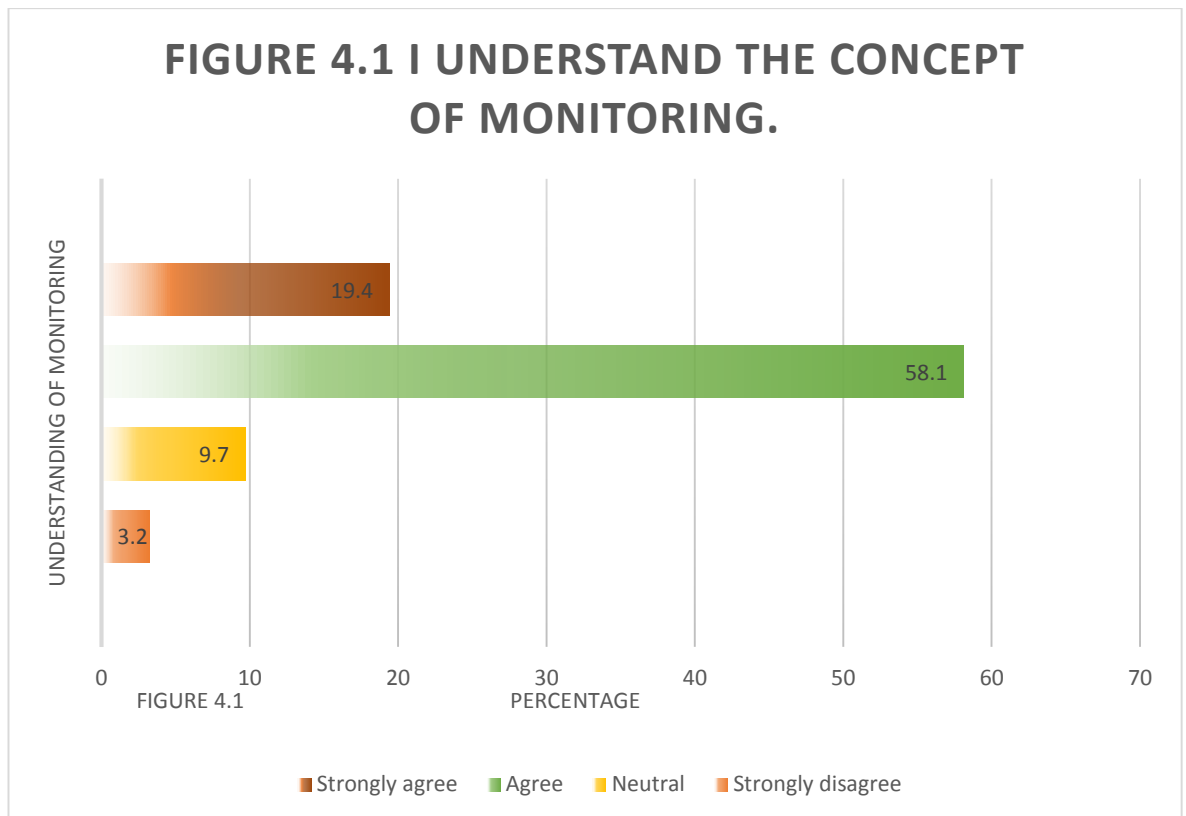
Secondly, the results demonstrated that most of the respondents were between the age of 19 and 35 (51.6%). 45.2% of the respondents were 36 years and above. Only 3.2% of the respondents were 18 years and below. Thirdly, the results demonstrated that 51.6% of the respondents have worked at the municipality for 6 years and above. 41.9% of the respondents have worked at the municipality for 2 years and below. Only 6.5% of the respondents have worked at the municipality for between 3 to 5 years. Most of the officials have worked at the municipality for 6 years and above. Lastly, the results show that the predominance of the respondents (35.5%) possess diploma qualifications. 32.3% have bachelor or honours degrees. 25.8% have a matric certificate. Only 3.2% possess postgraduate degrees. The study of Setiadi, Ursula, Rismawati and Setini (2020:487), demonstrated that age, education and work experience has a major impact on how workers perform in organizations. Education plays a huge role in securing knowledge and skills, which in turn contributes to productive employees (Renta-Davids, Van den



Bossche, Gijbels and Garrido 2017:276). Education forms part of ongoing professional advancement (Nathwani 2019: 198). Education influences an individual's norms, values, and attitudes that create a supportive work environment (Išoraitė 2019:44). Education changes the individuals' identity, perspective and view of things. Education is a necessary key to elevating understating. Education teaches individuals to be responsible citizens (Smith, Fraser, Chykina, Ikoma, Levitan, Liu and Mahfouz 2017:651). This in turn results in responsible employees in the workplace. The more the employees are educated in the workplace, the more they are quick to learn and understand new processes. When employees are educated it will be easy for them to understand the importance of Monitoring and Evaluation and then comply with it. According to Weijs-Perree, Dane, van den Berg and van Dorst (2019:1), experience has an effect on the individual personal characteristics, which means it affects how employees behave at work.

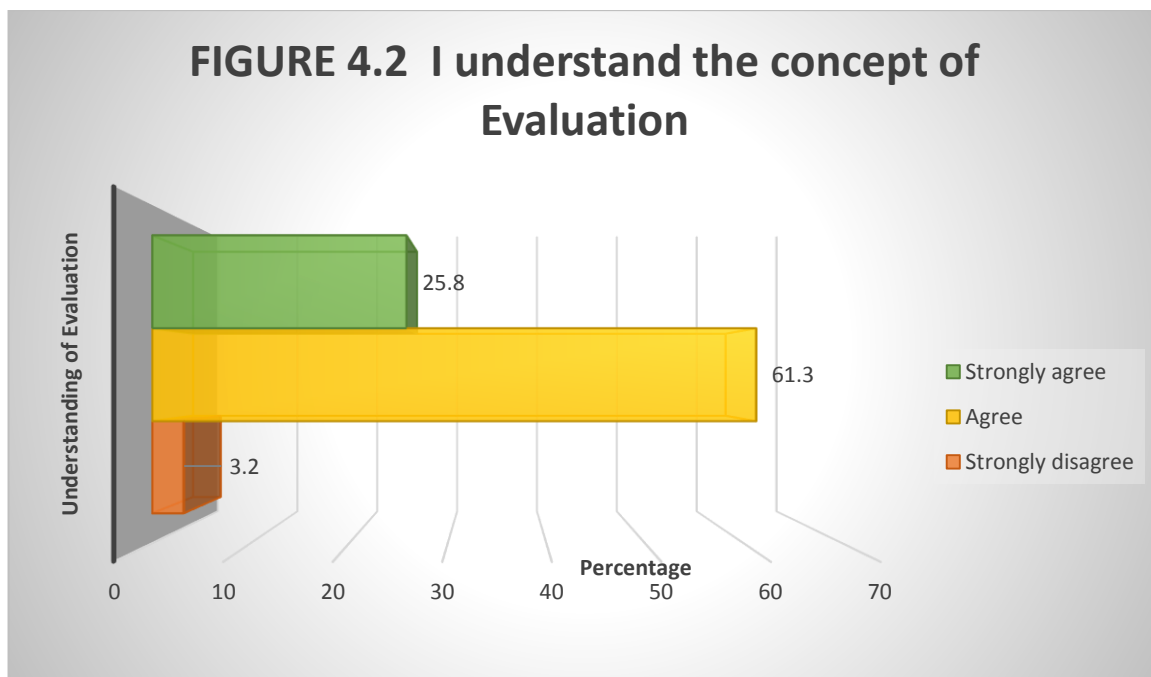
#### **4.5.2 SECTION B: KNOWLEDGE OF M&E AND ITS PRACTICE**

Figure 4.1 demonstrated the degree of understanding of monitoring. The majority (77.5%) have an understanding of what monitoring is. 9.7% were not sure whether they understood monitoring. Only 3.2% did not understand what is monitoring.



*Figure 4.1 I understand the concept of Monitoring.*

Figure 4.2 below shows the level of understanding of evaluation. The majority (87.1%) had an understanding of what evaluation is. Only 3.2% did not understand what evaluation is.



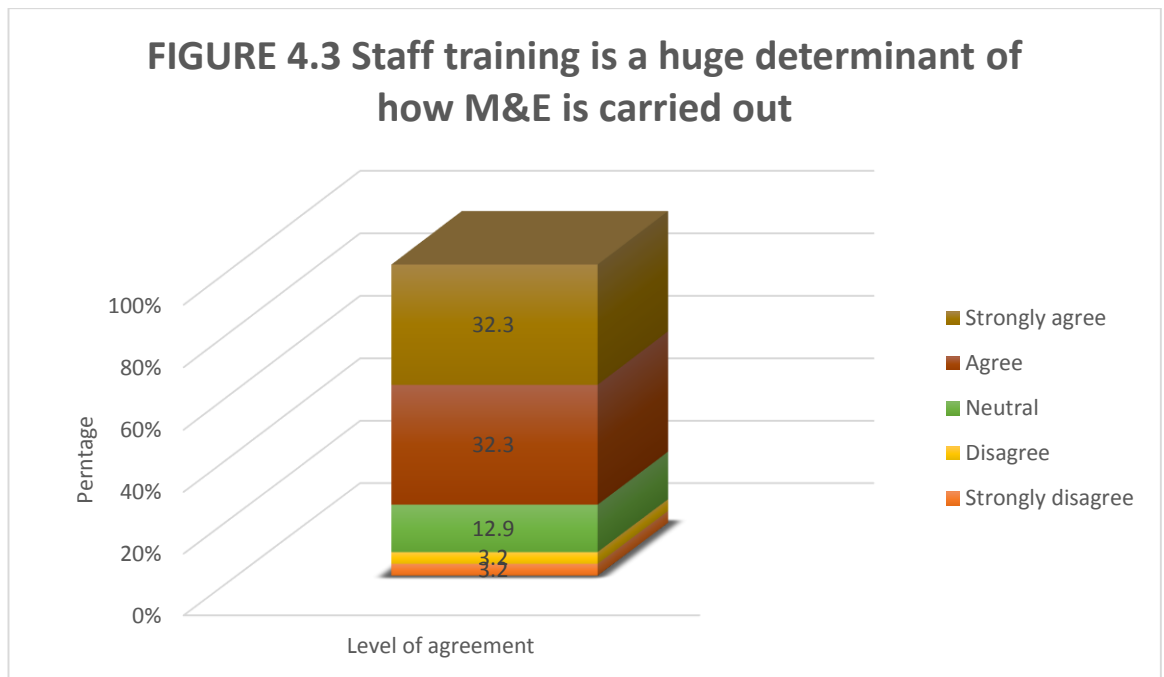
*Figure 4.2 I understand the concept of Evaluation*

Table 4.1 below shows the level of agreement that M&E information is attainable to all staff of Sizakala Customer Services department. The majority (71%) stated that M&E information is attainable to all staff of Sizakala Customer Services department, 16.1% were not sure if M&E information is available to all staff and only 3.2% disagreed that M&E information is available to all staff at Sizakala department. Accessible M&E information enables equitable lifelong learning. Organizations should develop a plan for implementing accessible M&E information. Once the information has been made available to all the employees, education and training should be exercised (ICT for Information Accessibility in Learning 2015:7-11).

*Table 4. 1 Monitoring and Evaluation (M&E) information is accessible to all staff of Sizakala Customer Services Department*

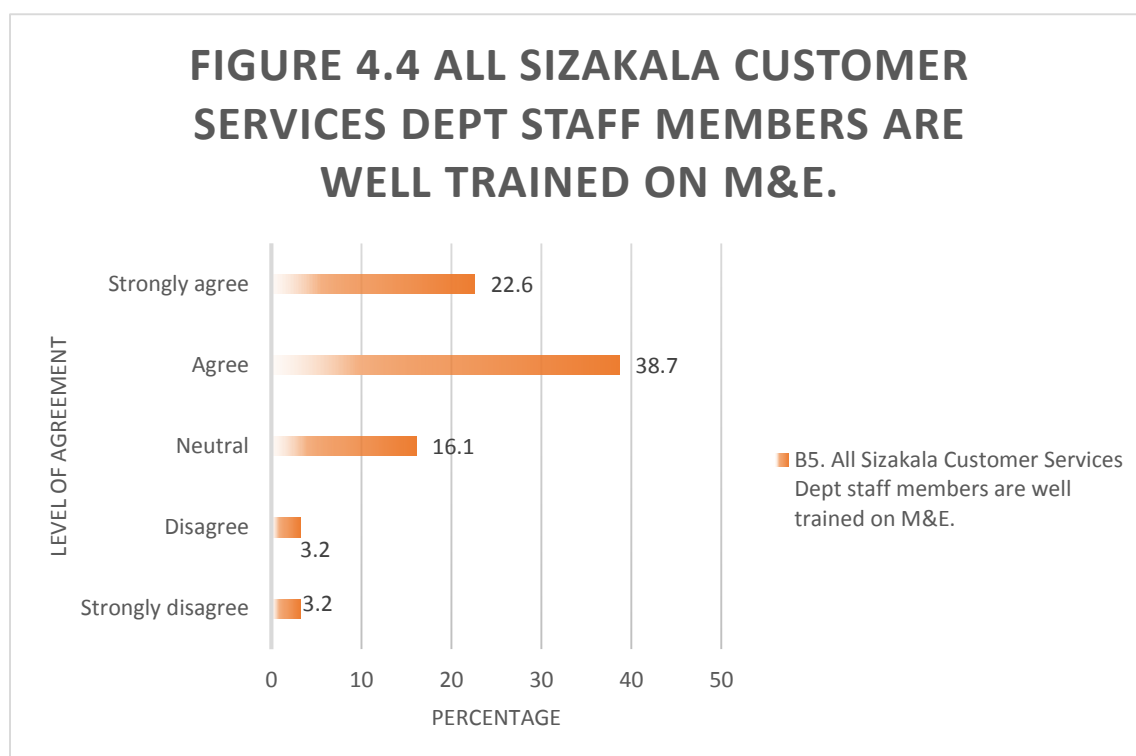
<b>Table 4.1 Monitoring and Evaluation (M&amp;E) information is accessible to all staff of Sizakala Customer Services Department</b>			
		Frequency	Percent
Valid	Strongly disagree	1	3.2
	Neutral	5	16.1
	Agree	15	48.4
	Strongly agree	7	22.6
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

Figure 4.3 below shows the level of agreement that staff training is a massive predictor of how M&E is carried out. The majority (64.6%) agreed that staff training is a huge determinant of how M&E is rendered, 12.9% were not sure, and 6.4% disagreed. Training on M&E facilitates knowledge transfer and strengthen the M&E practices on programmes implementation (World Health Organization 2013:22).



*Figure 4.3 Staff training is a huge determinant of how M&E is carried out*

Figure 4.4 shows the level of agreement that all Sizakala department staff are well trained on M&E. The majority (61.3%) stated that all Sizakala department staff are well trained on M&E. 6.4% disagreed that all Sizakala staff are trained on M&E. 16.1% were not sure if all Sizakala staff are trained on M&E. Monitoring and Evaluation should be conducted effectively since the majority believes that all Sizakala department staff are well trained on M&E. Training on M&E helps staff to apprehend the M&E requirements in place and benefit from the value of M&E (Monitoring and Evaluation Specialists for the South African Management Development Institute 2007:85). Training helps to increase performance, knowledge and organizational learning (Ahmed and Magdi 2017:10).



*Figure 4.4 All Sizakala Customer Services Department staff members are well trained on M&E*

Figure 4.5 shows the level of agreement that there is an M&E unit at Sizakala Customer Services department with qualified practitioners. The majority (58%) are in agreement that there is an M&E unit at Sizakala Customer Services department with qualified practitioners. 16% of the officials were not certain. 6% did not agree.

The M&E unit is expected to perform the following functions: advancement of the internal department monitoring framework, monitoring of the sector, reporting against pre-determined objectives in annual performance plans, reporting verses service delivery agreements for the outcomes, general reporting requirements, departmental monitoring, rationalising monitoring and reporting, development of information management systems and evaluations (South Africa, Department of Performance Monitoring and Evaluation 2012:3-7). The Evaluation unit should be seen as a system of feedback, which

communicates how the organization is doing, the impact the organization has and what works best (Mathebula 2004:3).

