TRACKING PROGRESS RELATED TO IMPLEMENTATION OF MONITORING & EVALUATION IN ACCORDANCE WITH THE GOVERNMENT WIDE MONITORING AND EVALUATION FRAMEWORK AT OR TAMBO DISTRICT WITH REFERENCE TO MTHATHA REGIONAL HOSPITAL

by

NONDUMISO BANA-LELALA

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- I declare that the above dissertation is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

- I further declare that I submitted the dissertation to originality checking software and that it falls within the accepted requirements for originality.

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ABSTRACT

The Eastern Cape Department of Health is expected to conduct M&E activities aimed at improving health systems in accordance with the National Development Plan. This study was conducted with the aim of tracking progress related to the implementation of Monitoring & Evaluation in accordance with the Government-wide Monitoring and Evaluation framework at OR Tambo District with reference to Mthatha Regional Hospital.

From the starting point of identifying a practical problem in terms of shortcomings related to M&E, there was a need to investigate potential challenges hindering the implementation of M&E.

The qualitative research approach was applied in this study, and the results showed among other findings, that that there is inadequacy in the integration of budget alignments to institutional strategic documents, lack of technical leadership approach in the development of programme indicators and a lack of capacity and motivation to carry out M&E in this institution such as institutional end-term reviews or organisational end term reviews.

 The study concludes with a presentation of some discussions aimed at highlighting potential reinforcements that the ECDOH and other health stakeholders could consider in their attempts to strengthen M&E.

ABSTRACT (isiXhosa)

Ngokuhambelana nesiCwangciso soPhuhliso seSizwe, iSebe lezeMpilo leMpuma Koloni kulindeleke ukuba liqhube imisebenzi yokubeka iliso nokuvavanya (M&E), ejolise ekuphuculeni iinkqubo zempilo. Olu phononongo lwenziwe ngenjongo yokulandela umkhondo wokuphunyezwa komgaqo-nkqubo wokubeka iliso novavanyo kwisibhedlele soMmandla saseMthatha, kwiSithili sase-OR Tambo.

Kwasekuqaleni kolu phando bekukho iziphene ezichongiweyo ngokunxulumene nokuphunyezwa kweM&E kwaye, emva koko, kubekho imfuneko yokuphonononga imingeni enokubakho ethintela ukuphunyezwa kweM&E kwiSibhedlele soMmandla saseMthatha.Indlela yophando esemgangathweni iye yasetyenziswa kolu phando kwaye iziphumo zibonise, phakathi kwezinye, ukuba kukho okungonelanga ekudityanisweni kolungelelwaniso lohlahlo lwabiwo-mali kumaxwebhu asemthethweni afana nesicwangciso-qhinga, ukungabikho kwendlela yobunkokeli bobugcisa ekuphuhliseni izikhombisi zenkqubo, kunye nokunqongophala kwabasebenzi kunye nenkuthazo yokwenza iM&E kweli ziko, njengophononongo lokuhlola indima ehanjiweyo ekupheleni kwexesha elithile.

Uphononongo luqukumbela ngokunikezela ezinye zezindululo ezijolise ekuqaqambiseni uqinisekiso olunokubakho ukuba i-ECDOH kunye nabanye abachaphazelekayo bezempilo banokuqwalasela kwiinzame zabo ukuqinisa i-M&E.

ABSTRACT (Sesotho)

Ho ya ka Morero wa Ntshetsopele ya Naha, Lefapha la Bophelo bo Botle la Kapa Botjhabela le lebelletswe ho etsa mesebetsi ya tekolo le tshekatsheko (M&E), e reretsweng ho ntlafatsa mekgwa ya bophelo bo botle. Morero ona o entswe ka sepheo sa ho sala morao khatelopele ya ho kengwa tshebetsong leano la tekolo Sepetleleng sa Lebatowa sa Mthatha, Seterekeng sa OR Tambo.

Ho tloha qalong ya diphuputso tsena ho bile le mefokolo e hlwauweng mabapi le ho kenngwa tshebetsong ha M&E mme, ka mora moo, ho ne ho hlokahala hore ho hlahlojwe diphephetso tse ka bang teng tse sitisang ho kenngwa tshebetsong ha M&E Sepetleleng sa Lebatowa sa Mthatha.

Ho ile ha sebediswa mokgwa wa ho etsa dipatlisiso tsa boleng phuputsong ena mme diphetho di bontshitse, hara tse ding, hore ho na le bofokodi ho kopanngweng ha tekano ya tekanyetso ditokomaneng tsa molao tse kang moralo wa leano, ho hloka mokgwa wa boetapele ba botekgeniki ntlafatsong ea matshwao a lenaneo, le kgaello ya bokgoni le kgothatso ya ho etsa M&E setsing sena, jwalo ka hlahlobo ya pheletso ya nako ya setheo.

Diphuputso tsena di phethela thuto tse tse ding ho fumana matlafatso ka ho ba teng ECDOH le bankakarolo ba bang bao bophelo bo botle ba ka akanyang ho bona hore ba ka bo matlafatsa jwang boitekong ba ho phahamisa M&E.

DEDICATION

I begin in the name of **Jesus Christ**, our Lord and Saviour, for giving me wisdom and strength to surpass all the trials that I encountered to make this study possible, to whom I dedicate my life and my existence.

I dedicate the work in this dissertation to my late guardian and confidante (you shielded Mom hole in my life) **Tekwini Nomqondiso Gladys Bana-Ngwenya**. Your passing has left a void in my soul that nobody can ever fill.

"Yea, though I walk through the valley of shadow of death, I will fear no evil: for thou art with me; thy rod and thy staff they comfort me"

Psalms 23:1-4

Till we meet again…….

ACKNOWLEDGEMENTS

"After climbing a great hill, one only finds that there are many more hills to climb"

"Remember that hope is a powerful weapon even when all else is lost"

"IT ALWAYS SEEM IMPOSSIBLE UNTIL ITS DONE"

By -Nelson Mandela

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LIST OF ABBREVIATIONS

AG	Auditor General
APP	Annual Performance Plan
CHCs	Community Health Centres
COVID 19	Corona Virus
DPM&E	Department of Planning, Monitoring, and Evaluation
DHIS	District Health Information System
DHB	District Health Barometer
DM	District Municipality
DOH	Department of Health
EC	Eastern Cape
ECDoH	Eastern Cape Department of Health
GWM&E	Government Wide Monitoring and Evaluation
HCSS	Health Care Support Services
HRD	Human Resources Development
ICT	Information, Communications and Technology
IDPs	Integrated Development Plans
IPC	Infection Prevention and Control
MDGs	Millennium Developmental Goals
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
MRH	Mthatha Regional Hospital
M&E	Monitoring and Evaluation
PM&E	Planning, Monitoring and Evaluation
NCS	National Core Standards
NDP	National Development Plan
NGO	Non-Governmental Organisation
NPC	National Planning Commission
NT	National Treasurer
OHS	Occupational Health and Safety
OP	Operational Plan
ORTDM	Oliva Tambo District Municipality
PGWM&E	Provincial Government-Wide Monitoring and Evaluation

PToC	Program theory of change
PFMA	Public Finance Management Act
PMDS	Public Management Development System
PSC	Public Service Commission
QA	Quarterly Reviews
RSA	Republic of South Africa
SA	South Africa
SP	Strategic Plan
Stats SA	Statistics South Africa
WHO	World Health Organisation

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

1. Introduction

Governments are expected to deliver services that will contribute to the continued welfare of people. It is no secret that the South African government has had challenges related to service delivery There is a need to transform the quality of life of all South Africans (Govender, 2013: 812). In the Republic of South Africa (RSA), the establishment of a democratic government in 1994 brought transformative improvement within the government system. The Constitution of the Republic of SA (1996) upholds that monitoring and evaluation (M&E) can enhance governance including government legitimacy that denotes collaborative approach inclusive of stakeholders at deferent levels of service delivery (Republic of South Africa: Bill of Rights, 1996). Therefore, to ensure that there is optimisation in the use and provision of government services, performance pertaining to public sector institutions must be evaluated in terms of effectiveness, efficiency, and economic viability.

The South African public facilities are expected to conduct M&E systems in accordance with the M&E framework to contribute towards the ECDOH National Development Plan, as well as to improve public service delivery (Motingoe & Van Der Waldt, 2012: 73). National and Provincial spheres of government have a constitutional mandate to offer support to local public institutions on aspects including policy, strategy, and leadership as well as the framework for a unified performance standard within government (Public Finance Management Act (Act 1 of 1999), 2001). The National Department of Health together with the National Treasury periodically compares achievements in performances of the public hospitals relating to health outcomes versus government-predetermined objectives (Versteeg, Hall, May, Maredi & De Visser, 2009: 23–30). Each public hospital is charged with the responsibility to filter the M&E plan down to its departmental units (National Treasury of South Africa, 2000: 2–8).

In addition, it is a statutory requirement by the Public Finance Management Act (1999) of South Africa, that accounting officers should incorporate M&E systems into their departments as prescribed by the GWM&E system. This influences performance concerning accomplishments of objectives (Gemert, Miller & Moses, 2014: 29).

Chapter ten of the National Development Plan Vision 2030 of the country in its endeavour to ensure good health and wellbeing of South Africans, identified promoting health as being the focus towards the realisation of good health for all (National Planning Commission, 2011). To facilitate such support, M&E is critical to the ECDOH to contribute to better departmental performances.

This study seeks to track progress in the implementation of the M&E aligned to the Government-Wide Monitoring and Evaluation System in the Oliver Tambo District, with reference to Mthatha Regional Hospital (MRH). This study has identified possible shortcomings that are pinned on the weak implementation system of M&E at MRH. Likewise, the weak application of M&E appears to be the result of the performance challenges that are often reported in the District Health Barometer report of the ECDOH (Massyn, Tanna, Day & Ndlovu, 2018: 9). With reported underperformance of MRH to some extent not isolated from those of the ECDOH. Hence, there is a need to investigate the OR Tambo District, regarding MRH. To understand the challenges that have been weakening the successful implementation of M&E and in achieving government outcomes to improve public health care services. It is of critical importance that a review and analysis of M&E in accordance with the evolving GWM&E system of South Africa be extensively explored.

According to Phuthi (2016: 21), the departmental strategic plan document seems to be designed to be a highly level record that does not consider the current situation such as the availability of resources or infrastructure. Olive (2018: 10) argues that the approach that ECDOH strategic plan could be "one size fits all" would not produce desired outcomes. Instead, Mtshali (2015: 22) suggests that plans should inform the undertakings required to improve service delivery and deliver better performance outcomes. The designed ECDOH strategic plan ought to be sustainable and not create unrealistic expectations. According to Phuthi (2016: 21-22), M&E is the central component of all managerial activity, its function is expected to provide accurate and reliable information that can enhance decision making.

The other determinant that could contribute to ECDOH's unexpected results is the Health Information Systems (HIS) which is currently disconnected with no integrated electronic health record (Eastern Cape Department of Health, 2016). This can lead to

the department being unable to produce reliable performance outcomes, notwithstanding that, outcomes are not necessarily determined by the effective implementation of M&E, but by other factors such as the social determinants of health that can directly or indirectly affect government health outcomes. In addition to that, this certainly does not mean that the findings and recommendations in this study will improve health outcomes. But this study puts forward that the more effective the implementation of the M&E framework is the better the opportunity for the department of health to achieve its desired health objectives (Rasila, 2019).

The ECDOH Provincial Treasury receives quarterly reports on performance concerning health service-related indicator and are presented by the South African Auditor General (AG:2014). These reports are found not to be adequately addressing the weaknesses identified in the departmental performance system. According to Phuthi (2016: 22) this, has also been identified as a gap in the implementation of M&E. Moreover, the National Planning Commission (NPC) in their diagnostic overview indicated that there are more than 42 HIS within the ECDOH, therefore there is a need to create a platform whereby information can be exchanged between the unconnected health systems (Shisana, 2018). Apart from EDCOH challenges, the study narrowed down its scope by focusing on tracking the implementation of M&E in alignment with the GWM&E system at MRH.

1.1. Background of the study

According to National Evaluation Policy (2018) report, the South African public service had no coherent system of monitoring and evaluation that existed prior to 2005. However, the situation transformed in July 2005, when the South African Cabinet adopted a strategy to establish the GWM&E system over two years (Presidency, 2013). The blueprint of GWM&E evolved and subsequently, the strategy was adopted by the South African government in 2007, as a policy framework binding public service inclusive of business sectors and other voluntary sectors of South African society. The framework demonstrated how the M&E principles are prescribed for achieving results through GWM&E and how M&E should be applied to the strategic development of the ECDOH (Presidency, 2013). The overreaching aim of the GWM&E is about providing an integrated, comprehensive framework of M&E fundamentals, and standards that are mandatory throughout government, and function as an apex-level information

system. This process draws from the component systems of the framework intending to deliver useful M&E products but also and capacitating M&E users (National Evaluation Policy, 2018). The GWM&E system is governed and monitored by the Department of Planning, Monitoring, and Evaluation (DPM&E) in the Presidency. GWM&E system includes other functions but is not limited to monitoring, evaluation, early warning, data verification and collection, analysis, and reporting (Rogerson, 2014: 10).

The main aim of GWM&E is to have a unified integrated implementation of government initiatives such as the National Development Plan (NDP) 2030, utilising the Medium Term Strategic Framework (MTSF) as one of the departmental monitoring tools (National Treasury of South Africa, 2013: 110). DPM&E, together with the National Treasury of South Africa encourages all government departments, sub-divisions, and directorates, including the ECDOH, to formulate their own strategic and operational plans (OP) and outline these in detail. These plans should be derived from the government's strategic plan.

Provincially, GWM&E is understood as a methodology for synthesising information and producing credible quality reported information. The aim is to improve government outcomes. Within this context, each province is expected to align its key mandates within the framework of GWM&E and translate them to be the Provincial Government-Wide Monitoring and Evaluation (PGWM&E). Subsequently, provinces are to creates M&E policies, strategies, and programmes for PGWM&E in order to apply results-based methodologies (Presidency, 2013). District reports are included in the aggregated provincial reports hence locally; the Oliver Tambo District is also expected to implement M&E based on the GWM&E system to ensure that communities have the basic services they need. According to District Health Information Systems (DHIS), in the mid-year population estimates (Stats SA, 2016: 5), OR Tambo district constitutes 20.6% of the entire population of the Eastern Cape Province, with about 53.4% being females. Its drainage area spreads to include parts of nearby municipalities namely, Chris Hani, Alfred Nzo, Joe Gqabi, and Amathole. The catchment areas of Oliver Tambo are predominantly very poor with unemployment rate ranging at about 44,1%. These demographics have implications in terms of the type of service that might be needed to cater for the population categories especially youth. In addition, the

following social determinants of health could impact negatively and therefore influence the disease profile, resulting in the predominant conditions that are seen at MRH:

- Unemployment, especially among youth
- Adult illiteracy
- Low rate of medical aid coverage
- A low number of formal dwellings
- Few households with access to running water.
- Lack of flush toilets

These determinants are appearing to be the prompting causes of the underperformance confronting OR Tambo district and this could suggest above suggest that the district could be overburdened.

The OR Tambo District Health Barometer explains that MRH is situated in the King Sabata Dalindyebo Municipality within the OR Tambo district, meaning that MRH services OR Tambo district. Government health care services are rendered by two (2) Provincial Tertiary Hospitals, two (2) Regional Hospital including MRH, twelve (12) District Hospitals; eleven (11) Community Health Centers (CHC), forty-nine (49) clinics, fifty-two (52) Health clinics and fifteen (15) mobile clinics (Massyn, Pillay & Padarath, 2018). According to (Creswell, 2014: 63–70), researchers use a sampling approach considering that it is a feasible and logical way of forming statements on a larger group based upon which they gathered on an accessible smaller group. OR Tambo district is chosen as a sample because, it is amongst those districts in the Eastern Cape Province with the highest population figures and is regarded as one of the biggest districts (Massyn *et al.*, 2018).

According to Vearey, Modisenyane, and Hunter-Adams (2017: 96-99) together with the World Health Organisation (WHO: 2000) explains that the health outcomes of the ECDOH and the quality of life in the communities can be influenced by the effects of social determinants. Factors relating to health outcomes could emanate as far as early childhood, education (literacy versus illiteracy rates), employment (employment rates and type of work) as well as income, food security, access, and quality of services, and many more. An example would be that a high unemployment rate represents a high demand for public health care services. High unemployment rates may contribute

to a higher prevalence of substance abuse and/or teenage pregnancies. Implications of social determinants of health for the ECDOH strategic plan (including its districts and hospitals that are expected to be monitored and evaluated), could advise the department in terms of interventions needed. In addition, interventions can help the department to understand which groups of social determinants to be prioritised, how resources can be better allocated, and what can be done to address disparities in different hospitals within the ECDOH (Peter & Barron, 2017: 52).

1.2.   Problem statement and research questions

1.2.1. Problem Statement

This study realised that there were prevailing short comings at the MRH performance outcome, correspondingly with those of the OR Tambo District, and are augmented to the ECDOH performance. The main challenge facing MRH are the short comings that is associated with the lack of proper implementation of M&E in accordance with GWM&E to meet the desired service delivery objectives. Secondly, the lack of knowledge and skills, required for those responsible for the duties related to M&E is still a challenge facing the department in general. Similarly, in the National Department of Health it appears that the same problems are experienced (Peter & Barron, 2017: 13).

1.2.2. Research Questions

- What is monitoring and evaluation?
- How did Government-Wide Monitoring and Evaluation System develop and come into being?
- What are the challenges of implementing M&E in accordance with GWM&E and how do these challenges impact the performance at the MRH?
- What mechanisms can be put in place to enhance the M&E system at the MRH?

1.3.   Motivation on the significance of the study

The study perceived a need to track progress related to implementation of monitoring & evaluation in accordance with the GWM&E framework at OR Tambo district with reference to MRH. Considering the following constitutional mandates such as the Constitution of the Republic of South Africa (1996) which upholds that M&E can enhance governance including government legitimacy (Republic of South Africa: Bill of Rights, 1996) and the NDP Vision 2030 in which Chapter ten puts emphasises on health, this priority is tabled as the second priority out of the fourteen lifted priorities of

the NDP (National Planning Commission, 2011). Therefore the identified possible shortcomings which are pinned on the weak implementation system of M&E appears to be the result of the performance challenges that are often reported in the District Health Barometer report of the Eastern Cape Department of Health (Massyn, Tanna, Day & Ndlovu, 2018: 9). The poor alignment and implementation of policies in South Africa remains a cause of concern towards addressing triple scourge of inequality, poverty as well as unemployment and the burden of disease confronting the country. Therefore, it was important for this study to conduct this type of a research.

1.4. Purpose and objectives

Based on the introduction, the background and the problem statement presented above, amongst the objectives, the study intended to understand the challenges of M&E at the MRH and how those challenges affect performance. The study seeks to contribute to the understanding and knowledge of the concept of M&E in line with the GWM&E through the following objectives:

- To explore what is monitoring and evaluation.
- To explain the GWM&E system of South Africa
- To explore the challenges in the implementation of M&E in accordance with GWM&E at MRH and how these challenges impact performance
- To ascertain the successes and challenges in the Monitoring and Evaluation process at MRH.

1.5. Research methodology

While the methodological detail of this study is discussed in chapter three, a brief is presented below:

According to Mouton (2008:135), a research methodology involves the application of a variety of standardised methods and techniques that will increase the likelihood of attaining validity in a scientific endeavour. The qualitative method was used because it suits the study and the phenomenon under investigation, and within it allows the researcher to ask and respond to various types of questions (Kothari, Kumar & Usitalo 2014:89). The single case design was used to paint a picture of the implementation of M&E activities at OR Tambo District. Semi structured interviews were held with a

purposefully selected sample of two groups, comprising clinical and non-clinical staff members at the case hospital.

1.6. Conceptual clarification

The following concepts were central to the study and were applied to construct this research. In the context of Helgevold and Moen (2015:32), certain terms have specific meanings. Below is the explanation of terms for this study to ensure that there is common understanding with regards to the key concepts used in the study:

Service delivery objectives: in the context of this study refers to a certain adequate particular level of an organisational process recovery, that which should be achieved within the recovery time objective (National Treasury of South Africa, 2000).

Performance outcomes: refers to a specific activity desired out of a service rendered against the agreed upon set standard to accomplish a result (Kariuki & Reddy, 2017: 4) .

Strategic plan (SP): this concept refers to a well communicated agreed upon action plan that defines a strategic direction and allocating available resources to accomplish organisational goals and objectives for a specified period (Kellog, 2004).

Public service: is about government supplying a certain commodity with the intention to serve members of its communities (Dassah & Uken, 2006).

Quarterly reviews (QR): refers to a process of reviewing organisational past performances and make possible amendments, where underperformances are identified, prepare quality improvement plans as intervention, but also project future performance with the aim to improve service delivery (Department of National Treasury & Africa Republic of South, 2017).

Targets: refers to specified objective that an organisation intend to achieve in a certain period of time in a particular project or programme, the target setting can either be expressed in quantity readings or quality readings (National Treasury of South Africa, 2000)**.**

Governance: refers to government's ability to create and enforce laws and rules, but also about an upper command over administrative prerogative at   all levels of

government in managing state affairs especially in the delivering of public services, (Govender, 2013: 812).

1.7. Ethical considerations

The role of any researcher is to ensure that ethical standards are not violated (Zyl, 2012: 83). The researcher applied for an ethical clearance to conduct the study. Respondents were guaranteed that during and after the study ethical principles will be applied and that their rights were safeguarded by the researcher. Participants were protected from harm by communicating their rights to informed consent.

1.8. Chapter layout

The proposed layout of chapters will be divided into five as follows:

Chapter 1   Introduction and background of the study

Chapter 2   Literature Review

Chapter 3   Research Methodology

Chapter 4   Research results

Chapter 5   Findings, conclusions and recommendations

1.9. Conclusion

This chapter introduced the study, providing the background, the problem statement, the purpose of the study as well as the motivation of study and its objectives. The main purpose of the first chapter is to provide an overview of the entire study and what processed were followed from problem identification to reporting. The main aim of the next chapter which is chapter two is displaying evidence of other relevant work conducted on the subject under discussion.

CHAPTER TWO: LITERATURE REVIEW

2. Introduction

Chapter one presented the general introduction of the study, covering the background, rationale, aim, and methodological aspects used in the research process. This chapter presents existing literature related to the topic and the problem under investigation. It begins with the origins and the development of Monitoring and Evaluation (M&E), then the definition of terms thereafter, the study focuses on the discussion regarding the regulatory policy framework that guides the Government Wide Monitoring & Evaluation framework system (GWM&E) in the South African government.

2.1. Origins of monitoring and evaluation

According to Kusek and Rist (2004:2) in the context of Africa, literature review the oldest M&E concept was established in in Egypt, hence Egypt became the father and founder of M&E globally. Thereafter was reported between the years 2000 and 2005, M&E as a field of study has gained momentum to its current importance. It has also in practice become central to the development of activities in some countries such as Switzerland, Japan, Spain, Italy, Israel, and Africa (Basheka, 2015:77). Cochran and Malone (2014:83) argue that while M&E is widely used and appreciated in many developing countries mentioned earlier, it has little impact on public policy and is lacking implementation in the public administration environment.

In the context of South Africa, the origins and the development of M&E according to Mark (2017:2), were established about twenty years ago in 1996. The Public Service Commission (PSC) which was restructured in 1997, designed its M&E systems, they then became the pioneers in the evaluation field. However, during May 2010, the former President of the country Mr Jacob Zuma appointed a planning commission that established the National Development Plan (National Planning Commission, 2011). Since the development of this commission, all government departments in SA adopted the idea, and therefore over the years dating back from 2010 onwards, there has been an active collaboration and emphasis on M&E (Ramafoko, 2012:15). But also, the establishment of the Ministry of Department of Planning M&E that was previously known as the Department of Performance Monitoring together with the Public Service Commission was envisioned as the champions to monitor, evaluate and report on the performance of South African governments (Auriacombe & Meyer, 2020:10). The table

below summarises the discussion above, at the same time attempt to acknowledge the strides made by South African government in enhancing the evolution of Monitoring and Evaluation.

Figure 2.1: Evolution of M&E in South Africa
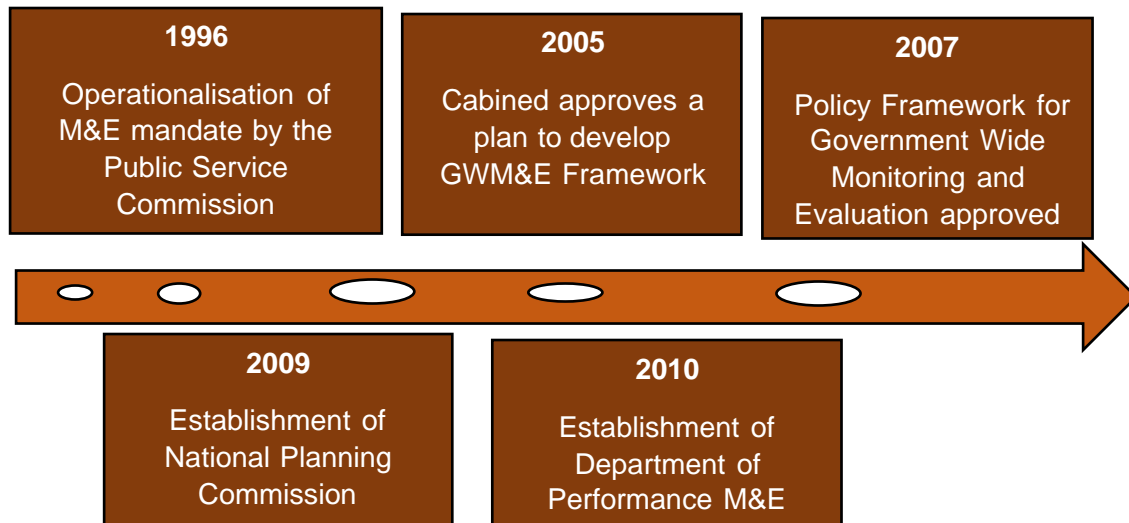
Source: *Bosch (2012). Evolution of M&E in SA*

2.2. Theoretical framework

This chapter focuses on specific aspects of the theoretical framework. According to Kivunja (2018:35), a theoretical framework can be articulated and understood as a systematic review of written lessons from different fields. Theoretical framework and conceptual framework are often used interchangeably. Distinguishing between these two terms is the clarity explanation by Grant and Osanloo (2014:13-17) that, the term theoretical framework evolved from a plethora of contemporary theories. But also, the written works especially those that are considered as being tested, validated, and are generally acceptable theories within the confines of scholarly literature. With that being sad, Green (2014:34) asserts that conceptual framework is regarded as a proposal by the researcher in an attempt to answer the research problem s/he has defined. According to Adom, Hussein, and Agyem (2018:439) when constructing a conceptual framework, it is imperative for a researcher to be descriptive but also critical. Moreover, be able to discover problems, contradictions, and contentions that have been found in the existing viewpoints and how the results of the researcher's study can be a source to contribute and influence subsequent future studies. Therefore conceptual framework is also aimed at encouraging the development of a theory that would be useful to practitioners in the same field (Kivunja, 2018:47-48)**.**

In general, concerning the definition of theoretical framework, schoolers have diverse understanding thus Grant and Osanloo (2014:13-17) claim that, although the explanations vary, they all connect back to an attempt to gather insights on certain phenomena. The conception regarding the use of theory is that it is a set of ideas that explains observed facts or underpin the knowledge base of a phenomenon, that which sets out the laws, principles, constructs, and concepts of something in the production of philosophy (Kivunja, 2018:47-48). Theoretical frameworks provide a particular perspective through which to examine a research expedition (Grant & Osanloo, 2014:16-17). Moreover, the theoretical framework constitutes a focus for the research and is connected to the research problem under study (Green, 2014:39). The following discussion includes an overview of different approaches to theory frameworks related to this topic and thereafter pursues a theoretical framework that best fits this study.

According to Auriacombe (2011:4-7), the development, implementation, and interventions of monitoring and evaluation are generally considered to be ascertained within the confines of an acceptable framework of known theories. The use of M&E theoretical frameworks is increasingly becoming important in the designing and establishment of any project or program (Douxchamps, Debevec, Giordano, *et al.*, 2017:14). Theories are fundamental in developing and specifying feasible practices that are integral in the process of written products that are designed to ascertain how to conduct M&E systems (Zwane, 2014:21). Therefore, M&E systems can be demonstrated within the extents of theories to understand how they are functionalized and or institutionalised. Theories influence the M&E system to contribute to the attainment of the goals and objectives of an organisation. The section below presents the theories related to this research expedition (Green, 2014:39).

