



Exploring Outcomes of Monitoring and Evaluation for Sustainable Development (MESD) Mechanisms in Sedibeng District Municipality

Engeline Zwane

University of Limpopo, South Africa

E-mail: engeline.zwane@ul.ac.za

<http://dx.doi.org/10.47814/ijssrr.v6i7.1463>

Abstract

This paper sought to investigate the outcomes on Monitoring and Evaluation (M&E) mechanism for Sustainable development in Sedibeng District Municipality (SDM), which were recommended by the investigator in the year 2014. The reorganisation of indigenous ascendency in South Africa necessitate municipalities to assist the societies surrounded by their regions of authority. That has conveyed capability encounters for the most metropolises. They are anticipated to provide adequate ideals of amenities to the citizens. Absence of provision is stagnant deceptive in the dominant disputes by public associates exhibition their hindrance with poor provision distribution and accumulations. Moreover, metropolises were permitted as well as mandatory to articulate their particular regulations to advance the lives of public fellows, and to contrivance their legislative mandates reasonably. In directive for the metropolises to accomplish extra professionally, a transformative classical was required. The excellence of services delivered at municipal level were reviewed. Monitoring and evaluation, key elements of appraisal must be commenced. The justification after this observing and appraisal is to create the system of governance more effective by smooth handed assessment of policies, sequencers, assignments, approaches, enactment of workers, and certainty of the institute entirely. The critique is grounded on a research accompanied to deliberate on the employment of observing and appraisal apparatuses at South African metropolitan glassy. The native administration organisation necessitates additional contemplation since of noticeable talent trials. Nonetheless, there is a necessity not merely to augment the recital of workers nonetheless similarly the excellence of facilities delivered and the actual administration of metropolises as an entirely. The emphasis region of this investigation is Sedibeng District Municipality (SDM), a Category C metropolis in the Gauteng Province. The research was grounded on the notion that operative observing and appraisal apparatuses might afford maintainable progress in Sedibeng District Municipality with enhanced provision distribution. In imperative to authenticate the theory, empirically founded arranged surveys on the observing and appraisal, and service delivery were utilized. Frequency analysis, which lends itself to association breakdown, of workers' answers and residents' replies was directed by means of the surveys. The investigation appalled to detect breaches inside metropolitan competences to consider public necessities. The qualitative study has discovered breaches in substructure distribution related to lack of capability mainly in primary resources, viz. financial, technical and human.

The competencies of Sedibeng District Municipality necessitate operative application of these main possessions, consequential in suitable principles of provision conveyance to fulfil public necessities. The metropolitan enactment to discourse public requirements was recognized, revised, highlighted and manoeuvred over a Metropolitan Impost Device, deliberated in a recommended prototypical called as Monitoring and Evaluation for Sustainable Development (MESD). The ideal was located in the metropolis in an endeavour to assistance on attaining a glassy of competence concerning maintainable growth.

Keywords: *Sustainable Development; Monitoring and Evaluation; Municipal Assessment Tool; Sedibeng District Municipality; Service Delivery*

Introduction

The South African government has clear policies that local municipalities and councillors should be sensitive to community views and responsive to local problems. Partnerships should be built between civil society and local government to address local issues. A number of laws outline participation processes that municipalities have to use to consult the community.

Local government is the sphere of government closest to the people. Many basic services are delivered by local municipalities and local ward councillors are the politicians closest to communities. Organisations that play an activist and developmental role should understand how local government works and how to influence it. Some of the guides on local government are developmental local government, ward committees, integrated development planning, municipal budgets and finance as well as the major one, which is municipal service delivery (Understanding Local Government, 2022).

The whole of South Africa is divided into local municipalities. Each municipality has a council where decisions are made and municipal officials and staff who implement the work of the municipality. District municipalities are made up of a number of local municipalities that fall in one district. There are usually between 4 - 6 local municipalities that come together in a district council. Some district municipalities also include nature reserves and the areas where few people live - these are called district management areas. They fall directly under the district council and have no local council. The district municipality has to co-ordinate development and delivery in the whole district. It has its own administration.