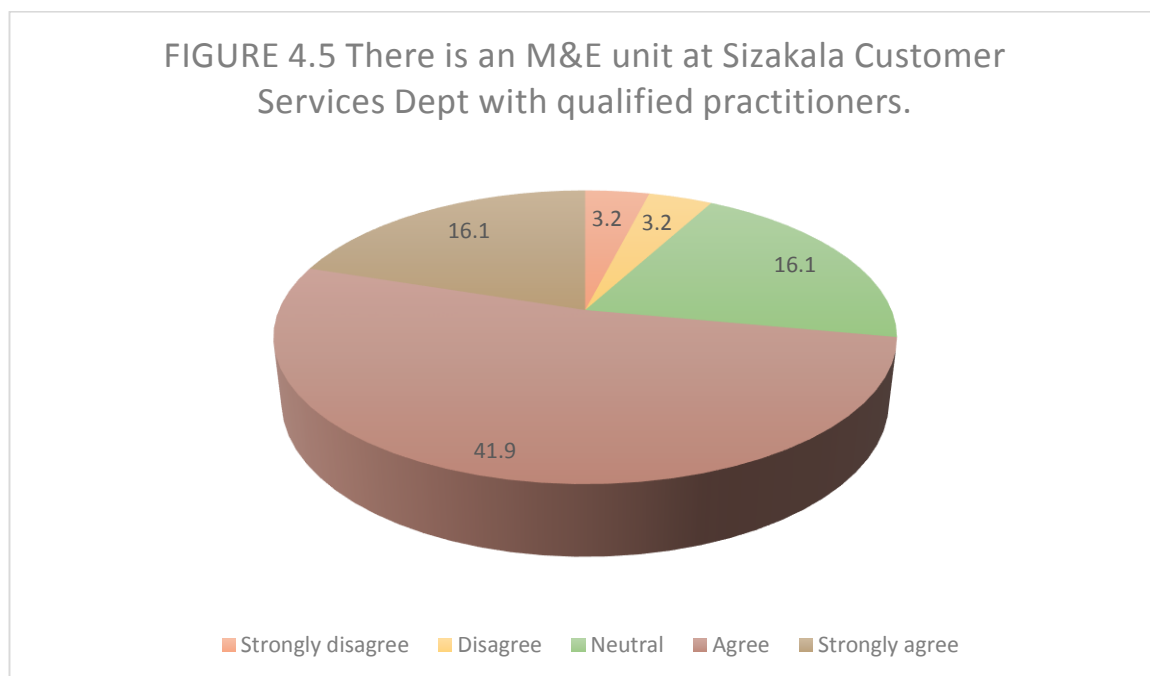


Figure 4.5 There is an M&E unit at Sizakala Customer Services department with qualified practitioners

Table 4.2 shows the level of agreement that the Sizakala officials have been monitoring when delivering the services to the public. 6% of the Sizakala officials have never been monitored when delivering the services to the public. The majority of 74.2% have been monitored and 9.7% were uncertain. The DPME monitors the front line service delivery through various implementation visits which include baseline visits (first unannounced visit), feedback meetings (communication of findings generated through the baseline monitoring visit), improvement meetings (aimed at providing a set of standard operating procedures for improvements monitoring), and unannounced rescoring visits (unannounced improvements monitoring visits) (South Africa, Department of Planning, Monitoring and Evaluation 2015:16-27).

*Table 4. 2 I have been monitored when delivering services to the public at Sizakala Customer Services Department*

<b>Table 4.2 I have been monitored when delivering services to the public at Sizakala Customer Services Dept.</b>			
	Level of agreement	Frequency	Percent
Valid	Strongly disagree	1	3.2
	Disagree	1	3.2
	Neutral	3	9.7
	Agree	16	51.6
	Strongly agree	7	22.6
	Total	28	90.3
Missing	System	3	9.7
Total		31	100.0

Figure 4.6 below shows the level of understanding of monitoring. The majority (58.1%) likes to be monitored or understand monitoring. 9.7% of the Sizakala officials do not understand monitoring. 22.6% were uncertain. More M&E awareness programs and training should be implemented at the Sizakala Customer Services department.



FIGURE 4.6 I like to be monitored.

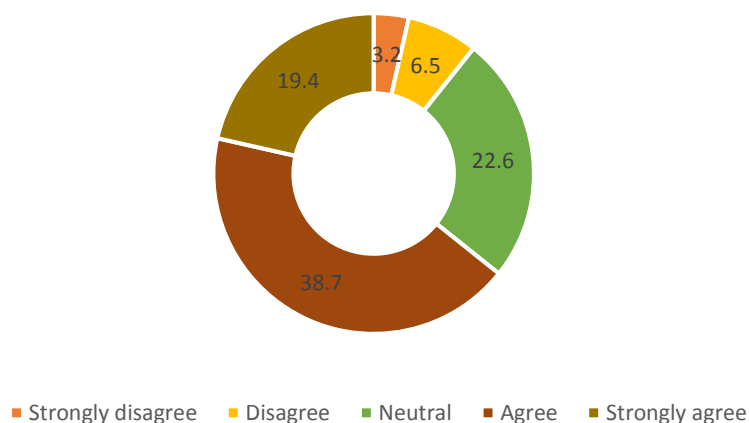


Figure 4.6 I like to be monitored.

Figure 4.7 shows the level of understanding of evaluation. The Sizakala staff understand evaluation more than monitoring. The majority (64.5%) understands evaluation or like to be evaluated. 16.1% were uncertain and 3.2% do not understand evaluation.

FIGURE 4.7 I LIKE TO BE EVALUATED

Strongly disagree Neutral Agree Strongly agree

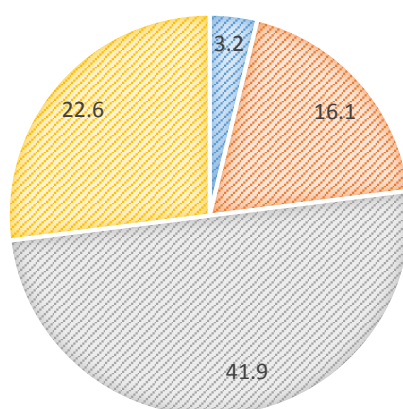


Figure 4.7 I like to be evaluated

Figure 4.8 shows the level of agreement that the Sizakala Customer Services officials get to be monitored and evaluated as a team. The majority (74.2%) get to be monitored and evaluated as a team. 3.2% have never been evaluated as a team. 12, 9% were not certain. Monitoring the team's performance ensures effective and efficient use of resources available. The team's monitoring is conducted to verify whether the team is executing what is required. It is also to improve, to identify any problems and correct them and to determine if it is doing things better, being more effective (producing better quality services) or providing services with fewer resources (Institute of Leadership and Management and QMD 2001:1-2).

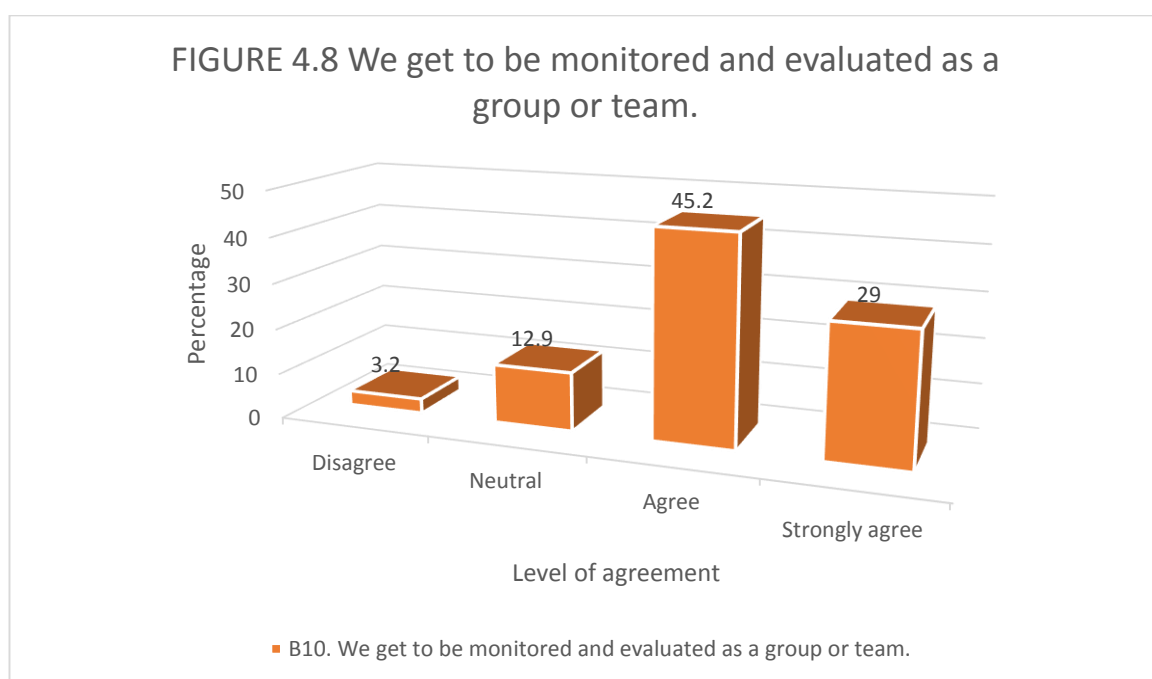


Figure 4.8 We get to be monitored and evaluated as a group or team

The results show the level of agreement that all staff receives feedback after they have been monitored and or evaluated. The majority (77.5%) received feedback after they have been monitored and or evaluated. 12.9% were uncertain. No Sizakala staff member is confident that they did not receive feedback. Feedback is the process of communicating the results to the employees who have been monitored or evaluated so that they can learn from their work. It is a way of demonstrating accountability. Feedback can stimulate changes that will improve the way in which the employees work and improve their effectiveness (Balslev, Bell, Bond, Cave, van Dijk, Escorial Senate, Geidenmark, Grosland, Ronno, Sami, Tan, Trotter and Wiscarver 2007:55).

The execution of M&E is important in delivering the feedback of economic advancement interventions (Yusuf et al. 2017:17). M&E feedback encourages constant improvement on performance because employees know what they need to improve on. It encourages sound decision making that will affect the achievement of organizational objectives. M&E feedback allows organizations to report on the functions undertaken (Sinigi and Kaburu 2020:41-46). Without feedback, it is useless to conduct M&E because M&E results do not change or improve anything.

Figure 4.9 below shows the level of agreement that employee M&E findings are fully implemented at Sizakala Customer Services department. The majority (67.7%) are positive that employee M&E findings are fully implemented at Sizakala Customer Services department. 19.4% were uncertain. 3.2% disagreed. Monitoring implementation is the stage where all the planned activities are put into action (Bartle 2011).

## FIGURE 4.9 EMPLOYEE M&E FINDINGS ARE FULLY IMPLEMENTED AT SIZAKALA CUSTOMER SERVICES DEPT.

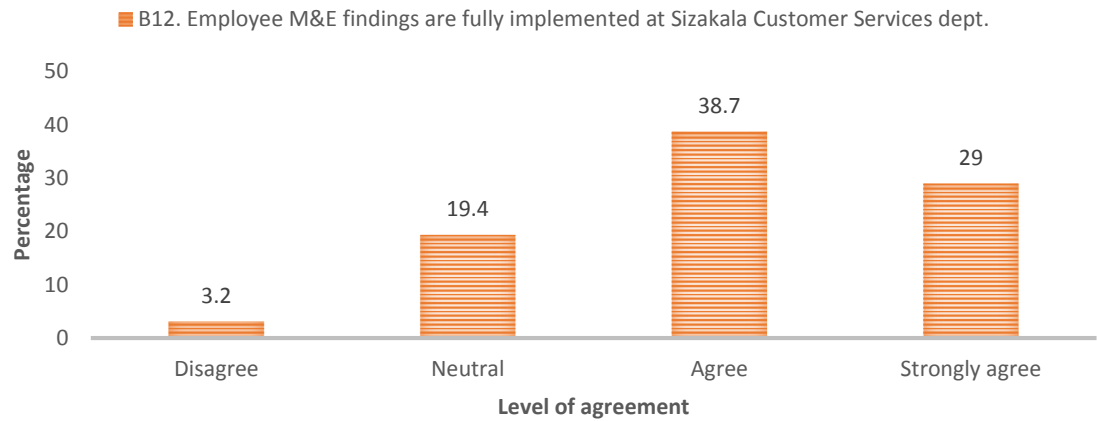


Figure 4.9 Employee M&E findings are fully implemented at Sizakala Customer Services department

Table 4.3 below details the number of respondents who answered the question, the mean, standard deviation, and the test value:

*Table 4. 3 One-Sample Statistics*

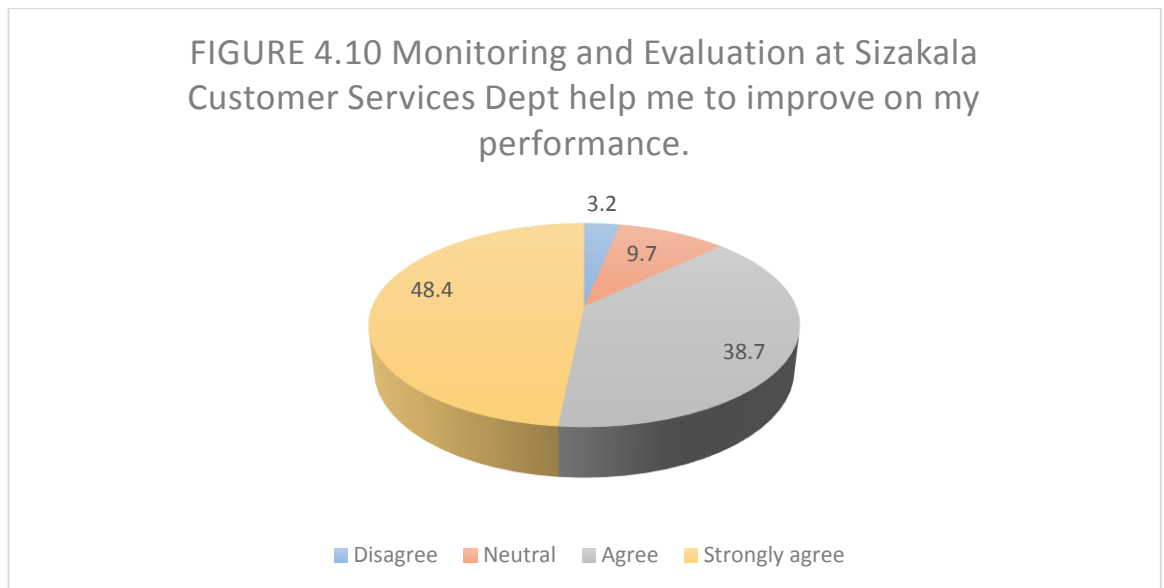
Question	N	Mean	Standard deviation	Test value = 3		
				t	df	p-value
B1. I understand the concept of Monitoring.	28	4.00	.816	6.481	27	<.0005*
B2. I understand the concept of Evaluation.	28	4.18	.772	8.074	27	<.0005*
B3. Monitoring and Evaluation (M&E) information is accessible to all staff of Sizakala Customer Services Department (Dept)	28	3.96	.881	5.791	27	<.0005*
B4. Staff training is a huge determinant of how M&E is carried out.	26	4.04	1.038	5.099	25	<.0005*
B5. All Sizakala Customer Services Dept staff members are well trained on M&E.	26	3.88	.993	4.542	25	<.0005*
B6. There is an M&E unit at Sizakala Customer Services Dept with qualified practitioners.	25	3.80	.957	4.178	24	<.0005*
B7. I have been monitored when delivering services to the public at Sizakala Customer Services Dept.	28	3.96	.922	5.533	27	<.0005*
B8. I like to be monitored.	28	3.71	1.013	3.731	27	.001*
B9. I like to be evaluated	26	3.96	.916	5.354	25	<.0005*
B10. We get to be monitored and evaluated as a group or team.	28	4.11	.786	7.454	27	<.0005*
B11. All staff get feedback after M&E activities at Sizakala Customer Services Dept	28	4.21	.686	9.363	27	<.0005*
B12. Employee M&E findings are fully implemented at Sizakala Customer Services dept.	28	4.04	.838	6.539	27	<.0005*

\* denotes significance at .05 level

The responses in Table 4.3 reflect the following statistics and the researcher's conclusions. There is significant agreement that: the respondents understand the concept of monitoring ( $M=4.00$ ),  $t(27) = 6.481$ ,  $p<.0005$ ; the respondents understand the concept of evaluation ( $M=4.18$ ),  $t(27) = 8.074$ ,  $p<.0005$ ; M&E information is accessible to all staff of Sizakala Customer Services Department (Dept) ( $M=3.96$ ),  $t(27) = 5.791$ ,  $p<.0005$ ; Staff training is a huge determinant of how M&E is carried out ( $M=4.04$ ),  $t(25) = 5.099$ ,  $p<.0005$ ; All Sizakala Customer Services Dept staff members are well trained on M&E ( $M=3.88$ ),  $t(25) = 4.542$ ,  $p<.0005$ ; There is an M&E unit at Sizakala Customer Services Dept with qualified practitioners ( $M=3.80$ ),  $t(24) = 4.178$ ,  $p<.0005$ ; I have been monitored when delivering services to the public at Sizakala Customer Services dept. ( $M=3.96$ ),  $t(27) = 5.533$ ,  $p<.0005$ ; I like to be monitored ( $M=3.71$ ),  $t(27) = 3.731$ ,  $p<.001$ ; I like to be evaluated ( $M=3.96$ ),  $t(25) = 5.354$ ,  $p<.0005$ ; We get to be monitored and evaluated as a group or team ( $M=4.11$ ),  $t(27) = 7.454$ ,  $p<.0005$ ; All staff get feedback after M&E activities at Sizakala Customer Services dept ( $M=4.21$ ),  $t(27) = 9.363$ ,  $p<.0005$ ; Employee M&E findings are fully implemented at Sizakala Customer Services dept ( $M=4.04$ ),  $t(27) = 6.539$ ,  $p<.0005$ .