2.2.1. Program theory of change

Savaya and Waysman (2005:87) hold that the program theory of change (PToC), is known as the theory of action, casual pathways, and or intervening mechanisms. Program theory of change is defined by Auriacombem (2011:9-11) as a set of statements that depicts mechanisms through which a program is contemplated to achieve the identified intended outcomes to the effect. Furthermore, an illustration by Bickman (2021;15) that the program theory of change identifies fundamentals and propositions essential for the program and

therefore states explicitly how the program will incorporate into a broader program context. An example in the work done by Sharpe and Bay (2011:1990) where a program theory of change was found to be extremely useful before the program being considered to detailing its M&E plan, up to the implementation of the program. According to Auriacombem (2011:11) who is the same opinion as the latter author that if a feasibility study can be done before the project considering the available resources, then the program can have a reasonable chance to achieve the intended results. Forethought, by Albert (2006:2) that for program theory of change to be effective, is the need to clarify that which is intended, such as an aim or a goal, and work on the questions of concern bellow:

- What does the program intend to achieve (outcomes or outputs)?
- For whom does the program intend to achieve for (targeted population)
- With which activities and with what resources

These questions of concern above are referred to as the components of a program theory (Sharpe & Bay, 2011:2).

Notwithstanding that other authors emphasise that the program theory of change is best suitable before the start of the project, Bickman (2021:6-7) argues that this is not often the case. Program theory of change can also be developed during the operation and even after the project has been completed. The author further elaborates that by so doing this makes it possible to measure the project validity by testing it against reality.

2.2.2. Logical theory framework

The logical theory framework is defined as a set of interlocking concepts or modelling systems that allows careful consideration of relationships between activities and results in a well-designed project (Hamdy, 2020:5). This theory approach provides a step-by-step conceptualisation of elements and their correlation to each other. The composition of a Logical theory framework, According to the conception of Kellog (2004:8) is a highly developed project system that includes four separate and distinct levels of objective namely inputs, outputs, outcomes, and goals or impact. Hamdy (2020:5) posit that when logic models are applied in a standardised technique they are trusted to influence the organisation's effectiveness. Wilder (2009:2), postulates that logical theory framework can also be apprehended in a series between the term,

"IF-THEN ", a connection where he/she further derives an explanation of the "IF" as a statement that –IF something is realised for the intended population, –THEN something is likely to change in that population. Hence Albert (2006:2) asserts that logic framework theories do influences the enhancement of the M&E system to contribute to the attainment of the goals and objectives of an organisation. The figure below simplifies what is discussed above, also supported by Kellog's (2004:8) conception.

Figure 2.2: Logic Matrix and Logic Model
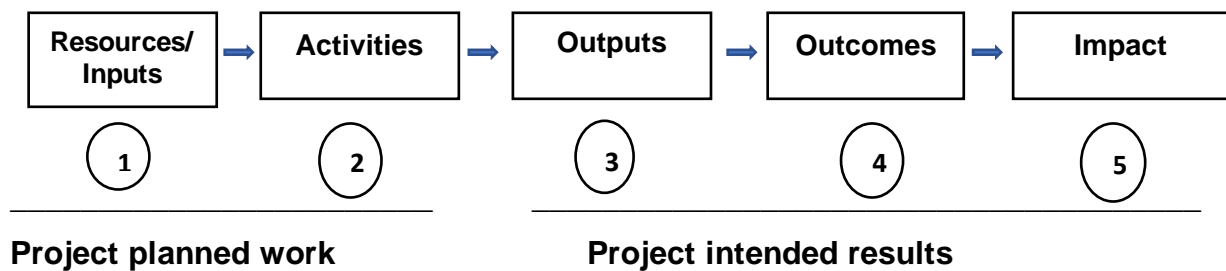
Source: *Kellog (2004:8) W. K. Kellogg Foundation*
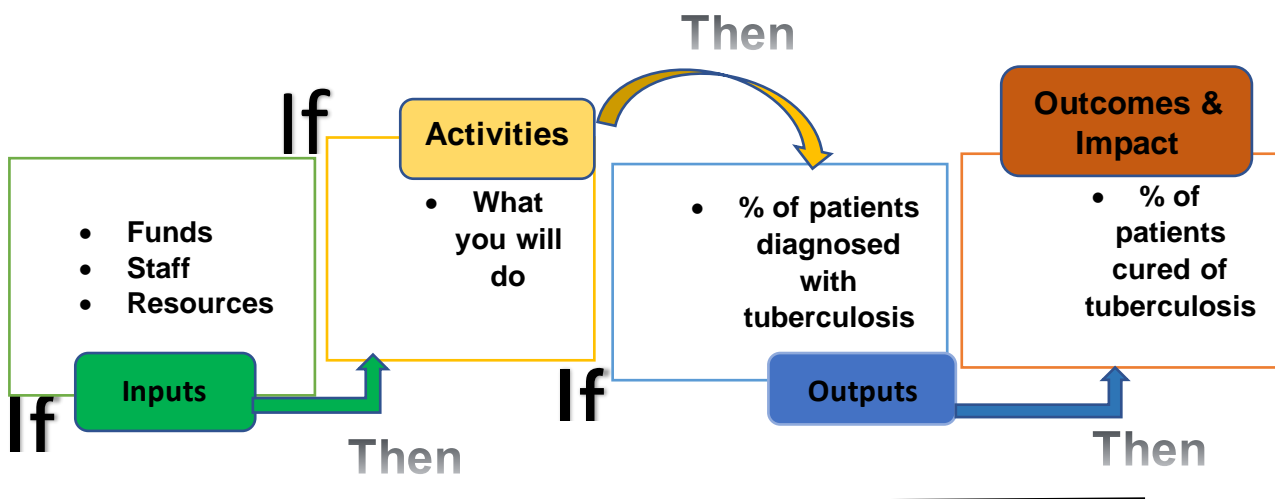
Logic Model adapted and modified: *(Knowledge Practice Network, 2012)*

2.2.3. Theory of change

Theory of change can be defined as a theory that focuses on how projects culminate change and develop the continuous path of cause and effects exerting theories and frameworks (Green, 2015:6-8). Organisations have longed explored several theories of social change (Kristensen, 2012:2). James (2011:4-6) postulates that the theory of change emerged in 1990, subsequently the then Aspen Research Institute's Roundtable on Community Change teamed with Independent Research and Capacity

Building Organisation to design the first theory of change along with its guidelines. The two research organisations sought to find ways to explore and delineate change in a systematic approach. Hamdy (2020:11) sets out that the theory of change is a consolidated foundation for any framework, Further to this Flynn and Sonderskov (2015:10) share this sentiment, that framework is the basis for the comprehensive plan in ensuring that methods are logically designed to contribute to the entire perspective. Sharpe and Bay (2011:15) reflect that theory of change provides an understanding of the processes of how individual or communities can change their behaviour, perspectives, and or their diverse viewpoints. According to Green (2015:10) theory of change established precisely the steps necessary to bring about the desired goal, it specifies the types of interventions needed with the aim to bring about the results hoped for. Ultimately, the theory of change exists as a pathway of change that provides a road map that illustrates the linkage between actions to be taken to reach desired outcomes. Chetty (2018:1) argues that due to the narrative that the theory of change is more convenient for complex programmes, most organisations found it very useful however with concerns, considering that the theory of change requires very skilful personnel.

Amongst the various references regarding theories reflected in this section. The theory of change gives more relevance to the nature of this study, in the sense that, it does have an aspect of persuadability when incorporated with other theories such as the logic theory framework towards exhibiting the change desired by myriad organisations. James (2011:5-6) reveals that in the field of M&E the absence of a theory to complement M&E logic frameworks for planning, implementing a complex programme, and determining difficult issues such as advocacy and governance triggered the formation of the theory of change.

2.2.4. Monitoring and Evaluation

Various scholars define the concept of Monitoring and Evaluation in several illustrative, depending on the focus. According to Görgens and Kusek (2009:5-7), M&E often depends on the context, the situation, people's expectations, and or the writer's intention. Therefore, other authors such as (Madri, Van Rensburg & Mapitsa, 2017:5) suggest that this indicates that there is a need for a broader and standardised definition of M&E, particularly in the South African public sector. Notwithstanding that, the key

elements of M&E are captured in a range of definitions. According to Mapitsa and Linda (2018:7), monitoring and evaluation is more of an art that involves a set of implementation steps and there is no one methods applicable to all situations.

Despite that monitoring and evaluation are viewed as related, they are distinct functions and must be defined distinctly (Otieno, 2010:1-2). Likewise, (Ntoyanto, 2016:38) maintains that even though monitoring and evaluation can be defined distinctly but they are complementary processes and that they mutually reinforce one another and are policy-driven, especially in the process of implementing government projects and programmes. Given what has been said above, the nature of this study will in somewhat distinguish between the two terms but also outlined the linkage between these two terms.

Whilst Govender and Hlatshwayo (2015:3) hold that monitoring and evaluation are being designed to transform government to be a functional system and promote development, the Organisation for Economic Cooperation and Development 2002 Vitalis (2004:7- 8) claims that this is already outdated. Nelson (2016:18-20) explains that M&E systems are designed to track what is being done in an organisation and whether the programme is making a difference. Therefore, the results of this process are those that enhance government transformation and development. According to (Govender & Hlatshwayo, 2015:22) submits that monitoring can be defined as the continuous assessment of a programme concerning the agreed implementation schedule.

Kusek and Rist (2004) describe M&E as a function that enhances effectiveness by establishing clear links between past, present, and future interventions, and results. Furthermore, M&E can help an organisation to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation, and planning. Without the function of M&E, it would be impossible to assess whether work was going in the right direction or not, whether progress and success could be claimed, and how future efforts might be improved (Segon, Patel, Rouge & Russon, 2009: 13). The Policy framework for the GWM&E System as issued by the presidency defines the M&E System as the set of

organisational structures, standards, plans, indicators, information systems and reporting lines of government to discharge their M&E function effectively (Kariuki & Reddy, 2017: 10).

Govender (2013:40), defines monitoring as the continuous assessment of a programme concerning the agreed upon implementation schedule. Furthermore, Govender (2013) expand by indicating that M&E serves as a good management tool, which should if used properly, provides continuous feedback on the project implementation as well as assist in the identification of potential successes and constraints to facilitate timely decisions. Unfortunately, in many projects, the role of this is barely understood and therefore negatively impacts the projects. Kariuki and Reddy (2017: 12) indicate that monitoring can be defined as a continuing function that aims to provide the management with an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, programme, or other kinds of support for an outcome. Evaluation is a selective exercise that attempts to systematically and objectively assess progress towards, and the achievement of an outcome (Mapitsa & Linda, 2018: 7). This explains that evaluation is not a once-off event, but an exercise involving assessments of differing scope and depth, carried out at several points in time, in response to evolving needs for evaluative knowledge and learning during the effort to achieve an outcome.

Kariuki and Reddy (2017:12) define monitoring as a continuing function that aims to provide the management with an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. Further detail, is that an ongoing intervention might be a project, programme, or variant model of support for an outcome (Kariuki & Reddy 2017:12). Similarly to what Kariuki and Reddy explain, Mapitsa and Linda (2018:9) clarifies that monitoring it is a continuous function that aims primarily to provide program or project management and the main stakeholders of an on-going program or project with early indications of progress or lack thereof in the achievement of program or project objectives.

Govender (2013:5) defines monitoring as a continuous exercise that utilises a systematic collection of data on definite indicators to provide the management of an ongoing development intervention that enables them to measure progress and

achievement of objectives as well as the use of the allocated funds. Furthermore, monitoring can be defined as an activity used to monitor collected information performance on programme activities to measure whether planned activities managed to achieve what was expected (Wotela, 2017:3). In a similar vein, Ssekamatte (2018:3) views M&E as a process that tracks continuous progress and periodically assesses progress due to accountability, transparency, and improved management services.

Mtshali (2014:8) describes the term monitoring as a process that administers frequent investigation about the implementation of policies and programmes through the timely gathering of systematic information on targeted outputs. This is done to attain the desired effects or impact by providing reasonable details as to what worked and not worked as well as what can be done in the future. Ntoyanto (2016:38) provided an explanation of this earlier in the study that the two terms are policy driven in their nature and design. Likewise, Cloete (2009:295) defines monitoring as a policy that on a regular premise seeks to systematically collect data based on specified indicators to determine levels of and achievement of goals and the organisation's objectives. Rasila, (2019:4-5) argues that there are no M&E frameworks or methods contrastingly there are M&E questionnaires that are responded to in the form of a tool or technique. Rasila (2019:5) proceed to define M&E as any process of inquiry that aims to address the relationship relating to planned activities and observed or monitored results.

According to Davis *et al.*, (2015:8), monitoring of information can be used for several reasons during the life cycle of a project or programme in any organisation. According to Dassah and Uken (2006:7), monitoring can be defined as an assessment of the extent to which a programme is implemented as designed and serves the intended group. These authors continue to indicate that monitoring enhances better decision-making, accountability, and improved leadership and management services.

The National AIDS Control Council (2012:5-7) in their explanation, considers that monitoring encompasses the compilation of reports on monthly, quarterly, and annual regarding outputs, activities, and resources. Monitoring can be defined as the routine checking of progress, to confirm that progress is occurring against the defined direction. Further, monitoring gives information on where a policy, program, or project is at any given time against targets and outcomes.

Ssekamatte (2018:4) defines monitoring as a tool and a record that focuses on efficiency, and the use of resources injected. The National AIDS Control Council reported that while the definition of monitoring includes providing records of activities and results, and signals problems to be remedied along the way, it is descriptive and may not be able to explain why a particular problem has arisen, or why a particular outcome has occurred or failed to occur.

Along with that is the regular criticism offered by M&E analysts with regard to the inability of governments to allocate appropriate resources to new policies, programs, or projects such as monitoring hence most of these initiatives fail (Govender, 2013:811). Mark (2017:2) postulate that monitoring should be used to ensure that what has been planned is going forward as intended and within the resources allocated and this process should involve internal and external stakeholders together with every employee in an organisation.

Furthermore, (Govender, 2013:811) argues that the degree to which monitoring can bring about effective and efficient results depends on the level at which its implementation can be improved. There is general agreement provided in the above existing literature that numerous definitions agree that the term monitoring is all about tracking progress and matching it with the original desired plans and that monitoring can be an important tool for management to trace progress in any organisation.

Given the definitions and elements of monitoring indicated above, it appears that the traits and procedures, systematics, instruments, and efficiency of aids discussed in this section are not particularly different, making them more appropriate for this study. One can draw the conclusion that monitoring is a regular observation and recording of activities in a project or programme. It is a process of routinely gathering information on all aspects of the project to monitor and check on how project activities are progressing. It is a systematic and purposeful observation by programme managers. Monitoring also involves giving feedback regarding the progress of a project to donors, implementers, and beneficiaries of that project.

Contrastingly evaluation is a selective exercise that attempts to systematically and objectively assess progress toward the achievement of an outcome (Kabonga, 2019;12). This explains that evaluation involves value judgment and is not a once-off event, but an exercise involving assessments of differing scope and depth, carried out at several points in time, in response to evolving needs for evaluative knowledge and learning during the effort to achieve an outcome (Otieno, 2010:2-3).

According to Asha (2014:398), evaluation is a continuous assessment technique of a completed or ongoing programme to determine successes and shortfalls based on the expected desirable standards. This process also allows an opportunity to enhance learning as well as review standards from previous experiences encountered and possible reprioritisation can also be considered. Sebake and Mukonza (2020:44) remark that evaluation studies seek to assess how well outcomes of policies have achieved the policy objectives.

Kusek and Risk (2004:6-7) articulated the concept of evaluation as "the systematic assessment of the operation and/or outcomes of a program or policy, compared to a set of explicit or implicit standards, as a means of contributing to the improvement of the program or policy". According to Naidoo (2007:304) evaluation can be defined as a process that determines a systematic approach, a method that is objective as possible the relevance, effectiveness, efficiency, sustainability, and impact of activities in the light of programme performance, focusing on the analysis of progress made towards the achievement of those stated objectives. Evaluation is thus a process of comparison to a standard to measure the progress against that standard.

Mello (2018:5) draws the study towards a view of, as cited in the policy framework for Government Wide-Monitoring and Evaluation that "evaluation can be defined as a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers, and policymakers". Kariuki and Reddy (2017:12-13) define evaluation as an applied inquiry process for collecting and compiling evidence that highlights the outcomes and value of an intervention. Conceptually, evaluation is also the systematic or critical assessment of the merit, worth, or value of administration, the output, and outcomes

of government interventions which are intended to add value to the relevant beneficiaries (Madri *et al.*, 2017:6).

Mtshali (2015: 12) posits a narrative of what Cloete cited earlier and proceeds to explain that much as evaluation is defined as it is a policy-driven process that involves time-bound exercises. Furthermore, evaluation attempts to systematically assess the relevance of effects in an objective manner for the success of the program. Mark (2017:4) describe evaluation as a function that occurs at various stages during the existence of the policy/programmes and checks the progress of the intervention. According to Asha (2014:398), evaluation is a continuous assessment technique of a completed or ongoing programme to determine successes and shortfalls based on the expected desirable standards. This process also allows a prospect to enhance learning as well as review standards from previous experiences encountered and possible reprioritisation can also be considered Mueller-Hirth (2012:649).

National AIDS Control Council (2012) further adds that evaluation can be defined as a tool used to ensure that the direction chosen is correct and that the right mix of strategies and resources was used to get there. It can typically be formative or summative. According to the National Policy Of Public Sector Monitoring and Evaluation (2011:10) evaluation can be defined as an assessment systematic and impartial regarding policy, programme, or project, which focuses on expected and achieved results examining the results.

Victoria and Zeenat (2020:5) articulate that evaluation is an assessment of the value of an intervention, concerning its specific purpose to the relevant beneficiaries through the synergistic interactions and interrelations of the systems, environments, and stakeholders to enhance the value of future interventions.

Govender and Hlatshwayo (2015:9), concur with the later literature that, evaluation is understood as a systematic assessment of an ongoing or completed project, programme, or policy, its design, implementation, and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making

process of both recipients and donors (Dlamini & Migiro, 2016:378). The evaluation also refers to the process of determining the worth or significance of an activity, policy, or programme. An assessment, as systematic and objective as possible, of a planned, ongoing, or completed development intervention (Mark, 2017:5).

Having defined these concepts, the above literature explained different ideas on typologies of M&E. Kabonga (2019:4) postulates that what is generally understood as the primary aim of monitoring is that, it is all about the early identification of shortcomings to achieve results. Whilst evaluation is the pursuit of social research to interrogate programme performance and align interventions.

In short, there is consistency noted in this study concerning the general understanding of the M&E definition. The definitions provided in this study suggest that evaluation is about outcomes and their relationship with outputs. Therefore, evaluation seeks to determine the worthiness of a policy or programme, and help determine whether programmes should be continued, improved, or expanded. This process could deal with questions of cause and effect.

The evaluation looks at the relevance, effectiveness, efficiency, and sustainability of an intervention. Also, evaluation can provide evidence on why targets and outcomes are or were not achieved (Sebake & Mukonza, 2020:46). According to Kusek and Rist (2004:14) articulate in the table below and sums up major points of work written earlier in this study considering the complementary roles of M&E. The table model below clearly defined roles within the M&E which forms a critical part of sustaining the M&E system.

Table 2.1: Complementary roles of M&E

Monitoring	Evaluation
• Continuous	• Periodical: happens at important milestones such as the mid-term of programme implementation, at the end of a substantial period after programme conclusion
• Clarifies programme objectives	• Analyses why programme objectives were or were not achieved
• Links activities and resources with objectives	• Assesses specific causal contributions of activities to results
• Translates objectives into performance indicators and set targets	• Examines the implementation process
• Routinely collects data on the indicators and compares actual results with targets	• Explores unintended results
• Reports progress to managers and alert them to problems and provide options for corrective action	• Focuses on outputs concerning inputs, results concerning cost, processes used to achieve results, overall relevance; impact, and sustainability
• Self-assessment by programme managers and funders	• Internal/external analysis by programme managers, supervisors, community, and funders

Source: *Kusek & Rist (2004: 14).*

In line with the above definitions of M&E. This study undertakes the approach of what the literature has described regarding the nature and the scope of M&E, then proceeds to investigate whether these concepts and notions have been happening at MRH in OR Tambo District Municipality. In conclusion, what emerged concerning M&E in this section is that alignment of the M&E framework is important to guide the operational

mechanisms of M&E and create suitable adjustments to achieve results. The most important element of evaluation is to understand whether we are doing the right provisions in the right manner and or whether there are better strategies for doing what is deemed right.

2.3. Principles of M&E

According to Schiuma, Carlucci, and Sole (2012:7) in science, the principle is an underlying jurisdiction that regulates the things that can be done and be achieved. McDonnell and Sheard (2012:15) formally defined a principle as a method often formulated as law to seek to achieve the objectives of the organisation. The fundamental notion of principle established by French management theories, Henry (2015:58) listed the following as key principles of M&E:

- Objectivity
- Systematic
- Cost-effective
- Organisational culture
- Participation in policymaking and Sustainability

Rogers (2014:13) agrees that some guiding principles are useful to be developed to ensure that the M&E plan is relevant, useful, timely, and credible. These might include an M&E mechanism or information collected which is focused and feasible concerning the available resources so that it supports performance (Cochran & Malone, 2014). In addition, Khan (2018:3) states that moving from the principles of M&E is the idea of M&E criteria that are commonly used in the evaluation of a project and composed of the following M&E: impact, relevance, effectiveness, and efficiency

2.4. What does M&E involve

According to Kabonga (2019:4-8), M&E in its design involves steps/phases and or elements in the structure, including *Initiation* as the first phase for the anticipated change, secondly; *planning* phase where in an M&E plan is designed, intervention strategies are established such as activities or indicators, key role players are identified with specific roles and responsibilities, cost estimates and methodologies are tabled for the success thereof, thirdly; *leading the process* up until the project reaches its intended impact, as well as *controlling*, a process of assessing the performance periodically and maintaining organisational sustainability.

Moreover, Naidoo (2007:303) explains that monitoring and evaluation also involve a process of reviewing and investigating performance against pre-set objectives, indicators, and targets. These key performances are expressed in premises of concepts by (Nelson, 2016:18) they include firstly, objective, which describes the intention of the activity. Secondly, indicator, the indicator is the one that identifies the specific numerical measurements and tracks progress against goals. Thirdly, a target, expresses a specific level of performance that the organisation aims to achieve within a specified period under review. Fourthly, the baseline is the measurement of the current performance condition that the organisation aspires to improve. Lastly, Gitleman (2014:28-30) explains that objectives, indicators, and targets are often selected to represent a dimension of performance but also can serve as a guide to the framing of the concept evaluation.

2.5.   Purposes and uses of monitoring and evaluation

According to Cochran and Malone (2014), monitoring and evaluation are a multidisciplinary, complex, and skill-intensive endeavour. The definitions indicated earlier in this study made efforts to explain that monitoring is a continual process of collecting and generating information. It helps to understand what is being done and how is it being done. On the other hand, the evaluation focuses on the assessment of a project and helps to provide credible information in determining the worth or significance of a certain action, activity, policy, and or program. Furthermore, according to Vitalis (2004:8-9) for M&E to be effective the following aspects need to be in place; information management and reporting system as well as organisational performance reviews system to review and reflect on progress against planned targets. There are different purposes and uses of M&E, for this study, this section looks at the few M&E key purposes below:

- ▪ **A management tool to drive change**

According Sdidiong (2018:45), considered the father of the scientific management approach, emphasised that the leading technique of management is the one where ordinary labourer devoted their full effort and to be repaid get an insignificant reward from the employers. In this respect, Gnawali (2019:3581) defines a management tool as a continuously evolving administration process consisting of values (commitment), techniques (policy deployment), and tools or templates (activities, control charts).

Second, Patel, Rouge, *et al (*2009:7) define the process of management as a transformative and communicative approach, hereinafter classifying it into planning and decision-making, organising, controlling, and providing leadership to human, capital, and organisational resources. According to Gnawali (2019:3581) management tools are often criticised in that, they contain too much information or performance indicators that are unattainable due to fiscal shrinking budget scope. This renders the management tool meaningless. Schiuma, Carlucci and Sole (2012:19) put forward that management tools are trusted to drive change and have evolved considerably. However, this thesis is not intending to investigate in depth herein but only provides a brief discussion. Sdidiong (2018:46) asserts that management tools need to be designed in a manner that positions an organisation in a competitive and upgraded technique to fulfil the needs of its clients. According to Motingoe and Van Der Waldt (2012:17) organisations and or agencies are required to adhere to stringent reporting requirements. Segon, Patel, Rouge, *et al (*2009:7) claim that the best mechanism to achieve change is to set clear objectives and targets. Vitalis (2004:9) deduce that management tool to drive change is only possible with effective monitoring and evaluation system. Hence this study regards management tools as one of the key mechanisms to enhance M&E.

- ▪ **An accountability tools**

The title publication of Labuschagne (2013:22) entitled "accountability in administration" *in political science*, is often taken as an illustrative onset to promote good governance for better service delivery. Afterward, these views were amplified by the postulate of the Ministry of National Development Planning (2017:18) cited in Chapter 14 of the NDP, the importance of promotion of accountability in government departments is key and that there must be greater accountability in the use of public resources. According to Khan (2018:4) accountability can be defined as an act of commitment by the state and its organs including officials within the government, responsible for the decisions and actions they embark on meanwhile providing basic services to citizens. In the case of this study a definition by OECD (2011:12) goes further to describe accountability in four pillars: ***Responsibility*** as a duty that binds the course of action, ***answerer-ability*** as being called to account, ***trustworthiness*** **as** a trial of being worthy of trust and confidence, and lastly ***liability*** being legally obligated. A good and effective monitoring and evaluation system can hold public

programmes accountable, consolidation, reports writing, and regulated timely submission form part of accountability (Mark, 2017:14).

- **An integrating tool**

Across and within government sectors, there is a need to incorporate processes and absorb various elements, performances, and tools into a whole system, particularly when an organisation aspires to achieve desired outcomes. Furthermore, Ramafoko (2012:17) explains that the idea of M&E being an integration tool, creates the impetus for establishing good systems to shape and influence sustainability through harnessing the available resources to their maximum potential (Vitalis, 2004:9). Ultimately for an organisation to achieve outcomes against planned activities, integration of organisational resources to M&E system can work better. However, these two systems, the M&E system, and the financial management system are still finding it hard to integrate. According to Kariuki and Reddy (2017:13-17) the proper approach is to incorporate management systems and financial resources into M&E components, not the other way around, as is frequently done in government. The other challenge confronting the government is shrinking fiscal budgetary constraints towards developing and institutionalising M&E systems and tools.

According to Letsoalo's (2007:108) evaluation of the Performance Management handbook in the Public Service Eastern Cape, concludes that performance management is not applied properly, and managers are not undertaking their responsibilities with accountability in the implementation of Public Management Development System (PMDS), especially in public institutions. Progress in this regard has been steadily there in linking budgets to planning, performance management systems (PMDS), M&E of government priorities. However, the repercussions of inadequacy alignment of the budget cycle, monitoring, and evaluation cycle as well as PMDS are far-reaching (Kabonga, 2019:4).

Figure 2.3: Integrating budget cycle to M&E cycle

The diagram shows a cyclical process with the following stages arranged in a circle around a central grey oval labeled "Intergrating budget cycle to M&E cycle":

- Prepare for planning monitoring & evaluation
- Confirm Vision, Mission & Constitutional Mandate
- Agree on Outcomes, Inputs, Activities and targets
- Alingment of budget to Activities & inputs
- Adoption of the costed final draft plan
- Implementation of the approved costed plan
- Monitoring of activities and perfomance against allocated budgets
- Conduct end-term reviews, perfom audits on pre- dertermined objcetives & do evaluation
- Use past experiences for future planning & budgeting

Source: *Graham (2011).*

▪ **A lesson-learned tool**

The lessons-learned tool as referred to by Gowrishankar (2012:1) are an extension of a monitoring and evaluation management system, considering that lesson-learned tool is an efficient and effective mechanism of transferring crucial information gained about the completed project to enhance the knowledge management base in the workplace. Brynard (2005:649) postulates that a lessons learned tool is a continuous improvement practice. State that in practicality lessons learned tools may assist organisations in which practices of M&E to focus on. Gowrishankar, (2012:12) argues that this tool is more than a data collection tool used to collect information on lessons learned but a documented knowledge to be used for the theory of change in any organisation.

2.6.   Advantages and disadvantages of M&E

Considering the extensive efforts that have taken place over the years with regard to M&E. The advantages as described by Engela and Ajam (2010:8) revolve around that, M&E does not only assist in determining the degree of achievement of the objectives. The purpose of this section is to synthesize the existing knowledge about challenges in the implementation of M&E and document new knowledge. The best way to understand the challenges facing M&E is to view it in different typologies. The challenges pertaining to M&E and the perception of its failure in government date back to the 1950s (Cameron, 1993:92), where it was found that there was no one good model of the M&E system or template that can be replicated from one department to another. Majola (2014:26) explains that the M&E framework still is a cumbersome programme even though it regulates how M&E systems should be conducted it still requires a range of skills and expertise.