In this case, the Sedibeng District Municipality is a Category C, which consist of the elected councillors - all voters in the area elect them for the district council on a proportional representation ballot. [Forty percent of the region councillors]. Councillors who denote native metropolises in the region - they are native councillors guided by their council to epitomise it on the regional council. [sixty percent of the regional councillors].

Monitoring and evaluation of government programmes aimed at improving service delivery, outcomes and the impact on society. The mission of the Department of Planning, Monitoring and Evaluation is to facilitate, influence and support effective planning, monitoring and evaluation of government programmes aimed at improving service delivery, outcomes and the impact on society (National Government of South Africa, 2022).

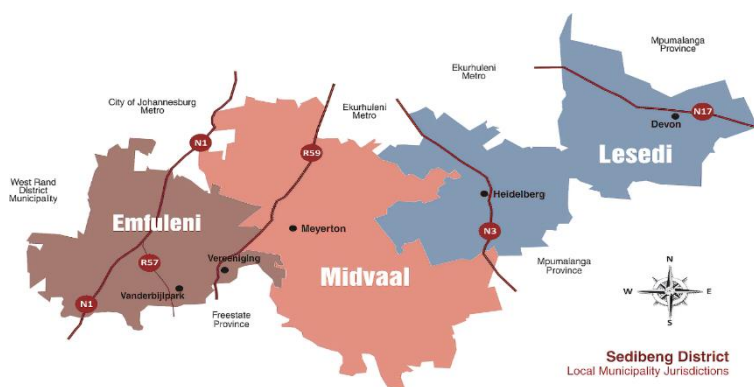
Overview of Sedibeng District Municipality

The Sedibeng District Municipality is a Category C municipality situated on the southern tip of the Gauteng Province and strategically located on the border of three other provinces, namely Free State, North West and Mpumalanga.

The municipality is the only area in the province that is situated on the banks of the Vaal River and Vaal Dam, covering the area formerly known as the Vaal Triangle- not far from Johannesburg along the scenic Vaal, Klip and Suikerbos Rivers. Comprised of the Emfuleni, Lesedi and Midvaal Local Municipalities, and includes the historic townships of Evaton, Sebokeng, Boipatong, Bophelong, Sharpeville and Ratanda, which have a rich political history and heritage. It has a variety of attractions offering a vast cultural heritage and historical experience including, among others, the political breakthroughs that led to the country's political turnabout. The Sedibeng region boasts several Heritage Sites related to the South African War of 1899-1902 and the two World Wars that followed. The Sharpeville Memorial Precinct stands as a reminder of the Sharpeville Massacre of 21 March 1960, when 69 people lost their lives while protesting the pass laws of the then apartheid South Africa.

Sedibeng is the fourth-largest contributor to the Gauteng economy. The predominant economic sector in the district is the manufacturing of fabricated metal and chemicals. In the metal sector, the Arcelor-Mittal Steel plant, the Cape Gate Davsteel Wire and Steel plant, and the Ferromanganese plant of Samancor are the three main large baseline plants in the district, while DCD Dorbyl Heavy Engineering is the biggest manufacturer of engineered products in Southern Africa.

The well-developed national road network that cuts across the district to all the provinces ensures that the region remains the industrial centre of the Gauteng Province. The municipality is 40km away from Johannesburg and 80km away from Pretoria, without the high traffic volumes. Offers the best prospect for growth and development for the reason that of accessibility of land for both residential and commercial development in a picturesque and tranquil setting. The Vaal University of Technology and the North-West University's Vaal Campus offer a wide range of graduates that provide the bulwark of employees for business and industries that seek to set up operations in Sedibeng (Municipality of South Africa,



Source, IDP. 2022

Area: 4 173km²

Cities/Towns: De Deur/Walkerville, Devon, Eikenhof, Evaton, Heidelberg, Meyerton, Nigel, Sebokeng, Vaal Marina, Vaal Oewer, Vanderbijlpark, Vereeniging, Vischkuil.

Main Economic Sectors: Manufacturing (30.8%), government (17.8%), business services (17.8%), trade (13.7%).

