

Department of Planning Monitoring and Evaluation:
Planning, Monitoring and Evaluation System Assessment Tool

#	Key Focus Area (KFA)	Standard	Standard Definition	Level 1	Level 2	Level 3	Means of verification	Comments
	Name			Level 1	Level 2	Level 3		
1	Enabling environment for M&E	Demand for information	There exists consistent and appropriate internal and external demand for information from: 1) Executive authority; 2) Executive Management; 3) Managers responsible for programme implementation	There is no consistent and appropriate demand for information	There exists consistent internal driven requests for information, but limited external demand for information	There is consistent and appropriate internal and external demand for information from executive authority, executive management and programme managers.	<ul style="list-style-type: none"> • Quarterly Performance Reviews reports • Quarterly Expenditure reports • Cabinet memos • Reports to Executive Authority • Data user agreements signed 	
				Provide your score by marking an appropriate level with an X				
		Organisational culture	There is an organisational culture that supports using evidence for Planning Monitoring and	The current organisational culture does not support the use of evidence for PME	There is weak organisational culture that supports using evidence for Planning Monitoring and Evaluation	There is an organisational culture that supports using evidence for Planning Monitoring and Evaluation	<ul style="list-style-type: none"> • Periodic internal survey to assess organisational culture in terms of use of evidence for 	

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1	Enabling environment for M&E	Evaluation				PME to promote transparency, accountability, learning and development and improvement		
		Provide your score by marking an appropriate level with an X						
		P,M&E as a management function	P,M&E is integrated as a function of management	Organisation does not see PM&E as integrated management function.	Although the organisation see PM&E as integrated management function, there is room for improvement	P,M&E is integrated as a function of management		<ul style="list-style-type: none"> PM&E competencies is included in performance agreement of managers
		Provide your score by marking an appropriate level with an X						

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1	Enabling environment for M&E	Comprehensive Planning, M&E Policy Framework	A comprehensive policy framework for PM&E is implemented across the organisation	A comprehensive PM&E policy framework does not exist	A comprehensive P,M&E policy framework exists but is not fully implemented	An updated, comprehensive PM&E policy framework is implemented across the organisation or sector	<ul style="list-style-type: none"> • Comprehensive Planning, M&E Policy Framework for the organisation • Standard Operating Procedure for PME (SOPs) relevant/ developed for the organisation 	
				Provide your score by marking an appropriate level with an X				
		Reporting	Reporting requirement are coordinated and aligned to minimise duplication	Reporting requirement are poorly coordinated	Reporting requirement need improvement to minimise duplication	Reporting requirement are coordinated and aligned to minimise duplication	<ul style="list-style-type: none"> • PM&E framework should demonstrate reporting requirements 	
				Provide your score by marking an appropriate level with an X				

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2	Organisational capacity	M&E Diagnostic Skills Assessment	The organisation has not undertaken a diagnostic assessment for M&E skills needs	Part of the organisation has undertaken a diagnostic assessment for M&E skills needs	The organisation has undertaken a diagnostic skills assessment for M&E needs	<ul style="list-style-type: none"> HR Skills Plan that is informed by a diagnostic assessment 		
		Provide your score by marking an appropriate level with an X						
		Posts supporting M&E function	Posts supporting M&E function fully filled	Posts supporting M&E function are vacant	Posts supporting M&E function are partially filled	Posts supporting M&E function are fully-filled.	<ul style="list-style-type: none"> Organogram reflecting post supporting M&E functions filled 	
	Provide your score by marking an appropriate level with an X							
	Capacity Development	M&E training and skills development opportunities are available	M&E training and skills development opportunities are not available	M&E training and skills development opportunities are available but not utilised	M&E training and skills development opportunities are available and utilised	<ul style="list-style-type: none"> Department/organisation skills development plan Personal Development Plan 		
	Provide your score by marking an appropriate level with an X							

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2	Organisational capacity	Roles and responsibilities	Roles and responsibilities of M&E functions are well-defined	Roles and responsibilities of M&E functions are poorly defined	Roles and responsibilities of M&E functions are partially defined	Roles and responsibilities of M&E functions are well-defined	<ul style="list-style-type: none"> • P, M&E Framework that clarifies the roles and responsibilities 	
				Provide your score by marking an appropriate level with an X				
3	Planning	Situational analysis	Situational analysis to identify interventions	Weak situational analysis in determining in understanding and identifying the organisational performance related challenges	There is situational analysis but not based on sufficient evidence	Comprehensive situational analysis based on evidence to identify interventions	<ul style="list-style-type: none"> • Situational analysis based on evidence 	
				Provide your score by marking an appropriate level with an X				