Gemert *et al.* (2014:31) acknowledge that the M&E system succeeds in generating data and allows for cumulative learning which in turn, contributes to better-designed programmes, improved management, and a better assessment of M&E impact. Engela and Ajam (2010:8) posit that M&E is regarded as the supporting pillar of any program and can also assist in the reformulation of objectives, policies, and strategies in projects or programmes. Peter and Barron (2017:20) are adamant that, M&E when carried out correctly at the right time and place enables the organization to make necessary amendments in time without having to lose on work done. M&E is the most important aspect of ensuring the success of many projects.

Basheka (2015:78), explains that among the functions of M&E is the element that enhances effectiveness by establishing clear links between past, present, and future interventions and results. By so doing it enables the management to be expertise in the M&E field due to the experiences that they have gained. Furthermore, Mapitsa and Linda (2018:2-3), denote that M&E can help an organisation to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, reorientation, and planning. Segon, Patel, Rouge, and Russon (2009:13) argue that without the function of M&E, it would be likely impossible for any organisation to assess if in any case work is going in the right direction or not, whether progress and success could be claimed, and how future efforts might be

improved. Therefore, it is critical through this study to raise awareness among all concerned that M&E is not an afterthought but should be part of the initial conception of the project or programme in any industrious organisation.

Govender (2013: 15) on the elements of the concept, explains that M&E is often viewed as a good management tool that should if used properly can provide continuous feedback on the project implementation as well as somewhat assist in the identification of potential successes and constraints to facilitate timely decisions. Unfortunately, in many projects, the role of M&E is barely understood, and that therefore negatively impacts the project. This discussion takes this study to the disadvantages below.

The disadvantages that are commonly raised are that, although M&E is recognised as having the value of crucial significance in the scholarly world. Adversely, it tends to be given a low priority in many organisations. Thereon, Peter, and Barron (2017:5) postulate that in some instances, M&E is done simply for the sake of compliance or fulfilling the requirements of most funding agencies without the intention of using it as a mechanism for ensuring the success of the projects. Subsequently, Rasila (2019:6-7) identified a need for an assessment of the alignment of M&E to provisions of its frameworks, given that most M&E challenges denote poor or no capacitation not to mention M&E staff shortages and many more, so the failure to align M&E processes to organisational plans and available resources results to poor performance of many organisations. What Rasila expresses is essentially what initially stimulated this study hence the same sentiments are indicated in the problem statement of this study.

According to Kasuto (2009:21) although M&E provides a convenient overview of the project objectives, it also has several limitations. Attributable to the factors that are outside the control of management which makes it difficult for them to achieve desired outcomes. There is relatively little or no considerations of other M&E influencers such as vague planning that can influence organisational performance adjacent to the results and ultimately the attainment of success. Therefore, recognition of such influencers may bring to light the unpredictable outcomes relating to a project's complexity in achieving the organisational strategy. In trying to minimise the challenges withholding the advancement of M&E, Rasila (2019:10) suggests a

paradigm shift from the traditional use of M&E findings, i.e., moving beyond the rendering judgment to one where learning can take place and accountability is based on the use of those findings.

2.7. Government-wide monitoring and evaluation

Government-Wide Monitoring and Evaluation is defined as a mechanism established for tracking, assembling, and reporting information pertaining to government programmes to improve governance, enhance planning, monitoring, evaluation, and the delivery of public services (The Presidency of the Republic of South Africa, The Presidency Policy Unit, Proposal, and implementation plan for GWMES, 2005:1). The viewpoint on what is GWM&E and what it is not, is important for this study. Asha (2014: 398) holds that one question that needs to be addressed when dealing with GWM&E in this study, is whether the system is universally applied, or it differs from one state to another.

Although the government is found worldwide, there is no coordinated approach with regard to GWM&E (Ian, Ismail, Gasa, *et al.*, 2012). Segon, Patel, Rouge, and Russon (2009) state that in South Africa before 1994, the was no government framework for M&E, however, M&E activities were developed to provide security information. Engela and Ajam (2010: 3-7), argues the latter submission by Senegal *et al* and explain that, although the M&E framework was still nascent, M&E activities were still done through staff performance evaluations and that, mean-whilst they were the only methods used to measure organisational performance. Presidency (2013), points out that during that period, the Presidency committed to reporting bi-monthly on the implementation of the system that would monitor and evaluate government service delivery.

According to Thereon, Peter, and Barron (2017:6) state that the GWM&E framework cannot not be asserted as the origin of monitoring and evaluation activities in the South African public sector. However, the initiative can be viewed as a milestone in that it draws together a whole range of M&E products and tools to standardise how M&E is practised in government and beyond. Moreover, according to Dassah and Uken (2006:10) the policy framework for GWM&E cannot be considered as a piece of legislation but a policy document or strategic framework that seeks to provide an integrated system, encompassing framework of M&E principles, practices and

standards to be used throughout government for tracking the performance of its programmes (Cameron, 1993:95).

Mouton (2009:3-5) posits that in practice, this is a mechanism for assembling and reporting information to stakeholders at various levels such as national, provincial, local, and other public bodies to improving governance. GWM&E is not an Information Technology (IT) system but rather a system that relies on the systems in government departments to provide a piece of standardised information such as the District Health Information System (DHIS), National Core Standards compliance system (NCS), from which the performance of the whole government can be judged (Engela & Ajam, 2010:25).

Auriacombe and Meyer (2020:10) together with Cochran and Malone (2014:83), provide a broader illustration of GWM&ES and describe three data terrains that underpin the M&E system, namely, programme performance information; social, economic, and demographic statistics. Eresia-Eke and Boadu (2019:3) concurs with Ajam and synopsize that GWM&ES comprises three complementary frameworks which are Programme performance, Evaluation policy, and Statistical quality. While the Presidency is the custodian of the GWM&ES.

NT has published the Framework for programme performance information and Statistics SA has published the South African Statistics Quality Framework (National Treasury of South Africa, 2000). The M&E position draws on the existing GWM&E system and expands its policy reach by introducing a specific focus on performance and monitoring at the level as far as that of politically determined outcomes (Kariuki & Reddy, 2017: 9). Flowing from the above discussions thus brings us to the next topic.

2.8. Objectives of the GWM&E system

According to Ranafoko (2012:18) regarding the implementation guide for GWM&E, the South African government recognised that to ensure that government performance is improved, how it monitors and evaluates its programmes, it is reporting together with the implementation of government policies was through recognising the emerging GWM&E framework system. Furthermore, the conceptual aim for the GWM&E system was the development of a policy framework to support the enhancement of data collection, collation, and analysis of reports against progress and the impact of government programmes to ensure transparency, accountability, and compliance with

statutory requirements and encourage transformation in the public sector (Teka, Erasmus & Klingelhöfer, 2011:25).

The overreaching GWM&E system seeks to embed and administer an integrated M&E framework and its principles across public service including the business and voluntary sectors of South African society (Engela & Ajam, 2010). The framework functions as an apex-level information system that draws from the component systems in the framework to deliver useful M&E products for its users. According to (UNAIDS, 2000) the National Aids Programme, a guide to monitoring and evaluation system in its objective, comprise an element of facilitating a clear sequence of events based on critical reflections and managerial action in response to analysis of the relationships between the deployment of inputs, the generation of service delivery outputs, their associated outcomes and impacts.

The Proposal and Implementation Plan for a GWMES in the Presidency, (2013:10) document draws from the fact that the implementation of the GWM&E system actively promotes the use of appropriate performance indicators to measure the delivery of the government's portfolio of evidence. The policy framework for GWM&E is the fundamental policy document for M&E in the South African government. Therefore, GWM&E cannot be disconnected from the processes of public policy and its implementation. GWM&E seeks to facilitate the stages of public policy, (Fischer, Miller & Sidney, 2012:21). It is apparent from the discussions thus far that, the GWM&E system serves many different objectives such as comparing policy realization relative to policy intent, public resource allocation, accountability and more.

The GWM&ES is intended to coordinate a systematic programme of policy monitoring and evaluation throughout the public sector in South Africa. This programme is aimed at improving general public management in the country. GWM& E policy framework, M&E is extremely complex, multidisciplinary, and skill intensive. However, Engela & Ajam, (2010:17) briefly state the most highlighted objectives of GWM&E in the South African government and the characteristics are:

- To serve as an integrated and encompassing framework for M&E principles practices and standards for use through government spheres
- To serve as an apex-level information system that draws on components systems.

According to (The Presidency of the Republic of South Africa, The Presidency Policy Unit, Proposal, and implementation plan for GWMES, 2005:13). The GWM&E system is anticipated to produce the following outputs:

- Improved quality of performance information and analysis at the programme level within departments and municipalities (inputs, outputs, and outcomes).
- Improved monitoring and evaluation of outcomes and impact across the whole of government.
- Improved monitoring and evaluation of provincial outcomes and impact concerning Provincial Growth and Development Plans.
- Capacity building initiatives to build capacity for M&E and foster a culture of governance and decision-making which response to M&E and its findings.

According to (Gopane, 2012)) explains that, since the inception of the GWM&E system, it has demonstrated and provided knowledge to an extent, and the study resonated with few below:
- Within the system, there is no formal hierarchical structure
- The system operates relatively and it needs to be integrated into what is already on the ground to realise outcomes.
- There is no clear line of authority in the system
- There is also a need for a coherent and feasible, integrated, and holistic national vision to guide the M&E activities

Moreover, the GWME system (2007), constructed a flowchart to bring forth the linkage on how the formulation of public policy through the GWM&E framework can influence the achievement of intended outcomes, see the figure below:

Figure 2.4: Flowchart on GWM&E intended outcomes should be achieved
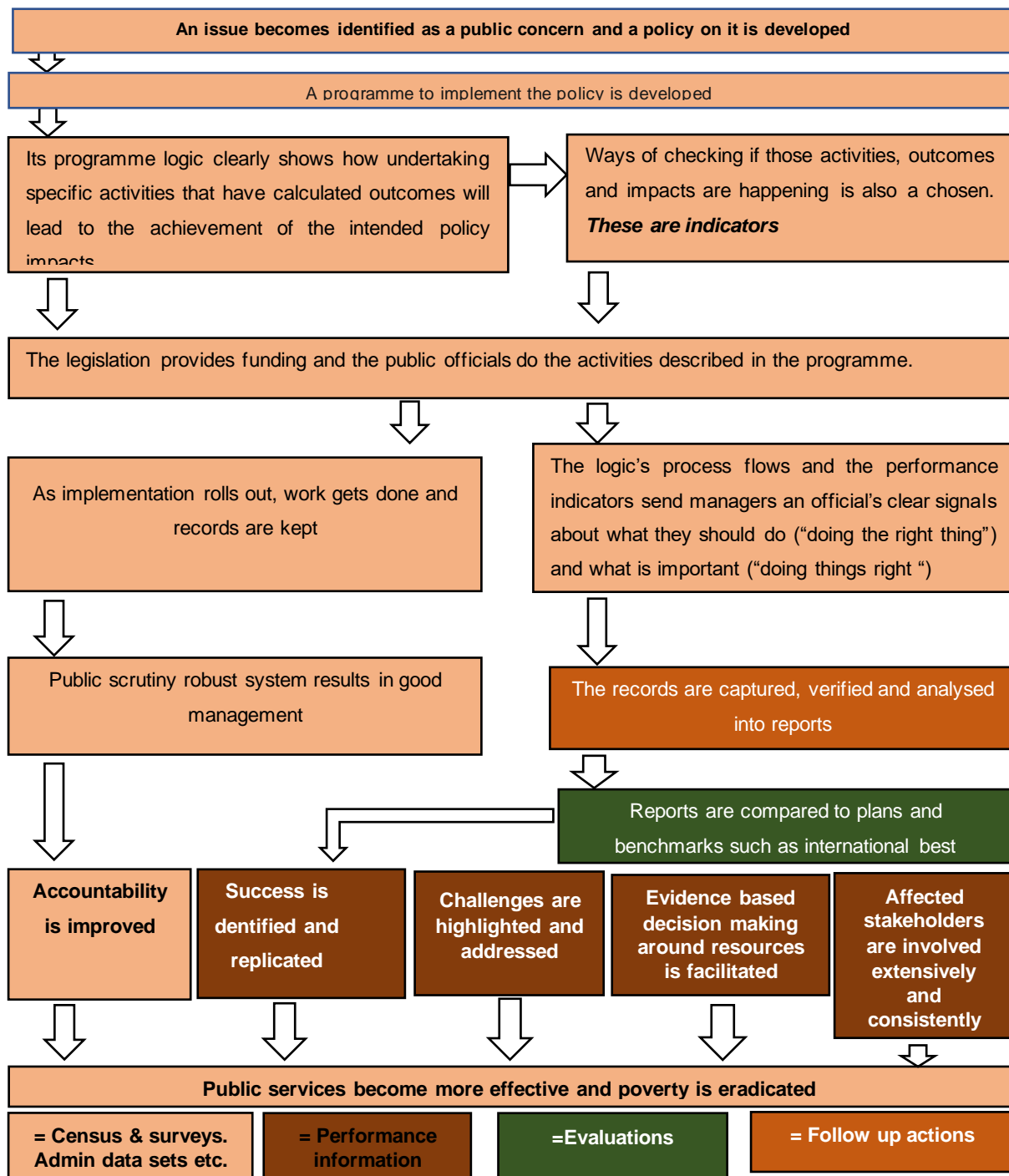
Source: *Policy Framework on Government-wide Monitoring and Evaluation System* (2007:6).

2.9. GWM&E and public policy

The above flowchart brings the study to the concept of public policy in the South African context. According to Kula (2016:184), defined policy as a course of action adopted and pursued by a government or an institution to tackle and solve problems. In addition, the author posits that public policy is an attempt by the government to address public issues. Several scholars and theorists such as (see Fischer, Miller & Sidney, 2012: 29; Cochran & Malone, 2014:3; Kula, 2016:185; Wotela, 2017: 2) that are in line with the explanation written in the white paper on Transforming Public Service Delivery (1997:11), that regard public policy as it is all about improving service delivery by addressing imbalances of the past while maintaining continuity of service delivery at all levels of society. Cloete (2009); Wotela (2017: 8–9) defies few reasons in what they refer to as "clarifications" rather than definitions, using the term public policy as a concept that systematically focuses on the following reasons, namely:

- To get better knowledge and insight into public policy
- To influence, improve and control policy processes to ensure the desired outcomes and objectives.

Brynard (2005: 688) pointed out that although South Africa has the best policies on paper, however, implementation of those policies has been stagnant or non-existent. Cochran and Malone (2014:3) attributed this poor policy implementation to a lack of leadership capacity and incompetent human resources. This discussion implies a major paradigm shift needed in government to facilitate service delivery standards within government by improving their traditional policy implementation capacities and mechanisms to the extent that they will be able to meet the needs of the societies. This is also an indication of the reason why policy framework for GWM&E find it difficult to advance.

Studies of policy implementation such as Rasila (2019:2) uncovered double definitions regarding policy implementation. Firstly, implementation involves an action that puts into practice the designed policies so that government can achieve its objectives. The author further highlights that these processes need the involvement of multiple role players from top management down to the frontline staff and politicians. What is explained in this study is what could be ideal even in the implementation of GWM&E if the government is to succeed. Secondly, policy implementation is about the

achievement of objectives by undertaking and performing relevant tasks by those assigned to them.

Osman (2009), who is more focused and interested in health policy stated explicitly that policies imply theories, and these policies transpire programmes and are dependent on authoritative action. But also depending on the policy context health policy and the system must embrace causes of action if we are to realise intended outcomes hence leadership is needed. Brynard (2005:650) posit that policy implementation can be understood as an assembly process that encompasses actions from different sources or group of people with the aim bring about a new mechanism of producing intended results. Therefore, policy implementation is the ability to forge subsequent links in the chain reaction to obtain the intended results. These authors reiterate this in their argument that policy implementation encompasses the achievement of objectives in the process of policy decisions. Their argument is depicted in the Figure 2 below.

Figure 2.5: The integrated good public policy management process
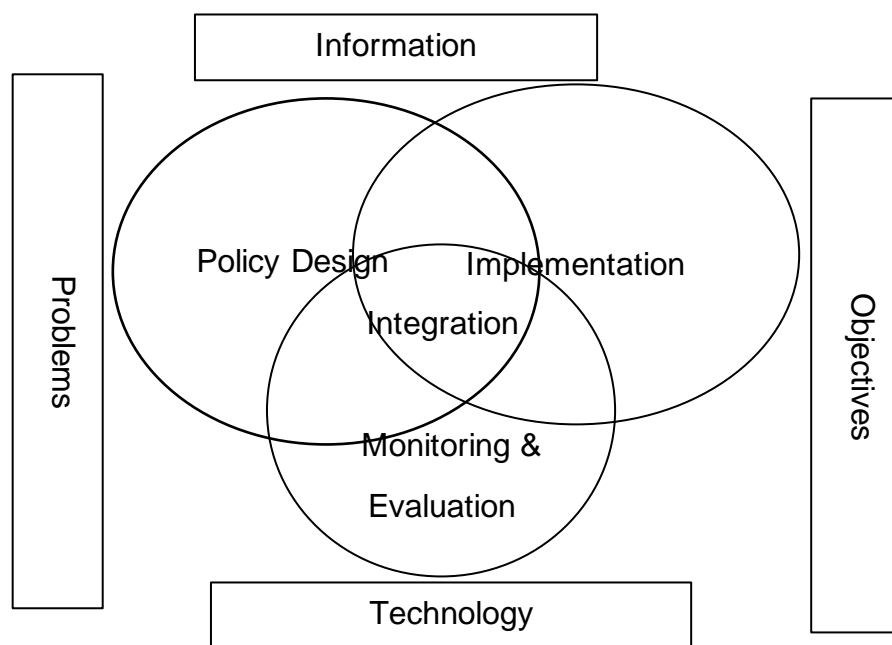
Source: *Adapted from McGee & Prusenk (1993: 8)*

Fischer *et al.* (2012:4) have noted that a generally recognised model is that, immediately following the adoption of the final policy decision, government departments or institutions are then expected to start designing processes and

programmes that are reliable to achieve the aimed policy objectives. To ensure that implementation proceeds as planned a detailed plan of the programme and implementation must be made available and that the envisaged objectives are achieved (Kasuto, 2009).

Having clarified and gathered from the above figure 2, that monitoring and evaluation together with a public policy are related fields, such that policy concept is more authoritative than M&E, considering that M&E relies mainly on persuasion for it to be implemented. Policy enhances monitoring and evaluation. For this study, the establishment of a policy framework GWM&E enables the government to consistently achieve goals and priorities. Policy implementation procedures, monitoring, and evaluation mechanisms must be designed to ensure that policies can be adjustable in accordance with progress. New information and changing circumstances such as new technology initiatives (Brynard, 2005:651).

2.10. Legislative underpinnings of GWM&E

This section of the study focuses on the legislative and policy framework that informs the GWM&E predominantly, precisely, and is applicable. According to (Hirsch, 2006) the Accelerated and Shared Growth Initiative for South Africa (AsgiSA) was prepared in 2005 and launched in February 2006 by President Thabo Mbeki's tenure as president of SA, to strengthen the implementation of policies, programmes, and interventions that would allow government performance outcomes and its economy to grow. Therefore, AsgiSA hoped to advance the GWM&E policy framework and spearhead government performance outcomes and impact. Moreover, a policy framework for GWM&E informs practice M&E practices in SA (Nelson, 2016:16-20).

Govender (2013:298), the South African public sector has advanced various pieces of legislative frameworks, which aided and abetted the advancement of the GWM&E system in SA. These include the constitution of the republic of South Africa 1996, the Policy Framework for the GWM&E System (2007) that has been discussed earlier, the Framework for Managing Programme Performance Information (2007), the South African Statistics Quality Assurance Framework (2008) and the National Evaluation Policy Framework (2011), The Constitution of South Africa (1996), Public Finance Management Act (1 of 1999), Public Service Amended Act (1999), Statistics Act

(1999), the Public Audit Act (No. 25 of 2004), 011), and the white paper on Transformation of the Public Service (WTPS) (1995). According to Cloete (2009:293), Government-Wide Monitoring and Evaluation synchronise effectively with other pieces of legislation and documents.

- **Constitution of South Africa 1996**

The Constitution of South Africa (1996) mandates the office of the Presidency to be an oversite yet ensuring that there is coordination, monitoring, evaluation, as well as transparency in government policies and programmes, further to this Public Finance Management Act No 1 of (1999) prescribes that M&E framework cycle should be developed in line with the National treasury budgetary regulation cycle to promote efficiency, economical and effective use of state resources as well as securing accountability in the public administration and promote good governance (Govender, 2013: 812). In addition, the Constitution of the Republic of South Africa (1996) upholds that monitoring and evaluation (M&E) can enhance governance including government legitimacy that denotes collaborative approach inclusive of stakeholders at different levels of service delivery (Republic of South Africa: Bill of Rights, 1996).

- **National Development Plan (NDP)**

The National Development Plan of South Africa Vision 2030, is regarded as a credible plan and a step in charting the new path that must be embarked on by the country to address the plethora of quandaries (National Planning Commission, 2011: 5-6). In this vision, eliminating poverty and reducing inequalities that the society is bedeviled with is the cornerstone. The NDP is one of the most important policies following the Constitution of South Africa. Proceeding from that insight, the NDP is the mechanism of government and a regulating tool that enhances M&E and improves service delivery. In light thereof, NDP is a long-term vision that proffers key government objectives in a broader compass.

- **National Treasury Regulations**

By and large, part 3 of chapter 5 in the South African National Treasury Regulations of 2005, issued in terms of the Public Management Act, 1999 is that the government departments and constitutional institutions are required to prepare strategic plans for the forthcoming Medium Term Expenditure Framework that must include programme

objectives, outcomes as well as service delivery improvement plans for assessing government performance in delivering of services (National Treasury, 2013).

2.11. GWM&E in other countries

Kasuto (2009:3) in the context of Africa, although monitoring and evaluation are gaining momentum worldwide as a core tool in reforming public sector management, literature has been very scarce in the evolution of the global GWM&E approach. Years later after the GWM&E was approved afterward adopted by the South African government in 2007. In March 2012 South Africa organised an international centre for learning through its Department of Monitoring and Evaluation unit. The rationale behind the idea was to promote the use of M&E as a tool for improving government performance and accountability in Africa. Although the idea included seven countries it ended up being implemented only in three countries. These countries, South Africa, Benin, and Uganda realised that they shared common trajectories in developing their policies and guidelines especially monitoring and evaluation regarding their programmes. However, the initiative triggered different viewpoints amongst policy analysts. Schiuma *et al.*, (2012:20) argue that there can be a stronger focus on monitoring than on evaluation, due to the lack of acceptance and resistance to evaluation. Evaluation is often seen as an accountability tool rather than as a tool for learning (Vincent, Phiri & Capacity, 2019).

Nasambu (2016) argues that the strategic collaboration that was established in January 2016 involved capacity development and sharing of experience with other African countries for the realisation of government programmes. The initiative was a success and resulted in the three countries starting their respective national evaluation system policies (Mark, 2017). In South Africa, the policy was approved by the cabinet in November 2011. The Ugandan national evaluation system policy was developed and approved during the financial year of 2012/2013. Whilst Benin national evaluation system was finalised in 2016 (Cameron, 2010:10).

Nasambu, (2016) articulated that the strategic partnership between these countries started in January 2016. Prior, these governments were experiencing weak coordination, inadequate human resources, and a lack of technical capacity, these were major constraints that limited government development of a cohesive and effective M&E system. Labuschagne (2013) attributed this to the lack of leadership.

submitted earlier that Legislation needs to be evaluated and aligned with national goals to ensure the enhancement of M&E products. However, the Literature review reveals that other countries share the same sentiments Uganda, Benin, and South Africa as Namibia's government which has recently embarked on the formulation of an empowerment strategy similar to that of South Africa South Africa's good experiences regarding the development of the GWM&E system. According to Kasuto (2009), the GWM&E system has emerged as a requirement for Namibians' development process in ensuring evidence-based policies, plans, and programmes. Governance is recognised as the principal challenge facing developing nations in meeting their developmental objectives, distinctly GWM&E is currently more applicable in South Africa than in other countries (Wotela, 2014).

This chapter examined a wide range of literature that appeared to support the study's findings as the chapter two is concluding. Additionally, it has been observed that the globally governments are trusted to bring services closer to the people to improve lives and livelihood, and that M&E frameworks, systems and policies can accelerate accountability, enhance governance and leadership, and produce the desired results.

CHAPTER 3: RESEARCH METHODOLOGY

3. Introduction

Chapter two provided a comprehensive overview of the topic under study. Chapter three This chapter describes, explains, and justifies the research methodology followed. The research design for this study is influenced by the research problem as stated in chapter one as well as the aim and objectives of the study. This chapter also covers the data collection techniques and the ethical considerations for the study.

This study is about tracking progress related to the implementation of Monitoring & Evaluation in accordance with the Government-Wide Monitoring and Evaluation (GWM&E) framework at OR Tambo District with reference to Mthatha Regional Hospital (MRH). The study identified possible shortcomings that could be attributed to the weak implementation system of M&E at MRH. Likewise, the weak implementation of M&E appears to be the result of the performance challenges that are often reported in the OR Tambo District Health Barometer report and are possibly augmented by the Eastern Cape Department of Health performance (Massyn, Tanna, Day & Ndlovu, 2018: 9).

3.1. Research objectives

Amongst the objectives of study is to understand the challenges of M&E at the MRH and how those challenges affect performance. This study seeks to contribute to the understanding and knowledge of the concept of M&E in line with the GWM&E through the following objectives:

- To explore what is monitoring and evaluation
- To explain the GWM&E system of South Africa
- To explore the challenges in the implementation of M&E in accordance with GWM&E at MRH and how these challenges impact performance
- To ascertain the successes and challenges in the Monitoring and Evaluation process at MRH.

3.1.1. Research questions

The research questions that arise from the problem statement of this study include:

- What is monitoring and evaluation?
- How did Government-Wide Monitoring and Evaluation System develop and come into being?
- What are the challenges of implementing M&E in accordance with GWM&E and how do these challenges impact the performance at the MRH?
- What mechanisms can be put in place to enhance the M&E system at the MRH?

3.2.   What is research?

Creswell (2014:3), defines research as a process of steps through which new knowledge is ascertained. Such that, Adom, Hussein, and Agyem (2018:31) added that, the research process consists of three steps: first and foremost, putting a question of inquiry; then collecting data in an attempt to answer the question; lastly presenting an answer to the question. While this study presents literature definitions of research from other studies, this explains that research is an activity that is very likely to be replicated. Saunders, Lewis & Thornhill (2007:55) agree with the previous authors that research is a systematic process designed at answering a particular research question. Besides these authors put forward an argument that research can also be undertaken by a group of society to gather knowledge regarding themselves and their environment.

As illustrated in the previous chapters, this study is about tracking progress related to the implementation of M&E in accordance with the GWM&E framework at OR Tambo District with reference to MRH. For this research, it can be concluded from the above paragraph that research can be defined as a systematic process often used to answer specific questions to obtain and advance knowledge, making concussions, and understand the environment or world people leave in. The research methodology outlines the steps to be taken throughout this study to discover answers to the study research questions. This study is exploratory-descriptive in nature reason being that the study aimed at gaining insight into a situation, phenomenon, or community to identify why certain events occur, henceforward a qualitative study will be conducted.

3.3. The research process undergone in this study

The research process can be described as numerous scientific methods involved when conducting research stud (Dowd, 2018:16). Research process incorporates a desirable series of steps. Therefore, pertaining to this study, the chart shown in Figure 3.1 below the discussion, delineate steps in a research process which consist of several activities that are closely related to each other (Kumar, 2019:35). The arrows in each step present the developing linkage from one step to the other. The steps are dependent upon one another, for example, one cannot analyse data before collecting it. Moreover, one cannot write up a report unless data has been collected and analysed.

The research process of this study adopted what Kumar (2019:39) presented, the process began with the identification of a problem, which constituted a statement about the area of concern (step 1). Following the identification of a problem was to gather and review previous literature and documents that are related to the phenomena and whether there were any unanswered questions in the existing literature (step 2). In succeeding, just after the discovery and the definition of a research problem, a statement of the research problem was formulated by the researcher leading to research objectives (step 3). Subsequently, was to choose a research design (step 4) which is understood as a blueprint for producing research objectives and research questions.