Literature Review

In the study that was conducted by (Meyer, 2014) early in 2013, and as part of the initial study, a status quo analysis of SDM regarding risk support was determined. It was found that sufficient policies and supporting documents were in place within the municipality. Some of those documents included an up-to-date Enterprise Risk Management Framework, insurance risk assessments, and a risk assessment handbook. From the analysis of those documents, the conclusion was made that sufficient theoretical documentation existed, including systematic instructions on how risk ought to be managed. Those documents likewise yielded into account the guidelines as set out in the PSRMF. Two groups of employees were identified within the SDM, a category C municipality (district municipality with a primary responsibility to undertake district-wide planning and to facilitate capacity building), located in southern Gauteng. The metals, energy and construction sectors dominated the economy of the area, but also included some agricultural activities, and a large tourism and leisure component as the Vaal dam and Vaal river are located within the area. The geographical extent as mentioned above in the overview.

Problem Statement

The last Three in a row! Sedibeng District Municipality received its third successive Clean Audit from the Auditor-General of South Africa was in the financial year 2014/2015, a Clean Audit is an audit opinion of unqualified financial statements with no material findings on the quality of the annual performance report, as well as no findings on non-compliance with key legislation. However, SDM has been considered thru mass disputes, marches and lobbies. The public retorted, with joint opinion burden diplomatic, have developed a distinguishing story of usual public's reaction when municipal miscarry to take stroke concerning public encounters. Roughly experts have observed these as fragment of a broader unruly that had the prospective to grow into an uprising in SDM. While the immediate problem is linked to the frustration of promises not kept regarding service delivery, the wider problem includes crime, the growing gap between rich and poor, even the deteriorating condition of government infrastructures (Oludele, Akinboade, Mokwena and Kinfack, 2013)

SDM developed Vindications Stages concerning Speak to the Alarms (MESD) Model was to allure activation of Human Resources Development plan, reorganisation of backing Human, Resources utilities to route divisions, resembling conscription, employment associations and preparation. Rearrangement of returns organisation roles counting formation of amenity epicentres in districts and amongst native societies, Capacitating of the Metropolitan Executives' bureau to advance amenability, addressing terrestrial authority, which might be controlling, evidence schemes and other. Launching deliberate benefit management and project management clusters as well as the M&E office in the Mayors' office to comprise provision distribution checking inclusive administration of the Constitutional Hotline or Racket commentary cost-free digit, also executing of 90 days provision distribution curriculum to quickness up provision distribution. Lastly, enactment of a criminal examination to regulate reliability of facility conveyance plans (Sedibeng District Municipality, 2015 in Zwane, 2018)

Research Methodology

This paper intended to scrutinise if the policies for the observing and appraisal mechanism for the maintainable improvement in SDM were effectively implemented also have they made a difference or accomplished what they were intended to achieve. The emphasis zone is Sedibeng Region Metropolis (SDM), which is Grouping C metropolis in Gauteng Province. SDM combines the towns of Vereeniging, Vanderbijlpark, Meyerton, Heidelberg, and the townships – Devon, Ratanda, notable settlements Evaton, Boipatong, Sharpeville, Sebokeng and Bophelong. Proceeding apprehension of the research, qualitative investigation process have remained engaged to designate the denotations dares qualified on endeavour to

device the Checking and Assessment (M&E) platforms as a device for the maintainable facility provision (Sweeney and Pritchard, 2018). It is significant to advance an M&E strategy before beginning any monitoring undertakings so that there is a clear plan for what questions about the program need to be replied. It will benefit platform workforce decide how they are going to gather data to trajectory indicators, how monitoring data will be analysed, and how the results of data collection will be disseminated both to the benefactor and internally among staff members for program enhancement. M&E data alone is not useful until it has been put to use. M&E strategy helps to ascertain that data is being used efficiently to make programs as effective as possible and to be able to report on results of the program. A survey remained established to gather information over planned discussions in the SDM. The report in the survey that remained dispersed to the public associates were gathered to resemble with ideas such as the enhancement and portrayal of observing and assessment devices and facility distribution. Conversations carried admittance to the framework of public conduct and there by conveyed a system for sleuths to realize the implication of that recital (Mishra & Alok, 2017). SDM has allowed authorisation to department of the research. The research model encompassed of the subordinate and high-ranking executives in the diverse transversely masculinity, rivalry and labour skill. Merely perpetual executives fashioned chunk of the research. Contestants were affianced as of the three native metropolises, explicitly: Lesedi, Midvaal and Emfuleni confined metropolises, which eventually sort up Sedibeng District Municipality. Consensus remained also attained beforehand the commencement of the investigation and discussions arrangement with the plaintiffs. Delicate matters were not reconnoitred and a respectable affiliation was conventional with the defendants. Privacy of the records was safeguarded to all contestants.

