

CHAPTER 7

MONITORING AND EVALUATION MECHANISM

7.1 OVERVIEW

This chapter outlines the framework for monitoring and evaluation of the Regional Indicative Strategic Development Plan (RISDP).

The objectives of the RISDP Monitoring and Evaluation Mechanism are to:

- Ensure that the correct milestones, as planned, are being achieved;
- Act as an early warning system in cases where targets are unlikely to be achieved;
- Provide regular information to all stakeholders on progress of the RISDP and an informed basis for any reviews;
- Ensure the continuous sharpening and focusing of strategies and assist in the mobilization of appropriate interventions.

The monitoring and evaluation of the RISDP will be based on manageable processes, measurable and verifiable indicators; and conform to basic rules of simplicity, timeliness and cost effectiveness. The RISDP will be monitored regularly at three levels: political and policy, operational and technical, and stakeholder levels.

7.2 MONITORING

Monitoring of the RISDP will be a continuous implementation review function to provide the main stakeholders, including at the policy level, with early indications of progress or lack thereof in the achievement of objectives and outputs. Through a sensitisation programme, the SADC Secretariat will encourage all stakeholders in accordance with their function, level and responsibilities to carry out the monitoring function. This function will be coordinated at the SADC Secretariat.

Monitoring will be supported by an implementation framework as outlined in the Plan, funding strategies, work plans and programmes, progress reports and any other tools which may be developed during the implementation of the Plan.

7.2.1 Political and Policy levels

Summit and various policy organs including Council and Integrated Committee of Ministers will exercise continuous oversight of the implementation of the Plan to ensure consistency of outputs against the Vision and Mission, and achievement of set targets. Based on current achievements, challenges, and priorities Summit or the appropriate policy organ may direct a change of focus and/or strategies. It

may also initiate a review of specific policies for improved implementation of the Plan.

7.2.2 Operational and Technical Level

The Secretariat and the SADC National Committees will be responsible for ensuring that progress on the RISDP is monitored on a regular basis. The SADC National Committees will monitor implementation plans at national levels and provide status reports to the Secretariat on a continuous basis.

An integrated monitoring system for the Plan will be developed by the Secretariat to provide an early warning mechanism and to maintain a good grasp on the development and implementation of the Plan. The Secretariat will also monitor the implementation of the various protocols and MOUs, as these are key instruments of regional integration. Other than the agreed strategies, interventions and outputs, various legal instruments that may emerge from the implementation of the RISDP will also be monitored and evaluated in terms of their fit and contribution to the on-going implementation of the RISDP.

The Secretariat will ensure that the monitoring system provides for aggregate indicators to monitor the overall development of the region by tracking developments in all areas of integration. The Secretariat will also play the role of advisor and facilitator in ensuring that appropriate interventions are implemented, and supplementary programmes are developed to ensure that set targets are met or that changing scenarios are being addressed.

7.2.3 Stakeholder Level

SADC Secretariat will produce an annual report on the overall implementation of the Plan. The report will firstly be presented for discussion at an annual RISDP stakeholders' workshop. The stakeholders' engagement will promote transparency in implementing the RISDP, create a platform for adding value to the Plan and continue to broaden ownership. The stakeholders' workshop will also facilitate the finalisation of the progress report for submission to the Integrated Committee of Ministers (ICM) who in turn will table it at Council.

7.3 EVALUATION

The evaluation will provide analytical and objective feedback to the organization and stakeholders on the efficiency, effectiveness, and relevance of the RISDP in achieving the overall objective of poverty alleviation and its ultimate eradication. The two main types of evaluation will be self-evaluation and independent in-depth evaluation.

Self-evaluation will be the main tool for reviewing in a systematic and regular manner progress on medium-term programme implementation as well as agreeing on reorientation of activities in alignment with the objectives of the

RISDP and the medium-term programme. It will be a process of continuous improvement and will take place during programme implementation and/or completion.

Independent in-depth evaluation will be the main tool for assessing in an analytical and objective manner RISDP performance comparing achievements against objectives. Independent evaluators who will not be associated with the implementation of the Plan will carry it out. This evaluation will take place either during the Plan implementation (mid-term evaluation), at the end of the Plan implementation (terminal evaluation) or after completion of the Plan implementation considering a time period sufficient to observe developmental impact (ex-post evaluation). Mid-term evaluation will focus on possible modifications to the planned implementation of the Plan through successive medium-term programmes while terminal evaluation will focus on the desirability and feasibility of future activities.

- Independent in-depth evaluation of the implementation of the RISDP should be conducted every three years within the context of the medium term expenditure budgets and programmes. The objectives of the evaluation will include:
- Assessment of the impact of the RISDP on the overall objective of poverty alleviation and its ultimate eradication;
- Tracking and highlighting of the achievements and delays as they relate to priorities intervention areas of the RISDP;
- Appraisal of the full spectrum of the orientation and implementation programme of the RISDP, including the adequacy of policies, capacities and resources needed by the development process;
- Detailing the constraints, best practices and lessons learnt over the period and providing action-oriented recommendations;
- Reviewing the roles played by the various players, facilitators and those accountable for various responsibilities in the implementation of the plan;
- Review of the SADC Vision and Mission in the light of prevailing priorities of the region;
- Review of strategies and targets against outcomes, explaining the variances;
- Evaluation of the proposed interventions against achievements;
- Evaluation of the entire RISDP in relation to the current priorities of the region.

In order to ensure effective evaluation of the RISDP, two sets of information will form the basis for evaluation:

- Targets as outlined in the Plan; and
- Indicators of development of the region in each three-year circle.

Evaluation will have to be undertaken at the planning and programme implementation levels and should assess achievements on a set of global indicators of integration and progress in protocol implementation.

Specific reports on internal monitoring and evaluation will be kept at the programme level, as defined at each three-year circle. This will be coordinated at the Secretariat and made available to the evaluation team.

7.4 SUMMARY OF ROLES

- **Summit, Council and ICM:** continuous oversight using progress reports from the Secretariat
- **Secretariat:** coordination and monitoring at the regional level through an integrated monitoring and evaluation system
- **SADC National Committees:** coordination and monitoring at the national level with regular feedback to the Secretariat
- **Stakeholders Forum:** review and input to monitoring progress reports and evaluation reports before the ICM, Council and Summit consider them. The forum includes members from the private sector, CSOs, Women groups and Cooperating Partners.
- **External Evaluator:** production of a report, which assesses the implementation process, the outputs as against the set targets and the overall impact of the RISDP.

7.5 STRATEGIES

- Developing and strengthening a monitoring and evaluation capacity at regional and national levels;
- Ensuring the inclusiveness of the monitoring and evaluation process and acceptance of the results of review by all stakeholders;
- Developing aggregate indicators for monitoring and evaluation which take into account soft issues of regional integration and conferring credibility to such indicators;

TARGETS

- Development of the monitoring and evaluation guidelines for the implementation of the RISDP by 2004.
- Development of aggregate indicators for regional integration in all priority intervention areas.