Furtherance, from the previous step, was to decide on the sample of design (step 5). Kumar (2019:41) explains that sample design is a method followed when selecting a sample from a population, a sample of this study was carefully selected from the management of the MRH population. A total of 14 respondents were interviewed. The next step was the gathering of data (step 6), the development of the interview scheduled, questionnaires, and the voluntary signing of consent forms was done. But also, the researcher had to acquire the approval to conduct research at MRH and undergo a process to acquire research ethics clearance from the University. Data were collected in a form of interviewing respondents through Microsoft teams. The researcher had to check the validity of the collected data for the qualitative study chosen. Moving forward to (steps 7 and 8), which encompassed the processing and the analysis of data and report writing. As the first activity in these steps consisted of

the preparation of the data by conducting some initial read-through responses. Then editing and coding of data. Once all the data was coded, the structuring of the data because of the research question for this study was done. Following, was the identification of themes that arose from the recorded data conducted to better understand the collected data. In addition, the overall formatting was adjusted to render the collected data more uniform across the entire responses. The process concluded with the classifications as well as the report on the results in chapter four.

Figure 3.1: Research process
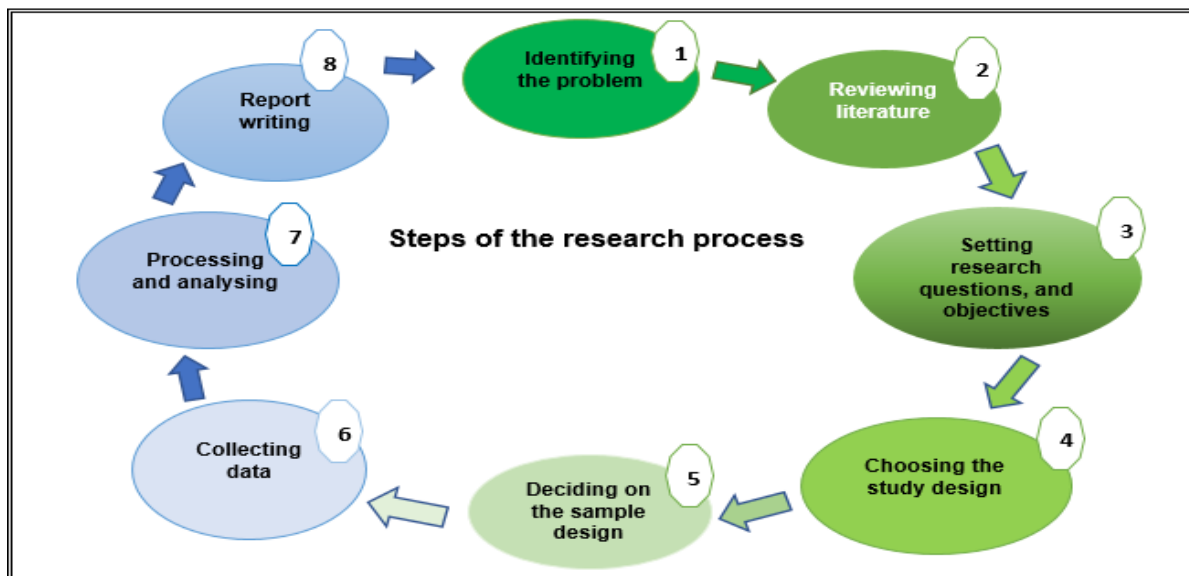
Source: (Kumar, 2019).

3.4.   Research method

Research methodology is defined as a process of intellectual discovery to illustrate enormous knowledge and understanding of the world we leave in (Massyn, Tanna, Day & Ndlovu, 2018:12). According to Tobi and Kampen (2018:1212), a research methodology involves the application of a variety of standardised methods and techniques that will increase the likelihood of attaining validity in a scientific endeavor. There are three research method paradigms which are quantitative, qualitative, and mixed methods (Sekaran & Bougie 2016:26). Quantitative methods have something to do with analysing numbers and qualitative research has to do with analysing opinions and attitudes of respondents. Mixed method are a combination of both qualitative and quantitative methods of research. Apart from research strategies, there

are also data collection methods which are primary and secondary (Martensson, Fors, Wallin, Zander, & Nilsson 2016:10).

3.4.1. Quantitative Research

According to Sekaran and Bougie (2013:252), quantitative research is empirical research where data is in the form of statistical, mathematical, numerical, structured analysis, predetermined research questions, and designs. Rahi (2017:2-3), argues that while quantitative research methods operate well in generalizability numerical data findings, adversely it does not usually function well when recommended in a natural setting where, the phenomenon is observed because it is numerically oriented in nature. Teddlie and Tashakkori (2009:182) highlight that a quantitative study, which requires mathematically defined procedures allows an opportunity for a researcher to estimate the characteristics of the population within a small margin of error. Creswell (2009:175) concurs that when using the quantitative approach, a researcher should concentrate on the quantitative facts or data associated with the problem and develop mathematical expressions that describe the objectives, constraints, and other relationships. Quantitative research is associated with closed-ended questions.

3.4.2. Qualitative Research

Defining qualitative research is significant as it is the central focus of this section and this research study. According to Creswell (2014:7), the term research "qualitative research" represents any nature of research that seek to produce findings not concluded using statistical procedures or other means of quantification but is a research that focuses on person lives and their life experiences, behaviours, emotions, and feelings. Besides is also about organisational functioning, social movements, cultural phenomena, and interactions between nations. This indicates that qualitative research is not statistical, but it incorporates multiple realities. McCusker and Gunaydin (2015:538) describe qualitative research as social science that focuses on meaning, experience and understanding regarding the social phenomenon of participants. The qualitative method is important because it also includes an in-depth verbal description of an observed or described phenomenon (Gregar, 1994:228). The goal is to capture the richness and complexity of the behaviour that occurs in a natural

setting, from the participant's perspective (Rahi, 2017:2). Qualitative research was the best approach for the study because it enabled the researcher to understand the social phenomenon from participants' perspectives and understanding of the M&E issues at MRH.

For this study, qualitative research was most suited considering that as it has been explained in this study that qualitative research is primarily exploratory and descriptive in that insights into the phenomenon are needed, hence this type of research method is primarily relevant to this study. To add more according to Da Silva (2017:2), qualitative research is used to gain an understanding of underlying reasons, opinions, and motivations.

In this chosen type of qualitative research study, data is usually gathered using conversational methods such as in depth-interviews or focus groups. Where's quantitative research is used to quantitate the problem by way of generating numerical data or data that can be transformed into useable statistics. It is used to quantify attitudes, opinions, behaviours, and other defined variables and generalize results from a larger sample population, which is not the case in this type of study (Rahi, 2017:2-3).

Moreover, the qualitative method is chosen because qualitative research designs allow the researcher an opportunity to interact with participants whose experiences suit what the research quest to understand using various types of questions in an interview format (Kothari, Kumar & Uusitalo 2014:89). According to Gregar (1994:228) qualitative research is exploratory it also helps uncover trends in thoughts and opinions about the social world we live in.

For this study to attain valid findings, comparisons, and conclusions, a careful examination of applicable documents from MRH and the Eastern Cape Department of Health to see how intended monitoring and evaluation implementation and outcomes are accomplished. In essence qualitative study is more about studying the natural context in which social events occur.

Table 3.1: Summary of the differences between qualitative and quantitative

Qualitative versus Quantitative methods		
General nature	**Qualitative research methods**	**Quantitative research methods**
Objective	- Gain an understanding of underlying reasons or motivations - Uncover trends or provide insights into the setting of a problem	- Quantify data and generalise results from a sample - Measure the incidence of a particular occurrence
Sample	- Usually a relatively small of no-representative cases	- Usually, a large number of subjects sampled randomly represent the population of interest
Data Analysis	- Non-statistical; data cannot be expressed as a number but can be exploratory, investigative, and descriptive	- Statistical; data can be expressed as a number, statistical analysis of questionnaire data, and other mathematical analyses
Outcome	- Narrative report with contextual description and direct quotations from respondents	- Statistical reports with correlation, comparison of means, and statistical significance of findings

Source*: Drotskie and Okanga, (2015).*

3.4.3. Data collection

Having been mentioned in the previous sections that there are a variety of data collection methods that can be used for qualitative studies such as this study. According to O'Connor and Gibson (2003:64), data collection is defined as a mechanism that is used to collect, measure, and analyse information to get accurate insights into research using standard validated techniques Gregar, (1994:251), argues that the approach of data collection can be different in different fields of study, depending on the required information for that particular study. However, Tobi and Kampen (2018:1205), indicate that the most important objective of data collection is about ensuring that the information obtained is reliable such that decisions can be drawn for the intended research. Hereinafter sections below explore the type of data collection methods suitable for this study in greater detail.

3.4.4. Primary Data Collection

Primary Data Collection is defined by Stemler (2011:17) as data that has been collected from first-hand experience and has not yet been published and is more reliable, authentic, and objective. Adom, Hussein, and Agyem (2018:33) postulate that primary data is a type of data that has not been changed or altered by human beings, and therefore its validity is greater than secondary data, the researcher collects the data through various means like focus groups, video conferencing, panels, interviews, questionnaires, and observations amongst other things. Primary data is qualitative and is good for descriptive and exploratory studies (Zyl, 2012:9-11).

Primary data has several advantages which include that the researcher can control the quality of the data, can self-administer questionnaires and clarify where respondents need to understand (Tobi & Kampen 2018:1213). Disadvantages of primary data are that it is time-consuming and demands a lot of money and investments on the part of the researcher Gowrishankar (2012:7). In this study the researcher used primary data collecting methods in a form of virtual interviews with MRH employees. Interviews are reliable and are good for descriptive studies and they are reliable (Saunders, Lewis & Horahill 2007:248).

Figure 3.2. below highlights and explains how the researcher approached and obtained primary data collection. This is to describe the typical workflow undertaken which, particularly in this section, the researcher restricted the collected data to the research problem that is linked to the research question of this study to form the substance of the research. So, as has been conversed in figure 3.2 the research questions play an important role, in guiding the data to be collected. The reading of the collected data reared the process to the building of the data coding. This enabled the researcher to do primary data analyses.

Figure 3.2: Primary data collection
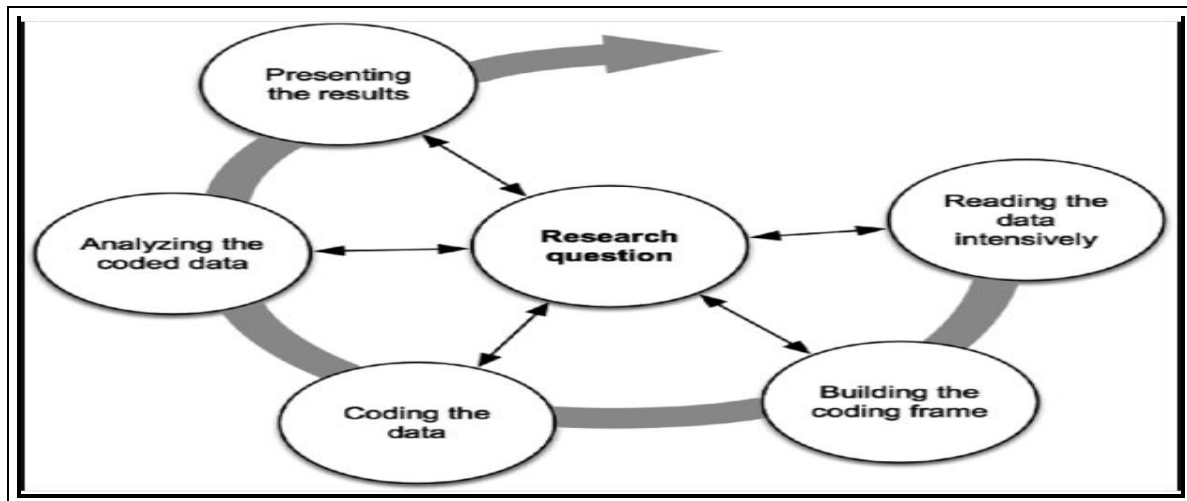
Source: *Stelmer (2001)*

3.4.5. Secondary Data Collection

Secondary Data Collection is defined as data that is collected from a source that is already published in any form such as the reviewing of literature in a research study (Daniel, 2016:58-60). The following sources are somewhat a few ways of collecting secondary data, books, records, data archives, internet articles, and published documents statistical data. Some primary data can be present, but respondents can be hesitant and to some extent not willing to reveal it, in such cases the secondary data suffice.

According to Saunders, Lewis, and Horahill (2007:248), secondary data refers to data that has already been collected and this includes, minutes from meetings, reports to stakeholders, transcripts of speech, publications, government data, periodicals, census data, media and admin records Secondary data includes both quantitative and qualitative data and can be used for both descriptive and exploratory research. Secondary data can be easy to analyse and is good for review studies. In this research secondary, data will be used in the literature review section and an analysis of data through content analysis.

The study also used secondary data through relevant policies, circulars, reports, and governmental articles. Government data on Health issues are well-documented information on government websites and documents. This will enable the researcher to take a well-informed standpoint and make propositions based on the information

available (Kothari, Kumar, and Uusitalo, 2014:89). Thani and Wessels (2011:19) agree with (Stemler, 2011:16) as well as Nasambu (2016:5), that content analysis examines the content of documents such as policy documents, annual reports, and legislations, using meanings, pictures, symbols and themes if they are methods of communication. According to (Saunders, Lewis, and Horahill 2007:248) advantage of using secondary data are that it requires fewer records from the side of the researcher. It is unobtrusive, is good for longitudinal studies, can result in unforeseen discoveries and data are permanent (Tobi & Kampen 2018:1214). Disadvantages however include that it can be irrelevant to the study topic but also accessing some of the data may be difficult. The researcher does not have control over data quality, and in some instances, data could be outdated.

3.5.   Research design

According to Abutabenjeh and Jaradat (2018:241) research design is a blueprint for the collection, measurement, and analysis of data based on the research questions of the study. Ndaguba, Ijeoma, and Ndaguba (2017:16) note that the more sophisticated the research design the greater the time and costs, and other resources required. Gowrishankar (2012:7) notes that research design is all about answering what needs to be researched, how, and why. According to Conrad and Serlin (2006:377) the research design chosen will depend on the philosophical assumptions underlying how an inquiry into the phenomenon being studied can be pursued. Research design, answers the what of the research (Thani & Wessels, 2011:9). Research design concentrates on the process of obtaining, analysing, and making sense using information through an investigation to discover fundamentals adopting research methods and procedures to enhance further knowledge about facts of concern (Daniel, 2016:61). The understanding that is brought to view in this section is that research is all about developing and producing new knowledge that we were not conversant with.

According to Teddlie and Tashakkori (2009:182), the research questions and purposes should determine the selection of research design and methodology. Da Silva (2017:5) adds that there are many types of research questions and many types of designs; it is important to match the design to the question. According to Tobi and Kampen (2018:1212), research questions are about "concepts, idea-based theories, common sense issues that are multifaceted and not directly visible or measurable."

According to Dull and Reinhardt (2014:6), the function of the research design is to ensure that the evidence obtained enables the study to answer the initial question as unambiguously as possible. Research design is a logical structure of inquiry (Rahi 2017:2). Obtaining relevant evidence entails specifying the type of evidence needed to answer the research question, test a theory, evaluate a programme, or accurately describe some phenomenon (Sharpe & Bay, 2011:5). In other words, when designing research, there is a need to ask given the research question (or theory), what type of evidence is needed to answer the question (or test the theory) convincingly (Leedy & Ormrod, 2014:6). To do this there has to be an organised method of research which answers to both issues of validity and reliability. Figure 3.1 below shows the research methodology framework which shows how elements of the research design are interlinked from the objectives of the study, research questions, research design, which is about measurements, unit of analysis, sampling method, data collection, data analysis, and ethical issues. In this study the researcher used qualitative research design.

Figure 3.3: The Research Methodology Framework
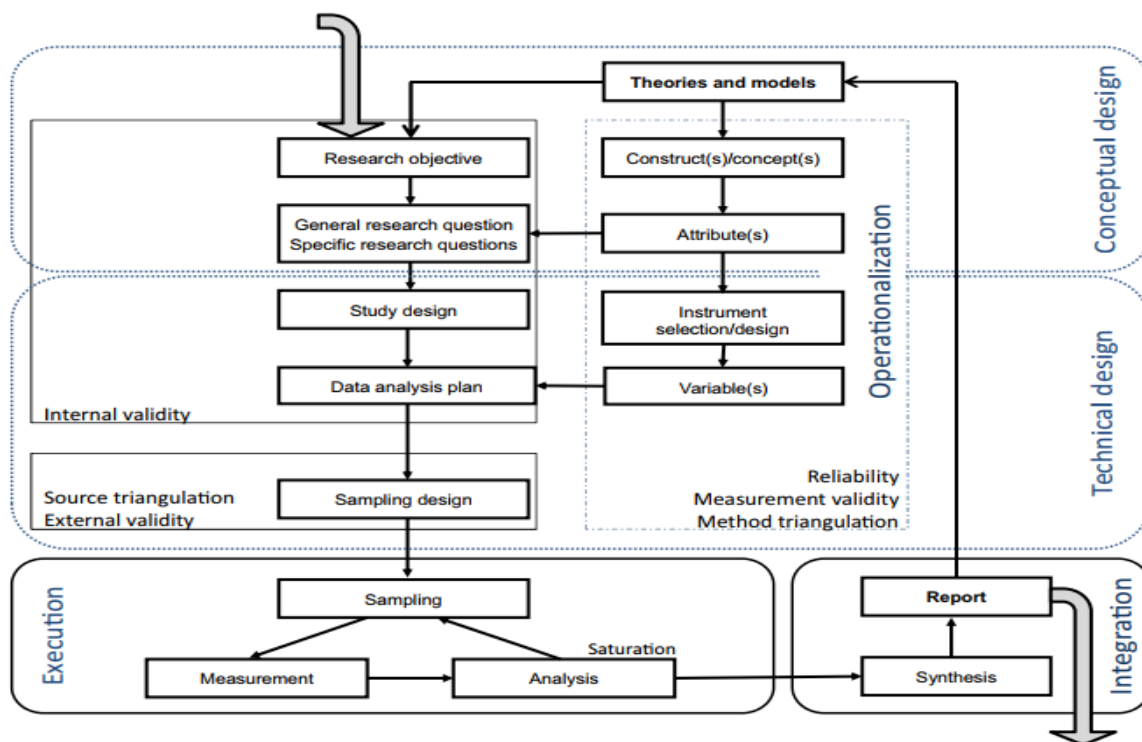
Source: Tobi and Kampen (2018:1212)

According to Neuman (2014:10), research design helps to define the purpose of doing research. The purposes of doing research are summarised as exploratory, descriptive, and causal. Exploratory is done when not much is known about the study and insights are needed (Rahi, 2017:2). Descriptive is when data is collected that describes characteristics of persons, events, or situations (da Silva, 2017:7). The purpose of this study is descriptive because the study will rely more on qualitative research method. Lastly, causal research is research that has the purpose of establishing cause-effect relationship between two variables (Daniel, 2016:58-61). Another important element of the research design is understanding the unit of analysis which the population is to be studied (Sekaran & Bougie, 2013:96). As the unit of analysis for this research, the focus will be on MRH situated in OR Tambo District Municipality in the Eastern Cape province. The institution is to be assessed against the effectiveness of Monitoring and Evaluation in line with GWM&E framework. Along with the research objectives, the study aspires to achieve a broader understanding of M&E at MRH. According to Burke and Larry (2014:308), it is necessary to select an appropriate research design to enable the study to attain valid findings, comparative data, and conclusions. The next section looks at methods of research.

3.6. Research paradigm and philosophy
3.6.1. Research Paradigm

According to Leedy and Ormrod (2014:11), a research paradigm can be defined as a set of common beliefs and agreements that are within the research community. Moreover, they are used as a reflection of patterns that add to the enhancement of cultural themes, ideologies, worldwide views, and mind-sets (Mouton, 2016:15). Research paradigm is differentiated into two groups namely, positivism and interpretivism (Daniel, 2016:10). An explanation of Kanban and its implementation using positivism and interpretivism gives different answers to several essential questions (Kivunja & Kuyini 2017:53). These are used to outline the barriers that hinder on the implementation of any policy such as the implementation of M&E at MRH.

3.6.2. Positivism

Positivism can be defined as the objectivity of a human that can be characterized by notions and proposals, (Bannan-Ritland & Baek, 2008:12). The latter authors put forward that Positivism can be traced to Bellamy (2011), who expressed human beings

as a phenomenon that can be reasoned upon scientifically. Thus, the Positivism approach to social research seeks to apply the natural science model research as a starting point to investigate the social phenomenon and their explanations regarding the social world. Positivism seeks to explain and predict what happens in the social world (Kuhn 1970). Burke and Larry (2014:315) state that the primary aim of positivism is to generate explanatory interactions that could ultimately lead to prediction and influence the phenomena in question. The objective of positivism can be achieved by trying to search for the anomalies and causal relationships between the integral elements (Bellamy, 2011). Gowrishankar (2012:7), Indicate that the positivism paradigm holds a postulation with the determination that views research findings as accurate. In this study, the aim was to explore the anomalies that hinder the successful implementation of Monitoring and Evaluation.

3.6.3. Interpretivism

Interpretivism paradigm can also be called the phenomenological approach assent to epistemology, can be defined as an approach based on meaning and understanding the social interactions between humans Reeves (2011:4). It is mainly focussed on making sense of the meanings and subjective intention of a particular individual in a given context (Sithomola, 2011). Regarding the interpretivism paradigm, the understanding is apparent that the primary concern is about observing the society's behaviour in a specific environment, however, it tries not to impose a priori analytic categories.

Interpretivism can be defined as that part of the research paradigm that focuses on the interpretive tradition where there are no 'correct' or 'incorrect' theories. Instead, the authors put forwards that, interpretivism should be understood according to how 'interesting' they are to the researcher as well as those involved in the same areas Rahi (2017:15), argues that interpretivists postulate that knowledge and meaning are acts of interpretation, for this reason, there is no objective knowledge which is independent philosophy and reasoning humans. The interpretivism philosophy was included and preferred in this study due to the researcher's desire for an in-depth insight into the barriers associated with the implementation of M&E. It gives the researcher greater scope to address issues of influence and impact, such that questions relate to "what" and "how" can be explored in this study.

3.7. Research Philosophy

Fox and Bayat (2007) agree with Fleming and Zegwaard (2018) that research philosophy refers to researchers' beliefs about how data should be gathered, used, and analysed. Suanders, Lewis, and Thornhill (2009) suggest that research philosophy is categorised under epistemology (what is known to be true) and doxology (what is believed to be true)", philosophies and policies are used as guiding principles in research.

Research is a useful approach to utilise philosophies that add to existing knowledge. The research influences the context of an organisation's philosophies and policies, these concepts are more reflective of the barriers to the implementation of Kanban. Research philosophy is based on ontological, epistemological, and axiological assumptions (Daniel, 2016).

3.7.1. Epistemological Assumptions

Epistemological can be defined as those assumptions that constitute what is acceptable, valid, and legitimate knowledge and how the knowledge can be communicated (Ahmed, 2008). Hence, they are used when conducting qualitative studies to add more, their subjective evidence is assembled based on individual views those subjective experiences make knowledge accessible (Belly, 2015:302). The epistemological assumptions are used to improve the implementation of practices that require a researcher to spend more time with the participants (Schiuma, Carlucci & Sole, 2012).

3.7.2. Ontological Assumption

Prior to clarifying the Ontological assumption in this study, it is important to define ontology. Ontological is defined by Burke and Larry (2018:2) as a study of being. Ontological assumption relates to the nature of reality and its characteristics (Stemler, 2001). Ontological assumptions are categorised under qualitative research in that it tries to embrace the idea of multiple realities (Schiuma *et al.*, 2012). The ontological assumptions try to dwell on multiple realities so much that realities are important as they reflect on the weaknesses of the concept and contribute to the formulation of possible solutions (Ahmed, 2008).

3.7.3. Axiological Assumptions

Axiological assumptions are understood as another type of qualitative research. Axiology refers to the ethical issues reflected when planning research (Kivunja and Kuyini 2017). In Axiological assumptions, the researcher's study is understood to show the values and biases as well as the nature of the information that has been gathered (Ahmed 2008). To add more, the researcher openly discusses values that shape the narrative and includes the researcher's interpretation of the results and that of the participants. The discussions are in table 3.2. summarises the few research philosophy elements and their uses.

Table 3.2: Research philosophy Elements and Uses

Research philosophy philosophy Elements			
Positivism	Interpretivism	Realism	Pragmatism
Epistemology	Focuses on facts and the credibility of the data (Saunders et al. 2009).	Focuses on human considerations and or interpretation of elements that can be provided by the social phenomena (Saunders et al, 2009)	Deals with facts and credible data that could be obtained from observable phenomena. (Saunders et al, 2009).	Combination of positivism and interpretivism philosophy using observable and social phenomena to accept knowledge
Ontology	Positivism is objective and independent of social actors and is used to assert that social phenomena are created and exist independently (Saunders et al, 2009).	Interpretivism is subjective, socially constructed, and used to confirm that social phenomena are created and exist due to social actors.	Realism is objective in the case of the direct type and subjective in the case of critical realism.	Pragmatism has both stances, but it depends on choosing the most suitable method to answer the research questions.

Source: Kivunja and Kuyini (2017)

3.8. Research procedure

3.8.1. Study Population

A study population is a group of elements or cases, whether individuals, objects, or events, that conform to specific criteria and to which we intend to generalize the results of the research (da Silva, 2017:4). They further indicate that this group is also referred to as the target population or universe. The target population is often different from the list of elements from which the sample is selected, which is termed the survey population (Sekaran & Bougie, 2013:37). The target group in this study were managers and those responsible for M&E systems MRH. The study gathered an understanding of what the study population bringing the next topic.

3.8.2. Sampling

Due to the discussion above regarding population, Da Silva (2017:7), describes a population that, it is a comprehensive set of claims from which samples are drawn. Even so, Sekaran and Bougie (2013:38), contend that, as comprehensive as the sample might be, it is relatively impossible for a researcher to study the entire population, and which is why one has to draw a sample that is representative of the population understudied. In this regard, Ahmed (2008) advocates that when conducting a study, the researcher is therefore compelled to be clear of his/ her population as the units of analysis and that during the designing of questionnaires, the questionnaires are aligned with what the research is about.

De Vos *et al* (2005:194) describe a sample as a subset of measurements, which is drawn from a population that the researcher is interested in, to understand that population. Moreover, sampling can be defined as a proportion of a whole or subset of measurement picked from the population in other words a sample is a small portion of the total objects, events, or persons, which together comprise the subject of the study (Rahi, 2017:3).

The participants of this research study are purposefully selected based on their involvement with monitoring and evaluation in this institution. In a nutshell, a percentage of workers working at MRH will be interviewed in this study.

During the sampling phase, the researcher draws a representative sample from a large population as this saves time and expenses incurred if one had to study the whole population (Stemler, 2001). The other advantage is that the researcher reaches conclusions about an entire population by studying only a small sample (McCusker & Gunaydin 2015:542). Bailey (1987: 82) and Melville and Goddard (1996:29) define a sample as a subset of the total population. This means that it is not necessary to investigate the entire population, but the researcher must ensure that the sample must be representative and accurate (Burke & Larry 2018:3-4).

Sampling is all about reducing the population to a manageable and representative size (Daniel, 2016). In this study, the researcher used purposive sampling by selecting elements from the population that are representative or informative about the topic of interest (Rahi 2017:3). In a qualitative study such as this, the researcher often selects a small sample of people to work with (Creswell 2008:2). Tobi and Kamper (2018:1213) explain that the rationale behind starting with a smaller sample is because qualitative studies evolve once work begins. The study used a non-probability sampling method, namely the purposive sampling technique. In essence, the hospital managers which are critical to the performance of MRH, the M&E managers, health information managers, and programme managers formed part of the study sampling.

The table below shows the sample identified for this study:

Table 3.3: Identified sample for the study

Sample identified for this study (Source: Author)	
Designation	**Proposed number of participants**
Clinical group	
Chief Executive Officer	1
Professors	2
Head of Clinical departments	2
Nursing Service Managers	2
Social Worker manager	1
Pharmacy Manager	1
Non-Clinical group	
Quality Assurance Coordinators	2
Infection Control Coordinator	1
Occupational Health & Safety Coordinator	1
Case Management Services	2
Information Management Manager	1
Labour Relations Manager	1
Information Communication Technology	1
Total sample size	**18**

3.8.3. Sampling Techniques

According to Abutabenjeh and Jaradat (2018:243), there is probability and non-probability sampling techniques. Probability sampling can either be restricted (simple random sampling) or restricted (complex random sampling) and therefore sampling can be defined as a selection of a subset from a larger population. According to Sekaran and Bougie (2013:252), purposive sampling is good for descriptive studies and when the researcher wants to save time and costs. But also, purposive sampling targets the right people who can provide the best information. It helps the research to be reliable and generalizability is made easy (Yin, 2014:189). Under purposive sampling, there is judgmental and quota sampling. Judgmental sampling accesses information from the best people who are in positions that provide the information

required (Dowd, 2018:5). Quota sampling ensures that certain groups are adequately represented in the study through the assignment of a quota.