Anonymity and confidentiality are mostly applied to case study research and are closely linked while maintaining strict differences. The practices of anonymity and confidentiality are used to protect the privacy of human subjects who are participating in a study while collecting, analysing, and reporting data associated with the participants. Retaining accuracy and integrity is essential in the collection of data for research purposes. Some studies assure that participants are able to distinguish between anonymity and confidentiality, and may be influenced by knowing whether the information collected will be either anonymous or confidential. The risk of compromising the anonymity of research participants can be subdued by removing participant identifiers. Researchers must take ethical practices seriously, as any research study that involves the need for participants must first be approved to ensure that anonymity and confidentiality are present (Hoft, 2021).

Findings and Recommendations

The findings of the study, whereby the investigation purpose was to scrutinise the approaches concerning M&E instruments for maintainable improvement in SDM, were realized as per former endorsements.

The Expansion of Maintainable Expansion Objectives, and Key Presentation Pointers. The obstinacy of this enquiry was to institution if the maintainable expansion objectives were set and crucial exhibition pointers carried at the SDM. SDM workers attested the fact that this was never taken care of. The implementation of backdrop goalmouths sincere had the potential of given that course to distinguishable and accommodating effort of workers. All those were not achieved due to the insufficient funds that the municipality had find itself in.

The public participation was encouraged fashionable the expansion of IDP's so that the purposes remained attained to allow significance to municipal desires. The objectives maintainable expansion. Crucial recital indicators contain funds, which have the consequence of shaping the fiscal insinuations of the established aims, that is, whether the aims are economically realized rather opposite.

The personnel settled that crucial recital regions were acknowledged in assuring that the resultant concert remained geared regarding them that linger related to maintainable expansion. Although workers approved that their parts and errands were elucidated, recital management system was used as a tool to amount the connotations amid the parts and accountabilities through KPAs. The authorisation congregated that the recital administration scheme was realistic was evocative of the legality of the recital management scheme and in the method that it is directed to personnel. The personnel renowned wherever individually converted a applicant in the observing and assessment, as in the SDM- the observing and appraisal that is why it might be conventional of the results.

Observing and Appraisal Positioning and Outcomes

Workers uttered their opinions around observing and appraisal tool as established and realised effectively even though there were delinquent with the control and distributing of tariff financial statement. These seems to be an inaccessible encounter because workers opposed that, in general, provision distribution was honestly pretentious and dismally declined. Considerate at that dispute was to measure whether the workers were intricate in the expansion and operation of observing and appraisal associated to recital controlling and whether improved provision distribution outcomes from the execution of the observing and assessment.

Growth and Portrayal of Agenda of Achievement

Pivotal separate of these divisions was to determine whether the disposition of accomplishment was progressive and accomplished. Records comparable to these purposes were seized. In that respect that they tacit the plan of accomplishment certain that, their separate characters and responsibilities were connected to the agenda of accomplishment. The conclusions exposed that the course of achievement was implicit consequently fashioning understanding of determination for associations. The compatibility of the plan of accomplishment with provision distribution inaugurated the triumph of maintainable expansion invention in which civic fundamentals were justified. However, employees remained of the view that around be situated numerous platforms of achievement. The jamboree of these packages ensures not backing in the achieving of justifiable expansion aims however indulge merely to destruct workforces from such objectives. The jeopardy of several sequencers of achievement was that cherished phase and earnings would have been evenly doddle and positioned to measures that do not positively substance to impact provision distribution, which will barricade the of the supportable progress apprehension substantial.