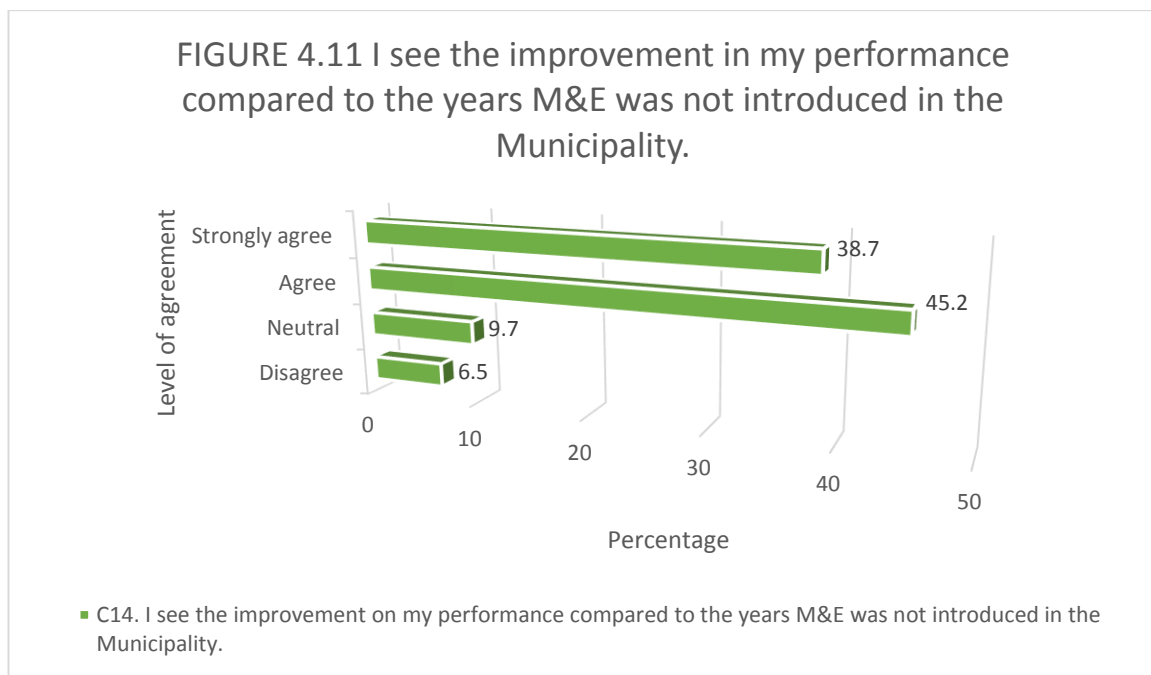
#### **4.5.3 SECTION C: IMPACT OF M&E ON EMPLOYEE PERFORMANCE**

Figure 4.10 shows the level of agreement that Monitoring and Evaluation at the Sizakala Customer Services department helps employees to improve their performance. Monitoring and Evaluation at the Sizakala Customer Services department help (87.1%) employees to improve their performance. 9.7% were uncertain and only 3.2% disagreed. The study is valid because one-third of the employees acknowledge that M&E helps them to improve their performance. Evaluation is utilized by the state to elevate openness, build up liability and advance performance, albeit performance management systems initiate result goals and performance targets, monitor progression, ensure performance enhancements and report the outcome to elevated policy levels and the public (Mbiti and Kiruja 2015:13).



*Figure 4.10 The M&E at Sizakala Customer Services department helps me to improve on my performance*

Figure 4.11 indicate the level of agreement that the respondents see the improvement in their performance compared to the years M&E was not instigated in the eThekweni municipality. The majority (83.9%) of the respondents see the improvement in their performance compared to years M&E was not instituted in the eThekweni municipality. 9.7% were uncertain and 6.5% do not see the improvement. Monitoring and Evaluation helps to improve performance (Yusuf et al. 2017:15).

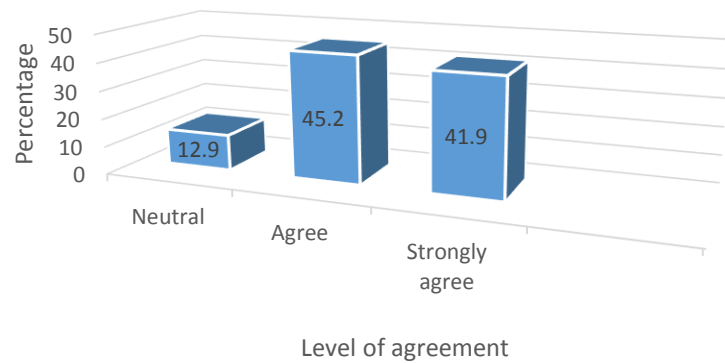


*Figure 4.11 I see the improvement on my performance compared to the years M&E was not introduced in the municipality*

Figure 4.12 demonstrates the level of agreement that M&E help the respondents to identify areas of incompetence that may affect their service delivery. M&E help the majority (87.1%) of the respondents to identify areas of incompetence that may affect their service delivery in the early stages. 12.9% of the respondents were uncertain. Therefore, M&E needs to be utilized by all organizations as a tool to track the areas of incompetence at the early stages so that urgent necessary action may be taken to improve incompetent service delivery. Performance must be monitored, measured and reviewed at least once per year to act as an expedite warning gauge of unsatisfactory performance (South Africa, The Presidency 2000:48).



FIGURE 4.12 M&E help me to identify areas of incompetence in the early stages that may affect my service delivery.



■ C15. M&E help me to identify areas of incompetence in the early stages that may affect my service delivery.

Figure 4.12 M&E helps me to identify areas of incompetence in the early stages that may affect my service delivery

Figure 4.13 demonstrates the level of agreement that the respondents fully implement M&E findings to improve their performance. The majority (80.7%) fully implement M&E findings to improve on their performance. 16.1% were uncertain. The majority of the Sizakala Customer Services department understands the importance of M&E.

FIGURE 4.13 I fully implement monitoring and evaluation findings to improve my performance

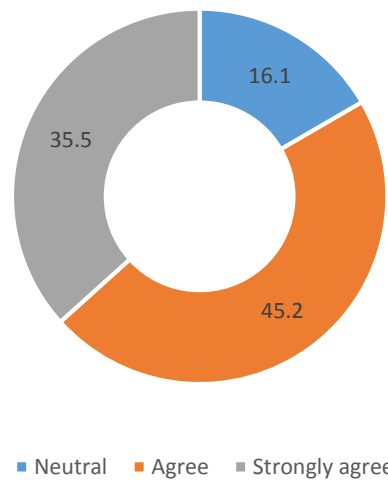
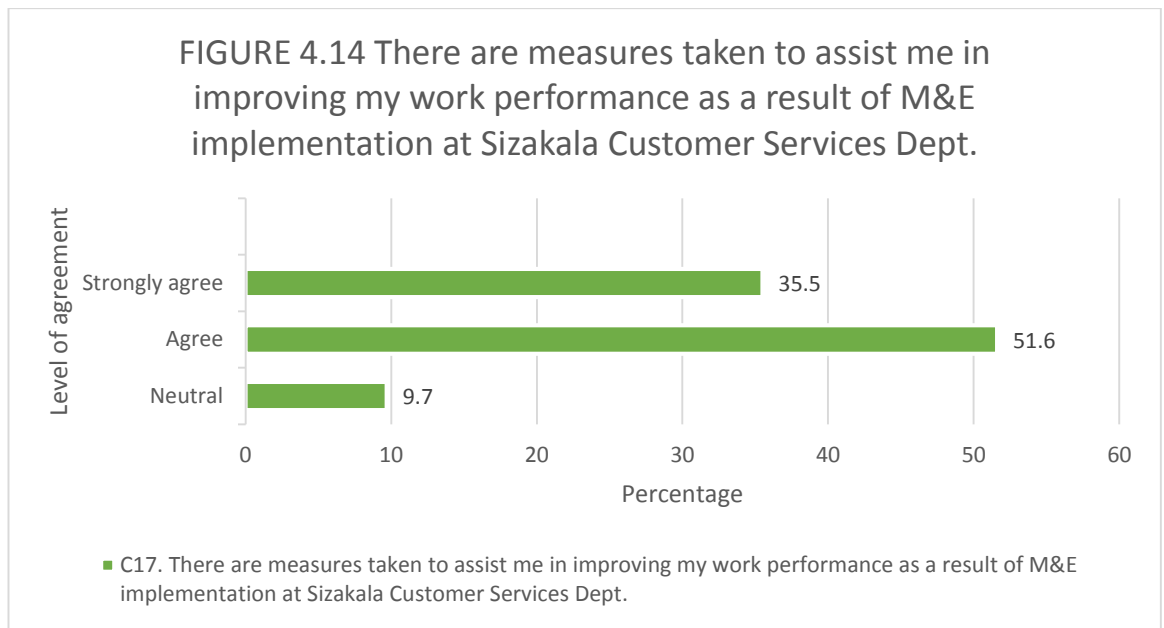


Figure 4.13 I fully implement monitoring and evaluation findings to improve my performance

Figure 4.14 demonstrates the level of agreement that there are measures taken by the Sizakala department to assist the respondents in improving their work performance due to M&E implementation. The predominance (87.1%) of the respondents attest that measures are taken by the Sizakala department to assist them in improving their work performance as a result of M&E implementation. 9.7% were uncertain. There were no disagreements from the respondents.

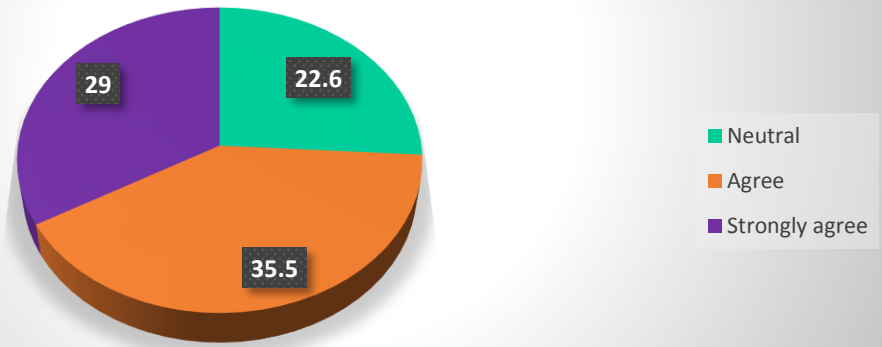
Closing the performance gap means executing training intervention to advance relevant skills and competencies of the workers and elevating workers performance (Nassazi 2013:29-30). Employee training has a major impact on elevating performance as well as production capacity. Successively, this helps to keep the organization competitive and remain at the top.



*Figure 4. 14 Measures taken to assist me in improving my work performance as a result of M&E implementation at Sizakala Customer Services department*

Figure 4.15 demonstrates the degree of consensus that the frequency of M&E at the Sizakala Customer Services Dept is adequate. The majority (64.5%) agreed that the frequency of monitoring and evaluation at the Sizakala Customer Services Dept is adequate. However, 22% of the respondents were uncertain.

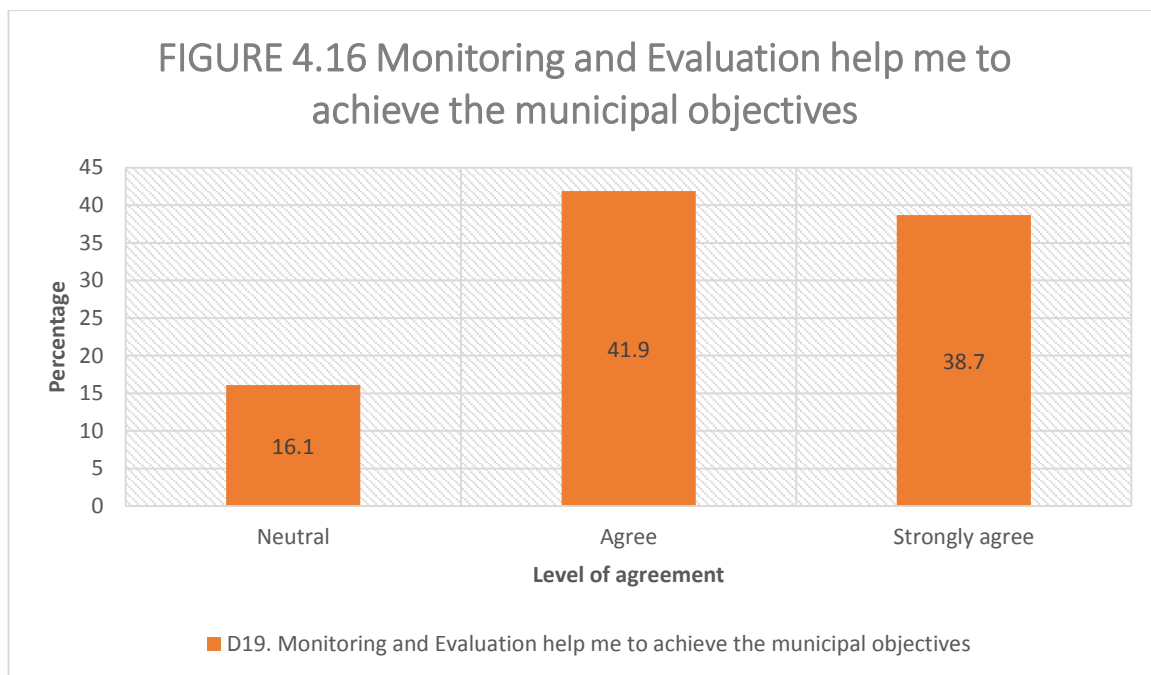
**FIGURE 4.15 The frequency of monitoring and evaluation at Sizakala Customer Services Dept is adequate.**



*Figure 4.15 The frequency of monitoring and evaluation at Sizakala Customer Services Dept is adequate*

#### **4.5.4 SECTION D: HOW M&E CONTRIBUTES TO THE ACHIEVEMENT OF ORGANIZATIONAL OBJECTIVES**

Figure 4.16 demonstrates the level of agreement that M&E helps the respondents in the Sizakala department to achieve the municipal objectives. Monitoring and Evaluation helps the majority (80.6%) of the respondents in the Sizakala department to achieve the municipal objectives. 16.1% were uncertain. Judging from the majority of the respondents, it can be agreed that M&E does help to achieve the municipal objectives. Sanga, Fue and Kilima (2013:20) further supports that Monitoring and Evaluation measures and reveals the degree to which the organization has attained the desired results and objectives.

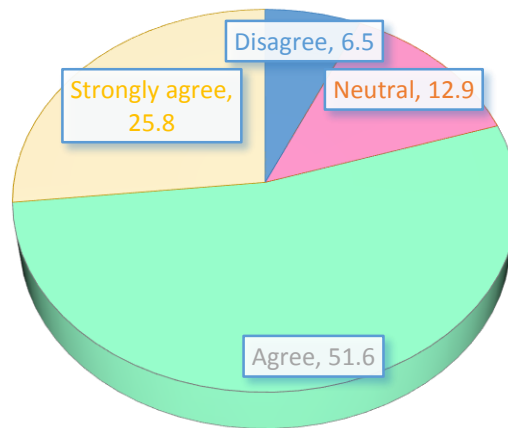


*Figure 4.16 Monitoring and Evaluation helps me to achieve the municipal objectives*

Figure 4.17 demonstrates the level of agreement that Monitoring and Evaluation helps the respondents to gauge progression in contrast to set plans and to inspect abundance to set standards. Monitoring and Evaluation helps the majority (77.4%) of the respondents to gauge progression in contrast to set plans, and to inspect abundance to set standards. 12.9% were not certain and 6.5% of the respondents disagreed. A small portion of the respondents still needs to be taught and trained to gain a better understanding of M&E.

The results support Rodriguez-Garcia and Kusek's (2007:4) assertion that M&E helps to assess the degree to which the program or project is on track and to exercise the relevant corrections as needed. It tracks the progress in physical and financial terms and demonstrates results (Bangladesh, Ministry of Health and Family Welfare 2014:3). It also tracks the key issues facing implementation and how to address the issues (Agune 2016:34).

**FIGURE 4.17 M&E HELP ME TO TRACK PROGRESS AGAINST SET PLANS AND CHECK COMPLIANCE TO SET STANDARDS**

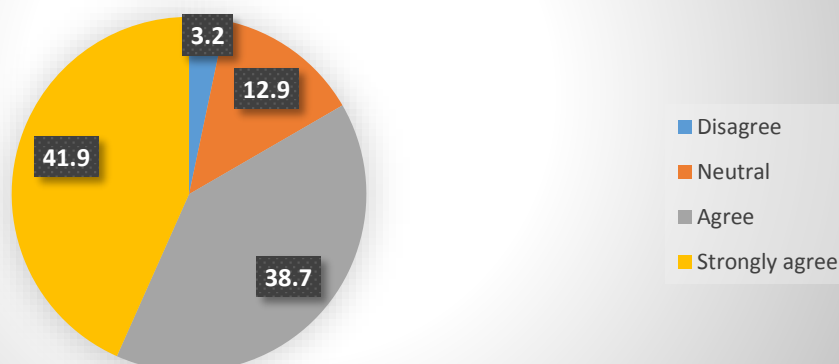


*Figure 4.17 M&E helps me to track progress against set plans and check compliance to set standards*

Figure 4.18 demonstrates the level of agreement that Monitoring and Evaluation helps the respondents to track progression towards attaining the municipal goals and objectives. Monitoring and Evaluation helps the majority (80.6%) of the respondents to track progression towards attaining the municipal goals and objectives. 12.9% were not sure and only 3.2% disagreed.

M&E assesses progression towards the accomplishment of the overall goals and objectives of the organization (Channa 2013:6). It tracks whether the organizational objectives are still achievable and whether the objectives are achievable with the existing activities. It tracks whether the objectives do need to be modified and the opportunity for new activities (Agune 2016:34).

**FIGURE 4.18 M&E help me to track the progress being made towards achieving the municipality goals and objectives.**



*Figure 4.18 M&E helps me to track the progress being made towards achieving the municipality goals and objectives*

#### **4.5.5. SECTION E: CHALLENGES**

Figure 4.19 demonstrates the level of agreement that there is enough funding for M&E initiatives at the Sizakala Customer Services department. Only 16.2% agreed that there is enough funding for M&E initiatives at the Sizakala Customer Services department. The majority (48.4%) of the respondents were not certain whether there is enough funding. 25.8% disagreed that there is enough funding. The statistics reveal that there is not enough funding for M&E initiatives in the Sizakala department.