3.8.4. Data sources and collection techniques

In this study section, the researcher discusses how the study sourced out its data in a plethora of data collection instruments. Thereafter the researcher presented the suitable data collection instruments for this study. There are several data collection instruments, despite that the method of data collection chosen must be appropriate to the research. The collected and analysed data must draw up the evidence to improve practices. Rahi, (2017:21), upholds that using several methods of data collection enables the researcher to view the phenomenon of concern in different ways to provide significant insights into the study. Therefore, interviews (primary data) and official departmental documents (secondary data) are the chosen sources for this study. However, the specific usage of the chosen data collection instruments concepts is defined below.

This paragraph begins with the primary data collection instrument discussion. Primary data was gathered through in-depth, semi-structured individual interviews, using open-ended questions. The interviews aimed at gathering information regarding tracking the implementation of M&E systems aligned with GWM&E at MRH. Secondary data for the study is trusted to be available from the South African Constitution and all related policy documents on the government websites on GWM&E systems. Much information can be generated from the normal processes such as monitoring and evaluation guidelines, ECDOH annual performance plans, and policies within the ECDOH. In addition, the government often publishes data online, which can be useful for research purposes. This data is in the form of journals, articles, and circulars. In the context of this research, information that has been published by the government concerning monitoring and evaluation and was vital when critically analysing the practice versus the ideal situation.

According to Saunders, Lewis, and Horahill (2007:356), primary data is reliable when collected using interviews. Errors in this study were prevented by doing a pilot test then test and retest. Interviews are good and therefore were trusted in this study because their reliability is consistent, and they help to support descriptive research (Sekaran & Bougie 2016:37). LeCompte and Preissle (1993:58) maintain that data are

any kind of information that can be identified and accumulated by the researcher to facilitate answers to their queries. Qualitative researchers are often described as being the research instruments because the bulk of their data collection depends on their involvement and interview observation in the setting (Wolcott, LeCompte, Milroy, & Preissle (1992:19-29). Creswell (2008:68) holds that data collection in qualitative research involves the gathering of information for a research project through a variety of data sources. Qualitative researchers sometimes reject the term, collection of data. But instead, the term "generating" data. This term is considered more appropriate in qualitative approaches because researchers do not merely collect and describe data in a natural and detached manner but are involved in a more creative way (da Silva, 2017:6). In this study, one on one virtual interviews or individual interviews on virtual approach was used. This research method enabled the researcher to gather valuable data on the role of players in the field of monitoring and evaluation at MRH.

3.8.5. Data Collection Procedure

To yield data for a qualitative study, different measuring instruments can be used including different types of interviews such as standardized open-ended, semi-structured, and structured interviews (Reeves, 2014:458). Given the extent and the purpose of this research study, as sighted earlier that interviews were chosen as one of the instruments to collect data. However, with regard to the procedure, firstly the interviewer had to seek permission to interview with respondents and it was granted. Just after the researcher obtain approval to conduct the study. The researcher planned and secured dates for the interviews with the participants. Shortly during the following week, the virtual individual one-on-one interviews commenced. The interviewer introduce herself, and the purpose of the interview and assured confidentiality to the interviewee. Before starting the interview, the interviewer requested permission to record the interview and it was granted. The interview started with a set of logical warm-up questions which were easy to answer. These questions were designed and were non-threatening. According to Sekaran and Bougie (2013:118), the interviewer must be tactful in asking the questions and use repetition were necessary to make sure the interviewee understands. The understanding regarding the use of both interviews and documents is outlined below.

❖ **Interviews schedule and questionnaires**

Interviews can be defined as a schedule prepared for respondents to secure responses to certain questions (Deakin & Wakefield 2014:606). Interviews are methods of gathering information in a deliberate active questioning and listening process, with the purpose to draw other people's insight and perceptions, using a set of pre-planned core questions Sekaran and Bougie (2013:40), interviews can be very productive since the interviewer can pursue specific issues of concern that may lead to focussed and constructive suggestions. Moreover, another method of interview is discussed below:

❖ **Structured Interviews**

Structured interviews are those conducted when it is known at the outset what information is needed (Drotskie & Okanga, 2015:17). Furthermore, Novick (2008:392) says interviews make it possible for the researcher to measure what a person knows, likes, or dislikes and what he or she thinks about an idea. Interviews focus on important notions of validity and reliability. In this study, interviews will be used to extract data that is embedded deep in the respondents' minds or within their attitudes, feelings, or reactions (Wolcott, LeCompte, Milroy, *et all*, 1992). The interviewer needs the interviewee's cooperation. According to da Silva (2017:9) in structured interviews "the researcher takes the role of leader and encourages the subject to speak freely on a topic of interest." Time is the most important factor in collecting data through interviews (Reeves, 2014:456).

For this study, an individual interview was, and it was scheduled for approximately 45 minutes through Microsoft teams. This was because the process required more time on qualitative interviews, as compared to quantitative interviews. Table 3.2 below presents the entire questionnaires that were examined to the purposefully selected sample separated into two categories namely: clinical group and non-clinical group, as part of the data collection process. The primary aim of examining the suggested set of selected questionnaires was to pursue an in-depth understanding of the proposed study, which focuses on "tracking progress related to the implementation of monitoring and evaluation in accordance with GWME framework at OR Tambo district with reference to MRH".

Table 3.4: Interview schedule and questions for this study

List of questions	
Section A	**Management perception and knowledge of M&E**
1.	What in your opinion is Monitoring and Evaluation?
2.	What in your understanding is Government-Wide Monitoring and Evaluation Framework? And how it came about?
3.	Do you encourage the alignment of M&E to the Government-Wide Monitoring and Evaluation Framework? Substantiate your answer.
4.	In your view, how effective are the M&E processes in this institution?
5.	To what extent are the day-to-day operations linked to MRH operational plan?
6.	To what extent are the day-to-day operations linked to MRH operational plan?
7.	In your opinion, what can be done towards enhancing M&E systems at MRH?
8.	Is management and subordinates involved in the development and implementation of the M&E document/ system? Substantiate your answer
9.	Are there policies and procedures in place to guide M&E systems in this institution?
10.	In your own opinion, how important is it for managers to have a clear understanding of the key priorities of the institution in line with those of the Department of Health?
11.	How can you describe the standards and procedures in place that describes the roles and responsibilities in the M&E process?
12.	In your opinion, are MRH M&E activities linked to measurable performance such as PMDS to achieve a desirable outcome? Substantiate your answer
13.	Are you aware of any challenges affecting the implementation of M&E at MRH?
Section B	**Training and development related to M&E**
1.	Have you attended any M&E training or workshop in the past year?
1.1.	If yes, specify the type of training received or workshop attended
2.	What type of training do you think you need for the enhancement of M&E?

❖ **Advantages of Interviews**

A notable advantage of using interviews in a research study is that they are usually self-administered and can be used to collect to get insightful issues (Novick,

2008:392). Another advantage is that information of a sensitive nature can be dribbled easily and shared. In addition, in an interview, the interviewer can also pick up nonverbal cues from the interviewee (Burke & Larry, 2014:23).

The other issue is that if the interviewee is feeling uncomfortable the interviewer can see it and change the subject (Opdenakker, 2006:2). This would be impossible to detect in a telephone interview or on a questionnaire. Finally, in an interview, the researcher can use different types of questions, open and closed when soliciting questions thereby enabling him/her to get rich information (Reeves, 2014:456-459). Through this method, an interviewer can adapt the questions as necessary, clarify doubts, and ensure that the responses are properly understood, by repeating or rephrasing the questions. In addition, Reeve (2014) indicated that generally interviews are noted as follows: interviews save time because the information needed is found on the spot, the interviewer gets first-hand information, and they are less expensive. In this study, the one-on-one interview sessions were conducted using micro-soft teams and the session was scheduled for approximately 25 minutes for each participant. The time provided was enough for participants to express themselves. Regarding data, the interviews were recorded with the permission of the participants. Data was collected and transcribed for data analysis purposes while writing up field-notes.

❖ **Disadvantages of interviews**

One of the disadvantages of interviews is that the interviewer needs to be trained to minimise bias (Sekaran & Bougie, 2013:120). The other disadvantage of interviews is that the interviewee may feel uneasy (Deakin & Wakefield 2014:605).

❖ **Document analysis**

According Yin, (2014), provide four sources of documents for review and analysis purposes, such as; official documents (government documents, reports), mass media (newspapers, magazines, journals, television, radio, films, and books); and Archival material (documents and data preserved in archives for research purposes).

Document analysis is one of the methods that was used in this study. The researcher reviewed official documents such as monthly, quarterly, and annual performance reports of the Eastern Cape Department of Health, that were understood to have been

audited by the Auditor General. To add value to the research study, these reports were sampled due to their linkage to the problem statement of this study, so not all ECDOH nor MRH reports were used. But also, the indicated report hoped to serve as a source of evidence that might be used when providing more information in a case where clarities can be needed in the case where capturing was not properly done during the transcribing of the recorded interviews.

3.8.6. Data analysis and reporting

O'Connor and Gibson, (2003:64-65), define data analysis in qualitative research as a mechanism of transforming raw data that was collected through interview transcripts and or documents to accumulate the understanding of a phenomenon into meaningful information. Apart from interviews, some of the data that was analysed in this research which is qualitative was derived from the existing literature. Secondary data was analysed through content analysis. Content analysis helps researchers to describe or summarise the content of written material and seeks to uncover the attitudes or perceptions of it and the researcher, as well as the effects of the material on its audiences violated (Creswell 2008:102). Information from interviews was edited to remove errors and omissions by respondents. Data was captured by the researcher. In trying to answer the study research question. The researcher had to go back to the interview guide to triangulate data that was collected originating from the interview transcripts and government documents. The data were analysed as follows: As described by O'Connor and Gibson, (2003:67) that data should be organised in a way that it becomes easy to scrutinise. The first step in this study involved organising in preparation for data analysis, that is transcribing data, and listening to the recording of the one-on-one individual interviews. Arranging the data according to the planned categories and themes. This activity is done to easily pick out concepts and themes. The data was organised, and the researcher moved on to the next step.

The second step was to read the data to obtain an understanding to reflect on it to get more insights. In this step, the researcher categorised the data by discovering recurrent ideas, similar words or phrases used frequently, and patterns of beliefs, and then grouped them to allocate codes. The third step was to do data analysis, building on the over-arching theme found in the information at the researcher's disposal. This activity involved the distinct allocated codes that were collapsed under one

overarching theme. The fourth step included generating the report per category and the overall interpretation of the data. The fifth step was to use the information to conclude and produce findings. The Sixth step was to produce a comprehensive narrative research with the hope to communicate the information. Keeping in line with the stipulated inherent principles of research study regarding the appropriate way of sharing the results. This was the final step.

3.9. Ethical considerations

According to Creswell and Creswell (2005:225), respondents should be informed as to the purpose of the study to gain their support. He suggests that the anonymity of participants is protected by assigning numbers or aliases to them in the process of analysing and reporting data and that in certain qualitative studies there may be a need to develop a composite picture of the group rather than focusing on any single individual. He cautions against deception about the nature of the study; if a study focuses on a sensitive topic, the participants may not want to be involved. Issues around the research site include whether the researcher will disrupt the individuals or groups at the site. Chetty (2018:12) warns that the researcher's presence could cause permanent unwelcome changes. Creswell (2008:107) emphasise issues such as the protection of the participants from harm, informed consent, and the right to privacy. They state that researchers have a responsibility to society, as they are obligated and accountable for their conduct and their research and as they often represent various funding institutions and society (Rubin & Rubin, 2013:54). The role of any researcher is to ensure that ethical standards are not violated.

In this study, to ensure suitable processes were observed during the conducting of the research. The researcher had to apply for an ethical clearance to conduct the study. The ethical considerations were therefore overseen by the University of South Africa from which the study received its ethics clearance **(see attached annexure D).** Study respondents were guaranteed that during and after the study ethical principles will be applied and that their rights will be safeguarded by the researcher. Participants were protected from harm. To an extent, participants did not raise any concerns regarding their safety in participating in the study. This was an indication that participants suffered no harm.

The researcher ensured the participants that responding to the interview schedule was voluntary and that participants were not deceived nor coerced in any way to participate in the study. Respondents were indeed allowed to give their consent **(see attached annexure F).** The researcher utilised the cover letter to assure respondents of confidentiality, privacy, and anything else. The details of the researcher and supervisor were displayed in the case where the research was seen as suspicious. The researcher will also provide the respondents with a student card to show respondents that she is a registered student. The researcher guaranteed the participants that there will be no interference or forcing the interviewee to say what they don't feel comfortable saying. Lastly, regarding confidentiality, all participants were interviewed virtually through Micro-Soft Teams by the researcher on a one-on-one basis and their responses were kept in a folder that could be accessed by the researcher alone. The names of the respondents would appear nowhere in the report, to maintain anonymity.

3.10. Conclusion

This chapter has outlined the methods and techniques that were proposed to be used in this study. In addition, the chapter covered discussions regarding the research design and the reasons for the study to select the interview method. The research population and sampling are explained as well as the administration of the questionnaires explained chapter four will concentrate on the results of the collected data and will present the analysis and the discussions thereof.

CHAPTER 4: REPORTING AND ANALYSIS OF RESEARCH RESULTS

4. Introduction

This chapter presents the results of this study. The results from the data collection are provided in answering the research questions for the research, which are highlighted at the beginning in chapter one. Chapter two provided an extensive literature review around the following concepts: monitoring, evaluation, legislative environment regarding M&E and the Government-Wide Monitoring and Evaluation (GWM&E) framework and its use in the public sector. Chapter three delved into the research methodology, design, research paradigm philosophy, procedures, and techniques, as well as data analysis. This chapter adds to previous discussions and is undertaken to answer questions that were stated in the introduction chapter, (Chapter one) of this study. Subsequent, chapter three outlined the procedure that was followed during the data collection phase. The results of the interviews conducted, with purposively selected Mthatha Regional Hospital (MRH) Managers, indicated responses provided by each interviewee as well as the data analysis thereof. This information is depicted in table format (see Tables 4.1– 4.2).

This research was conducted with the main objective of "tracking progress related to the implementation of Monitoring and Evaluation in accordance with GWM&E Framework at OR Tambo district with reference to MRH". The researcher used purposive sampling as a technique to gain more understanding from the selected respondents that are directly involved in the M&E programme at MRH. As was indicated in the previous chapter that purposive sampling allows the researcher to select particular elements from the population that are representative or informative about the topic of interest (Rahi 2017:3).

In the case where the selected sample does not add value to this study, the sample size may be subjected to change. Only fourteen respondents out of the eighteen initial targeted sample could respond to the questions of this study due to unforeseen circumstances. In that, two respondents (one being the head of clinical departments and one nursing services manager) out of eight respondents were not available to be interviewed from the clinicians. However, the research respondent's further details are

reflected in table 4.1 (overleaf). For ease of reference during data analysis, two categories of personnel were established, namely health clinical group and non-clinical group, these groups participated in this study. MRH in its organisational nature services patients. Clinical personnel are responsible for health care services and non-clinical are administrators rendering support services. These groups were identified as follows; the health clinical group as HCG and the non-clinical group as NCG. Therefore, table 4.1. together with table 4.2. below reflect respondents that were interviewed for this study, concerning the job positions they occupy at the MRH.

Table 4.1: Health clinical group identification names.

Position or designation	Identification name	Frequency	Percentage (%)
Chief Executive Officer	HCG1	1	14.2%
Professors	HCG2	2	29%
	HCG3		
Head of clinical departments	HCG4	1	14.2%
Nursing Service Manager	HCG5	1	14.2%
Social Worker Manager	HCG6	1	14.2%
Pharmacy Manager	HCG7	1	14.2%
Total		**7**	**100%**

Once again regarding to the non-clinical group, two respondents (infection control coordinator and information communication technology manager) out of eight respondents were not available to be interviewed and therefore the details are as follows.

Table 4.2: Non-clinical group identification names

Position or designation	Identification name	Frequency	Percentage (%)
Quality assurance Coordinators	NCG 1	2	29%
	NCG2		
Case Management Services	NCG3	2	29%
	NCG4		
Occupational Health & Safety	NCG5	1	14%
Information Management Manager	NCG6	1	14%
Labour Relations Manager	NCG7	1	14%
Total		**7**	**100%**

4.1. Overview of Mission and Vision

Along with the introduction, this study envisages contributing to the MRH 's vision and mission, as outlined in the MRH approved 2020/21-2024/25, five (5) year term strategic document, and on the One (1) year 2022-23 Operational Plan that MRH **visions** to be "*A centre of excellence providing quality health care services for a better life to the population being served*."

The **mission** is "*To provide effective, efficient health care services based on best practices in OR Tambo district through optimal utilization of resources*." The MRH vision and mission can be realised by implementing an efficient and effective Monitoring and Evaluation system, framework, and procedures. The institution subscribes and fully embraces the concept of Monitoring and evaluation. However, below is the presentation of the results.

4.2. Data analysis process

Applicable to this study is what O'Connor and Gibson, (2003:64-65) state, defining data analysis is one of the important aspects of a qualitative research study because, data analysis constitutes part of the search for a meaning of a particular phenomenon through direct interpretation of what is observed, interpreted or understood, moreover reported by the participants throughout data collection by the researcher such as conducting interviews. Besides the interviews, some of the data, that was analysed in

this research was qualitative and was derived from the existing literature in accordance with this research topic. Along with that, the secondary data got to be analysed through content analysis. Content analysis as previously described by Creswell (2008:102) in chapter three of this study is that helps researchers to describe or summarise the content of written material and seeks to uncover the attitudes or perceptions of it and that of the researcher, as well as the effects of the material on its audiences. Information from interviews in this study was edited by the researcher to remove errors and omissions from the respondents and thereafter the data undergone capturing.

In the attempt to respond to this study's research question. The researcher had to go back to the interview guide to triangulate the collected data that originates from the interview transcripts and from government documents. To start with, according to the contributions made by O'Connor and Gibson (2003:67), to the available literature is that, data should be organized, breakable into manageable units, coded, and synthesized in a way that it becomes easy to and scrutinize whilst searching for patterns. The ultimate aim is to discover patterns, concept's themes, and semantics. Regard below the structure of the data analysis process that was applied to this study in phases:

Phase 1. Involved organising and preparing for data analysis, transcribing data and listening to the recording of the one-on-one individual interviews. Arranging the data according to the planned categories and themes. This activity is usually done to easily pick out concepts and themes, in which the researcher found this activity applicable also to this study. The data got to be organised and the researcher moved on to the next step.

Phase 2. The researcher read the data to obtain an understanding to reflect on it to get more insights. In this step, the researcher categorised the data by discovering recurrent ideas, similar words or phrases used frequently, and patterns of beliefs, and then grouped them to allocate codes.

Phase 3. In this step the researcher performed data analysis, building on the over-arching theme found in the information at the researcher's disposal. This activity involved the distinct allocated codes that were collapsed under one overarching theme.

Phase 4. The step included generating the report by the researcher as per the categories and the overall interpretation of the data.

Phase 5. This step involved the use of the beforehand gathered information of the study to conclude and produce findings.

Phase 6. In this step, the intention was to produce comprehensive narrative research with the hope to communicate the information, and of which was done by the researcher. Constantly keeping in line with the stipulated inherent principles of research study regarding the appropriate way of sharing the results. That being so this was the final phase and or step of the data analysis process.

4.3.   Presentation of results

In presenting the results the analysis is divided into two broad categories, category one (1) relates to health clinical group that compose of Chief Executive Officer, Clinical Professors, Head of clinical departments, Nursing Service Manager, Social Worker Manager and Pharmacy Manager. Category two relates to non-clinical group that composed of the following administrators: Quality Assurance Coordinators, Case Management Services, Occupational Health & Safety, Information Management Manager and Labour Relations Manager. In a concurrent manner these categories will be presented below, starting with Health Clinical Group (HCG) then next will be Non-Clinical Group (NCG). Furthermore, section A of the data collection process included questions regarding the perception and knowledge of monitoring and evaluation which directly test an individual view regarding his or her general understanding of M&E and how one observes and perceives M&E at MRH whilst section B focused on the trainings offered by the institutional Human Resource Development (HRD) pertaining M&E.

The researcher adopted thematic analyses to make sense of the dataset. According to Braun and Clarke (2006) thematic analysis is a flexible method of analysis that systematically identifies and organises data to offer insights into patterns of meaning discovered in the whole dataset. This explanation reveals that thematic analysis ascertains what is common in the way the research or topic is talked about and written about to construct sense out of the dataset commonalities. In addition, the later authors postulate that thematic analysis is suitable for qualitative research because it provides a simple way of conducting research analysis that is otherwise indefinable. In this study thematic analyses were done in a logical systematic process by identifying patterns from the data as themes began to emerge. The researcher tabulated and

explained themes as they occasionally occurred from the data, following the question from which they emerged.

4.3.1. Health clinical group

A brief insight regarding Health clinical groups is that, clinicians treats and manage patients by rendering clinical patient care services for level one (district health services) and level two (regional services). These service include Paediatric Service General Surgery Services, Family Medicine Services Obstetrics & Gynaecology Services Anaesthetics & Critical Care, Accident & Emergence Services, Mental Health Services and Oral/ Dental Services. This category is important in the implementation of M&E, by ensuring that quality health serviced are rendered and that recording of services rendered are done and data is critical for reporting of performances but also providing evidence to the effect. Section A carries thirteen questionnaires and section B caries two questionnaires and one follow up question which will be tested in both categories. The section below presents results pertaining HCG.

Health clinical group: Themes identified for section A: Question 1

Question 1: What in your opinion is Monitoring and Evaluation?				
Themes:	**Improvement**	**Achievement**	**Effectiveness**	**Outcomes**
Responses				
• Four out of the seven **(57%)** responses to this question stated that monitoring and evaluation is a process aimed at achieving and constantly improving organisational outcomes. • Two out of the seven **(29%)** responses to this question stated that monitoring and evaluation is an agreed-upon plan that is understood as a road map to track the efficiency and effectiveness of an institution and its programme outcomes. • One out of seven **(14%)** responses to this question stated that monitoring and evaluation is a management tool, which is used to assess the performance of the project in an institution, and the performance is set by the government.				

- Opinion on what Monitoring and Evaluation mean

Regarding question one, general views of the responses rested on four identified themes highlighted in lime namely**, improvement, achievement, effectiveness, and outcomes**. Of the total sample, 57% of the respondents stated that monitoring and evaluation are all about achieving and improving the outcomes of an organisation. The respondents also highlighted that, for the institution to be efficient, and effective and achieve its desired outcomes, there is a need for managers to be thought, trained, and be capacitated on monitoring and evaluation programme and its processes, such as tracking progress and performance against the agreed upon intended outcomes. In addition, 28% of the respondent's maid mentioned that monitoring and evaluation programmes rely mostly on ensuring that some other elements such as human resources, and budget are made available to achieve the desired outcomes. 14% of the respondents indicated that monitoring and evaluation is a tool to be used by managers to assess performance in an institution and that government is responsible to set out targets to be met in order to achieve the health care system.

With regards to the first research objective because of this study was to explore what monitoring and evaluation are, given the above responses, there is an observed consistency from the respondents' responses, regarding similarities noted that are related to the claims, views, and perceptions which were during literature review of this study in chapter 2. With Govender and Hlatshwayo (2015:22) eloquently explain that generally, monitoring and evaluation is a continuous process of tracking progress concerning intended performance outcome in pursuance of organisational effectiveness.

Likewise, Wotela (2017:3) postulates that for monitoring and evaluation to be effective and achieve their objectives, there is a need to integrate organisational resources and ensure that alignments of budgets to activities and or inputs are properly done. The accordance in opinions in this study provides a comprehensive understanding of what is hypothesized to be monitoring and evaluation, from the respondent's perspectives up to claims made in the literature review.

The next question dealt with respondents' general understanding of what the Government-Wide Monitoring and Evaluation Framework is, responses are presented below.

Question 2: What in your understanding is Government-Wide Monitoring and Evaluation Framework? And how it came about?			
Themes:	**Legal requirement**	**Integration processes**	**Standardisation**
Responses			
- Three out of the seven **(43%)** responses to this question stated that Government-Wide Monitoring and Evaluation is a legal requirement mandatory for institutions to fulfil in a standardised approach. - Two out of the seven **(29%)** responses to this question stated that GWM&E is a standardised policy instrument used by government to hold health facilities accountable to the communities they serve. - One out of seven **(14%)** responses to this question stated that GWM&E is a policy used to integrating the department of health care services to contribute to government service delivery performance. - One out of seven **(14%)** responses to this question stated that it is the first time to come across the term.			

- Understanding of Government-Wide Monitoring and Evaluation Framework

The themes identified in this section; are a **legal requirement**, **integration process,** and **standardisation**. In a purposive sample of seven respondents (86%) the respondents appeared to have a certain understanding of the concept of Monitoring and Evaluation Framework, while the remaining (14%) of the respondents were not certainly familiar with the concept. The respondents perceive that the conceptual framework is about the standardisation of government programmes, holding public facilities accountable, and contributing to service delivery.

Guided by the second research objective of this study is about explaining the GWM&E Framework in South Africa. The expressions and contributions gathered from the literature review showed that the inception of the concept can be viewed as a milestone, in that it draws together a whole range of M&E products and tools intending

to establish standardised M&E practices within government and beyond (Therion, Peter, and Barron, 2017:6). Whilst Dassah and Uken (2006:10)

In addition, the respondents' maid mentioned that, yes, GWM&E is a policy used with the aim to integrate the department of health care services to contribute to government service delivery performance and capacitate its employees. This perception correlates with the literature that, the policy framework for GWM&E is the fundamental policy document for M&E in the South African government. Therefore, the concept cannot be disconnected from the processes of public policy and its implementation. GWM&E seeks to facilitate the stages of public policy, (Fischer, Miller & Sidney, 2012:21). It is apparent from the discussions thus far that, the GWM&E system serves many different objectives such as comparing policy realization relative to policy intent, public resource allocation, accountability and more. There are similarities noted between what the literature stated and the respondents' understanding.

The next question focused on whether they responded in their views, do encourage the alignment of M&E to the GWM&E Framework. Below are the responses.

Question 3: Do you encourage the alignment of M&E to the Government-Wide Monitoring and Evaluation Framework? Substantiate your answer.			
Themes:	operations	processes	standardisation
Responses			
• Six out of the seven responses (86%) stated that, YES they do encourage the alignment of M&E to GWM&E Framework and its processes to operationalise the system and for purposes of standardisation. • One out of the seven responses (14%) indicated as NOT SURE whether to encourage the alignment of M&E to the GWM&E framework or not to encourage, because issues facing the local sphere ought not to be the same as those of national issues.			

- Alignment of M&E to GWM&E Framework

Operations, processes, and standardisation are the three identified themes for this question. Respondents seem to understand the importance of aligning M&E to the conceptual Framework. In substantiating their answers respondents indicated that GWM&E Framework is entrusted to enhance the following factors:

- Programme Performance

- Policy compliance and budget alignment to plans

- Early warnings

- Standardised roles and responsibilities

- Data management

- Capacity building

- Allocation of resources

- Transparency and accountability

In this section, the results showed that respondents could clearly and reasonably explain the importance of aligning M&E to the GWM&E Framework. The factors indicated in this section correspond with what the literature previously reflected in chapter two, of this study where according to Dassah and Uken (2006:10) the policy framework for GWM&E cannot be considered as a piece of legislation but a policy document or strategic framework that seeks to provide an integrated system, encompassing framework of M&E principles, practices, and standards to be used throughout government for tracking the performance of its programmes (Cameron, 1993:95). Below is the presentation that depicts the spread of the responses to question 3 of section A of this study.