Preparation and Expansion

The investigator recommends to initiate the procedure of groundwork and growth mandatory for achievement of suitable abilities and acquaintance. The abilities and acquaintance are mandatory are unwavering for their significance with the actual enactment of observing and appraisal apparatus. The application revealed that the workforces have an obligatory dexterity, understanding to contrivance observing, and appraisal at the metropolis. Wherever personnel have impertinence, preparation and expansion were approved ready. Experiential indication from the investigation point out that the exercise and expansion at the metropolis was accepted with the ranges of maintainable growth in understanding. Such preparation was approved to device efforts embattled at the achievement of the objective justifiable expansion. It is therefore ensures not translate preparation aimed at the situation specific sake. Tangled with significant preparation and progress, on is the point that preparation and expansion on is the fact that that was approved unavailable at the metropolis drenched personnel with a profitable confidence for observing and appraisal as well as ecological advance.

Convenience of Possessions/Funds

Observing and Assessment Schemes are critical administration gears in attaining outcomes and gathering precise objectives (Kusek & Rist, 2018); ostensibly supervision at SDM dedicated means to the employment of observing and appraisal. The providing of evidence and know-how was finished further related since the statistics seized complete evidence expertise was well demarcated. Administration concluded their appropriate supervision smartness assured that one-to-one maintenance and valuation absorbed on justifiable expansion. Intended for the operative employment of the observing and estimation, means were mandatory to preserve that process. To that significance, the unprejudiced were establish if possessions were arrayed to meet the encounters at SDM. Administration additional guaranteed that the possessions were impeached competently located in the direction of the execution of observing and appraisal.

Instituting a relationship Amid Observing, Appraisal, and Maintainable

Expansion

The outcomes unquestionably designated that observing, and appraisal appliance was geared in the direction of the accomplishment of the objectives of defensible expansion. The aims were consistent repeatedly, henceforward employees alleged that they were unswervingly tangled in apprehending the aims of justifiable improvement. Nevertheless, employees battled to distinguish amongst checking and assessment, and justifiable advance, owing to the unavailability of funds to run the institution.

Research Investigation the Tenant's Response Outcomes

Possessions for Realizing M&E

Administration remain obligatory to convey obtainable episodic assessments of the effect of its provision distribution on societies, analyse the efficiency of M&E to uninterruptedly progress managements programmes and projects and promote evidence based policy making (The Presidency, 2011). The case for effectiveness of M&E System in development agencies then is "just but one of the most crucial management surfaces whose effectiveness contributes enormously toward performance of development of programmes. Monitoring and evaluation not only assist the organisations replicate and realize aforementioned enactment, nonetheless similarly gratifies as a director for beneficial variations throughout the historical of enactment. Additional efficient observing and assessment is animation conventional, and significant pointers that can be often restrained or observed been make known to. In demand to effect such there necessity be suitable means. Equally social and fiscal capitals and roughly measureable possessions will also be essential, even though maximum of those exertion is probable to be accessible in assignment for usage in added events as well as in M&E for instance GP utensils.

In the fundamental aforementioned on efforts to demarcate Observing and Appraisal (M&E), remained the Management Philosophies for the Strategy and Custom of M&E in Rustic Expansion Tasks and Programmes (IFAD, 2002). In those periods M&E remained perceived as principally as assignment associated proceedings, as describes observing as a constant valuation equally of the functioning of assignment accomplishments in the framework of employment plans and of the use of tasks contributions by aiming populaces in the scenery of approach circumstances. It was understood as a classified assignment commotion, and animated measure of a worthy government recurrence, and consequently an indispensable fragment of repetitive management. Appraisal was presented as a sporadic calculation of the significance, recitation, efficacy, and influence of the venture in the plan in the perspective of its quantified intentions. It customarily comprises comparisons in period, expanse or populace necessitating info as of external the assignment. M&E henceforward deliver vibrant guidelines of evaluating the enactment of the plan, also propositions consequence pointers for effective assessment of approaches and

recommendations for operative results. It forewarns the procedure creators with theoretically recognized encounters that can obstruct the procedure of attaining reputable result. It is consequently elucidated that M&E bargains counteractive procedures to daze the recognized encounters (Westland, 2022).