Scott (2013:17) stated that there are gaps between staff capacity and financial resources. Gaps are inequalities formed by lack of consistencies betwixt M&E policies and procedures and M&E practices. The noted differences include evaluations being underfunded, too few central M&E unit personnel and technical department personnel.

### FIGURE 4.19 THERE IS ENOUGH FUNDING FOR THE M&E INITIATIVES AT SIZAKALA CUSTOMER SERVICES DEPARTMENT.

■ F27. There is enough funding for the M&E initiatives at Sizakala Customer Services department.

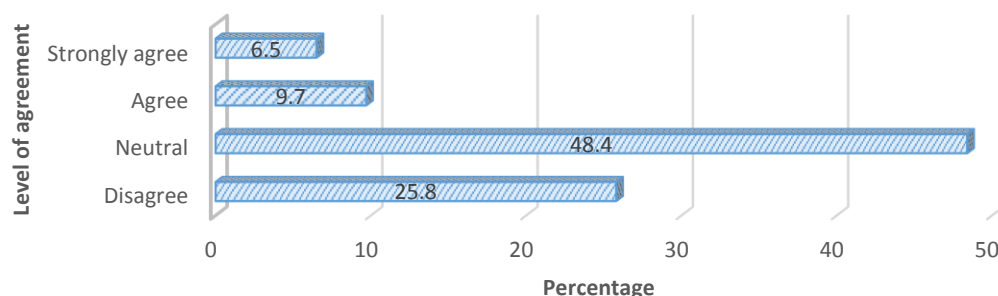
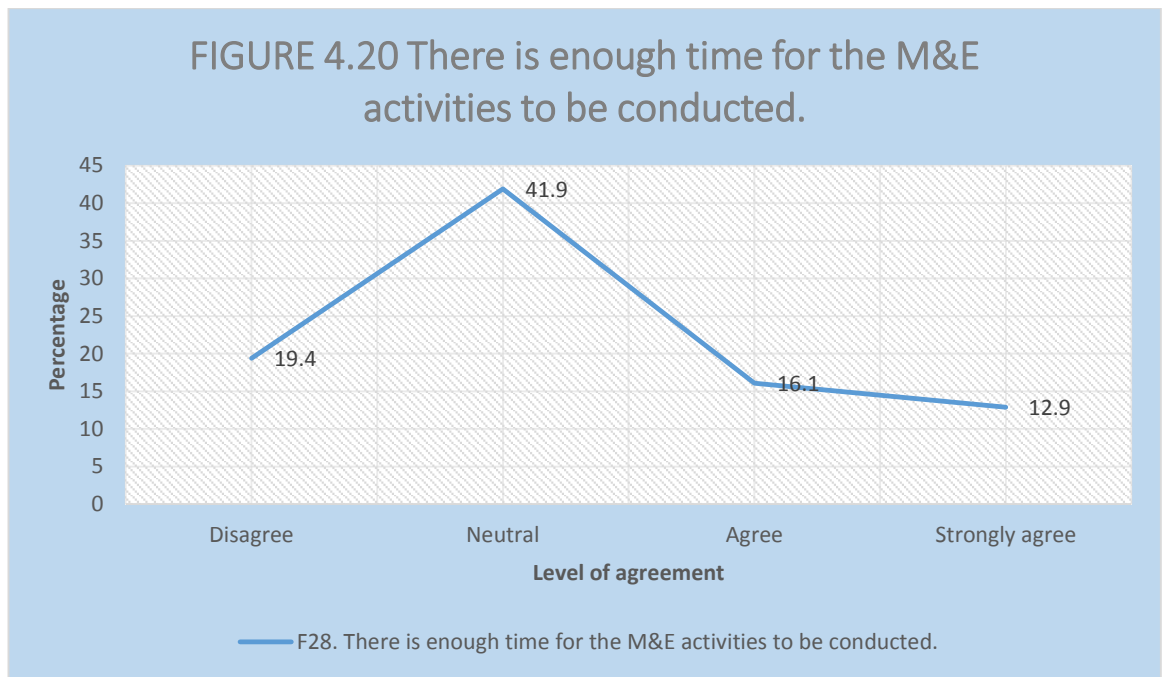


Figure 4.19 There is enough funding for the M&E initiatives at Sizakala Customer Services department

Figure 4.20 demonstrates the level of agreement that there is enough time for the M&E activities to be conducted. The majority (41.9%) of the respondents were not certain whether there is enough time for the M&E activities to be conducted; 29% agreed that there is enough time, and 19.4% disagreed. M&E function is not easy to establish and requires time and resources (Naidoo 2012:105). The evaluation process is often neglected, done haphazardly, or skipped altogether because it requires time, attention, and expertise (Chan 2010:240).

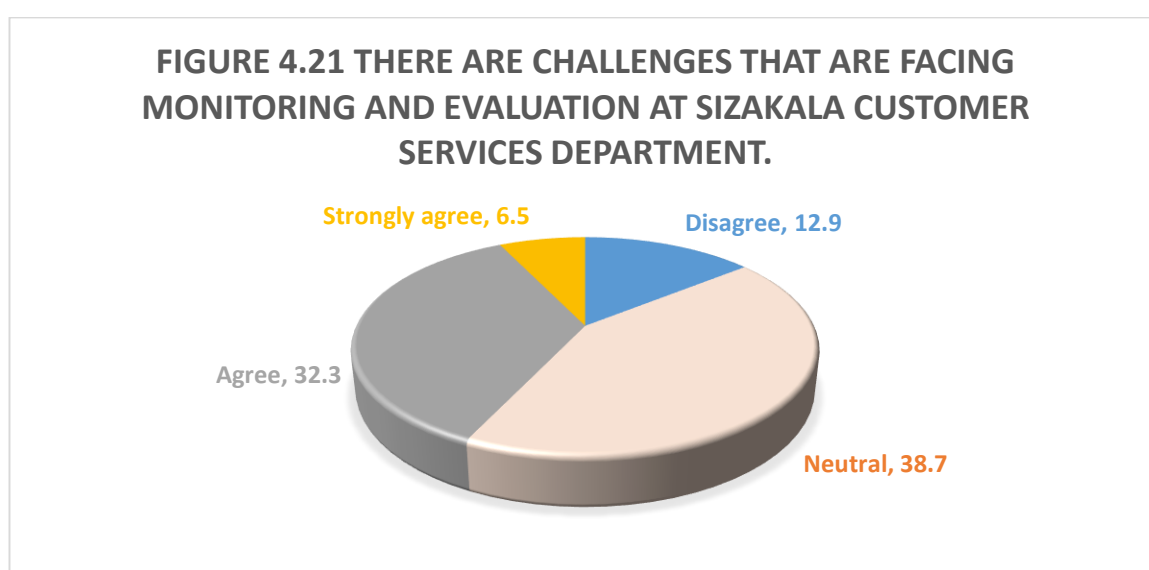




*Figure 4.20 There is enough time for the M&E activities to be conducted*

Figure 4.21 demonstrates the level of agreement that there are challenges facing Monitoring and Evaluation at the Sizakala Customer Services department. The majority (38.8%) of the respondents agree that there are challenges facing Monitoring and Evaluation at the Sizakala Customer Services department. 38.7% were uncertain. At least, 12.9% disagreed that there are challenges facing M&E. The percentage of the agreed and not certain respondents is almost the same, which means only 12.9% are certain that there are no challenges facing M&E. Govender (2011:vii) states the main challenges experienced by the municipalities in the implementation of an M&E system is the shortage of M&E specialists and evaluation capacity development. Municipal officials deteriorate to apprehend the significance of M&E and therefore, have failed to establish an institutional M&E system. This revealed that much still needs to be done in terms of training, workshops, dialogue on M&E and how suitable systems can be administered at the local government level to advance service delivery (Mthethwa and Jili 2016:109-110).

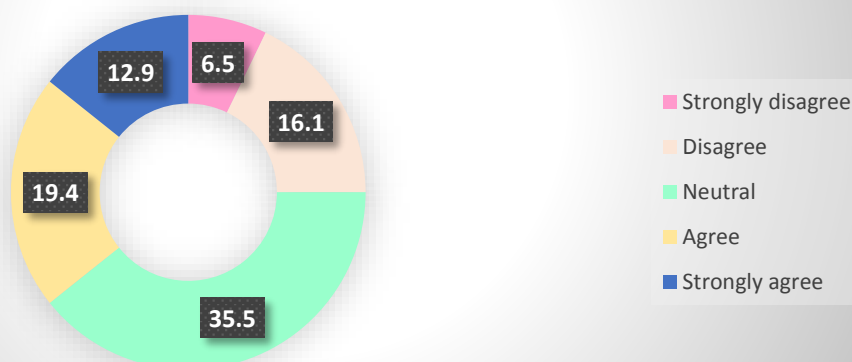
The respondents were further required to state the challenges that Monitoring and Evaluation are facing. The respondents expressed that the Sizakala department gets very busy at times and experience more walk-in customers, which makes it difficult to request them to respond to the questionnaires to rate the service they have received. Monitoring and evaluation is obstructed due to servicing the needs of the customers. Another challenge that is facing monitoring and evaluation at the Sizakala department is that some staff members do not wear their name tags at all times, which makes it challenging for the Monitoring and Evaluation incumbents to identify them.



*Figure 4.21 Challenges facing Monitoring and Evaluation at Sizakala Customer Services department*

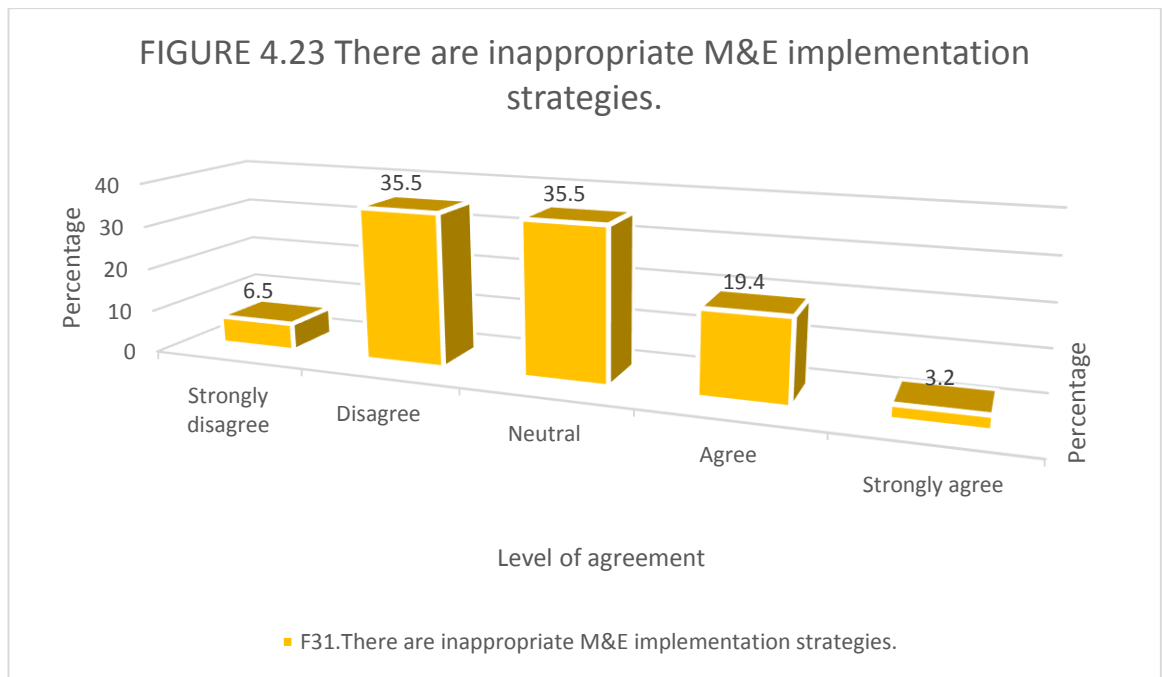
Figure 4.22 demonstrates the level of agreement that there is insufficient human resource capacity; people who are trained in M&E. The majority (35.5%) were not sure whether there is inadequate human resource capacity; people who are trained in M&E. 32.3% agreed. Only 22.6% disagreed that there is inadequate trained human resource capacity. This means that more M&E training needs to be provided to the Sizakala Customer Services department staff. The challenge facing local government is that the knowledge, skills, and competence required for performing M&E related duties are limited (Mthethwa and Jili 2016:109).

**FIGURE 4.22 There are inadequate human resource capacity or people who are trained in M&E.**



*Figure 4.22 Human resource capacity or people who are trained in M&E*

Figure 4.23 demonstrates the level of agreement that there are inappropriate M&E implementation strategies. The majority (42%) disagreed that there are inappropriate M&E implementation strategies. 35.5% were uncertain. 22.6% of the respondents agreed that there are inappropriate M&E implementation strategies. However, it is a concern that more than half of the respondents did not disagree that there are inappropriate M&E implementation strategies in the Sizakala Customer Services department. According to Tizikara (2014:24), an appropriate M&E strategy identifies a set of standard outcomes and impact indicators for tracking performance.



*Figure 4.23 There are inappropriate M&E implementation strategies.*

Figure 4.24 demonstrates the level of agreement that there is a lack of funding or resources for M&E. The majority (48.4%) were not certain whether there is dearth of funding/resources for M&E. 35.5% agreed that there is dearth of funding/resources for M&E. Only 16.1 were certain that is no lack of funding/resources for M&E. The predominance of the respondents were uncertain and agreed that there is a lack of funding/resources for M&E. The municipality needs to pay attention to these statistics and more funding and resources for M&E need to be provided for the Sizakala Customer Services department. Some organizations view monitoring and evaluation as an expense that cannot be afforded. If it is conducted, it is executed superficially, where a few activities are recorded and irregularly (Muzinda 2007:75; Scott 2013:17).

### FIGURE 4.24 THERE IS LACK OF FUNDING OR RESOURCES FOR M&E.

■ Disagree ■ Neutral ■ Agree ■ Strongly agree

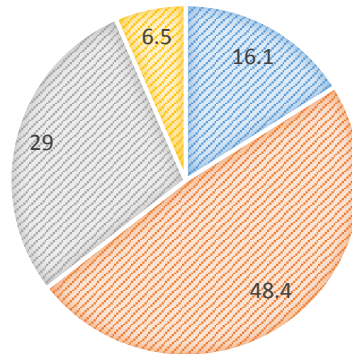
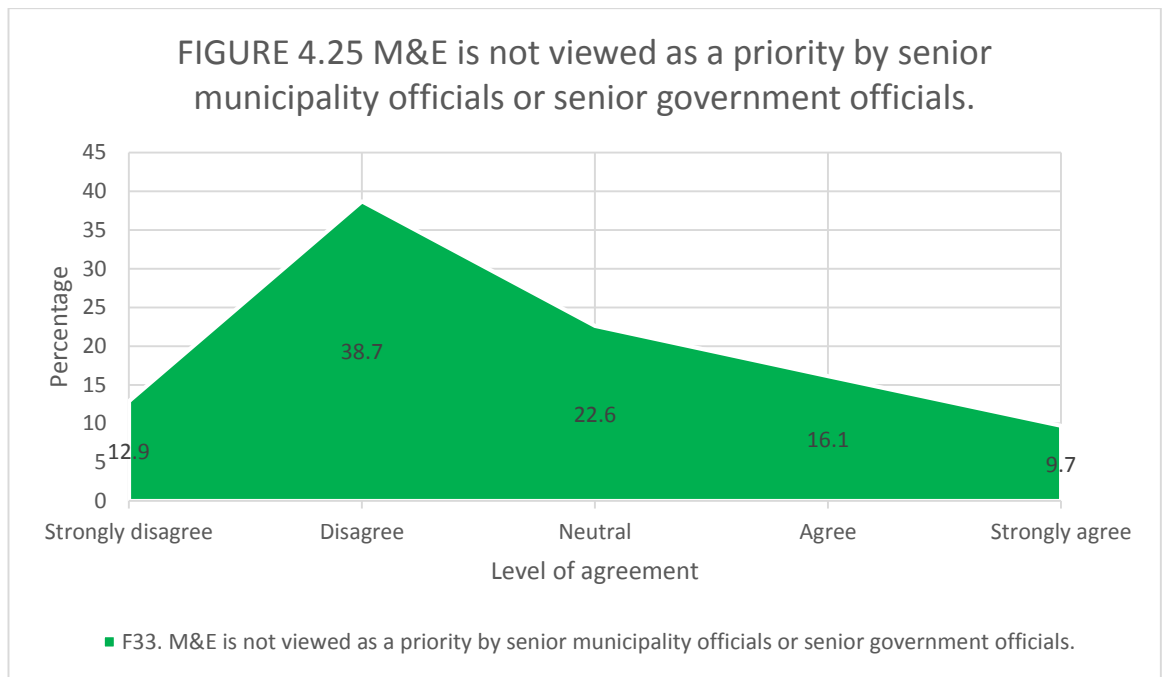


Figure 4.24 There is a lack of funding or resources for M&E.

Figure 4.25 demonstrates the level of agreement that M&E is viewed as a priority by senior municipality officials or senior government officials. The majority (51.6%) believes M&E is regarded as a priority by senior municipality officials or senior government officials. 22.6% were uncertain. 25.8% believes M&E is not prioritized by senior municipality officials or senior government officials. It is positive that the majority believes M&E is viewed as a priority by senior municipality officials, but it is still a concern that 25.8% believes that M&E is not prioritized by senior officials and the 22.6% could also include respondents who believe M&E is not viewed as a priority by senior officials.