Figure 4.1: Responses to question on the alignment of M&E to GWM&E framework
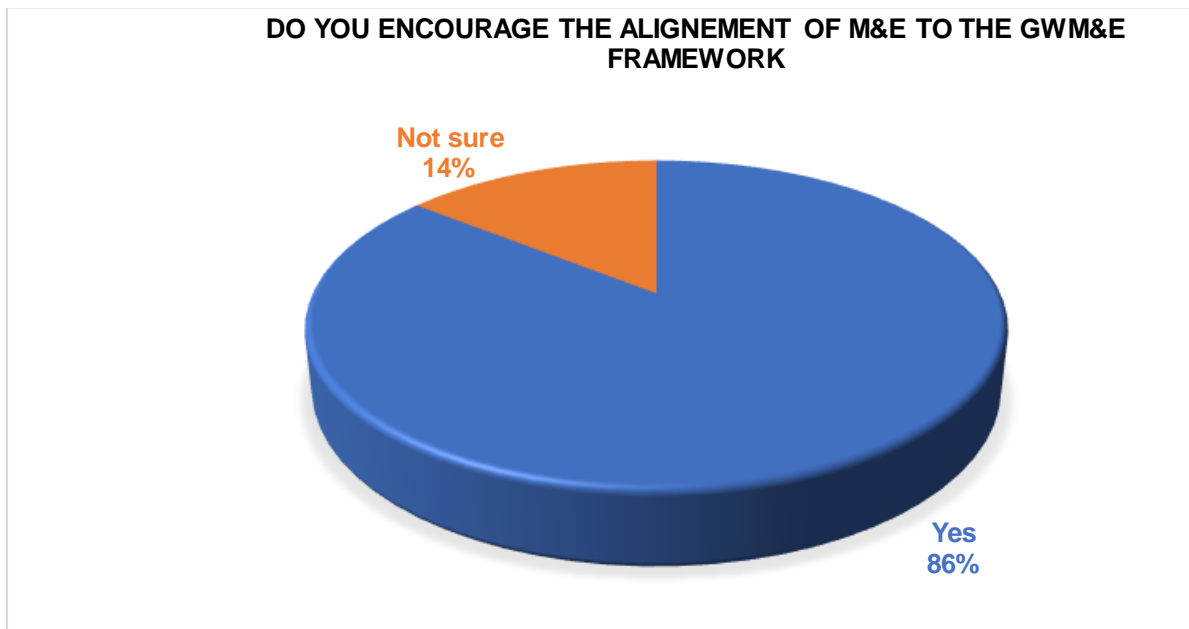
DO YOU ENCOURAGE THE ALIGNEMENT OF M&E TO THE GWM&E FRAMEWORK

Not sure 14%

Yes 86%

Question 4 of this study aimed at ascertaining how the respondents viewed the effectiveness of M&E processes at Mthatha Regional Hospital, the responses were as follows:

Question 4: In your view, how effective are the M&E processes in this institution?			
Themes:	effectiveness	implementation	compliance
Responses			
- Three out of the seven responses (43%) stated that the M&E programme to some extent is effective and very accessible at MRH in the sense that tools to measure are there, however, the process is experiencing some challenges such as and inadequate feedback mechanisms. - Two out of the seven responses (28,5%) stated that M&E processes at MRH are not effective, and its implementation is a critical issue. In the sense that it is not linked to other policies of reference such as the GWM&E - Two out of the seven responses (28,5%) indicated that they may not know since they don't know the measuring tool's efficiency in terms of the MRH environment.			

- Effectiveness of M&E processes at MRH

Effectiveness, **implementation,** and **compliance** were identified as themes. Four of the seven respondents (57%) viewed M&E processes at MRH as not that effective although M&E tools are made available and accessible. Furthermore, respondents stated that MRH monitoring, and evaluation processes had several missing links, attributed to the government approach which is all about compliance in the standardisation of government processes and resources without regard for performance and or effectiveness. MRH is rural, confronted amongst other things, the low socio-economic status of its population as well as what is understood as the social determinants of health. Due to this, standardisation of government resources might not assist and therefore it might not currently be possible for MRH to meet government performances and targets. What is ideal could be that resources need to be distributed considering the context in which the facility operates, more especially since MRH has just recently undergone the de-complexing process which did not have any no terms of reference. These viewpoints showed that respondents understand M&E yet require an awareness of how government outcomes can or are organised and measured. Starting from the National to the Provincial through to the Local spheres of government. The respondents also put forward the fact that MRH was established in 2014 shortly after it was gazetted in 2012. However up until this far this institution is managed by an acting CEO who keeps on being changed every six months' intervals as per the departmental policy which stipulates that one can only act in a vacant position for a certain period. MRH lacks leadership and governance. This poses a negative impact on the strategic direction and sustainability of the service delivery of this institution.

Three of the seven respondents (43%) viewed M&E processes at MRH as somewhat effective, indicating that, as much as the M&E unit was established in 2016, the tools to collect performance information are available. However, M&E implementation lacks compliance, support, and leadership from management. This shows that M&E processes are to some degree understood as important but require more emphasis from the management. Furthermore, the conceptual aim for M&E and GWM&E systems was the development of a policy framework to support the enhancement of data collection, collation, and analysis of reports against progress and the impact of government programmes to ensure transparency, accountability, and compliance with

statutory requirements and encourage transformation in the public sector (Teka, Erasmus & Klingelhöfer, 2011:25).

In addition, the literature that is in agreement with the respondents' viewpoints is what is stated by Ranafoko (2012:18) regarding the implementation guide for GWM&E, the South African government recognised that to ensure that government performances are improved, how it monitors and evaluates its programs, it is reporting together with the implementation of government policies is through recognising the emerging M&E processes and systems.

The next question of this study contemplated the respondents understanding regarding the integrations of the budget cycle to that of the M&E process as well as the sustainability thereof.

Question 5: How is the integration of budget cycle and M&E process maintained at MRH?		
Themes	Constraints	Integration
Responses		
- Three out of the seven responses (57%) stated that the institution strives to do the integration but is often inundated with budget constraints and limitations and therefore cannot maintain it. - Four out of the seven responses (43%) stated that as long as the inputs and activities appearing on the institutional plans are not budgeted for. Integration of budget and M&E processes at MRH is either not there or there.		

- Maintenance of integrated budget cycle and M&E process at MRH

In this section, the identified themes are **constraints** and **integration**. The majority of respondents (57%) stated that the institution strives to do integration; however, some of the challenges relate to the poor ownership and coordination of financial resources as managers do not want to own up or are not allowed to exercise their leadership skills and management on the budget allocated to them as cost centre managers. The monitoring of the budget function is only left to the budget section.

To add more, respondents sighted that as much as they can say they are aware that at the beginning of each year there are planning meetings taking place and from time-

to-time sessions to review institutional performance. However, this needs to be strengthened.

Three of the seven respondents (43%) indicated that the challenge with the integration of budget cycle and M&E processes can be attributed to budget limitation and resources and yes integration is not maintained at MRH. Not all the inputs and activities reflected on the institutional strategic plan, operational plan is budgeted for. In summary, these result shows that there is little or no integration of the budget cycle into M&E systems or processes in this institution. Seemingly there is no agreed-upon process in place to achieve the alignment of the budget to the M&E system. The narratives gathered out of the respondents' perspectives do support what, Kabonga (2019:8) explained that the challenge confronting governments arose from a lack of leadership, budgetary limitations, and the lack thereof towards developing and institutionalising M&E systems and that the repercussions of inadequacy alignment shortfall are far-reaching.

Question 6 below, looked at the extent to which the day-to-day operations linked to MRH operational plan

Question 6: To what extent is the day-to-day operations linked to MRH operational plan?		
Themes	Activities	Operations
Responses		
- Three out of the seven respondents (43%) stated that YES day-to-day activities and operations are linked to MRH operational plan. - Two out of the seven respondents (29%) stated that, NO they don't notice a link at all. One deals with the activities that he/she sees fit in that situation. - One out of the seven respondents (14%) indicated that to a limited extent day-to-day is linked to an operational plan and its activities. - One out of the seven respondents (14%) stated that, since are not aware of the day-to-day activities and therefore do not know about their linkage to MRH operational plan.		

- Link between day-to-day operations to MRH operational plan

The themes identified in question 6 are **Activities** and **operations**. Four out of the seven respondents (57%) agree that MRH's day-to-day operations are linked to MRH's operational plan. Although the institution does not achieve its intended performances, however, the institution does compile monthly, quarterly, and yearly performance origination from the very day-to-day activities as per operational plan requirements. Another challenge that was indicated is that firstly, MRH still lacking to align the M&E plan to the individual contracts. Secondly, the targets set in the institutional M&E planning document are never costed to assist the institution in achieving its intended spending on each activity anticipated.

Three of the seven respondents (43%) indicated that there is NO link and or they are not aware of any linkage. In this question, analysis shows that somewhat there is a linkage between day-to-day activities and those that are reflected in the MRH operational plan, but this process still needs more emphasis from the management.

Question 7 of section A seeks to discover respondents' opinions on what can be done towards enhancing M&E systems at MRH.

Question 7: In your opinion, what can be done towards enhancing M&E systems at MRH?			
Themes:	**Awareness**	**Integration processes**	**Identify goals and objectives**
Responses			
- Five out of the seven respondents (71%) stated that the enhancement of the M&E system at MRH can be achieved by identifying goals and objectives, and by integrating the day-to-day activities and processes into the operational plan involving every employee of the institution as awareness. - Two out of the seven respondents (29%) stated that towards enhancing M&E systems there is a clear inclusive plan with realistic targets as per the MRH vision and mission not those of another level. Do continuous awareness of the M&E system.			

- Enhancement of M&E systems at MRH

Respondents to this question, put forward that **awareness**, **integration processes** as well as the **identification of institutional goals and objectives** can be done towards the enhancement of M&E systems and services at MRH. Besides contributions, Ramafoko (2012:17) explains that the idea of M&E being an integration tool process, creates the impetus for establishing good systems to shape and influence sustainability by harnessing the available resources to their maximum potential. According (Govender, 2013:811) argues that the degree to which monitoring and evaluation can be enhanced to bring about results depends on the level at which goals and objectives of a certain organisation are identified and aligned. These results appreciate the fact that there is still a lot of work that needs to be done to ensure that the institution is fully aware and understands what M&E all is about and what it can do to help the institution to achieve its intended outcomes. There is also a noticeable willingness from the institutional employees in knowing M&E-related processes.

The next question seeks to examine whether the management and the subordinates at MRH are involved in the development and implementation of the M&E document. In this section, the respondents were also required to substantiate their answers.

Question 8: Is management and subordinates involved in the development and implementation of M&E document/ system? Substantiate your answer.	
Theme	**Implementation**
Responses	
• Seven out of the seven respondents (100%) stated that sometimes subordinates are involved but not every time they do participate in the development of and implementation of M&E.	

- Involvement of management and subordinates

In this section, one theme is identified, **implementation.** Respondents stated that the development and implementation of the M&E document is the role that is supposed to be played by the management together with the subordinates. And that management and leadership are crucial in setting priorities, allocating funds for the execution of institutional priorities as well as monitoring the expenditure and achievement of M&E plans. In chapter two of this study, Mark (2017:2) expressed that monitoring should

be conditioned such that what was planned is going forward as intended and within the resources allocated and this process should involve internal and external stakeholders together with every employee in an organisation. Respondents indicated that implementation of M&E seemed to be geared towards upwards and downward accountability and that this approach can encourage ownership, and accountability at the same time generate lessons learned for continua's capacitation amongst employees. The results show that there is little or poor coordination in this institution with regard to management and subordinates' involvement in the development and implementation of the MRH, M&E document or system.

Question 9, focused on finding out whether policies and procedures are there to guide M&E systems at MRH. The results are reflected below including the themes that were identified.

Question 9: Are there policies and procedures in place to guide M&E systems in this institution?		
Themes	**Compliance**	**Policies and procedures**
Responses		
- Six out of the seven respondents (86%) stated that YES, there are policies and procedures in place to guide the M&E systems in the institution, but compliance is the issue. There are even standards operating procedures developed but are not being utilised. - One out of the seven respondents (14%) indicated as not sure and or never heard of any M&E policy or procedures in place in this institution. And if they are there, could be the problem of lack of compliance.		

- Policies and procedures to guide M&E systems at MRH.

Themes identified **compliance** as well as **policies and procedures,** only one participant out of the seven, indicated as not sure or rather, never heard of any M&E policy in place at MRH. All the other participants pointed out that, to some extent, some policies and frameworks are used to guide M&E procedures to mention a few; Performance Management Systems, MRH strategic document approved, Information Management data flow policy and its prescribed reporting timeframes and the rest. The results show that indeed there are M&E policies that are there to guide how things

should be done to achieve better performance at MRH. Likewise, Cloete (2009:295) defines monitoring and evaluation as a policy and a procedure that on a regular premise seeks to systematically collect data based on specified indicators to determine levels of and achievement of goals and organisation's objectives.

In the following section, question 10 sought to understand the respondent's opinion on how important is for managers to have a clear understanding of the key priorities of the institution in line with those of the Department of Health.

Question 10: In your own opinion, how important is it for managers to have a clear understanding of the key priorities of the institution in line with those of the department of Health?		
Themes	achieve	priorities
Responses		
Seven out of the seven respondents (100%) stated that, YES for the institution to achieve it is essential for MRH managers to have a clear understanding of issues pertaining to institutional priorities in line with those of the department of health because the institution is not working in isolation, it has to contribute to the bigger picture which is, the National Department of Health (NDoH). The respondents' made mentioned that if managers do not have a clear understanding of the key priorities, it could be difficult for MRH to achieve its intended goals in line with those of the NDoH.		

- Managers' understanding of the key priorities of the institution.

With regards to this question themes found; **achieve** and **priorities**, all of the respondents expressed their views by indicating that in-depth knowledge is supposedly an expectie of each leader in an organisation. Managers are trusted to drive departmental priorities forward for better performance. Hence it is, necessary to have highly skilled government officials who have a clear understanding of where the department is envisioned to be. Authors such as Schiuma, Carlucci, and Sole (2012:19) put forward that management managers need to be clear on the priorities of the organisation they lead since they are trusted to drive change. It is noted that all possible respondents have a clear understanding of what management function entails

with regard to the M&E aspect. The subsequent question focused on the respondents' opinions in describing the standards and procedures in place related to the roles and responsibilities in the M&E

Question 11: How can you describe the standards and procedures in place related to the roles and responsibilities in the M&E process?		
Themes	Performances	Standards
Responses		
Seven out of the seven respondents (100%) described standards and procedures in place as that, yes, they are there to guide who does what? when? regarding monitoring, evaluation of progress, and performances of each department. This helps contribute to the performances of the institution. Implementation of roles and responsibilities in this institution still needs more emphasis and, it is the role of the management to do so. If the roles of employees are monitored well, MRH can perform better to improve quality assurance standards such as staff attitudes, and the ministerial priorities of DOH.		

- Standards and procedures

Based on the responses to the question themes identified are as follows, **performance**, and **standards**. all respondents perceived that standards and procedures in place that describe the roles and responsibilities in the M&E process are a function of management. All the respondents agreed that roles and responsibilities can assist the institution to achieve its intended outcomes. It is also noteworthy that all respondents felt there was a room for improvement concerning the implementation of roles and responsibilities.

Question 12 looked at the respondents' reasoning regarding their understanding of whether MRH monitoring, and evaluation activities are linked to measurable performance such as PMDS to achieve a desirable outcome. They were required to substantiate their answers. The table below shows the responses.

Question 12: In your opinion, are MRH M&E activities linked to measurable performance such as PMDS to achieve a desirable outcome? Substantiate your answer.		
Themes	**Performance Management System**	**Activities**
Responses		
All respondents (100%) indicated that PMDS is supposed to be and practiced with the institutional agreed-upon activities to meet the objectives of the MRH and ultimately improve the service delivery in accordance with the Strategic Plan. However, respondents are of the view that M&E activities are linked to PMDS, because PMDS is maliciously complied, in that activities are done for the sake of doing them to receive whatever bonus incentive one can receive. PMDS is not necessarily linked to the operational plan, even the day-to-day activities, or is not linked to any document and therefore the relationship between inputs, activities outputs, and outcomes cannot assist that much in this regard.		

- The link between MRH M&E activities to measurable performance

The themes collected in this question are **Performance Management Systems,** and **activities.** The entirety of respondents indicated that PMDS in its nature seemed to be designed to ensure that work performance is improved and appreciated. It is hoped that ultimately this process can lead to the organisation achieving its desired objectives and goals considered during the M&E process plan. Moreover, the system was designed to ensure that there is horizontal and vertical integration for workers to better understand the organisational strategy, which seeks to achieve the goals of the organisation. Therefore, the identified gap needs to be dealt with, regarding documents designed to measure performance. When analysing the responses to this question, it is apparent that MRH-Monitoring and Evaluation activities are poorly linked to measurable performance such as PMDS to achieve the desired outcome.

The study on an Aspen Research Institute's Roundtable on Community Change teamed with Independent Research and Capacity Building Organisation to design the first theory of change along with its guidelines as explained by James (2011:4-6) concludes that performance management is not applied properly, managers are not undertaking their responsibilities with accountability in the implementation of PMDS,

especially in the public institutions. It is therefore expected that government departments implement considered systems such as PMDS that are designed to complement M&E mechanisms to ensure that the department is effective in applying performance systems. This will assist in ensuring that institutional management adheres to policies and procedures for the realisation of government goals.

Question 13, proceeded to check whether the respondents are aware of any potential encounters that are possibly affecting the implementation of M&E at MRH, and below are the responses.

Question 13: Are you aware of any challenges affecting the implementation of M&E at MRH?		
Themes	**Performances**	**Implementation**
Responses		
- Two out of the seven respondents (28.5%) stated that, with no intention to critique how existing processes are implemented. M&E is not given priority in that it does not provide simple illustrated information. Still cannot be used as a fundamental measuring tool, due to unclearly guidelines on how to integrate budget, inputs and performances from the organisational point of view down to each individual performance in an organisation. - Two out of the seven respondents (28.5%) indicated that, the bottom line is, limited resources negatively affect the implementation of M&E and institutional performance, to mention few resources; staff shortages, unavailability of an approved organisational structure, lack of enabling machinery or equipment and infrastructure challenges and budget limitations - Two out of the seven respondents (28.5%) stated that, there is a lack of leadership skills that are necessary to manage ad implement government programmes. And unambiguous indicators to measure performances. - One out of the seven respondents (14.5%) mentioned that the shrinking government fiscal, misappropriation of funds which results to government introducing bottle-necks impact negatively on the implementation of M&E.		

- Challenges affecting the implementation of M&E at MRH

The themes identified are, **performance** and **implementation.** As indicated in the above responses. The respondents echoed challenges around poor leadership and lack of sconsequence management implementation, weak integration of programmes, limited resources, ainfrastructure challenges, and budgetary constraints. The other common response that emerged was the issue of unambiguous indicators that are used to measure perfomances. According to Rasila, (2019:10) the general financial constraints that governments are confronted with constantly influence delays in the implementation of M&E. To add more Kasuto, (2009:21) further cited that M&E tends to be given a low priority in many organisations. Thereon, Peter, and Barron (2017:5) postulate that in some instances, M&E is done simply for the sake of compliance or fulfilling the requirements of most funding agencies without the intention of using it as a mechanism for ensuring the success of the projects. Subsequently, Rasila (2019:6-7) identified a need for an assessment of the alignment of M&E to provisions of its frameworks, given that most of M&E challenges denote poor or no capacitation not to mention M&E staff shortages and many more, so the failure to align M&E processes to organisational plans and available resources results to poor performance of many organisations. Following below is section B, who relates to trainings that were offered by the institution's HRD to health clinical group regarding M&E:

Section B relates to skills, training, and development related to M&E that the participants ever received in the past year.

Figure 4.2: Attended M&E training or workshop in the past year

89
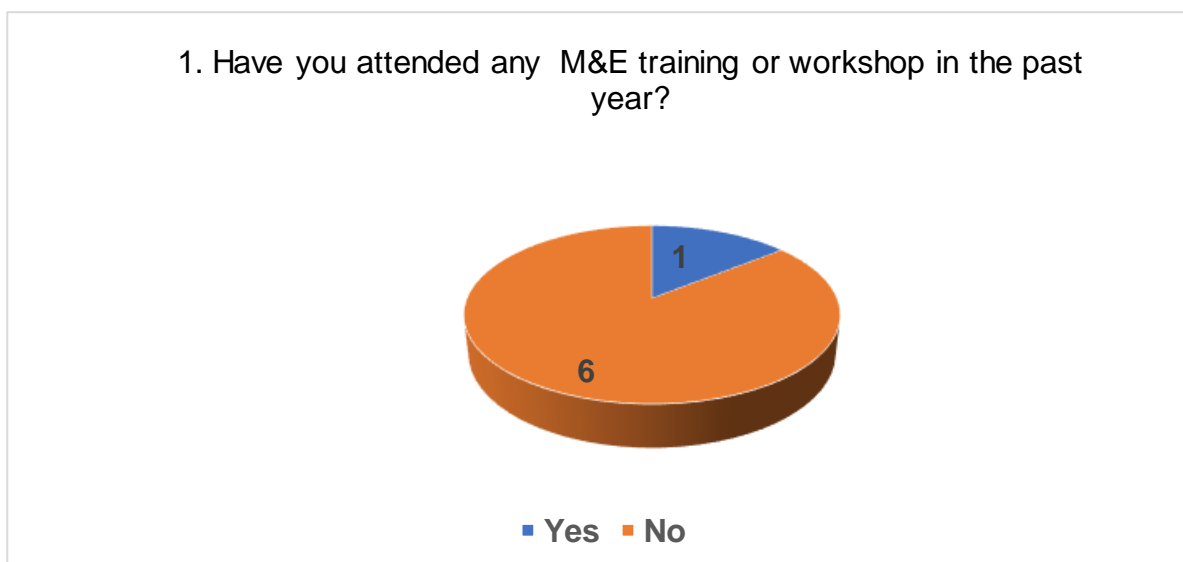
- Skills, training, and development related to M&E

The majority, six out of seven the respondents replied with a NO, they never received any training related to M&E in the past year despite that they are expected to submit reports. They further attributed this deficiency to the lack of MRH management buy-in to M&E activities, The executive management fails to ensure that the skills development unit offers M&E pieces of training, workshops, and or conferences for the betterment of MRH outcomes and impacts hence the failure in aligning budget to M&E plans exists. Although executives have a responsibility of ensuring that M&E activities are executed. Cochran and Malone (2014:83) narrated the lack of quality leadership, poor financial management, and lack of effective governance are the key obstacles to the achievement of governance performance.

Question 1.1. If yes, specify the type of training received or workshop attended. In this question, only one positive response was gathered. The training that the respondents received was on the topic "Monitoring and evaluation for beginners module".

Analysis of results

Except for one positive response. All respondents had never received or been sent to any training whatsoever related to M&E. It can be concluded from the information gathered that this is due to the lack of leadership by the executive management of the institution on crititcal issues such as the allocation of budget, and plans in place to ensure continuous M&E capacity to accommodate staff turnovers.

Question 2. What type of training do you think you need for the enhancement of M&E. In this question, the respondents were asked to indicate or identify pieces of training pieces of training they think are necessary to them for the enhancement of M&E. The respondents identified and defined the following areas.

- Development of data collection tools uses, and data flow mapping
- Monitoring and evaluation plan and design such as log frames
- Evaluation of a project for beginners
- Project management
- Financial Management course
- Leadership and management and Data analysis and report compilation

The following section details annalysis from NCG, who also incudes those responsible to render Health Care Surpport Services (HCSS) and ultimately, NCG render administration suport dities for the realisation of MRH Vision, Mission and values to the communitiy being served. A brief understanding regarding NCG is that, administration and management lies with the office of the Chief Executive Officer, it is all about providing strategic direction by mainly focusing on transformation and change management, this category is responsible for monitoring and evaluating government policies and plans hence it critical in the implementation of M&E. The researcher repeated the same thirteen questionnaires in section A and two questionnaires, one follow-up question from section B.

4.3.2. Non-clinical group

Subsequently, the non-clinical group expressed by the researcher in the same approach as the previous group, thematic analyses were done in a logical systematic process by identifying patterns from the data as themes began to emerge. The researcher tabulated and explained themes as they occasionally occurred from the data, following the question from which they emerged. The section below presents results pertaining non-clinical group (NCG).

Non-clinical group: Themes identified for section A in question 1

Question 1: What in your opinion is Monitoring and Evaluation?				
Themes:	**Improvement**	**Performance**	**Implementation**	**Outcomes**
Responses				

- Four out of the seven **(57%)** responses to this question stated that monitoring and evaluation is an implementation tool to monitor progress against planned performances for the improvement of outcomes.

- Three out of the seven **(43%)** responses to this question stated that monitoring and evaluation is a continuous assessment of performance on agreed upon plans for the improvement of programme outcomes.

- Understanding of what Monitoring and Evaluation mean

Regarding question one, views of the responses in this group rested on the four identified themes highlighted in lime namely, **improvement**, **performance**, **implementation,** and **outcomes**. This means the majority of 57% of respondents concur that monitoring and evaluation strive for the improvement of outcomes of an organisation. The respondents also highlighted that monitoring and evaluation enhance programme implementation. In addition, 43% of the respondent's maid mentioned that the monitoring and evaluation program helps the decision-making process and to specify indicators that are relevant to monitor and track programme performances as well it acts as a management tool for feedback mechanisms. It enhances accountability and transparency. Generally, within this study monitoring is understood as a continuous exercise that utilises a systematic collection of data on definite indicators to provide the management of an ongoing development intervention that enables them to measure progress and achievement of objectives as well as the use of the allocated funds.

The next question dealt with respondents' general understanding of what the Government Wide Monitoring and Evaluation Framework is, responses are presented below.

Question 2: What in your understanding is Government-Wide Monitoring and Evaluation Framework? And how it came about?			
Themes:	**Government policies**	**Integration**	**Performance information**
Responses			
- Three out of the seven **(43%)** responses to this question stated that Government-Wide Monitoring and Evaluation is one of the government policies to enhance the integration of government programmes and their performance information. - Three out of the seven **(43%)** responses to this question stated that Government-Wide Monitoring and Evaluation is a government-standardised tool that is used for transformation in the public service reporting system. - One out of seven **(14%)** responses to this question stated that Government-Wide Monitoring and Evaluation focuses on integrating departmental health care services to improve government service delivery performance.			

- Understanding of Government-Wide Monitoring and Evaluation Framework

Identified themes are **government policies, integration,** and **performance information**. A purposive sample of seven respondents, (100%) appeared to have a logical understanding of what GWM&E Framework is all about. It is apparent in this group that the respondents perceive that the concept Framework is about standardising government policies and using performance information for transparency while at the same time holding public facilities accountable and contributing to service delivery. GWM&E is defined as a mechanism established for tracking, assembling, and reporting information pertaining to government programmes to improve governance, enhance planning, monitoring, evaluation, and the delivery of public services.

The next question focused on whether the respondents in their views, do encourage the alignment of M&E to the conceptual Framework.

Question 3: Do you encourage the alignment of M&E to the Government-Wide Monitoring and Evaluation Framework? Substantiate your answer.			
Themes	**Alignment**	**Framework**	**Policies**
Responses			
• All seven responses (100%) stated that, YES, they do encourage the alignment of M&E to GWM&E framework for better knowledge and insights of public programmes and compliance with government policies.			

- Alignment of M&E to Government Wide Monitoring and Evaluation Framework

For this question themes were gathered, **alignment, framework,** and **policies**. Respondents seem to understand the importance of aligning M&E to the GWM&E Framework. In substantiating their answers respondents indicated that GWM&E Framework enhances the following factors:

- Programme Performance Information
- Policy design, compliance, and budget alignment to strategic plans
- Equity in the allocation of resources
- Transparency and accountability
- Lesson learned tool

The results showed that respondents could reasonably explain the importance of aligning M&E to the conceptual Framework. The factors indicated in this section correspond with what the literature previously reflected in chapter two of this study. With that being so, the policy framework for GWM&E is the fundamental policy document for M&E in the South African government. Therefore, GWM&E cannot be disconnected from the processes of public policy and its implementation. GWM&E seeks to facilitate the stages of public policy. It is apparent from the discussions thus far are that, the conceptual framework or system serves many different objectives such as comparing policy realization relative to policy intent, public resource allocation, accountability and more.

Question 4 of this study aimed at ascertaining how the respondents viewed the effectiveness of M&E processes at MRH, the responses were as follows:

Question 4: In your view, how effective are the M&E processes in this institution?
Responses
- Five out of the seven responses (71%) stated that the M&E programme is effective at MRH   - One out of the seven responses (14,5%) stated that M&E processes at MRH are striving towards a positive direction but are not effective yet.   - One out of the seven responses (14,5%) indicated that they may not know since they don't know the measuring tool's efficiency in terms of the MRH situation.

- Effectiveness of M&E processes at MRH

Five of the seven respondents (71%) viewed M&E processes at MRH as effective. Furthermore, respondents stated that the MRH monitoring, and evaluation process is missing some links attributed to the government approach which is all about the standardisation of government processes and resources. This result show that respondents understand M&E, but still, MRH requires M&E awareness on a variety of issues starting from how government outcomes are distributed and measured starting from the National, Provincial and Local spheres of government.

The next question of this study contemplated the respondents understanding regarding the integrations of the budget cycle to that of the M&E process as well as the sustainability thereof.

Question 5: How is the integration of budget cycle and M&E process maintained at MRH?		
Themes	Budget processes	Budget limitations
Responses		
- Six out of the seven responses (86%) stated that, the institution strives to do the integration but is often inundated with budget limitations for example recruiting staff and that the hospital is functioning with a skeleton structure, and therefore cannot maintain the integration to other programme and plans. - One out of the seven responses (14%) stated that, is not certainly aware of any integration of budget and M&E processes at MRH.		