SDM Recognized Alleviations Stages in the direction of Speak to the Apprehensions Beyond

SDM did not magnet up of Social Capitals Expansion strategy, reorganization of upkeep Social Incomes utilities to track subdivisions, resembling staffing, workforce affairs and preparation. Rearrangement of income administration activities comprising establishing of provision efforts in the shires and amid indigenous humanities, skilling up of the Executive's office to advance non-cooperation, recording terrestrial authority, which may possibly be running, evidence structures and further. Creating strategic skill administration and development supervision collections as well as the M&E bureau in the Mayors' headquarters to comprise facility distribution observing as well as managing of the Constitutional Hotline or Deception reportage cost-free digit, also applying of times provision distribution plan to quickness up provision distribution. It is a delinquent since the SDM was originated to be unbalanced, owing to the varying or alternates of the Municipal Managers. In conclusion, employment of a pathological inspection to regulate truthfulness of facility provision assignments (Sedibeng District Municipality, 2022).

Conclusion

Monitoring and evaluation is essential for every programme or project to measure the routine and gaged the efficiency of initiative. To meet desired outcome, volume structure of the monitoring and evaluation system is vital. The implementation of any structure requires thorough planning and a careful implementation. The authors list the various causes for the failure of M&E system in an administration during its enactment. The means for enactment of M&E systems were discussed in the paper for deliberation when applying M&E system in SDM. M&E offers significant indicators for successful review of strategies and suggestion for effective outcome. It attentions the policy-makers with possibly acknowledged encounters that can hamper the progression of attaining conventional outcomes. The authors observed that positive monitoring and evaluation entails clearly uttered effects in contradiction of which enactment will be measured. Evidence collected as of M&E structures canister implicitly backing policy-makers to yield up-to-date findings. M&E once approved out properly and at the accurate period and domicile, assist as the best significant facets of safeguarding the achievement of a development. Concisely, the SDM did not use or put in place the Observing and Appraisal for Justifiable Expansion (MESD), as it was initiated and recommended by the author to mitigate the problems articulated/found or observed in the paper during the research.

References

- Hoft, J. 2021. Anonymity and Confidentiality. Wiley Online Library: <https://doi.org/10.1002/9781119111931.ch41> Accessed: 08/12/2022.
- IFAD. 2022. Managing for impact in rural development: a guide for project M and E. Italy: IFAD.
- Kusek, J.Z. & Rist, R.C. 2018. A Handbook for Development Practitioners. Ten Steps Ten Steps to a Results Based Monitoring and Evaluation System. Washington, D.C: The World Bank.
- Meyer, N. 2014. A Critical Analysis of Risk Management Knowledge within the Sedibeng District Municipality, South Africa. Mediterranean Journal of Social Sciences. MCSER Publishing, Rome-Italy Volume 5. May 2014.

- Mishra, S.B & Alok, S. 2017. Hand Book of Research Methodology. A Compendium for Scholars & Researchers. India: Educreation Publishing.
- National Government of South Africa. 2022. Department of Planning Monitoring and Evolutions. Pretoria. Government Printers.
- Oludele, A. A., Mokwena, M.P. & Kinfack, E.C. Understanding citizens' participation in service delivery protests in South Africa's Sedibeng district municipality. International Journal of Social Economics. Volume 40 (5).
- Sedibeng District Municipality. 2022. Integrated Development Plan. Vereeniging. SDM.
- Sweeney, D & Pritchard, M. 2018. Developing Monitoring and Evaluation Plan. Australia. <https://thecompassforsbc.org/how-to-guide/how-develop-monitoring-and-evaluation-plan> Accessed 08/12/2022.
- The Presidency of South Africa.2011. National Framework Policy. Department of Performance Evaluation and Monitoring. Pretoria. Government Printers.
- Understanding Local Government. 2022. Community Organisers Toolbox. Johannesburg. <https://www.etu.org.za/toolbox/contact.html> Accessed: 07.12.2022.
- Westland, J. 2022. The 10 Project Management Knowledge Areas (PMBOK). Austin: ProjectManager.com.
- Zwane, E. 2018. Monitoring and Evaluation Mechanisms for Sustainable Development in Sedibeng District Municipality. Acta Universitatis Danubius. Administratio ISSN: 2068 – 5459.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).