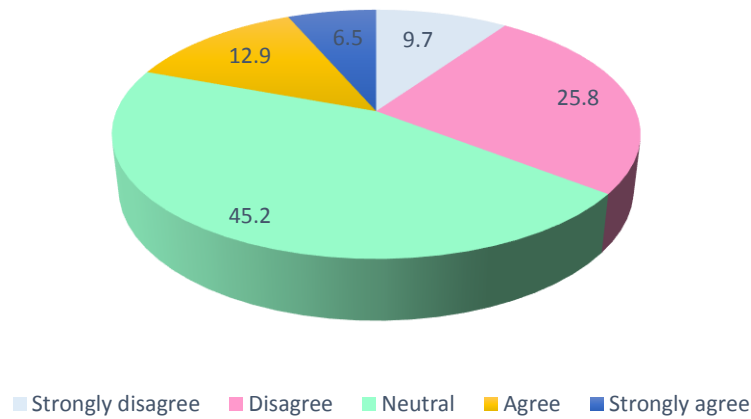
Managers should prioritize M&E in organizations because it supplies unceasing feedback on project execution as it tracks prospective successes and limitations that may direct well-timed decisions. It minimizes the risk of project failure. It assesses the appropriateness, efficacy, efficiency, durability and consequence of projects or programs (Biwott et al. 2017:48).



*Figure 4.25 M&E is not viewed as a priority by senior municipality officials or senior government officials*

Figure 4.26 demonstrates the level of agreement that the M&E technology/systems to collect information easily and systematically is not in place. The majority (45.2%) were not certain whether the M&E technology/systems to collect information easily and systematically are not in place. 35.5% disagreed. Only 19.5% agreed.

**FIGURE 4.26 M&E technology or systems to collect information easily and systematically are not in place.**



*Figure 4.26 M&E technology or systems to collect information easily and systematically is not in place*

The results demonstrate the level of agreement that there is a lack of training at the Sizakala Customer Services department. The majority (58%) disagreed that there is a lack of training at the Sizakala Customer Services department. Only 16.2% agreed that a lack of training exists at the Sizakala Customer Services department. 25.8% were uncertain. The results exhibit that the Sizakala Customer Service department is aware of the impact that can be caused by a lack of training. The effects of a lack of training are poor and worsening performance, lack of employee development, diminished industry standing and legal consequences (lawsuits and fines resulting from employees' mistakes (Al-Aghbari 2019:4). Training and development help to prepare the workers to comply with current and future changing requisites of the job and the organization. It averts datedness and helps to transmit the necessary knowledge and skills essential for the efficient performance of job tasks. Training and development prepare the human resources department for more intense functions. It is to help the workers to be more productive in their positions by introducing them to the latest concepts, information and procedures to improve the skills needed in their particular fields. Training and

development help departments to run smoothly and efficiently. It helps to attain value for money deliverables and ensures quality (Bhatia 2017: 134). Training Sizakala employees on Monitoring and Evaluation will help to provide the employees with a better understanding of why M&E is executed and how it benefits the organization.

Figure 4.27 below, demonstrates the level of agreement that there is an effective communication strategy to inform staff on M&E and planning. The majority (48.4%) believes there is an effective communication strategy to inform staff on M&E and planning. 22.6% agreed that there is a lack of an effective communication strategy to inform staff on M&E and planning. 25.8% were uncertain. Effective communication between M&E and content team members results in more chances of understanding the value of M&E by team members.

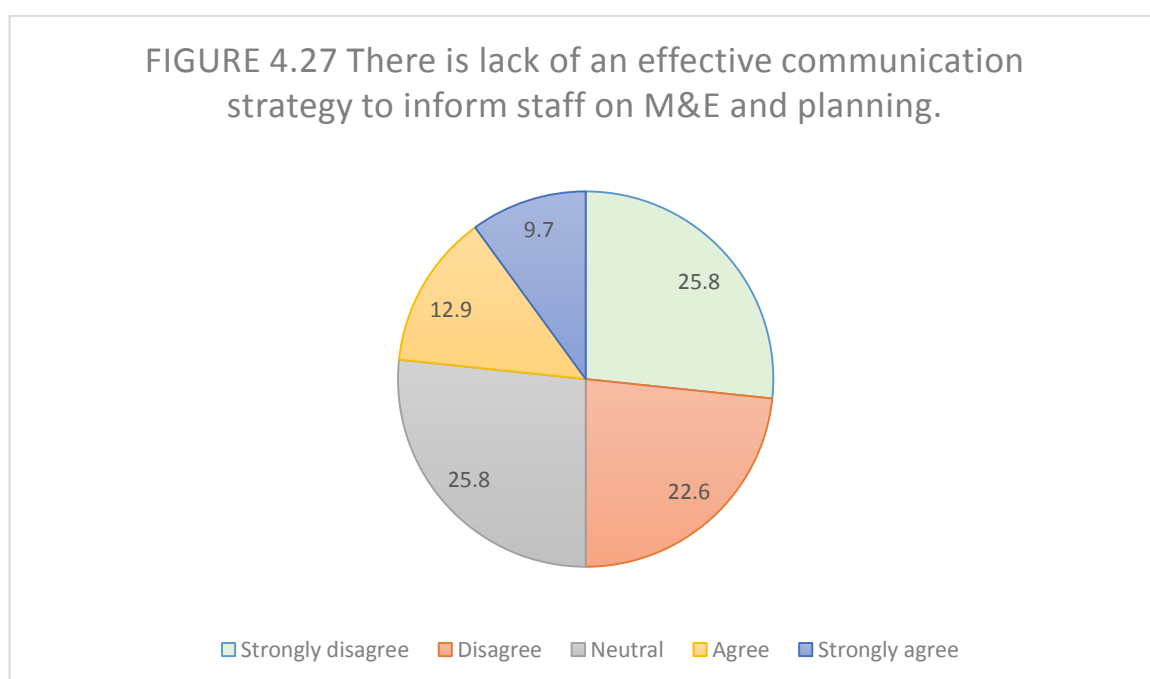


Figure 4.27 Lack of an effective communication strategy to inform staff on M&E and planning



#### **4.5.6 SECTION F: RECOMMENDATIONS TO IMPROVE MONITORING AND EVALUATION AT THE SIZAKALA CUSTOMER SERVICES DEPARTMENT**

The respondents were required to make suggestions of how Monitoring and Evaluation can be made more effective. The respondents suggested that M&E can be made more effective by empowering more staff or finding more effective technological resources to improve evaluation and by communication, strategic planning and budget. All the centres must have supervisors. Monitoring and Evaluation must be conducted during the middle of the month when the volume of work for both management and staff is average or fair. M&E incumbents must visit the centres regularly or the monitoring and evaluation must be done at least on a quarterly basis. Every Sizakala centre should have a manager or supervisor to monitor the centre as currently, some centres do not have supervisors. Monitoring and Evaluation must be done regularly and ensure that all the centres implement the same regulations.

#### **4.5.7. IMPORTANT AREAS**

The discussion below contains neutral responses, which means the respondents were not sure of the responses. The responses mentioned below reveals that the respondents were not knowledgeable of Monitoring and Evaluation or were not free to state their responses. The respondents were not confident to state their agreement or disagreement with the research questions. This might produce incorrect research results as the respondents did not declare clear responses and may have a negative impact on the organization as the respondents would not receive the relevant help. One of the aims of the research study is to increase the level of understanding of M&E.

**The exploration of the understanding of the Sizakala Customer Services department employees of Monitoring and Evaluation and its practice in the municipality.**

The research questions below were to test the understanding of Monitoring and Evaluation and to assess if M&E is being exercised in the Sizakala department. The results revealed that some of the Sizakala employees were not certain of their responses.

9.7% were not sure whether they understood monitoring. 16.1% were not sure if M&E information is accessible to all staff. 12.9% were not sure if staff training is a huge determinant of how M&E is carried out. 16.1% were not sure if all Sizakala staff are trained on M&E. 16% of the officials were not certain if there is an M&E unit at Sizakala Customer Services department with qualified practitioners. The 9.7% were uncertain if they have been monitored when delivering services to the public at Sizakala Customer Services department. 22.6% were uncertain if they like to be monitored. 16.1% were uncertain if they like to be evaluated. 12.9% were not sure if they are monitored and evaluated as a group or team. 12.9% were uncertain if all staff get feedback after M&E activities at Sizakala Customer Services department. 19.4% were uncertain that employee M&E findings are fully implemented at Sizakala Customer Services department.

The above results reveal that some of the Sizakala employees do not fully understand the concepts of Monitoring and Evaluation and were not adamant that M&E is being practised in the Sizakala department or it could mean that the employees did not want to disclose the status of implementation of M&E in the Sizakala department. These results pose a threat that some of the Sizakala employees did not want to be identified as to whether they do or do not understand M&E and whether M&E is being or not being practised in the Sizakala department. Not disclosing their statuses is a big challenge for the Sizakala department because it would be difficult for them to get help to improve.

**The examination of the impact of Monitoring and Evaluation on the performance of the Sizakala department employees.**

The research questions below were to assess the impact Monitoring and Evaluation has on the performance of Sizakala Customer Services department. The results below revealed that some of the Sizakala employees were not certain of their responses. 9.7% were uncertain whether M&E helps them to improve their performance. 9.7% were uncertain whether there is improvement in their performance compared to the years Monitoring and Evaluation was not introduced in the eThekweni municipality. 12.9% were uncertain whether M&E helps them to identify areas of incompetence that may affect their service delivery in the early stages. 16.1% were uncertain whether they fully implement Monitoring and Evaluation findings to improve their performance. 9.7% were uncertain whether measures are taken by the Sizakala department to assist them in improving their work performance as a result of M&E implementation. 22% of the respondents were uncertain that the frequency of Monitoring and Evaluation at the Sizakala Customer Services department is adequate.

The results could mean negligence of the purpose and importance of M&E and could still mean that the employees did not want to disclose the status of implementation of M&E in Sizakala department because they are not adamant that it is implemented and therefore not certain of its impact on their performance. The responses from this portion of respondents could not help the researcher to identify the impact M&E has on their performance.

**The exploration of the Monitoring and Evaluation contribution to the achievement of the objectives in the Sizakala department.**

The research questions below were to assess the impact Monitoring and Evaluation has on the achievement of municipal objectives. The results below revealed that some of the Sizakala employees were not certain of their responses. 16.1% were uncertain whether M&E does help to achieve the municipal objectives. 12.9% were not certain whether Monitoring and

Evaluation helps to track progress against set plans and to check compliance to set standards. 12.9% were not sure whether Monitoring and Evaluation does help to track the progress being made towards achieving the municipal goals and objectives. The results mean that this portion of employees are not certain how M&E helps them to achieve the municipal objectives, or it could mean they do not know how M&E helps them to achieve the municipal objectives. The results could still mean that the employees did not want to disclose the status of implementation of M&E in Sizakala department.

**The identification of challenges facing Monitoring and Evaluation within the department.**

The research questions below were to assess whether there are challenges facing Monitoring and Evaluation in the Sizakala department. The results below revealed that some of the Sizakala employees were not certain of their responses. 48.4% of the respondents were not certain whether there is enough funding for the Monitoring and Evaluation initiatives at Sizakala Customer Services department. 41.9% of the respondents were not certain whether there is enough time for the M&E activities to be conducted. 38.7% were uncertain whether there are challenges that are facing Monitoring and Evaluation at the Sizakala Customer Services department. 35.5% were not sure whether there are inadequate human resource capacity or people who are trained on M&E.

35.5% were uncertain whether there are inappropriate M&E implementation strategies. 48.4% were not certain whether there is a lack of funding or resources for M&E. 22.6% were uncertain whether M&E is viewed as a priority by senior municipality officials or senior government officials. 45.2% were not certain whether the M&E technology or systems to cumulate information smartly and consistently are not in order. 25.8% were uncertain whether there is a lack of training at Sizakala Customer Services department. 25.8% were uncertain whether there is an effective communication strategy to inform staff on M&E and planning. The results pose a big threat to the implementation of M&E because the large numbers of Sizakala employees were not certain if

there are challenges facing M&E in the Sizakala department or did not want to disclose whether there are challenges facing M&E. This increases the chances of not addressing the challenges if there are challenges facing M&E in the Sizakala department.

## **4.6 QUALITATIVE DATA ANALYSIS**

Qualitative data analysis for interviews will be examined in this section. Qualitative data analysis involves the identification, examination and interpretation of patterns and themes in data. Qualitative data can be very confusing due to its unstructured nature (Maxwell 1961:1). The analysis is based on common principles which include a transcription of interviews, careful examination of data to gain detailed insights into the phenomena being explored, developing a data coding system, and linking codes to form overarching themes or concepts (Noble and Smith 2014:2).

### **4.6.1. SECTION B: INTERVIEW RESULTS**

The interviews were conducted with key personnel at the eThekweni municipality, which included the evaluation practitioners, monitoring practitioners and the Sizakala manager. The interviewees' responses were summarized and analyzed. Some of the responses were quoted verbatim and the tone and expressions of the participants were retained for authenticity. Interviewees were asked questions to support the research objectives. Table 4.5 below describes the five participants who were interviewed. The five participants have an average age of 35.8 years and contribute a total of 44 years 7 months of experience working at the municipality.

Table 4. 4 Profession, age, and experience of respondents

Table 4.5 Profession, age, and experience of respondents.
•A projects evaluation practitioner – 32 years old with 10 years' experience at the municipality
•A programs evaluation practitioner – 36 years old with 2 years 7 months' experience at the municipality
•An organizational performance monitoring practitioner – 33 years old with 3 years' experience at the municipality
•An individual performance monitoring practitioner – 30 years old with 9 years' experience at the municipality
•A Sizakala Customer Services department manager – 48 years old with 20 years' experience at the municipality.

**The exploration of the understanding of the Sizakala Customer Services department employees of Monitoring and Evaluation and its practice in the municipality.**

The responses largely reflect that the respondents know what M&E is. It is imperative for the respondents to apprehend the concept of M&E to understand the rest of the questions and to be able to exercise M&E in their organization. M&E is a control mechanism that clarifies to all the collaborators the rationale why certain activities are executed (Masuku and Ijeoma 2015:6-7). The respondents defined evaluation as a process where you place a value judgement of whether the project or programme reaches its intended objectives. They also mentioned that evaluation is about assessing the tasks at hand and measuring the tasks implemented whether they are worth it and have an impact on the lives of the people. It is clear that all the participants understand the concepts of monitoring and/or evaluation.

The respondents were required to state if they monitor or evaluate the performance of the Sizakala employees and to state how often they monitor and evaluate performance. The responses reflected that monitoring of Sizakala department employees' performance is being executed by the monitoring practitioners. The results also reflected that the evaluation practitioners are still facing challenges and have not started any evaluation for the Sizakala department. The importance of M&E is to advance the functioning of governance systems and the quality of organizational outputs and to provide an expedient warning system and an instrument to efficiently attend to problems as they arise (Public Service Commission 2008:4). One of the monitoring practitioners elaborated that the projects and key performance indicators are on the eThekweni service delivery plan, which is the implementation plan. Monitoring is a tool that is utilized by the municipality for planning and reporting. The legislation requires monitoring to be executed quarterly but as per the municipality internal tool, the Sizakala department reports monthly.

The Sizakala manager was further asked to explain how they monitor performance. The **Sizakala manager** responded that the Sizakala department monitors the progress of activities through monthly meetings. They monitor performance through the transaction register- each service provided, or query attended to, is recorded on the transaction register by the customer care officials to show whether it was resolved. They monitor performance through Customer Satisfaction Questionnaires (CSQs) - where the customers rate the level of service, they have received from the customer care officials. The questionnaires are received by the Sizakala Administration department and the questionnaire information is compiled and made accessible to the managers, senior customer officers and supervisors and the necessary measures are taken. They monitor through supervisors who from time to time come to the centres to check whether the complaints are recorded properly, whether the officials are able to give feedback to the customers in terms of queries and if that is not happening, they make the necessary interventions.

Before each financial year, each member of staff signs the performance agreement. They also evaluate through the Mystery Shopper programmes where mystery customer makes an unannounced visit to evaluate the service they have received from the centres. The responses revealed that evaluation has not been previously executed for the Sizakala department. Only monitoring is being exercised. Only the Sizakala manager stated that both monitoring and evaluation are executed at Sizakala Customer Service department.

The Sizakala manager was required to state the initiatives undertaken by the Sizakala department when areas of poor performance are identified. This question was only applicable to the Sizakala manager. The response confirmed that initiatives are taken by the Sizakala department in areas where there is poor service. The response also revealed that the feedback of questionnaires is discussed at various internal meetings, including supervisor's, management, centre management and quality circle meetings--to discuss if there are issues concerning customer care and Human Resources matters. Whenever there is poor service, every organization should take initiatives to improve the service. Workforce training has a significant role in advancing the performance and productive capacity. This helps the organization to remain competitive and stay at the top (Nassazi 2013:29). The respondents were expected to express their opinions of M&E on customer care officials' performances. The responses revealed that the respondents believe that it is imperative and helpful for the organization to undertake Monitoring and Evaluation. They stated that M&E should be executed regularly, not after 3 months as the legislation requires. They further elaborated that M&E helps them to identify whether the organization is achieving the intended objectives. It helps them to see if they are still on track and to detect issues as early as possible and be able to correct them. It enables the funds to be utilized effectively. From the responses, it can be deduced that the respondents believe that it is important for the organization to undertake M&E. It is imperative for the M&E practitioners and the Sizakala managers to have a



positive attitude towards M&E to be able to exercise M&E to the employees. The respondents were further expected to assert when the M&E initiatives started in the Sizakala department. This section was also to track the possible date the Monitoring or Evaluation initiatives commenced or when it would commence, if it is not being exercised at the moment. The results revealed that the evaluation practitioners were not certain when the evaluation initiatives will commence for the Sizakala department due to the challenges it is facing. One of the **evaluation practitioners** responded as follows:

“I don't know when it can be started as we have capacity constraints. The organizational performance monitoring team has only two officials, the projects evaluation has only one person, and the programme evaluation has also one person and we have (25 000) employees in the municipality as a whole which has various units, and we don't have much of a budget. I can't really say the next priority for evaluation will be Sizakala- it depends on who is commissioning the evaluation and why and what do they want and whether we have money for that.”