- Maintenance of integrated budget cycle and M&E process at MRH

The identified themes: **budget process** and **budget limitation** The majority of respondents (86%) stated that the institution strives to do integration; however, some of the challenges are attributed to the limited financial resources. The monitoring of the budget function is only left to the budget section.

To add more, respondents sighted that they are aware that at the beginning of each year there are planning meetings taking place and from time to time there will be sessions to review institutional performance. However, this needs to be strengthened. These results show that there is little or no integration of the budget cycle to M&E systems or processes in this institution. Seemingly there is no agreed process in place to achieve the alignment of the budget to the M&E system.

Question 6 below, looked at the extent to which the day-to-day operations are linked to MRH operational plan.

Question 6: To what extent is the day-to-day operations linked to MRH operational plan?
Responses
- Three out of the seven respondents (43%) stated that YES day-to-day operations are linked to MRH operational plan through the performance management system (PMDS).   - Three out of the seven respondents (43%) stated that, NO there is no link at all hence MRH performance is compromised.   - One out of the seven respondents (14%) indicated that to a limited extent day-to-day operations are linked but not monitored.

- Extent to which day-to-day operations linked to MRH operational plan

Four of the seven respondents (59%) agree that MRH's day-to-day operations are linked to MRH's operational plan but don't get monitored. Another challenge that was indicated is that firstly, MRH and M&E inadequacy alignment to other departmental critical plans can be attributed to a lack of leadership and management. This is what this group indicated about lack of leadership could in a way work against the hospital in achieving government priorities. The Eastern Cape Performance Management Handbook as sighted by Letsoalo (2007:108) states that the performance agreement is the cornerstone of performance management at all performance levels. In the South African government, especially the Eastern Cape, all employees are required to enter into a signed agreement.

Question 7 of section A seeks to discover respondents' opinions on what can be done towards enhancing M&E systems at MRH.

Question 7: In your opinion, what can be done towards enhancing M&E systems at MRH?		
Themes	**Enhancement** activities	**Feedback mechanisms**
Responses		
All seven respondents (100%) stated that understanding MRH's vision and Mission statement, the enhancement of the M&E system at MRH can be achieved by identifying goals and objectives. If the management can ensure that even the clinical department's work plans or the day-to-day activities are linked to M&E processes up to the OP and strategic plan. If this linkage is weak, this could be the one in many reasons why the institution often gets litigated by its very own patients. The M&E unit provides feedback mechanisms, capacity and continuous pieces of training to employees with the hope to assist the institutional M&E programme. MRH can be in a better position towards achieving its mandate.		

- Enhancement of M&E systems at MRH

Themes; **enhancement**, **activities,** and **feedback mechanisms.** In this group, all the respondents to this question put forward that in enhancing M&E activities everybody needs to be incorporated into the systems in place regardless of being clinical or non-clinical. These results appreciate the fact that there is still a lot of work that needs to be done to ensure that the institution is fully aware and understands what M&E is all about and what it can do to help the institution to achieve its intended outcomes. There is also a noticeable willingness from the institutional employees in knowing M&E-related processes.

The next question seeks to examine whether the management and the subordinates at MRH I are involved in the development and implementation of the M&E document. In this section, the respondents were also required to substantiate their answers.

Question 8: Is management and subordinates involved in the development and implementation of M&E document/ system? Substantiate your answer.
Responses
• Seven out of the seven respondents (100%) stated that subordinates are not involved in the development and implementation of M&E documents, and not all managers are involved as well.

- Involvement of management and subordinates

Most (100%) of the participants stated that the development and the implementation of the M&E document is the role that is supposed to be played by the management together with the subordinates. And that management and leadership is crucial in setting priorities, allocating funds for the execution of institutional priorities as well as monitoring the expenditure and achievement of M&E plans and this is not the case at MRH.

Question 9, focused on finding out whether policies and procedures are there to guide M&E systems at MRH. The results are reflected below including the themes that were identified.

Question 9: Are there policies and procedures in place to guide M&E systems in this institution?
Responses
• All seven respondents (100%) stated that YES, there are policies and procedures in place to guide the M&E systems and infect other programmes that are there concurrent with enhancing the institutional performance outcomes.

- Policies and procedures guiding M&E systems at MRH

Generally, the participants agreed that some policies and frameworks are used to guide M&E procedures at MRH. Once again it can be concluded that indeed there are M&E policies that are there to guide how things should be done to achieve better performance at MRH.

In the following section, question 10 sought to understand the respondent's opinion on how important is for managers to have a clear understanding of the key priorities of the institution in line with those of the department of Health.

Question 10: In your own opinion, how important is for managers to have a clear understanding of the key priorities of the institution in line with those of the department of Health?
Responses
• Seven out of the seven respondents (100%) stated that, YES, it is essential and is important because the institution is not working in isolation we are contributing to the bigger picture which is, the Department of health.

- Importance of managers' understanding of the key priorities.

With regards to this question, the majority (100%) of the respondents expressed their views that managers can transform the public sector, it is therefore critical for them to have a clear understanding of the key priorities of the institution in line with those of the department of Health. If they don't that can render the existence of managers meaningless.

The subsequent question focused on the respondents' opinions in describing the standards and procedures in place related to the roles and responsibilities in the M&E process

Question 11: How can you describe the standards and procedures in place that describes the roles and responsibilities in the M&E process?
Responses
• Seven out of the seven respondents (100%) described standards and procedures in place as that, yes, they are there with the aim ensure that the is standardisation in the application and approaches of government programmes.

- Standards and procedures

Based on the responses to the questions, all respondents perceive that standards and procedures in place that describes the roles and responsibilities in the M&E process are in place however need management emphasis. All the respondents however agreed that roles and responsibilities ultimately can aid the institution to achieve its intended outcomes.

Question 12 looked at the respondents' reasoning regarding their understanding of whether MRH monitoring and evaluation activities are linked to measurable performance such as PMDS to achieve desirable outcomes. They were required to substantiate their answers. The table below shows the responses.

Question 12: In your opinion, are MRH M&E activities linked to measurable performance such as PMDS to achieve desirable outcomes? Substantiate your answer.
Responses
- All seven respondents (100%) stated that, NO they are not linked. PMDS is maliciously compiled. Its activities are done for compliance purposes and monetary benefits. PMDS is one size fits all, unfortunately, if a subordinate for one reason or another is not on good terms with His/her supervisor, PMDS in this instance is used as an act of revenge.

- The link between MRH M&E activities linked to measurable performance

All respondents (100%) indicated that PMDS in its nature was designed to ensure that worker performance is improved and appreciated, which will ultimately lead to the organisation achieving its desired objectives which talks to M&E activities achieved. The system was also designed to ensure that there is horizontal and vertical integration for workers to better understand the organisational strategy, which seeks to achieve the goals of the organisation. Therefore, intuition still has a gap to close with regard to documents that are designed to measure performance. When analysing the responses to this question, it is apparent that MRH-M&E activities are poorly linked to measurable performance such as PMDS to achieve desirable outcomes. There is a

greater inadequate alignment between M&E activities and the measurable performance systems.

Question 13, proceeded to check whether the respondents are aware of any challenges affecting the implementation of M&E at MRH, and below are the responses.

Question 13: Are you aware of any challenges affecting the implementation of M&E at MRH?
Responses
- Three out of the seven respondents (28.5%) stated that M&E does not provide simple illustrated information. And cannot be used as a fundamental measuring tool, it does not provide guidelines on how to integrate performances from the organisational point of view down to each performance in an organisation.   - Two out of the seven respondents (28.5%) indicated that limited resources negatively affect the implementation of M&E, to mention a few; staff shortages, enabling machinery or equipment, and infrastructure challenges.   - Two out of the seven respondents (28.5%) stated that there is a lack of leadership skills that are necessary to manage ad implement government programmes. And unambiguous indicators to measure performance.

- Challenges affecting the implementation of M&E at MRH

The respondents echoed the same challenges as those of the clinical group. Tabled challenges relate to lack of leadership, weak integration of programmes, limited resources, infrastructure challenges, and budget constraints.

Section B relates to skills, training, and development pertaining to M&E that the participants ever received in the past year.

Figure 4.3: Have you attended any M&E training or workshop in the past year
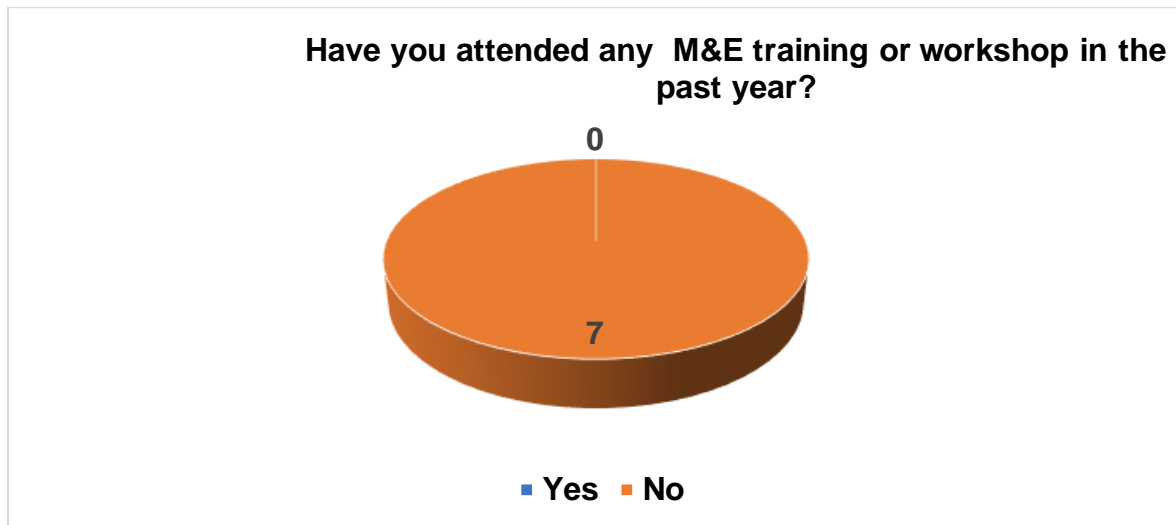
- Skills, training, and development pertaining to M&E

All the respondents replied with a NO, they never received any training related to M&E in the past year. They further attributed this difficiency to the lack of the executive management buy-in to M&E activities, and that the executive management's failure to disseminate strategic issues that need interventions, the failure to align budget to M&E plans such as capacity building and or pieces of training.

Question 1. If yes, specify the type of training received or workshop attended

In this question, the results show that not a single respondent attended training related to M&E in the past year. So therefor there was no follow up question.

Analysis of results

Generally, all the respondents' maids mention that they never received any training related to M&E. It can be concluded from the information gathered that this is due to the lack of leadership by the executive management of the institution on critical issues such as the allocation of budget.

Question 2. What type of training do you think you need for the enhancement of M&E?

In this question, the respondents were asked to indicate or identify pieces of training pieces of training they think are necessary them for the enhancement of M&E.

The respondents identified and defined the following areas;

- Development of data collection tools uses, and data flow mapping
- Monitoring and evaluation plan and design such as log frames
- Evaluation of a project for beginners
- Project management
- Financial Management course
- Leadership and management
- Data analysis and report compilation

4.4. Comparative analysis on responsis regarding HCG versus NCG

According to Esser and Vliegenthart (2017: 4-6), comparative study to some extent is a method that allows an annalysis of a phenomenon and ultimately put methods together with the aim to find points of differenntiations and or similarities between units.

In light of insights and perceptions gathered, the results showed that HCG and NCG resonated within identical issues. To illustraite this, the catagories, their similarities and insights related to lack of leadership, weak integration of programmes, limited resources, infrastructure challenges, and budgetary constraints. The other fundamental common issue that emerged was the issue of unambiguous indicators that are used to measure perfomances. The themes that surfaced durring NCG apeared to be not far from those found in the previous group HCG. Except that it was also observed that there were units of trickey and critical drawing from the HCG experiences against NCG, the far-reaching expression from the resondents could be associated with differences in the ideas practically hand theoritically and in practical application of M&E processes and techniques, such that the misalignment amongs institutional plans, and other plans including those done in isolation as against the strategic plan poses a risk of not achiveing one vission. Respondents also talked about approaches to M&E which they often reffered to as vague and not made in an unambiguity techniques for easy configarations to retain and allows proper understanding. In certain circurmstances clinicians indicated that they were not convinced to encourage M&E. These responses at a point created a tendency for the

reseacher to particularise and look at each situation and individual perception as unique and that different institutions and organisation have unique issues facing the implementation of M&E in line with the GWM&E.

4.5. Conclusion

Chapter Four presented the results from the interviews conducted as part of this study around "Tracking progress related to the implementation of M&E in accordance with the Government-Wide Monitoring and Evaluation framework at OR Tambo District with reference to MRH". Despite a purposefully identified sample of eighteen participants, actual interviews did not proceed beyond fourteen participants, because the Eastern Cape Department of Health employees were advised to work remotely due to COVID-19 regulations, regardless of the network challenges which contributed to some of them not being reachable. The chapter reported on the themes identified that indicated the understanding and awareness of M&E along with GWM&E. A brief analysis of results was conducted after each section or question of the study.

CHAPTER 5: FINDINGS, RECOMMENDATIONS, AND CONCLUSIONS

5. Introduction

This final chapter presents a discussion of the findings emanating from the entire research process, applicable to the matter under investigation. The study was conducted to track progress related to the implementation of Monitoring and Evaluation (M&E) in accordance with the Government-Wide Monitoring and Evaluation (GWM&E) framework, in a case selected by the researcher. The study applied a qualitative research method, using interviews to gather data from a purposefully selected sample of fourteen interviewees. The data was analysed and reported in the previous chapter.

The study was underlined by four specific objectives, which were:

- To explore what is monitoring and evaluation.
- To explain the GWM&E system of South Africa
- To explore the challenges in the implementation of M&E in accordance with GWM&E at MRH and how these challenges impact performance
- To ascertain the successes and challenges in the M&E process at MRH.

To achieve these objectives, a set of specific research questions were formulated that would form the basis for scientific inquiry. The research questions were:

- What is monitoring and evaluation?
- How did Government-Wide Monitoring and Evaluation System develop and come into being?
- What are the challenges of implementing M&E in accordance with GWM&E and how do these challenges impact the performance at the MRH?
- What mechanisms can be put in place to enhance the M&E system at the MRH?

In the previous chapter, the results of the study were presented under each section and or question. The results were assessed against the objectives of the research mentioned originally introduced in Chapter one. In this final chapter, the results are interpreted into findings and conclusions, leading to recommendations attributable to both the study and practice of monitoring and evaluation.

5.1. Relevance of the study

The MRH adopts a 5-year strategic plan that is linked to the Eastern Cape Provincial Department of Health (ECDoH), for every five-year political term of office, towards executing MRH mandates, and priorities and achieving better performances. The insight is that all functions within the ECDoH emanate from strategic planning documents such as the National Development Plan, Medium Term Strategic Frameworks, Medium Term Expenditure Frameworks, and other applicable legislation. This process is expected to be achieved by a sound budget alignment approach. Alignments of these key documents are essential to promote implementation, performance, and ultimately, service delivery by the MRH in a manner that ultimately improves the lives and the livelihood of its communities. As shown by the problem statement in the introductory chapter, there is a reasonable need for research to track progress related to the implementation of M&E in accordance with the GWM&E framework at OR Tambo District with reference to MRH. The government performance that is reported to be below acceptable standards is concerning, especially to the beneficiaries or consumers of the Eastern Cape Department of Health Services. The lack of monitoring, evaluations, and poor implementation of policies to respond to the triple scourge of poverty, inequality, and unemployment that still plagues the province, remains a cause for concern.

5.2. Findings

The researcher presents in this chapter, a summary of key findings emanating from the data analysis. M&E were assessed against fourteen questionnaire components which resulted in the following observations.

Question 1: What in your opinion is Monitoring and Evaluation?

This research question sought to explore the opinions of the respondents, concerning their understanding of what M&E are. In addition, the objective behind question 1, was to ascertain how M&E is defined at the level of implementation as against what M&E is claimed to be in its framework. Moreover, how the literature indoctrinates, conceptualized, and documents M&E to be and should be used in general. Regarding question one, the respondents articulated that predominantly M&E is a tool that contains implementation steps used for improvement, achievement, effectiveness, and efficiency all for the betterment of organisational outcomes. So, gathering from

their justifications that M&E is a regular collection of data that allows early indications of progress for interventions as required by the organisational strategic plan of action. Respondents also sighted a need for managers including employees to be thought, trained, and capacitated on M&E programme and its processes, such as tracking progress and performance against the agreed upon intended outcomes. Similarly, respondents' general view of M&E reflected a high degree of correlation with the views expressed in some of the literature, most notably to what Govender (2013:5) defines, that monitoring is a continuous exercise that utilises a systematic collection of data on definite indicators to provide the management of an on-going development intervention that enables them to measure progress and achievement of objectives as well as the use of the allocated funds for the betterment of outcomes. According to Engela and Ajam (2010) What is explained in the literature is also correlated with what the framework explains with regard to what M&E is. Moreover, Ssekamatte (2018:4) defines monitoring as a tool and a record that focuses in particular on efficiency, and the use of resources injected.

Conclusion: Although respondents appeared to understand what monitoring and evaluation all are about, they also highlighted that if M&E is being correctly implemented it can improve organisational outcomes. the researcher's observation during the study was that; In theory, respondents were able to describe what is M&E. Also, what is supposed to happen with regards to M&E, as well as its implication if indeed it does not happen as per its description. However, in practice, respondents could not instead they alluded to concerns that resulted in them being practically unable to carry out the implementation of M&E, respondents attributed this to a comprehensive list of unavailable resources at MRH which will be discussed later in this chapter.

Question 2: What in your understanding is Government-Wide Monitoring and Evaluation Framework? And how it came about?

Guided by the second research objective of this study is about explaining the GWM&E Framework, in the South African context. This question sought to examine respondents' understanding pertaining to the relationship between GWM&E Framework as government policy guiding M&E institutionally. Moreover, most importantly was to view whether the utmost composition and inception of the GWM&E

framework and its intended outcomes are generally accepted and or understood. In this regard, the researcher discovered that respondents perceived GWM&E Framework as not just an Information Technology (IT) system but rather a system that relies on the systems in government departments to provide a piece of standardised information to enhance M&E policy plans of the government to standardise, integrate its systems and programmes but also provide capacity building, legally hold public facilities accountable and mostly to contribute positively to service delivery which is not the case at MRH due to what the respondents mentioned that there is a lack of willpower and resources. According to what the respondents perceive GWM&E to be. In chapter 2 of this study, Wotela (2017: 8–9) mentioned that the GWM&E framework can be viewed as a single system for the government. GWM&E framework is about shaping the policy context where-in all government systems can operate. The *Policy Framework on Government-wide Monitoring and Evaluation System* (2007:6) informs that GWM&E Framework seeks and particularly designs a management system that will be suitable in the public sector environment involving other internal management systems inclusive of planning, budgeting, and reporting systems for the betterment of service delivery performances.

Conclusion: The respondents' understanding of what GWM&E Framework is, the impetus or extent of this framework, and how it came about. The respondents have a reasonable fair judgment in explaining what GWM&E is, its scope as well as its conceptual framework, and what it seeks to achieve within government. But seemingly it has not been practised in the manner it seemed to be understood at MRH, in so much that it can help persuade better implementation to yield better-anticipated outcomes.

Question 3: Do you encourage the alignment of M&E to the Government-Wide Monitoring and Evaluation Framework? Substantiate your answer.

Notable so, this study had particular emphasis around policies regarding M&E and therefore contemplated how respondents understood the importance of aligning GWM&E Framework to the institutional M&E, intending to successfully integrate M&E framework to other institutional processes for the betterment of government performances. The rationale behind the emphasis is to promote an ongoing M&E framework culture to achieve what the government intended through the inception of

GWM&E. Therefore, ECDOH in facilitating a defined progressive model that would advise leadership and governance on how to respond to and administered inputs, generate service delivery outputs, their associated outcomes, and impacts, and ultimately contributes to what government performances can change in human lives. Hence this study had to be conducted. Respondents to this question indicated that GWM&E Framework is entrusted to enhance the following factors: programme performance, policy compliance and budget alignments to organisational plans, early warnings, standardised roles and responsibilities, data management, capacity building, allocation of resources, and transparency. Respondents' insights displayed a correlation with what the existing literature expressed in chapter 2, with that being (Gopane, 2012)) explains that, since the inception of the GWM&E system, it has demonstrated and provided knowledge to an extent, and this study resonated with few below:

- Within the system, there is no formal hierarchical structure.
- The system operates relatively and it needs to be integrated into what is already on the ground to realise outcomes.
- There is no clear line of authority in the system.
- There is also a need for a coherent and feasible, integrated, and holistic national vision to guide the M&E activities

Conclusion: It was observed that respondents could explain the importance of aligning M&E to the GWM&E Framework. The factors indicated in this section correspond with what the literature previously reflected in chapter two, of this study where, according to Dassah and Uken (2006:10) indicated that the policy framework for GWM&E cannot be considered as a piece of legislation but a policy document or strategic framework that seeks to provide an integrated system, encompassing framework of M&E principles, practices and standards to be used throughout government for tracking the performance of its programmes. However, the researcher gathered that respondents were able to theorise the GWM&E system of South Africa and its intended idea, but in practice, it was not the case in theoretical terms. reason being that the respondent's maid mentioned that MRH is in its initial stages of ensuring that the policies guiding M&E are known, instilled but most importantly ensure that M&E policies are enhanced and correctly implemented, such as the developing institutional policy Friday plan.

Question 4: In your view, how effective are the M&E processes in this institution?

This question seeks to track progress related to the effectiveness of M&E processes. Mainly determine the M&E interventions through its systems and processes, such as the ability to track government performances and provide credible information for management decision-making as to how successful a project was. The respondent's maid mentioned that the institutional processes are confronted with several missing links, attributed to the government approach which is all about compliance in the standardisation of government processes and resources, without regard for performance and or effectiveness. Respondents' expressions in this instant determined that what government should have considered when addressing the process of standardisation of programmes is that MRH is rural, confronted amongst other things, the low socio-economic status of its population as well as what is understood as the social determinants of health. Moreover, it was also observed that M&E implementation in this institution lacks compliance, support, and leadership from management. This somewhat tends or resulted in M&E being given low or no priority by many organisations including MRH. Gathering of the respondent's information, it appeared that M&E processes are viewed as not effective. However, the researcher also ascertained that M&E processes are to some degree understood as important but require more emphasis from the management. In the literature, it was mentioned Vitalis (2004:9) that management support has the potential to drive change and can enhance effective of this concept. M&E, in other words, are management activities and they are necessary to ensure the achievement of policy goals. Hence in this study, Chapter 2.7 when describing the purposes and uses of M&E, it was recognised that M&E is a critical management tool to drive change (Sdidiong, 2018:45).

Conclusion: These viewpoints showed that respondents understand M&E, yet require awareness of how government outcomes can or are organised and measured. Starting from the National to the Provincial through to the Local spheres of government. The respondents also put forward the fact that MRH was established in 2014 shortly after it was gazetted in 2012. However up until this far this institution is managed by an acting CEO and who keeps on being changed at every after six months' intervals as per the departmental policy which stipulates that one can only act in a vacant position for a certain period. MRH lacks leadership and governance. This poses a negative

impact on the strategic direction and sustainability of the service delivery of this institution.

Question 5: How is the integration of budget cycle and M&E process maintained at MRH?

Question 5 aimed at examining government initiatives in the introduction of systems and processes to align the budget cycle to bring into effect systematic monitoring and evaluation of government in the effective and efficient delivery of services. But most importantly to enhance relevancy in the integration of budgets and M&E.

Respondents indicated that the challenge with the integration of budget cycle and M&E processes can be attributed to budget limitation and resources thus integration is still far to be achieved. Each year, respondents' maid mention that MRH is most often given a lesser budget which cannot help the institution to execute its mandate and what is expected to do in the Annual performance plan for the specified financial year. Not all financial inputs and activities are reflected in the institutional strategic plan, the operational plan is budgeted for. This result shows that there is little or no integration of the budget cycle to M&E systems or processes in this institution. Seemingly there is no agreed-upon process in place to achieve the alignment of the budget to the M&E system. The narratives gathered out of the respondents' perspectives, do support what, Kabonga (2019:8) explained that the challenge confronting governments arose from a lack of leadership, budgetary limitations, and the lack thereof towards developing and institutionalising M&E systems and that the repercussions of inadequacy alignment shortfall are far-reaching.

Conclusion: The findings of this study, uncovered that MRH strives to do integration; however, some of the challenges relate to the poor ownership and coordination of financial resources, as managers do not want to own up or are not allowed to exercise their leadership skills and management on the budget allocated to them as cost centre managers. The monitoring of the budget function is only left to the budget management section.

Additionally, respondents sighted that as much as they can say they are aware that at the beginning of each year, there are planning M&E meetings taking place and from time to time these sessions assist the institution to review institutional performance. However, these processes need to be strengthened and supported.

Question 6: To what extent is the day-to-day operations linked to MRH operational plan?

This section focused on how MRH's day-to-day operations are conducted and structured towards the achievement of the operational plan and ultimately improve MRH performances. The respondents' maid mention that each financial year, at the end of March, all employees are expected to do individual contracts. Reflecting on their activities and operations linked to MRH operational plan. And that the individual performance against the planned activities is reviewed in six months' intervals. Even though the institution does not achieve its intended performances, however, the institution does collect, and compile monthly, quarterly, and yearly performance origination from the very day-to-day activities as per operational plan requirements. Another challenge that was indicated by the respondents is that Firstly, MRH is still lacking to align the M&E plan to the individual contracts. Secondly, the financial inputs and programme inputs indicators set in the institutional M&E planning document are never costed to assist the institution in achieving its intended spending on each activity anticipated, which becomes a possible risk of not achieving.

Conclusion: In this question, it has been gathered that somewhat there is a linkage between day-to-day activities leading to inputs that are reflected in the MRH operational plan to some extent, but this process still needs more emphasis from the management.

Question 7: In your opinion, what can be done towards enhancing M&E systems at MRH?

Question 7: Section A, seeks to discover respondents' opinions on what can be done towards enhancing M&E systems at MRH.

Respondents replied by saying, the enhancement of the M&E system at MRH can be achieved by identifying goals and objectives and agreeing upon them, by integrating the day-to-day activities and processes and aligning them to the operational plan involving every employee of the institution to enhance M&E awareness. In addition, vacant leadership posts have a negative impact on how outcomes and tasks are performed or realised.   Besides contributions, Ramafoko (2012:17) explains that the

idea of M&E being an integration tool process, creates the impetus for establishing good systems to shape and influence sustainability by harnessing the available resources to their maximum potential. According (Govender, 2013:811) argues that the degree to which monitoring and evaluation can be enhanced to bring about results depends on the level at which the goals and objectives of a certain organisation are identified and aligned.

Conclusion: These results demonstrate that there is still a lot of work that needs to be done to ensure that the institution is fully aware and understands what M&E all is about and what it can do to help the institution to achieve its intended outcomes. There is also a noticeable willingness from the institutional employees in knowing M&E related processes.

Question 8: Is management and subordinates involved in the development and implementation of the M&E document/ system? Substantiate your answer.

The above question seeks to examine whether the management and the subordinates at MRH are involved in driving the development and implementation of M&E documents and systems. In this section, the respondents were also required to substantiate their answers. Respondents alluded that the development and implementation of M&E guidelines pertaining to the tools to be utilised include, developing data collection templates, crafting activities, outputs, and progress on the anticipated organisational outcomes. These aspects are therefore part of managerial responsibilities. They involve four major tasks of management such as planning, organising, leading, and controlling. However, management cannot execute and achieve these functions alone they need a team to implement and operationalise M&E systems. In the case of MRH, M&E is geared to be a downward single approach. What is cited by the respondents in this section supports the explanation as according to Kabonga (2019:4-8), Initiation, planning, leading, and controlling form part of the steps involved in the organisational processes to achieve better performances through M&E systems, and that key role players which are the team are critical components in the value chain.

Conclusion: The results reveal that there is a lack of coordination at MRH with regard to management and subordinates' involvement in the development and implementation of the Monitoring and Evaluation document or system. However, the

respondents showed a reasonable understanding of how the development and implementation should have been done to solicit or achieve team work toward achieving organisational goals and objectives.

Question 9: Are there policies and procedures in place to guide M&E systems in this institution?

With regard to this question, respondents showed better knowledge of the available policy process designed within the institution in line with those prescribed by the ECDOH, to put the M&E system into practice. But this role is left to the hands of the planning M&E manager. The respondents further highlighted that, establishing policy implementation and its procedures needs the involvement of multiple role players from top management down to staff members of an organisation as well as labour and stakeholder engagements. According to Brynard (2005:650) who posit that policy implementation can be understood as an assembly process that encompasses actions from different sources or groups of people having the same interests with the aim bring about a new mechanism of producing intended results.