It can be deduced from the results that the evaluation practitioners were not certain when the evaluation initiatives will commence for the Sizakala department due to the challenges it was facing.

The respondents were expected to express the perception of public officials towards M&E. It was important for the researcher to ask this question to determine the degree of apprehension of M&E towards Sizakala employees. In order for the public officials to abide by the principles of M&E they need to comprehend them. The responses revealed that the Sizakala employees do not like M&E and are not aware of evaluation. M&E is still a new initiative that is being introduced in the municipality. The staff misunderstands monitoring as a punishment instead of a way for improvement. The Sizakala managers think they are being micro-managed. Employees are not aware of evaluation. It can be concluded from the responses that the Sizakala employees still do not understand monitoring and are not aware of evaluation. The respondents were

also required to express the perception of public managers or Monitoring and Evaluation practitioners towards M&E. It was significant for the researcher to ask this question to determine the level of M&E understanding towards Sizakala managers and M&E practitioners. The responses revealed that M&E gives the M&E practitioners uncomfortableness because they need to chase the managers in order to get the M&E information and the managers think they are being micro-managed. The **Evaluation practitioner** respondent as follows:

“Generally, we are like watchdogs- who are coming in to check what they are doing. To catch them out. It doesn't have a good reputation. Even when you say you want to come and do the evaluation people are like why- I know what I'm doing.”

It can be concluded from the responses that the public managers viewed Monitoring and Evaluation negatively and it made the evaluation practitioners uncomfortable because they need to chase managers to get the Monitoring and Evaluation information.

### **The examination of the impact of Monitoring and Evaluation on the performance of the Sizakala department employees.**

The respondents were required to express their knowledge of the impact of Monitoring and Evaluation on the performance of the employees in the Sizakala department. Monitoring and Evaluation improves employees' performance (Mbiti and Kiruja 2015:13). The responses revealed that Monitoring has a positive impact on the performance of the employees. The responses alluded that M&E helps to steer the employees in the correct direction. It helps to ensure that employees are doing what they are supposed to do and becomes a reminder of the goals that need to be attained. Evaluation helps to check whether the intended tasks were performed. It can be deduced that monitoring has a positive impact on the performance of the employees.

The Sizakala manager was further required to state if there had been any improvement of performance compared to the years Monitoring and Evaluation was not introduced in the Sizakala department. The success of exercising Monitoring and Evaluation can be measured by the improvement of performance within the organization. The Sizakala manager confirmed that there is an improvement in the performance of the department staff compared to the years when Monitoring and Evaluation was not introduced in the municipality. It can be concluded that there is an improvement in the performance of the Sizakala department staff compared to the years when M&E was not introduced in the municipality.

**The exploration of the Monitoring and Evaluation contribution to the achievement of the objectives in the Sizakala department.**

The respondents were required to state whether M&E contributes to the achievement of the municipal objectives. M&E helps to measure and to reveal the extent to which the organization has achieved the desired results and objectives (Sanga, Fue and Kilima 2013:20). The respondents concurred that M&E contributed to the attainment of the municipal objectives. The responses revealed that monitoring assists the municipality to focus on the set goals and tracking if the set targets are reached within the set timeframe. It ensures that the municipality is still within the set budget. Monitoring warrants the city manager to check the performance of the department through the municipality dashboard and be able to make the necessary interventions through the relevant head of department if there are areas of concern. Evaluation is about generating knowledge of what works and what does not work. Evaluation would be able to measure whether the municipality IDP is aligned to meet the vision of the municipality. Evaluation would help the municipality to check if it is implementing the right programmes and projects and achieving what it intended to achieve and to evaluate if it is meeting the needs of the citizens. It can be concluded that M&E contributes to the attainment of the municipal objectives.

## **The Challenges facing Monitoring and Evaluation**

The respondents were required to state the challenges of M&E. Mthethwa and Jili (2016:109-110) stated that the challenges that are facing Monitoring and Evaluation is that municipal bureaucrats fail to comprehend the significance of M&E and therefore have been unsuccessful in initiating a corporate M&E system. This means that there is still much to be effectuated regarding trainings, workshops, communication on M&E and how systems can be executed efficiently at the local government level to elevate service delivery. The responses revealed that the major challenge facing the Performance Monitoring and Evaluation unit is not having experienced staff for Monitoring and Evaluation. At the local level, other municipalities have not started with the evaluation either and there is no one to learn from. The challenges that are facing Monitoring and Evaluation at the eThekweni Municipality is the lack of co-operation with other units and having staff who do not want to be monitored. The M&E department is seen as a threat to other units, it is seen as it is going to take away the jobs of the staff and regarded as the watchdogs. Another challenge is that government pays a lower salary than the private sector. The private sector recognizes M&E as scarce skills and rewards more than the municipality.

The employees exit the municipality for better job opportunities in the private sector. The municipality employs more staff on contract, which results in new employees coming in to learn and exiting the municipality after the contracts are expired. The employees do not take the Performance Monitoring and Evaluation unit seriously. It is considered an option that can be taken or rejected. The employees do not correspond with the PME department through emails. It can be concluded that there are challenges facing Monitoring and Evaluation at the eThekweni municipality, which affects the Sizakala department, for example, not having experienced staff for Monitoring and Evaluation and due to constrained M&E human and financial resources, the department is monitored through reports. The PME unit does not visit the Sizakala department.

The respondents were additionally required to answer whether there is enough funding for conducting Monitoring and Evaluation. Some organizations view Monitoring and Evaluation as an expense that cannot be afforded. If it is conducted, it is done superficially by just recording a few activities irregularly. (Muzinda 2007:75; Scott 2013:17). The responses revealed that there are not enough funds for Monitoring and Evaluation. The municipality needs to increase the funds for Monitoring and Evaluation to be executed successfully. Monitoring and Evaluation will help the organization to save the funds on the other hand as M&E helps to identify what works, what does not and the reason why which allows for early corrections. M&E systems are used for budgetary and financial control (Lopez-Acevedo et al. 2012:22). The **Monitoring practitioner** responded as follows:

“No, it's a new unit. Most of us don't have enough staff as yet. So, we cannot go to sites and monitor physically. We accept what they telling us when they are reporting. It's very tricky that you taking somebody's word. If we have enough funds, we would be able to have officials who will go to the units and see whether the units who have submitted the files or the reports really did what they said they did so that we won't have the people who can say they have built a house and then when people go to the cite to find that it was not done. If we have more staff, we would go there and take pictures.”

The respondents concurred that there were not enough funds for Monitoring and Evaluation. Only the Sizakala manager declared that there were enough funds for M&E.

### **Recommendations for overcoming the challenges facing Monitoring and Evaluation**

The respondents were given the opportunity to make any recommendations on Monitoring and Evaluation. The results revealed that the monitoring practitioners suggested that there must be consequence management; the

units must be accountable to their superiors if they do not submit the reports. It was also recommended that monitoring needs to be taught from a higher to a lower level. There should be campaigns to teach the municipality about M&E. They suggested that the staff be able to go on the ground and verify the work done, rather than just looking at the paperwork. **Monitoring practitioner B** commented:

“Monitoring needs to be taught from higher to lower level. We have legislations but no one is going to sit down and read the legislations. Training classes for senior management should be arranged to teach them what is Monitoring and Evaluation and why it is important because the big challenge is that they do not see it as important. The PME unit can then teach their subordinates of what is Monitoring and Evaluation. If they can be taught that it is not about micro-managing them and to remove the negative perception that they need to do things according to the way the PME unit is telling them to do and not their way.”

It can be concluded that there must be consequence management in the municipality. If units do not report accordingly their bosses must deal with them. Monitoring also needs to be taught from a higher to a lower level.

## 4.7 SECTION C: RESULTS FOR QUANTITATIVE AND QUALITATIVE DATA

Table 4. 5 Results for Quantitative and Qualitative Data

RESEARCH OBJECTIVE	TITLE	QUANTITATIVE	QUALITATIVE	SIG AGREEMENT OR DISAGREEMENT
<b>OBJECTIVE 1:</b>  <b>To determine the Sizakala Customer Services department employees' understanding of monitoring and evaluation and its practice in the municipality</b>	Understanding of Monitoring and Evaluation concepts.	The majority 77.5%) have an understanding of what monitoring is. The majority (87.1%) had an understanding of what evaluation is	All participants understand what Monitoring and or Evaluation is	There is significant agreement- results are complementing.
	Monitoring and/ evaluating the performance of Sizakala Customer Care officials	The majority (64.5%) agreed that the frequency of monitoring and evaluation at Sizakala dept. is adequate. The majority (74.2%) get to be monitored and evaluated as a team.	Monitoring is done for the Sizakala department. Evaluation is not yet done for the Sizakala department.	There is no significant agreement- results are not complementing.
	Initiatives taken where there are areas of poor service at Sizakala Customer Services department.	The majority (87.1%) of the respondents certified that there are measures taken by the Sizakala department to assist them in improving their work performance as a result of M&E implementation.	There are initiatives taken where there is poor service.	There is significant agreement- results are complementing.
	Opinions towards Monitoring and/ Evaluation of the performance of customer care officials.	The majority (58.1%) likes to be monitored. The majority (64.5%) likes to be evaluated.	Helps to identify whether it is achieving its objectives. Helps to track compliance with the standards. Tracks how the funds are administered. Measures the organization is still on track and to detect issues as early as possible and be able to correct them.	There is significant agreement- results are complementing.

RESEARCH OBJECTIVE	TITLE	QUANTITATIVE	QUALITATIVE	SIG AGREEMENT OR DISAGREEMENT
	The perception of public officials and public managers towards Monitoring/ Evaluation.	The majority 77.5%) have an understanding of what monitoring is. The majority (87.1%) had an understanding of what evaluation is.	Officials are generally not aware of evaluation. Officials do not like it. Those that are not under-performing they feel that they are being policed and those that are doing their job they get excited because they get recognized.	There is no significant agreement- results are not complementing.
<b>OBJECTIVE 2: To determine the impact of monitoring and evaluation on the performance of the employees in the Sizakala dept.</b>	The impact of monitoring and evaluation of customer care officials on the performance of the department.	Helps (87.1%) employees to improve their performance. (83.9%) of the respondents see the improvement in their performance compared to years M&E was not introduced. Helps (87.1%) of the respondents to identify areas of incompetence in the early stages. there are measures taken by the Sizakala department to assist the (87.1%) of the respondents in improving their work performance as a result of M&E implementation.	Consistency of engagement ensures improvement. Ensures the balance that the department is spending within the budget. Steers employees in the right position and serves as a goal reminder.	There is significant agreement- results are complementing.
	The improvement of the performance of the department staff compared to the years when Monitoring and Evaluation was not introduced in the Municipality.	The majority (83.9%) of the respondents see the improvement in their performance compared to years Monitoring and Evaluation was not introduced.	There is improvement of the performance of the department staff compared to the years when M&E was not introduced.	There is significant agreement- results are complementing.



RESEARCH OBJECTIVE	TITLE	QUANTITATIVE	QUALITATIVE	SIG AGREEMENT OR DISAGREEMENT
<b>OBJECTIVE 3:</b> To determine how monitoring and evaluation contributes to the achievement of the objectives in the department.	Monitoring/ Evaluation contributing to the achievement of the municipal objectives.	Helps the majority (80.6%) of the respondents in the Sizakala department to achieve the municipal objectives. help the majority (77.4%) of the respondents to track progress against set plans and to check compliance to set standards. help the majority (80.6%) of the respondents to track the progress being made towards achieving the municipal goals and objectives.	Contribute to the achievement of the municipal objectives. Helps to check whether the municipality is achieving what it intended to achieve and whether it is spending its budget accordingly. Helps to generate knowledge of what works and what does not work. It makes people take their jobs serious.	There is significant agreement- results are complementing.
<b>OBJECTIVE 4:</b> To identify challenges and to make recommendations to overcome challenges facing monitoring and evaluation within the department.	Funding for Monitoring/ Evaluation.	The majority (48.4%) of the respondents were not certain whether there is enough funding	Funding is quite limited. The unit has not been able to get the funds that it requires.	There is no significant agreement- results are not complementing.
	Challenges for Monitoring/ Evaluation.	The majority (38.8%) of the respondents agree that there are challenges facing M&E. The majority (41.9%) of the respondents were not certain whether there is enough time for the M&E activities to be conducted. The majority (35.5%) were not sure whether there is inadequate human resource capacity/people who are trained in M&E.	The unit's major challenge is that they do not have experienced staff and skilled personnel to understand M&E. Most of the staff feel like the Performance Monitoring and Evaluation unit are the watchdogs. The PME unit is not taken seriously	There is no significant agreement- results are not complementing.

The results in Table 4.5 above reflect that there is a significant agreement between the quantitative and qualitative responses that the Sizakala Customer Services department employees have an understanding of Monitoring and Evaluation. However, there is no significant agreement between the quantitative and qualitative responses that M&E is fully practised in the Sizakala department. The results reflect that monitoring is conducted for the Sizakala department, but the evaluation has not been implemented for the department. The results also reflect that there is a significant agreement between the quantitative and qualitative responses that M&E has an impact on the performance of the employees in the Sizakala department. The results demonstrate that there is a significant agreement between the quantitative and qualitative responses that Monitoring and Evaluation has an impact on the achievement of the objectives in the Sizakala department. There is no significant agreement between the quantitative and qualitative responses that there are challenges facing M&E in the Sizakala department. The majority of the quantitative responses were uncertain responses, which could mean the respondents were not aware or did not want to disclose whether there are challenges facing M&E in the Sizakala department. The majority of the qualitative responses reflected that there are major challenges facing M&E in the Sizakala department.

We can conclude from the above table that there is significant agreement between most of the quantitative and qualitative results which means that the mixed methodology assisted the researcher to confirm that the results are valid.

## **4.8 THE CONTRIBUTION OF THE RESEARCH RESULTS TO LITERATURE**

**The exploration of the understanding of the Sizakala Customer Services department employees of Monitoring and Evaluation and its practice in the municipality.**

The study by Govender (2011:107) demonstrated that there is a constrained understanding of M&E in the KwaZulu-Natal municipalities. The study by Mthethwa and Jili (2016:109) revealed that the uMfolozi municipality encountered challenges performing M&E on public projects due to a lack of knowledge, skills, and capability. The municipal employees failed to apprehend the significance of M&E. The municipality failed to establish its own M&E system, encompassing M&E plans, yardsticks and instruments. The study demonstrated that there is no significant agreement between the existing literature and the results. The results demonstrate that there is an understanding of Monitoring and Evaluation in the Sizakala department but the literature reveals that there is a lack of understanding of Monitoring and Evaluation. There is significant agreement between the existing literature and the results that there are challenges to the implementation or practice of M&E.

**The examination of the impact of Monitoring and Evaluation on the performance of the Sizakala department employees.**

Employee evaluations impact employee confidence, recognition, promotion, performance, development, and organizational success (Small 2020:5). Niyivuga et al. (2019:3) state that Monitoring and Evaluation improves the quality of work delivered and that M&E feedback intensifies the inspiration of employees. The study has proved that there is a significant agreement between the existing literature and the results that Monitoring and Evaluation has an impact on the performance of the employees in the Sizakala department.

**The exploration of how Monitoring and Evaluation contributes to the achievement of the objectives in the Sizakala department.**

M&E demonstrates the commitment to meet the desired goals of the organization (Singh et al. 2018:13). Lopez-Acevedo et al. (2012:22) and Ijeomah (2010:9) state that government M&E systems results in government produced results being measured by its outputs, outcomes and impacts. The study portrayed that there is a significant agreement between the existing literature and the results that Monitoring and Evaluation has an impact on the achievement of the objectives in the Sizakala department.

**The identification of challenges and the suggestions of recommendations to overcome challenges facing Monitoring and Evaluation within the department.**

The M&E experts are lacking monitoring and evaluation design skills and expertise, including the log frame design, indicator setting and data collection instruments design. The misconception of information and communication impediments is challenging in the execution of monitoring and evaluation (Ali 2017:18). Scott (2013:17) states there are gaps between staff capacity and financial resources. Gaps are inequalities created by the imbalances between M&E practices, procedures and policies. The differences involve evaluation measurement being assigned less funding or not funded, with very few centralised M&E unit staff and technical department staff. The study displayed that there is a significant agreement between the existing literature and the qualitative results that there are major challenges facing Monitoring and Evaluation but there is no significant agreement between the existing literature and the quantitative results that there are challenges facing M&E because the majority of the respondents were uncertain of the responses.

## **4.9 CONCLUSION**

The majority of the respondents were females, and the preponderance of the respondents was between 19 and 35 years. Most of the respondents have worked at the municipality for six years or more. The majority of the respondents possess diploma qualifications. The Sizakala employees have an understanding of M&E. M&E helps the Sizakala department employees to improve their performance and they see an improvement in their performance compared to the years before Monitoring and Evaluation was introduced at the eThekweni Municipality. Monitoring and Evaluation helps the majority of the respondents to track the progression to attain the municipal goals and objectives.

There is not enough funding for conducting M&E initiatives for the Sizakala department. As a result, the Performance Monitoring and Evaluation unit has not conducted any evaluation for the Sizakala unit. The PME might start evaluations in the 2021 financial year. The PME unit needs funds to hire experienced M&E specialists. The PME unit is lacking experienced M&E staff and does not accept walk-ins to monitor and evaluate the eThekweni Municipality units. It monitors the units through reporting. The eThekweni Municipality units regard the PME unit as a prefect and a watchdog. The Performance Monitoring and Evaluation unit does not monitor individual performances for all the employees. It is only done for the Sizakala Senior managers (task 19 and above). There is no internal Monitoring and Evaluation department at the Sizakala Customer Services unit. The Performance Monitoring and Evaluation unit is an external unit that is responsible for monitoring and evaluating the eThekweni Municipality as a whole. The next chapter will draw conclusions from the research findings and provide recommendations for the Sizakala Customer Care department, the Performance Monitoring and Evaluation unit and the eThekweni Municipality in general.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

The previous chapter presented the results and findings of the study that were generated from the research questionnaires and interviews conducted at the Sizakala Customer Care department and Performance Monitoring and Evaluation unit. It also discussed the contribution of the research results to literature.

This chapter draws conclusions from the research findings and literature review that was done earlier in Chapter Two. It provides recommendations for the Sizakala Customer Care department, the Performance Monitoring and Evaluation unit and the eThekweni Municipality in general. The chapter evaluates the achievement of the research objectives, and conclusions will be made from the research findings and objectives. Recommendations and contributions to the study will be discussed based on the research findings. Lastly, the suggestions for future research will be discussed.

#### **5.2 CONTRIBUTIONS AND IMPLICATIONS OF THE STUDY**

This study adds knowledge to the existing literature on Monitoring and Evaluation. The study generated new knowledge on how Monitoring and Evaluation has impacted the performance of the Sizakala Customer Care department employees. Monitoring and Evaluation is often neglected in most of the organisations due to the many challenges that it faces such as lack of time and resources, reporting protocols creating tensions for M&E units, M&E units perceived as a prefect, the users of the M&E report being more likely to strike the messengers than to focus on the value of the report, M&E officers often lack skills and understanding of M&E, and those in charge of M&E often

lack motivation, ability and authority to act on evaluation measurements and data gaps. The aim of the study was to emphasize the importance of Monitoring and Evaluation of performance to the public managers. The study was conducted with the aim of escalating the levels of the departmental performance by encouraging the monitoring and evaluation of the daily activities of the employees. Monitoring and Evaluation is a managing tool that clarifies to all stakeholders why certain activities are undertaken. The aim of conducting M&E is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability (Masuku and Ijeoma 2015:6-7). The study has demonstrated that the majority (77.5%) of the respondents have an understanding of monitoring, 87.1% of the respondents have an understanding of evaluation and the majority (67.7%) are positive that employee M&E findings are fully implemented at the Sizakala Customer Care department.

Govender (2011:78) states that Monitoring and Evaluation serves as a management tool within an organization to monitor the achievement of results and meeting targets. M&E also helps to provide information about the managers and their staff regarding how well they are performing at work. The study has demonstrated the impact of Monitoring and Evaluation on the performance of the Sizakala Customer Services department. 87.1% indicated that Monitoring and Evaluation helps employees to improve on their performance at the Sizakala Customer Care department. The majority (83.9%) of the respondents see the improvement in their performance compared to the years Monitoring and Evaluation was not introduced in the eThekweni municipality. The study also revealed that M&E helps the majority (87.1%) of the respondents to identify areas of incompetence that may affect their service delivery in the early stages.

The purpose of Monitoring and Evaluation is to assess and demonstrate the effectiveness of the organization in achieving its objectives and/or impact on people's lives (Hobson et al. 2014:6). The findings reveal that Monitoring and Evaluation helps the majority (80.6%) of the respondents in the Sizakala

department to achieve the municipal objectives. The study also reveals that Monitoring and Evaluation helps the majority (77.4%) of the respondents to track progress against set plans and to check compliance to set standards and Monitoring and Evaluation help the majority (80.6%) of the respondents to track the progress being made towards achieving the municipal goals and objectives. The research problem is that Monitoring and Evaluation is often neglected in most of the organisations due to the many challenges it faces. The quantitative results reveal that the majority (38.8%) of the respondents agree that there are challenges facing Monitoring and Evaluation at the Sizakala Customer Care department and 38.7% were uncertain if there are challenges facing M&E. Only 12.9% disagreed that there are challenges facing M&E. The majority (48.4%) of the respondents were not certain whether there is enough funding and 25.8% completely disagreed that there is enough funding. The majority (41.9%) of the respondents were not certain whether there is enough time for the M&E activities to be conducted and 19.4% disagreed. Only 29% agreed that there is enough time.

The majority (35.5%) were not sure whether the human resource capacity/people who are trained in M&E are adequate and 22.6% disagreed that the trained human resource capacity is inadequate. Only 32.3% agreed there is adequately trained human resource capacity. The findings reveal that the Performance Monitoring and Evaluation unit have never done any evaluations for the Sizakala Customer Services unit previously as a result of the challenges facing evaluation. The department might start to conduct an evaluation for the Sizakala unit in the 2021 financial year. The study has stressed the need or the importance of Monitoring and Evaluation performance at Sizakala Customer Care department and the eThekweni municipality in general. The study served as a motivation for public managers to increase the funds for Monitoring and Evaluation programs.



### **5.3 MAJOR FINDINGS**

The majority of the respondents were females. Most of the respondents were between the age of 19 and 35. The majority of the respondents have worked at the municipality for six years or more. The majority of the respondents possess diploma qualifications. The majority of the respondents have an understanding of Monitoring and Evaluation and the majority are positive that employee M&E findings are fully implemented at the Sizakala Customer Care department. Monitoring and Evaluation help employees to improve on their performance at Sizakala Customer Care department. The majority of the respondents see the improvement in their performance compared to the years Monitoring and Evaluation was not introduced at the eThekweni municipality. M&E helps the majority of the respondents to identify areas of incompetence that may affect their service delivery in the early stages.

Monitoring and Evaluation helps the majority of the respondents to track progress against set plans and to check compliance to set standards and Monitoring and Evaluation helps the majority of the respondents to track the progress being made towards achieving the municipal goals and objectives. The quantitative results reveal that there are challenges facing Monitoring and Evaluation at the Sizakala Customer Care department. The quantitative findings reveal that the majority of the respondents are not certain whether there is enough funding. The qualitative findings reveal that there is not enough funding for M&E at the Sizakala department. The PME unit needs funds to hire experienced M&E specialists. The PME unit lacks experienced M&E staff and are not conducting walk-ins to monitor and evaluate the eThekweni municipality units. It monitors and evaluates the units through reporting. The units report on the activities completed monthly or quarterly. The majority of the respondents were not certain whether there is enough time for M&E activities to be conducted. The majority were not sure whether there are inadequate human resource capacity/people who are trained in M&E. The findings reveal that the Performance Monitoring and Evaluation unit have never done any

evaluations for the Sizakala Customer Services unit. The department might evaluate the Sizakala unit in the 2021 financial year. The study revealed that the eThekweni municipality units regard the PME unit as a prefect. The PME unit is seen as a threat to other units as if it is going to take away the jobs. Most of the staff feel like the Performance Monitoring and Evaluation unit are watchdogs. The staff consider Monitoring to be a burden because they feel they know what they are doing and when their tasks will be completed. It is not regarded as an initiative to help the organization to track how well the unit or department is performing and how well it is achieving its goals. As they feel M&E is a burden, they do not bother to report when it is time for reporting. The PME unit sends incomplete M&E documents to the public because reports were not submitted timeously. M&E culture still needs to be instilled in the organization.

The Performance Monitoring and Evaluation unit does not monitor individual performances for all the employees. It is only done for the Sizakala senior managers (task 19 and above). Individual performance monitoring is done by the Human Resources unit through monitoring of Key Performance Indicators (KPIs). There is no internal Monitoring and Evaluation department at the Sizakala Customer Services unit. The Performance Monitoring and Evaluation unit is an external unit that is responsible for monitoring and evaluating the eThekweni Municipality as a whole.

## **5.4 EVALUATION OF RESEARCH STUDY OBJECTIVES**

The research objectives were formulated to address the research problem. Both the quantitative and qualitative methods were utilized to obtain more clarity on the research problem and to achieve the set research objectives. The summary of research findings in correlation with the research objectives is discussed below.

#### **5.4.1. TO DETERMINE THE SIZAKALA CUSTOMER CARE DEPARTMENT EMPLOYEES' UNDERSTANDING OF MONITORING AND EVALUATION AND ITS PRACTICE IN THE MUNICIPALITY**

This objective was achieved by evaluating the understanding of Monitoring and Evaluation, assessing the accessibility of all Sizakala department staff to M&E information, assessing whether the staff training is a determinant of how M&E is carried out, evaluating whether all Sizakala department staff are well trained on M&E, checking the availability of the M&E unit at the Sizakala Customer Care department with qualified practitioners, checking how M&E is conducted, checking whether all staff members receive feedback after they have been monitored and or evaluated, and checking the implementation of M&E findings. The findings reveal that the majority of the respondents understands what Monitoring and Evaluation is. The findings also reveal that Monitoring and Evaluation is practised at the Sizakala Customer Care department.

#### **5.4.2. TO DETERMINE THE IMPACT OF MONITORING AND EVALUATION ON THE PERFORMANCE OF THE EMPLOYEES IN THE SIZAKALA CUSTOMER CARE DEPARTMENT**

This objective was achieved by assessing how monitoring and evaluation impact the performance of the Sizakala Customer Care department employees. It was also achieved by assessing whether the performance of the respondents has improved compared to the years Monitoring and Evaluation was not introduced at the eThekweni Municipality; whether M&E helps the respondents to identify areas of incompetence that may affect their service delivery; does the implementation of the Monitoring and Evaluation findings improve the respondents' performance do the measures taken by the Sizakala department assist the respondents in improving their work performance as a result of M&E implementation and the adequacy of the monitoring and evaluation frequency at Sizakala Customer Care department. The findings reveal that monitoring and evaluation has an impact on the performance of the majority of the respondents. The findings also reveal that Monitoring and Evaluation has improved the performance of the majority of the

respondents compared to the years when Monitoring and Evaluation was not introduced at the eThekweni municipality.

**5.4.3. To DETERMINE HOW MONITORING AND EVALUATION CONTRIBUTES TO THE ACHIEVEMENT OF THE OBJECTIVES IN THE DEPARTMENT**

This objective was achieved by assessing how Monitoring and Evaluation helps the respondents in the Sizakala department to achieve the municipal objectives, by assessing whether Monitoring and Evaluation does help the respondents to track progress against set plans and to check compliance with set standards and whether Monitoring and Evaluation helps the respondents to track the progress being made towards achieving the municipal goals and objectives. The findings reveal that Monitoring and Evaluation helps the majority of the respondents in the Sizakala department to achieve the municipal objectives. The findings also reveal that Monitoring and Evaluation helps the preponderance of the respondents to track the progress against set plans and to check compliance to set standards.

**5.4.4. To IDENTIFY CHALLENGES AND TO MAKE RECOMMENDATIONS TO OVERCOME THE CHALLENGES FACING MONITORING AND EVALUATION WITHIN THE DEPARTMENT**

This objective was achieved by assessing the following challenges that are facing Monitoring and Evaluation at the Sizakala Customer Care department: is there enough funding for the Monitoring and Evaluation initiatives at Sizakala Customer Care department; is there enough time for the M&E activities to be conducted; are there adequate staff capacities or employees who are trained in M&E; are there are appropriate M&E implementation strategies; is there funding or resources for M&E; is M&E viewed as primacy by senior municipality officials or senior government officials; is the M&E technology/system to collect information effortlessly and methodically in place; and is there an effective communication strategy to inform staff on M&E and planning. The findings reveal that the preponderance of the respondents concurred that there are

challenges facing Monitoring and Evaluation at the Sizakala Customer Care department.

## **5.5 DIRECTIONS FOR FUTURE RESEARCH**

The research study was limited to the Sizakala Customer Care department at the eThekweni Municipality. Future research should include the impact of Monitoring and Evaluation on the performance of public institutions' employees and service delivery. Future research should also include the causes of non-compliance to Monitoring and Evaluation policy of public institutions. It should also include how Monitoring and Evaluation challenges can be overcome.

## **5.6 RECOMMENDATIONS**

The Sizakala Customer Care department needs to establish its internal Monitoring and Evaluation (M&E) department. The researcher discovered that there is no internal Monitoring and Evaluation department at Sizakala Customer Services unit. The Performance Monitoring and Evaluation unit is an external unit that is in charge of monitoring and evaluating the eThekweni Municipality as a whole. The Sizakala department needs to conduct both organizational and individual Monitoring and Evaluation. At the moment the Performance Monitoring and Evaluation unit does not monitor individual performances for all the employees. It is only done for the Sizakala Senior managers (task 19 and above). The Sizakala Customer Care department needs to get more funding and resources for Monitoring and Evaluation initiatives. The study revealed that there is not enough funding for M&E at the Sizakala department. As a result, the Performance Monitoring and Evaluation unit has not conducted any evaluation for the Sizakala unit. The PME unit needs funds to hire experienced M&E specialists. At the moment the PME unit is lacking experienced M&E staff and not conducting the walk-ins to monitor

and evaluate the eThekweni municipality units. It monitors and evaluates the units through reporting. The unit reports on the activities are completed monthly or quarterly. Government needs to pay the M&E specialists according to the market salary. The private sector recognizes M&E as a scarce skill and pay the specialists well, therefore, they prefer the private sector rather than the government because the government pays a lower rate. As a result, the government is lacking M&E specialists. Even if new M&E staff members are hired, they leave the municipality. The Sizakala Customer Care department needs to conduct M&E awareness and training for all the Sizakala department employees and the eThekweni Municipality as a whole needs to be trained to understand Monitoring and Evaluation to ensure that not even a small percentage of staff does not understand Monitoring and Evaluation. It is easier for the employees to comply with the Monitoring and Evaluation initiatives if they understand it.

The study revealed that the eThekweni Municipality units regard the PME unit as a prefect. The PME unit is seen as a threat to other units as if it is going to take away the jobs. Most of the staff members view the Performance Monitoring and Evaluation unit as watchdogs. The staff feels like Monitoring is a burden because they feel they know what they are doing and when they have completed their tasks. It is not regarded as an initiative to help the organization to track how well the unit or department is performing and how well it is achieving its goals. As they feel M&E is a burden, they do not bother to report when it is time for reporting. The PME unit sends incomplete M&E documents to the public because it was not reported on time. The M&E culture still needs to be instilled in the organization. The Sizakala Customer Care department needs to invest in the employees that have only matric qualifications to obtain higher education qualifications to ensure that there is balance in knowledge among the staff. All staff members need to have at least a diploma qualification. The Sizakala Customer Care department needs to ensure that the Monitoring and Evaluation information is accessible to all staff. All the Sizakala employees need to receive feedback after they have been monitored

and evaluated, regardless of whether they performed well or not. Employees who perform well must be acknowledged and rewarded as motivation which will also serve to motivate employees who do not perform well to improve their performance. The Sizakala Customer Care department needs to ensure that all the M&E findings are fully implemented and take corrective action where it is needed. M&E does not have an effect and does not help the organization if its findings are not implemented, it then becomes a waste of time and resources. The Sizakala Customer Care department needs to ensure that there is enough time to conduct Monitoring and Evaluation. The Sizakala department needs to prioritize important activities to have time to conduct Monitoring and Evaluation.

The Sizakala Customer Care department needs to seek internal and external help on the challenges that are facing Monitoring and Evaluation. The Sizakala Customer Care department needs to implement appropriate M&E strategies. The Sizakala Customer Care department management and the eThekweni Municipality senior management needs to prioritize Monitoring and Evaluation as an important initiative. The Sizakala Customer Care department management needs to utilize the M&E technology/systems in place to cumulate information effortlessly and methodically. The Sizakala Customer Care department management needs to have an effective communication strategy to inform staff on M&E and planning.

## **5.7 CONCLUSION**

This study can be seen as a contribution to the Monitoring and Evaluation philosophy. The study has provided theory and new insights on the impact of Monitoring and Evaluation on the performance of Sizakala Customer Care department at the eThekweni Municipality. The aim of the study was to emphasize the importance of Monitoring and Evaluation of performance to the public managers. The study was conducted with the aim of escalating the levels of departmental performance by encouraging the monitoring and evaluation of the daily activities of the employees.

The study has evaluated the understanding of Monitoring and Evaluation at the Sizakala Customer Care department and the Performance Monitoring and Evaluation unit. It has assessed the impact of Monitoring and Evaluation on the performance of Sizakala Customer Care department employees. It has assessed how Monitoring and Evaluation contributes to the achievement of the objectives in the department. It has identified the challenges and made recommendations to overcome the challenges facing Monitoring and Evaluation within the Sizakala department. The empirical findings of this study should help the Sizakala Customer Care department and public institutions to see the importance of Monitoring and Evaluation and to overcome the challenges facing Monitoring and Evaluation.



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## ANNEXURES

### ANNEXURE A LETTER OF INFORMATION (QUESTIONNAIRE STAGE)

**Title of the Research Study:** Monitoring and Evaluation and its impact on the performance of Sizakala Customer Services department at eThekweni municipality.