Conclusion: With regards to stewardship in the implementation of government policies, responses show that indeed there are M&E policies that are there to guide how things should be done to achieve better performance at MRH but are not understood to be guiding day-to-day work processes. Such that some are not known of their existence within the institution.

Question 10: In your own opinion, how important is it for managers to have a clear understanding of the key priorities of the institution in line with those of the department of Health?

Conclusion: This is about management's obligation in understanding and implement key priorities of the organisation. Findings reveal that there is a need for highly skilled government officials in the value chain with a clear understanding of where the department is envisioned to be as per the National Development Plan vision 2030, this can be executed through in-depth knowledge and orientation on the application and achievement of government priorities.

Question 11: How can you describe the standards and procedures in place related to the roles and responsibilities in the M&E process?

In this section, respondents were able to describe standards and procedures in place within the institution which are guiding what is supposed to be done and executed by whom by when regarding monitoring and evaluation tasks. This was done by a show of a facility-level booklet titled "Department of Health District Health Information System (DHIS) management standard operating procedures (July 2011)" to the researcher. Besides, it came strongly out of the responses that the implementation of roles and responsibilities in this institution still needs more emphasis. Their views were also explained in chapter two of this study. Sdidiong (2018:45), considered the father of the scientific management approach, emphasised that the leading technique of management is the one where ordinary labourer devoted their full effort having given clear tasks assigned through the roles and responsibilities management tool and that in return the expectation is the repayment of an insignificant reward from the employers.

Conclusion: Pertaining to the standards and procedures related to roles and responsibilities in the M&E process. Respondents have explicitly expressed that clearly defined roles and responsibilities at all levels of service delivery can contribute to the achievement of the organisation's intended outcomes. In the case of MRH pertaining implementation they are either here or there at the current moment and at the time when this study was conducted.

Question 12: In your opinion, are MRH M&E activities linked to measurable performance such as PMDS to achieve desirable outcomes? Substantiate your answer

The entirety of respondents indicated that PMDS in its nature seemed to be designed to ensure that worker performance is improved and appreciated and that hopefully, this process can lead to the organisation achieving its desired objectives and goals considered during the M&E process plan. There is a greater inadequate alignment between M&E activities, outputs, and measurable performance systems. In chapter 2 of this study as explained by James (2011:4-6) that the performance management development system is not applied properly, and managers are not undertaking their responsibilities with accountability in the implementation of PMDS, especially in public

institutions. It is therefore expected that government departments implement considered systems such as PMDS that are designed to complement M&E mechanisms to ensure that the department is effective in applying performance systems. This will assist in ensuring that institutional management adheres to policies and procedures for the realisation of government goals.

Conclusion: Regarding measurable performance processes. Findings demonstrated a lack and or poor understanding of Performance Management and Development Systems towards the enhancement of M&E and ultimately improving organisational performances. Findings depicted somewhat misperceptions with regard to measurable performance processes in that organisation turn to rely upon outputs as performance measures. The outputs are for no other reason but the services that the programme delivers, whilst activities transform inputs. Therefore, outputs can drive and bring about intended outcomes.

Question 13: Are you aware of any challenges affecting the implementation of M&E at MRH?

In this study and out of the respondents, it came strong in several times, the issue when it comes to exploring challenges in the implementation of M&E in accordance with GWM&E at MRH and how to those challenges impact government performances. Respondents elaborated mainly on this specific objective of this study relating to the following concerns: lack of capacity development, knowledge, skills, and competencies required for those responsible for the duties related to M&E, lack of management support or participation as well as stakeholder involvement and lack of resources make it difficult for M&E information to truly produce the intended results. It is recommended that managers should be encouraged to effectively utilise the M&E tools and findings to inform decision-making.

Conclusion: Encounters in the implementation of M&E. Respondents alluded to the context challenges affecting the implementation of M&E at MRH, ranging from; non-prioritisation of M&E as a programme of change, leadership vacuum due to staff shortages, absence and or inadequacy integration of budget alignments to institutional strategic documents, and lack of approach in the development of programme indicators, identifying indicators towards each objective, specifying exactly what is to be measured along a scale or dimension. But also, the lack of knowledge, skills, and

competencies required for those responsible for the duties related to M&E. Lastly, in ascertaining the successes and challenges in the M&E process at MRH. In providing enabling conditions for providing an M&E system, addressing the M&E implementation barriers is critical for this study. As a result, it is a great concern that in this study it has been concluded that M&E is currently done for compliance purposes at the expense of improving service delivery outcomes. The study has indicated earlier some few pockets of excellence and therefore emphasis on maintaining continuous improvement of the good work henceforth.

Section B relates to skills, training, and development related to M&E that the participants ever received in the past year.

Question 1. Have you attended any M&E workshops or pieces of training in the past year?

The response to this question was a NO, all the respondents have never received any training related to M&E in the past year despite that they are expected to submit mandatory M&E reports. They further attributed this deficiency to the lack of MRH management buy-in to M&E activities. According to the journal book by Cochran and Malone (2014:83) that the lack of quality leadership, poor financial management, and lack of effective governance are the key obstacles to the achievement of governance performance.

Conclusion: Capacity and motivation to carry out M&E. Taking into consideration that only one respondent attended M&E-related training even though assistance was provided by an external stakeholder. The respondent's contributions with regards to capacity and development to carry out M&E duties perceived a lack of capacity building and skills training as a disadvantage. This conception is believed to have been encouraged by the un-prioritised of M&E activities and or systems at MRH. The capacitation questionnaire component of this study aimed at obtaining the extent to which senior management provides M&E pieces of training towards motivating MRH managers to regard M&E. However, the findings showed that the employees are not well-versed in monitoring and evaluation practices. It was also revealed that the planning and M&E unit in this institution did undertake orientation on planning, monitoring, and evaluation system and processes, specifically on the purpose of M&E, and reporting. And that thereafter there is no strategy for orienting new staff to

accommodate staff turnover. Moreover, respondents revealed that the lack of capacity and development in an institution could reflect a lack of willpower.

5.3. Addressing the main research aim

This study realised that there are prevailing shortcomings at the MRH performance outcome corresponding with those of the OR Tambo District and are augmented to the ECDOH performance. The main challenge facing MRH is first, the shortcomings that are associated with the lack of proper implementation of M&E in accordance with GWM&E to meet the desired service delivery objectives. Secondly, the knowledge, skills, and competencies required for those responsible for the duties related to M&E. Similarly, In the National Department of Health it appears that the same problems are experienced (Peter & Barron, 2017: 13).

5.4. Implications of the findings

The study has been conducted to track progress related to the implementation of M&E in accordance with the GWM&E framework. The questionnaire was done to a selected category of employees working at MRH in which qualitative feedback was received. The study adopted a virtual interview questionnaire.

Notwithstanding that findings displayed some few pockets of excellence in the way things are done at MRH regarding the implementation of M&E. With that being said, the researcher through investigation driven by the pursuance and what triggered the study ascertained that there are findings that could be the reasons for the shortcomings to a successful implementation of M&E at MRH which are reciprocal to those previously described in chapter 1 relating to ECDOH. The findings are thereby addressed with their implications thereof as follows.

- Lack of structural and or departmental involvement by the internal MRH management as well as the external management in the development of the M&E plan process. This includes the three spheres of government: National, Provincial and Local sphere. If there is a lack of involvement of all levels that are expected to implement the M&E system during the development of an institutional M&E policy planning document, could create a risk of not achieving government-intended outcomes. Hence the reason why Sdidiong (2018:45-51) talks about top-down approaches which include collaboration from policy

developers down to implementers of the policy which is the local sphere of government.

- Poor integration of budget cycle to M&E process which is most often associated with budget shortages. Through findings, it was discovered that amongst other things, this is due to insufficient or no budget allocations by management to the M&E programme. But also, budget challenges in this institution relate to poor ownership and coordination of financial resources within the institution as well as inoperative utilising of the available resources. It was found that managers do not want to own up or are not allowed to exercise their leadership skills in managing budgets allocated to them as departmental cost centre managers. The monitoring of the budget function is therefore left to the budget section. This means that budget execution is not well controlled within MRH, this would then result in ECDOH consolidated programme plans not being achieved and its financials not being accounted for. This can be referred to as a lack of effective budget controls with the potential to question integrity of the public financials. Moreover, it would not be clear as to what areas still need to be priorities, and therefore resources could be easily spent in one area that is not the source to be prioritised.

- Lack of leadership and coordination. The study further explored MRH linkages between day-to-day activities and to those activities, inputs which are reflected in the MRH operational plan. It was discovered that to some extent this process needs emphasis from the management. This is due to the lack of coordination at MRH with regard to management and subordinates' involvement in the development and implementation of Monitoring and Evaluation systems. Once again amid the study findings, the results demonstrated lack and or poor understanding of Performance Management and Development Systems towards the enhancement of M&E and ultimately improving organisational performances in that it was found that to such an extent M&E activities are not linked to individual day-to-day operations. The implication of not providing leadership, coaching, and motivation could result in the organisation losing its productivity and coping with high staff turnover.

- Lack of technical expertise, knowledge, competencies, pieces of training required for those responsible for the duties related to M&E. Respondents

sighted that MRH is challenged with staff inadequate staffing or personnel in most leadership posts, such in delivering quality health service at a Regional Hospital level is far-reaching, most departments survive in a skeleton organogram. In addition, it was revealed that there is a need for highly skilled government officials within the value chain who can have a clear understanding of where the department is envisioned to be as per the National Development Plan vision 2030. Suggestions are that in-depth knowledge, orientation, and workshops on how government priorities can be best achieved could assist. Pertaining the standards and procedures related to roles and responsibilities in the M&E process and application. Lack of appropriate technical expertise, in general, could delay progress towards achieving goals and objectives.

- Poorly defined monitoring and evaluation roles and responsibilities. Respondents have explicitly expressed that there are clearly defined roles and responsibilities at all levels of service delivery. Roles and responsibilities can contribute positively to the achievement of the organisation's intended outcomes. In the case of MRH, they are either here or there at the time when this study was conducted. This can result in conflict between leadership and management creating an ineffective working environment that lacks productivity.

- Lack of compliance with M&E policies and standard operating procedures. The study identified that although there are policies and procedures in place to guide how things should be done to achieve better performance at MRH, they are not understood to be guiding the day-to-day work processes. Such that some are not clear or known of their existence within the institution. Generally, some policies are unclear and have contradictory goals, but also non-compliance to government policies and frameworks could be due to culture and attitudes as well as resistance towards change. As a start, to close the identified gap, the respondent's maid mentioned the recently introduced institutional policy Friday, as the standard operating procedure for intervention. The institution drafted a plan for policy awareness's to this regard but is yet to be implemented. Lack of capacity to influence change can result in a problem in the implementation of successful monitoring and evaluation systems and products.

Considering the above implications, the study has demonstrated that certainly what was expressed during chapter 1 that there are possible shortcomings that are pinned on the weak implementation system of (M&E) at MRH which appeared to be the results of the performance challenges that are often reported in the District Health Barometer report of the ECDOH (Massyn, Tanna, Day & Ndlovu, 2018: 9) could be accurate.

Lastly, leadership vacuum due to staff shortages, absence and or inadequacy integration of budget alignments to institutional strategic documents, and lack of leadership technical approach in the development of programme indicators. Lack of capacity and motivation to carry out M&E in this institution such as institutional end-term reviews or organisational end-term reviews presented evidence to reasons that MRH struggles to implement a monitoring and evaluation system. Ultimately the results show that there is indeed a lack of proper implementation of M&E in accordance with GWM&E. This institution seems to be unable to meet the desired service delivery objectives, it can be anticipated that achievement of outcomes would only be possible when the findings that emerged from the respondents which were tested against the implementation of M&E in accordance with GWME have been addressed. According to Engela and Ajam (2010) explanation is that when a policy is introduced generally it will lack the essential means and resources to successfully implement what it is intended to achieve.

5.5. Recommendations

The common challenges confronting the effective implementation of government M&E have been there and always being around finding time and resources to narrow the existing gaps, such as lack of technical expertise to institutionalise M&E systems, culture, or attitudes, and considerably more. Responses to the questions highlighted for special attention to several weaknesses that emerged during the study interviews. Moreover, it appeared that majority of the responses centred around the shortcomings that are associated with the lack of proper implementation of M&E to meet the desired service delivery objectives. The lack of knowledge, skills, and competencies required for those responsible for the duties related to M&E.

GWM&E is understood as the overarching framework for the implementation of the M&E System in all public institutions and or government entities. The study aimed to determine the current implementation challenges concerning M&E systems and be

able to make recommendations towards the successful implementation of M&E systems at MRH and ultimately in the ECDOH. This study proceeded to track progress related to the implementation of M&E in accordance with the GWM&E framework. Below are recommendations after the findings of this study.

Against, the shortcomings identified during the findings in chapter 4 guided by the blueprint regarding research methodologies to research procedure found in chapter 3, concerning the literature learning models found in chapters one and two of this dissertation. Chapter 5, provides recommendations and strategies that appear to be relevant for improving the implementation of M&E in accordance with GWM&E and at MRH. The suggested recommendations are hoped to facilitate the implementation plan of action to address the stated concerns and control deviations found:

- Strengthening structural and or departmental involvement, internally and externally. Hence a concern was raised in chapter 1 that, the departmental strategic plan document seems to be designed to be a high level record that does not consider the current situation such as the availability of resources or infrastructure Phuthi (2016: 21). MRH management could work on securing and ensuring that delegates from the national, provincial, locally spheres of ECDOH forms part of the institutional inclusive M&E systems, especially those officially responsible for Planning, M&E, and Budgeting. Also, these levels of government could provide frequent oversite visits. Further, the establishment of such a structure can facilitate processes that aim to improve stakeholders' involvement such as government inter-governmental structures. Allowing expertise in various sectors and tiers of government to develop appropriate M&E strategies can enable providential information and inculcate a culture of transparency and accountability in leadership and governance.

- Integration of budget cycle to M&E process. Management can embark on using M&E systems as a tool to inform the spending of public monies. This process usually starts with the identification of program goals and objectives, defining indicators, defining data collection methods and timelines, identification of M&E roles and responsibilities, creation of budgets allocations to activities and inputs, creation of tools for analysis plan and reporting, and lastly creation of a plan for sustainability and continuous performances. Institutionally the process can be facilitated at end of each financial year in preparation for the following

year as described by Treasury requirements stated earlier in chapter 2 of this study. This will enable the implementation of M&E at the same time enforce accountability related to spending, allowing the government to evaluate service level provision. The mechanism of drafting and submitting reports, producing reliable and relevant information to be used in monitoring and decision-making is working in enforcing transparency and accountability, and trust. Performances, transparency, accountability, and trust can work positively towards being allocated more monies, and ultimately it can be possible for such an ideal organisation to secure sufficient resources to continue the delivery of services.

- Strengthening leadership and co-ordination talks to technical expertise, knowledge, competencies, and pieces of training required for those responsible for the duties related to M&E. MRH management could work on a strategy to attract skilful labourers with good incentives and avoid issues of high turnovers and high vacancy rates, especially in leadership fields. Providing services such as staff exit interviews to solicit reasons behind the staff turnover but have intervention plans in this regard. Again, the institution can establish a strong training and development program to keep managers at arm's length on the M&E process and updates.

- Defining roles and responsibilities towards M&E is interlinked to the above discussion on leadership and coordination. Therefore, tackling the leadership vacuum in this institution and government will resolve the bulk of the issues identified during the research of this study.

- Compliance with M&E policies and standard operating procedures at MRH is crucial. Such that the initiative of having policy Fridays in the institution as a way to implement change in the way things are done towards policy implementation can allow the Policy framework for the GWM&E system as issued by the presidency to move swiftly in setting out standards and procedures, plans, indicators, information systems and reporting lines of government to discharge M&E function effectively (Kariuki & Reddy, 2017: 10).

5.6. Conclusion

The research was presented in five structured chapters as follows; The introductory Chapter one on the background motivation and rationale for the study. Chapter two dealt with existing scholarly publications on the concept of M&E in health and other associated concepts linked to the study. This chapter ended up with a presentation of the legislative measures underpinning the GWM&E framework. Chapter three discussed the research methodology, including aspects such as design, paradigms, and philosophy, as well as research procedures followed for the entire study. In chapter four, the results were presented. This chapter also discussed the data analysis processes. Chapter five reported on findings and conclusions following the empirical research process. The study was concerned with the processes that MRH must undergo in the implementation of M&E in accordance with GWM&E. The study revealed that there were indeed challenges in the implementation of M&E, which were highlighted in detail earlier in this chapter.

Drawing lessons from these research findings, the study has demonstrated that indeed SA public service has been successful in establishing sound regulations, frameworks, and policies to serve as an inventive resourceful environment for effective service delivery. Such that M&E systems and frameworks can be seen as critical tools for government to achieve its goals and objectives effectively. However, there is still much that needs to be done to allow emerging frameworks such as that of M&E framework implementation, to ultimately assist in achieving results, particularly due to the existing issues encompassing behavioural change, non-compliance with relative policies and frameworks, strengthening of leadership and coordination in government, inability to make use of the available resources. It is another study topic to examine whether all government institutions have fully internalised the M&E system as part of their daily operations to inculcate culture and improve service delivery despite the strides by the GWM&E framework by the government. While the discussion is still on these facts, results indicate that the approach of linking and integrating budget and M&E could promote accountability and good governance. In cognisance of the above findings, in the health system, M&E programmes and interventions are critical to assess progress and understand the effectiveness of the program and transform strategic management.

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ANNEXURE A: QUESTIONNAIRE

General instructions to respondents (**Clinical group**).

All the information will be held in the strictest confidence. The purpose of this interview is about "Tracking progress related to implementation of Monitoring & Evaluation in accordance with the Government Wide Monitoring and Evaluation framework at OR Tambo District with reference to Mthatha Regional Hospital**".** There is no **RIGHT** or **WRONG** answers and your honest, **anonymous** opinion will be appreciated. Kindly take note, that we are merely asking your **PERSONAL VIEWS.**

SECTION A: Biographical Information (This section is included in order to give a profile of the sample in the research report. Participants who voluntarily opt to participate in this study will answer questions related to the research study. The following interview questions relate to your personal details.

    1. Gender

	Gender	**Tick**
1.1	Male	
1.2	Female	

    2. Age category

	Age category	**Tick**
2.1	20-24	
2.2	25-29	
2.3	30-34	
2.4	35-39	
2.5	40-44	
2.6	45-49	
2.7	50-54	
2.8	55-59	
2.9	60-65	

SECTION B: Questions on the perception and knowledge of M&E

The following questions directly relate to your views regarding to your general understanding of M&E and how do you see it in this institution.

1. What in your opinion is Monitoring and Evaluation?

   ....

2. What in your understanding is Government Wide Monitoring and Evaluation Framework? And how it came about?

   ....

3. Do you encourage the alignment of M&E to the Government Wide Monitoring and Evaluation Framework? Substantiate your answer.

   ....

4. In your view, how effective are the M&E processes in this institution?

   ....

5. How is the integration of budget cycle and M&E process maintained at MRH?

   ....

6. To what extent is the day-to-day operations linked to MRH operational plan?

   ....

7. In your opinion, what can be done towards enhancing M&E systems at MRH?

   ....

8. Is management and subordinates involved in the development and implementation of M&E document/ system? Substantiate your answer

   ....

9. Are there policies and procedures in place to guide M&E systems in this institution.

   ....

10. In your own opinion, how important is for managers to have a clear understanding of the key priorities of the institution in-line with those of the department of Health.

   ....

11. How can you describe the standards and procedures in place that describes the roles and responsibilities in the M&E process?

....

12. In your opinion, are MRH M&E activities linked to measureable performance such as PMDS to achieve desirable outcome. Substantiate your answer

....

13. Are you aware of any challenges affecting the implementation of M&E at MRH?

....

SECTION C: Training and development related to M&E

This section relates to your skills and or training development work plan, tick **(X)** to the appropriate box.

1. Have you attended any M&E training or workshop in the past year?

Yes,	No

1.1. If yes, specify type of training received or workshop attended

....
....

2. What type of training do you think you need for the enhancement M&E?

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

I appreciate your valuable time and insights.

Nondumiso Bana-Lelala (Researcher)

Date……01/06/2021…………………….

ANNEXURE B: QUESTIONNAIRE

General instructions to respondents (**Non-Clinical group**).

All the information will be held in the strictest confidence. The purpose of this interview is about "Tracking progress related to implementation of Monitoring & Evaluation in accordance with the Government Wide Monitoring and Evaluation framework at OR Tambo District with reference to Mthatha Regional Hospital**".** There is no **RIGHT** or **WRONG** answers and your honest, **anonymous** opinion will be appreciated. Kindly take note, that we are merely asking your **PERSONAL VIEWS.**

SECTION A: Biographical Information (This section is included in order to give a profile of the sample in the research report. Participants who voluntarily opt to participate in this study will answer questions related to the research study. The following interview questions relate to your personal details.

1. Gender

	Gender	**Tick**
1.1	Male	
1.2	Female	

2. Age category

	Age category	**Tick**
2.1	20-24	
2.2	25-29	
2.3	30-34	
2.4	35-39	
2.5	40-44	
2.6	45-49	
2.7	50-54	
2.8	55-59	
2.9	60-65	

SECTION B: Questions on the perception and knowledge of M&E

The following questions directly relate to your views regarding to your general understanding of M&E and how do you see it in this institution.

1. What in your opinion is Monitoring and Evaluation?

   ....

2. What in your understanding is Government Wide Monitoring and Evaluation Framework? And how it came about?

   ....

3. Do you encourage the alignment of M&E to the Government Wide Monitoring and Evaluation Framework? Substantiate your answer.

   ....

4. In your view, how effective are the M&E processes in this institution?

   ....

5. How is the integration of budget cycle and M&E process maintained at MRH?

   ....
   ....

6. To what extent is the day-to-day operations linked to MRH operational plan?

   ....

7. In your opinion, what can be done towards enhancing M&E systems at MRH?

   ....

8. Is management and subordinates involved in the development and implementation of M&E document/ system? Substantiate your answer

   ....

9. Are there policies and procedures in place to guide M&E systems in this institution.

   ....

10. In your own opinion, how important is for managers to have a clear understanding of the key priorities of the institution in-line with those of the department of Health.

    ....

11. How can you describe the standards and procedures in place that describes the roles and responsibilities in the M&E process?

    ....

12. In your opinion, are MRH M&E activities linked to measureable performance such as PMDS to achieve desirable outcome. Substantiate your answer

……………………………………………………………………………………………

13. Are you aware of any challenges affecting the implementation of M&E at MRH?

……………………………………………………………………………………………

SECTION C: Training and development related to M&E

This section relates to your skills and or training development work plan, tick **(X)** to the appropriate box.

1. Have you attended any M&E training or workshop in the past year?

Yes,	No

1.1. If yes, specify type of training received or workshop attended

……………………………………………………………………………………………

2. What type of training do you think you need for the enhancement M&E?

……………………………………………………………………………………………

I appreciate your valuable time and insights.

Nondumiso Bana-Lelala (Researcher)

Date……01/06/2021…………………….

Annexure C: CONFIDENTIALITY AGREEMENT

UNISA | university of south africa

CONFIDENTIALITY AGREEMENT
(FIELDWORKER)

I, NZAMEKAZI MAJOLA _____ the undersigned agree to assist the Mrs NC Bana-Lelala as in independent fieldworker during the data collection process of her MAdmin studies.

It is anticipated that my duties will be to facilitate the recruitment of potential participants at the advice of the researcher. I intend to have no interaction with the actual data collected.

Should I, in the course of my duties as aforementioned, come into possession of certain confidential information, I will:

1. In so far as there is a moral case for doing so, I will treat the entire research process and discussions with researcher in the strictest of confidence and will not reveal that information to any third party

2. In so far as there is a moral case for not doing so, I will not use the information related to this research for any purpose.

3. In so far as reasonable, assist the researcher to recruit participants as per directive and mandates of approved research ethics procedures.

SIGNED AT: EASTERN CAPE MTHATHA

on this __21__ day of __July__ 20_21_

__N. MAJO__
SIGNATURE

Annexure D: APPROVED ETHICS APPLICATION

COLLEGE OF ECONOMIC AND MANAGEMENT SCIENCE RESEARCH ETHICS REVIEW COMMITTEE

26 July 2021

NHREC Registration # : (if applicable)

ERC Reference # : 2021_CRERC_027(FA)
Name : Mrs Nondumiso Connie Bana-Lelala

Dear Mrs Nondumiso Connie Bana-Lelala

Student No#: 42731089

Decision: Ethics Approval from 2021 to 2024

Researcher(s): Mrs Nondumiso Connie Bana-Lelala, 42731089@mylife.unisa.ac.za

Tel No: 0733420090 or (047)502 4145

College of Economic and management Sciences

Department of Department of Public Administration and Management

University of South Africa

> **"Tracking progress related to implementation of Monitoring & Evaluation in accordance with the Government Wide Monitoring & Evaluation framework at OR Tambo District with reference to Mthatha Regional Hospital"**

Qualification: Masters

Thank you for the application for research ethics clearance by the Unisa College of Economic and management Sciences Research Ethics Review Committee for the above-mentioned research. Ethics approval is granted for 3 years (**26 July 2021 until 25 July 2024**).

*The **low risk application** was **reviewed** by the College of Economic and management Sciences Research Ethics Review Committee on **19 July 2021** in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.*

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.

2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the College of Economic and management Sciences Research Ethics Review Committee.

3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.

4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.

6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.

7. No field work activities may continue after the expiry date **(25 July 2024)**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

8. Permission is to be obtained from the university from which the participants are to be drawn (the Unisa Senate Research, Innovation and Higher Degrees Committee) to ensure that the relevant authorities are aware of the scope of the research, and all conditions and procedures regarding access to staff/students for research purposes that may be required by the institution must be met.

9. If further counselling is required in some cases, the participants will be referred to appropriate support services.

Note:

*The reference number **2021_CRERC_027 (FA)** should be clearly indicated on all forms of communication with the intended research participants, as well as with the*

Committee.

Yours sincerely,

_____   _____

Annexure E: GATEKEEPERS LETTER

Province of the EASTERN CAPE
HEALTH

Chief Executive Office*Mthatha Regional Hospital *dministration Block Private Bag/ Ingxowa Eyodwa / Privaatsak X5014, Mthatha, 5099, South Africa Tel: 047 502 4074/4118* Fax 047 531 4010* email Onkemgwebedu@gmail.com

To	Heads of Departments Mthatha Regional Hospital
From	Acting Chief Executive Officer: Dr R Kaswa
Subject	Permission to Conduct Research Study at Mthatha Regional Hospital
Date	10 May 2021

BACKGROUD

The Office of the CEO has received and reviewed the request from Ms. N Bana-Lelala who is a student at UNISA with student number 42731098, who wishes to conduct a research study to the employees of the Institution. With research titled "Assessing the effective implementation of Monitoring and Evaluation aligned with the Government Wide Monitoring and Evaluation Framework in the Oliver Tambo District, with reference to Mthatha Regional Hospital". This office has **No Objection / Objection** to the request.

Comments_____

_____

_____

Kind regards

Date 10/05/2021

Dr. R Kaswa
Acting Chief Executive Officer:
Mthatha Regional Hospital

Together, moving the health system forward
Fraud prevention line: 0800 701 701 24 hour Call Centre: 0800 032 364
Website: www.echealth.gov.za

Annexure F: CONSENT LETTER FOR PARTICIPANTS

CONSENT LETTER FOR PARTICIPANTS

Date:07-10-2021

Research title: "Tracking progress related to implementation of Monitoring & Evaluation in accordance with the Government Wide Monitoring and Evaluation framework at OR Tambo District with reference to Mthatha Regional Hospital".

Dear Prospective Participant

I ……………………………………………………………………… hereby consent to be a subject of a human research study to be undertaken by Ms Nondumiso Bana-Lelala, Public Administration and Management, Master's student at University of South Africa. I understand that the purpose of the research is:

- Objective 1: To explore what is monitoring and evaluation
- Objective 2: To explain GWM&E system of South Africa
- Objective 3: To explore the challenges in the implementation of M&E in accordance with GWM&E at MRH and how do these challenges impact to performance
- Objective 4: To ascertain the successes and challenges in the Monitoring and Evaluation process at MRH

To complete this study, I need to conduct Virtual interviews using Microsoft Teams of approximately 45 to 60 minutes' duration, which will be audio-taped for verification of findings by an independent qualitative research expert. In this study I undertake to safeguard your anonymity by omitting the use of names and the places. Confidentiality will be assured by the erasure of taped material on completion of transcriptions of these tapes. The transcribed material will only be shared by myself and an independent expert in qualitative research. You are giving your informed consent to these proceedings and reserve the right to cancel it at any stage of the proceedings. It is understood that you are under no obligation to participate in this study.