**Principal Investigator/s/researcher: Supervisor/s:** Mabila Ndiphethe Olive; National Diploma: Policing (Pretoria), Diploma Microsoft Office Suite 2000 (Mbabane); Diploma Aviation Security: (Capetown); MBA: (Durban), PhD (Durban)

**Co-Investigator:** N/A

**Brief Introduction and Purpose of the Study:** Human resources are the most valuable asset for each and every organization because they perform the daily activities of an organization. It is of paramount important that the public officials are monitored and evaluated in order to improve on the services they render to the public. The purpose of the study is to examine the nature of Monitoring and Evaluation and its impact on the performance of the Sizakala Customer Services department at eThekweni municipality.

**Outline of the Procedures:** The participant is expected to complete the questionnaire during his or her free time and will not encroach on their work time. The personal approach will be used by the researcher to recruit the participants. The researcher will be present to meet and brief participants, both collectively and individually at a comfortable venue agreed upon by all concerned parties. The estimated time to complete the questionnaire will be about twenty (20) minutes. The interviews will be tape-recorded. Permission of the interviews recording will be requested from the participants beforehand.

**Risks or Discomforts to the Participant:** No anticipated or foreseeable risks or discomforts to the participant(s).

**Benefits:** The research report will be published and placed in the libraries of the province. The municipality will be given a research report. It will serve as a guide on monitoring and evaluation on public and municipal entities.

1. The research dissertation will be published for students and be placed to public libraries, including the Durban University of Technology libraries.
2. It will be placed in public institutions and municipalities in the province, to ensure the results of the study reach the target market.
3. It will result on Monitoring and Evaluation practitioners seeing the need or the importance of monitoring and evaluating Sizakala Customer Service programmes.
4. It will result on public managers considering or increasing the funds for monitoring and evaluation programmes.
5. It will make the Sizakala staff to be more alert and be encouraged to deliver services more efficiently and effectively- knowing that their performance is monitored and evaluated.

**Reason/s why the Participant May Be Withdrawn from the Study:** Participation in the study will be voluntary. Participants are assured of the chance to withdraw if they so wish for any reason. There will be no adverse consequences for the participant should they choose to withdraw.

**Remuneration:** The participant will not receive any monetary or other types of remuneration.

**Costs of the Study:** The participant will not be expected to cover any costs towards the study.

**Confidentiality:** The participants will be assured of confidentiality that all the information provided by them will be held in strict confidence and will be only



be used for academic purposes. The participants will be requested not to include their names, addresses or the names of their workstations on the questionnaires.

**Research-related Injury:** In any event of a research-related injury or adverse reaction, the participant will be compensated by the researcher.

**Persons to Contact in the Event of Any Problems or Queries:** Please contact the researcher on (076 812 8250) or my supervisor ((+268) 760 78509) or the Institutional Research Ethics administrator on 031 373 2900. Complaints can be reported to the DVC: TIP, Prof F. Otieno on 031 373 2382 or [dvctip@dut.ac.za](mailto:dvctip@dut.ac.za).

## ANNEXURE B: CONSENT FOR QUESTIONNAIRES

### Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, Nonkululeko Nonjabulo Dlamini (name of researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: 51/17FREC
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

_____	_____	_____	_____
<b>Full Name of Participant Thumbprint</b>	<b>Date</b>	<b>Time</b>	<b>Signature/Right</b>

I, \_\_\_\_\_ (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

_____	_____	_____
<b>Full Name of Researcher</b>	<b>Date</b>	<b>Signature</b>

_____	_____	_____
<b>Full Name of Witness (If applicable)</b>	<b>Date</b>	<b>Signature</b>

_____	_____	_____
<b>Full Name of Legal Guardian (If applicable)</b>	<b>Date</b>	<b>Signature</b>

## ANNEXURE C: QUESTIONNAIRE:

**Monitoring and Evaluation (M&E) and its impact on the performance of the Sizakala Customer Services Department employees at eThekweni municipality.**

This survey aims to provide information on Monitoring and Evaluation. The questions are answered anonymously and for research purposes only. Do not give your name. Please complete the questions honestly. Answer all questions.

### SECTION A: Personal Information

Please indicate your choice by placing an X in the appropriate box.

1. Gender:

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

2. Age

Under 18 ☐      19 to 35 ☐      36 and above ☐

1. How long have you been working for the Municipality?

0-2 years ☐      3-5 years ☐      6 years and above ☐

4. What is your level of education?

Matric ☐ , Diploma ☐ , Degree or Honours ☐ , Masters and above ☐

## **SECTION B. Knowledge of M&E and its practice in the Municipality**

Using the following scales, please place an **X** in the appropriate box

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I understand the concept of Monitoring.					
2. I understand the concept of Evaluation.					
3. Monitoring and Evaluation (M&E) information is accessible to all staff of Sizakala Customer Services Department (Dept)					
4. Staff training is a huge determinant of how M&E is carried out.					
5. All Sizakala Customer Services Dept staff members are well trained on M&E.					
6. There is an M&E unit at Sizakala Customer Services Dept with qualified practitioners.					
7. I have been monitored when delivering services to the public at Sizakala Customer Services Dept.					
8. I like to be monitored.					
9. I like to be evaluated					
10. We get to be monitored and evaluated as a group or team.					
11. All staff get feedback after M&E activities at Sizakala Customer Services Dept					
12. Employee M&E findings are fully implemented at Sizakala Customer Services dept.					

**SECTION C. Determining the impact of monitoring and evaluation on the performance of the employees in the Sizakala Customer Services department.**

Using the following scales, please place an **X** in the appropriate box

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
13. Monitoring and Evaluation at Sizakala the Customer Services Dept help me to improve on my performance?					
14. I see the improvement on my performance compared to the years M&E was not introduced in the Municipality.					
15. M&E help me to identify areas of incompetence in the early stages that may affect my service delivery.					
16. I fully implement monitoring and evaluation findings to improve my performance					
17. There are measures taken to assist me in improving my work performance as a result of M&E implementation at Sizakala Customer Services Dept.					
18. The frequency of monitoring and evaluation at the Sizakala Customer Services Dept is adequate.					

**SECTION D: Determining how does monitoring and evaluation contribute to the achievement of the objectives in the department**

Using the following scales, please place an **X** in the appropriate box

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
19. Monitoring and Evaluation help me to achieve the municipal objectives					
20. M&E help me to track progress against set plans and check compliance to set standards					
21. M&E help me to track the progress being made towards achieving the municipality goals and objectives.					

**SECTION E: Demonstrating how monitoring and evaluation could be used as a tool to enhance service delivery.**

Using the following scales, please place an **X** in the appropriate box

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
22. The Sizakala Customer Services Dept M&E systems are very effective.					
23. Monitoring and Evaluation can be used as a tool to enhance service delivery at Sizakala Customer Services Centres					
24. The role of monitoring and evaluation promote good governance at Sizakala Customer Service Centres					
25. The M&E component has not managed to produce value to the management of the Sizakala Customer Services Dept					
26. The department sees M&E information as being necessary for accountability purposes.					

**SECTION F: Identifying challenges and to make recommendations to overcome the challenges facing monitoring and evaluation within the department.**

Using the following scales, please place an **X** in the appropriate box

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
27. There is enough funding for the M&E initiatives at Sizakala Customer Services department.					
28. There is enough time for the M&E activities to be conducted.					
29. There are challenges that are facing Monitoring and Evaluation at Sizakala Customer Services department.					
30. There are inadequate human resource capacity/ people who trained in M&E.					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
31. There are inappropriate M&E implementation strategies.					
32. There is lack of funding/ resources for M&E.					

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
33. M&E is not viewed as a priority by senior municipality officials or senior government officials.					
34. M&E technology/ systems to collect information easily and systematically is not in place.					
35. Lack of training exist at Sizakala Customer Services Dept.					
36. There is lack of an effective communication strategy to inform staff on M&E and planning.					

37. Please state any other challenges faced by M&E at Sizakala Customer Services Department on the following lines:

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38. What are the ways by which M&E can be made more effective at Sizakala Customer Services Department?

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39. What recommendations/suggestions would you give that could improve monitoring and evaluation at Sizakala Customer Services Department?

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40. Is there anything that you would like to add. **Yes** or **No**?

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41. If yes, please write your comment on the following lines:

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.....  
.....  
.....  
.....

**THANK YOU**



## ANNEXURE D: CONSENT FOR SEMI-STRUCTURED INTERVIEWS

### Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, Nonkululeko Nonjabulo Dlamini (name of researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: 51/17FREC
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

_____	_____	_____	_____
<b>Full Name of Participant</b>	<b>Date</b>	<b>Time</b>	<b>Signature</b>
<b>Thumbprint</b>			

I, Nonkululeko Nonjabulo Dlamini (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

<u>Nonkululeko Nonjabulo Dlamini</u>	_____	_____
<b>Full Name of Researcher</b>	<b>Date</b>	<b>Signature</b>
_____	_____	_____
<b>Full Name of Witness (If applicable)</b>	<b>Date</b>	<b>Signature</b>
_____	_____	_____
<b>Full Name of Legal Guardian (If applicable)</b>	<b>Date</b>	<b>Signature</b>

## **ANNEXURE E: INTERVIEW QUESTIONS: MONITORING PRACTITIONERS (INDIVIDUAL PERFORMANCE):**

1. Thank you for honouring the interview appointment. Let me start by asking a personal question and say, how old are you?
2. How long have you been working for the Municipality?
3. What do you understand about the concept of Monitoring?
4. Do you monitor the performance of Sizakala Customer Care officials?  
If yes, how often?
5. What is your opinion towards Monitoring of the performance of customer care officials?
6. What is the impact of monitoring and evaluation of customer care officials on the performance of the department?
7. What is the perception of public officials towards Monitoring?
8. What is the perception of public managers towards Monitoring?
9. Does Monitoring contribute to the achievement of the municipal objectives?
10. Please elaborate your answer to question number 7.
11. Are there enough funds for Monitoring? Explain.
12. What are the challenges for Monitoring?

## **ANNEXURE F: INTERVIEW QUESTIONS: MONITORING PRACTITIONER (ORGANIZATIONAL PERFORMANCE):**

1. Thank you for honouring the interview appointment. Let me start by asking a personal question and say, how old are you?
2. How long have you been working for the Municipality?
3. What do you understand about the concept of Monitoring?
4. Do you monitor the performance of Sizakala Customer Care Service department? If yes, how often?
5. What is your opinion towards Monitoring of the performance of Sizakala Customer Care Service department?
6. What is the impact of monitoring of Sizakala Customer Care Service department?
7. What is the perception of public officials towards Monitoring?
8. What is the perception of public managers towards Monitoring?
9. Does Monitoring contribute to the achievement of the municipal objectives?
10. Please elaborate your answer to question number 9.
11. Are there enough funds for Monitoring? Explain.
12. What are the challenges for Monitoring?

## **ANNEXURE G: INTERVIEW QUESTIONS: PROJECT EVALUATION PRACTITIONER**

1. What do you understand about the concept of Evaluation?
2. Do you evaluate the performance of Sizakala Customer Care officials? If yes, how often?
3. What is your opinion towards Evaluation of the performance of customer care officials?
4. What is the impact of monitoring and evaluation of customer care officials on the performance of the department?
5. What is the perception of public officials towards Evaluation?
6. What is the perception of public managers towards Evaluation?
7. Does Evaluation contribute to the achievement of the municipal objectives?
8. Please elaborate your answer to question number 7.
9. Are there enough funds for Evaluation? Explain.
10. What are the challenges for Evaluation?

## **ANNEXURE H: INTERVIEW QUESTIONS: PROGRAM EVALUATION PRACTITIONER**

1. What do you understand about the concept of Evaluation?
2. Do you evaluate the performance of Sizakala Customer Care officials?  
If yes, how often?
3. What is your opinion towards Evaluation of the performance of customer care officials?
4. What is the impact of monitoring and evaluation of customer care officials on the performance of the department?
5. What is the perception of public officials towards Evaluation?
6. What is the perception of public managers towards Evaluation?
7. Does Evaluation contribute to the achievement of the municipal objectives?
8. Please elaborate your answer to question number 7.
9. Are there enough funds for Evaluation? Explain.
10. What are the challenges for Evaluation?

## **ANNEXURE I: INTERVIEW QUESTIONS: SIZAKALA MANAGER**

1. Thank you for honouring the interview appointment. Let me start by asking a personal question and say, how old are you?
2. How long have you been working for the Municipality/ Sizakala Customer Services department?
3. What do you understand about the concept of Monitoring?
4. What do you understand about the concept of Evaluation?
5. Do you monitor the performance of customer care officials in your department? If yes, how often?
6. Do you evaluate the performance of customer care officials in your department? If yes, how often?
7. What is your opinion towards Monitoring and Evaluation?
8. How often do you monitor customer care staff?
9. How often do you evaluate customer care staff?
10. When did the Monitoring and Evaluation initiatives commence in the department?
11. What is the impact of monitoring and evaluation of Sizakala Customer Care officials on the performance of the department?
12. What is the perception of public officials towards Monitoring and Evaluation?
13. What is the perception of Monitoring and Evaluation practitioners towards Monitoring and Evaluation of Sizakala Customer Care officials?
14. Do Monitoring and Evaluation of Sizakala Customer Care officials

contribute to the achievement of the municipal objectives?

15. Please elaborate your answer to question number 12.

16. Do you see the improvement of the performance of the department staff compared to the years when Monitoring and Evaluation was not introduced or exercised in the municipality?

17. Are there enough funds for Monitoring and Evaluation of Sizakala Customer Care officials according to the Sizakala budget for the year 2019/2020?

18. Explain on the previous question.

## ANNEXURE J: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

105 Curry Road  
Durban  
4000

01 December 2015

Head of Department  
EThekweni Municipality  
Sizakala Customer Services Unit  
60 Kings Road  
Pinetown Civic Centre

Dear sir /madam,

### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

I hereby request to undertake a research study based on the Sizakala Customer Services department. I am a student at the Durban University of Technology. My supervisor is Dr N.O. Mabila. The research project aims to investigate 'Monitoring and Evaluation and its impact on the performance of Sizakala Customer Services department employees.'

The participants will do so on free will and their identity will remain anonymous. The research findings will be used for research purpose only. It is only the overall or average information that will be used.

Should you wish to discuss this further please feel free to contact me or my supervisor for further information on 076 812 8250/ or nonkululekod6@gmail.com /or (+268) 760 78509/ [nomabila@gmail.com](mailto:nomabila@gmail.com).

Your assistance will be much appreciated,

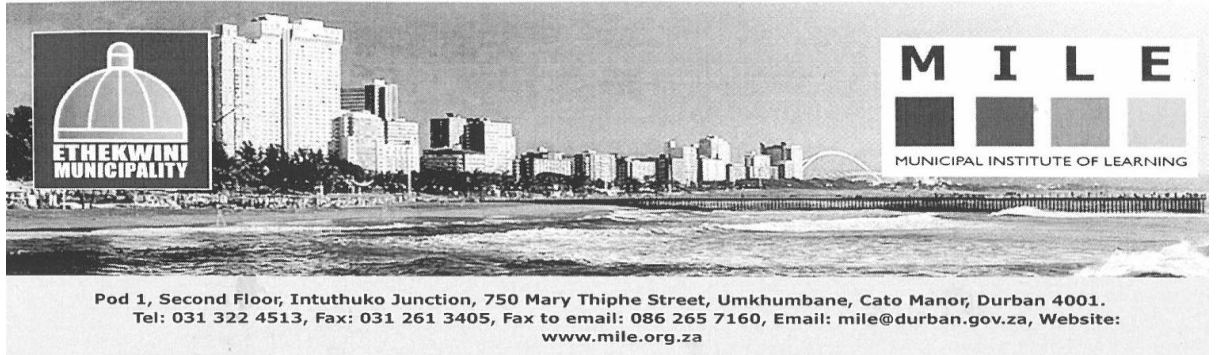
Yours faithfully,

Nonkululeko N. Dlamini

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## ANNEXURE K: APPROVAL LETTER FROM THE SIZAKALA CUSTOMER SERVICES UNIT AND THE MUNICIPAL ACADEMY



For attention:  
Chair: Ethics Committee (Management Sciences)  
Department of Public Management & Economics  
University of KwaZulu Natal  
4001

12 April 2016

RE: LETTER OF SUPPORT TO STUDENT NONKULULEKO NONJABULO DLAMINI, STUDENT NUMBER 21001339 -  
GRANTING PERMISSION TO USE ETHEKWINI MUNICIPALITY AS A CASE STUDY

The of eThekweni Municipality in partnership with the Municipal Institute of Learning (MILE), have considered your request to use eThekweni Municipality as a research study site leading to the awarding of a Masters in Public Management degree titled as: *"Monitoring and Evaluation and its impact on the performance of the Sizakala Customer Services department employees at EThekweni municipality."*

We wish to inform you of the acceptance of your request and hereby assure you of our utmost cooperation towards achieving your academic goals; the outcome which we believe will help our municipality in the long run. In return, we stipulate as conditional that you present the results and recommendations of this study to the related unit/s on completion.

Wishing you all the best in your studies.

Head : Sizakala Customer Services  
eThekweni Municipality

14/04/2016

Date

Head: eThekweni Municipal Academy  
eThekweni Municipality



## ANNEXURE L: DUT ETHICS CLEARANCE LETTER



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

12 August 2019

Student No: 21001339  
FREC No: 51/17FREC

Dear Ms N. N Dlamini

MASTERS OF MANAGEMENT SCIENCES: PUBLIC MANAGEMENT

**TITLE: Monitoring and Evaluation (M&E) and its impact on the performance of the Sizakala Customer Services department employees at eThekweni municipality.**

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: **Approved – Ethics Level 2**

**Date of FRC Approval: 7 June 2017**

Approval has been granted for a period of two years from the above FRC date, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's.

Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours sincerely

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Prof JP Govender  
Chairperson: Faculty Research Ethics Committee