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3	Planning	Alignment of the Programme	The alignment of programme design at different levels of planning to strategic priorities	No alignment of the programme to strategic priorities	There is weak alignment, in the programme to strategic priorities	There is strong alignment in the design of the programme	• Demonstration of alignment to strategic priorities		
		Provide your score by marking an appropriate level with an X							
		Programme design	The logic of programme design	Weak logic of the programme design	There is no explanation in the logic of the programme design	There is strong logic in the design of the programme			• Demonstration of the theory of change to test the logic of programme design
		Provide your score by marking an appropriate level with an X							
		Consultation	Consultation with range of stakeholder throughout the planning process	No consultation in the planning process	Limited consultation in the planning process	Consultation with range of stakeholder throughout the planning process	Consultation report		
		Provide your score by marking an appropriate level with an X							
	Baseline indicators, target	Clearly defined baseline indicators, target	Poorly defined baselines, indicators, targets	Baseline indicators, target are defined but not based on evidence	Clearly defined baseline indicators, target based on evidence	• Indicator protocol with scientifically defined indicators,			

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			Provide your score by marking an appropriate level with an X			baselines and targets	
4	Data Management	Data management plan	Data management plan in relation to programmes	No data management plans	Data management plans are available but not for selected programmes	There is comprehensive data management plans in relation to all programmes	• Data Management Plan
		Provide your score by marking an appropriate level with an X					
	Data collection	Appropriate data collected in relation to programme indicators	No data collection tools are not available	Data collection tools are available but there are gaps in data collection	Appropriate routine data collected in relation to programme indicators	• Data collections tools	
	Provide your score by marking an appropriate level with an X						
	Information management system	Use of Information management system to efficiently and reliably manage data	The organisation does not make use Information management system to support efficient and reliable data management	The organisation does not optimally use of Information management system to support efficient and reliable data management	The organisation optimally uses the Information management system to enable efficient and reliable data management	• Kind of reports generated from information for different users • System software for different uses	
	Provide your score by marking an appropriate level with an X						

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4	Data Management	Programme Monitoring and /or Evaluation reports	Programme Monitoring and /or Evaluation reports based on thorough analysis and interpretation	There is little or no analysis of data in the reports	There is some analysis and interpretation in the reports but are uneven and not thorough	Programme Monitoring and /or Evaluation reports based on thorough analysis and interpretation	<ul style="list-style-type: none"> • Internal Audit reports on verification of evidence • Quarterly Performance Reviews • Evaluation reports 			
				Provide your score by marking an appropriate level with an X						
	Data verification	Data is regularly subjected to verification to ensure credibility	Data is not subjected to periodic verification	Some data is subjected to audits and verification but data credibility issues exist	All data is subjected to periodic verification and data is considered credible by all stakeholders	<ul style="list-style-type: none"> • Latest AG report including opinion on Pre-determined Objectives • Data quality assessment reports 				
								Provide your score by marking an appropriate level with an X		
	Data archives	Data is regularly archived and accessible	Data is not archived	Data archiving occurs occasionally and data is not inaccessible	Data is regularly archived and accessible to organisational staff	<ul style="list-style-type: none"> • Archiving policy • Record management plan 				
								Provide your score by marking an appropriate level with an X		

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5	Evaluation	Planning for evaluation	The organisation plans and budgets for evaluation	The organisation does not have an evaluation plan and a budget for evaluations	The organisations does have an evaluation plan but does not have a budget to conduct evaluations	The organisation has plans and budgets for evaluation	• Evaluation Plan	
		Provide your score by marking an appropriate level with an X						
		Managing Evaluation	The organisation has the capacity to manage evaluations of key programmes	The organisation does not have the capacity to manage evaluations	The organisation has limited capacity to manage evaluations	The organisation has the capacity to manage evaluations of key programmes	• Evaluation Reports of key programmes	
		Provide your score by marking an appropriate level with an X						
		Conducting Evaluations	The organisation has the capacity to conduct internal evaluations of key programmes	The organisation does not have the capacity to conduct internal evaluations	The organisation has limited capacity to conduct internal evaluations	The organisation has the capacity to conduct internal evaluations of key programmes	• Evaluation Reports of key programmes	
		Provide your score by marking an appropriate level with an X						
	Dissemination and publication	Monitoring and Evaluation reports are made	Monitoring and Evaluation reports are not	Some monitoring and evaluation reports are made public or shared	All monitoring and evaluation reports are made public and	• Monitoring and Evaluation		

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		public and disseminated widely	made public or shared with affected stakeholders	with affected stakeholders	disseminated to affected stakeholders,	reports • Communication Plan	
			Provide your score by marking an appropriate level with an X				
6	Use of M&E information	Decision-making	Key leadership does not have access to the information necessary for decision making	Key leadership has access to some of the information necessary for decision making	Key leadership has access to the necessary M&E information to make the best-informed decisions	• Minutes of executive meetings	
			Provide your score by marking an appropriate level with an X				
		Learning for improved programme implementation	Information has not been used for learning or to better programme implementation	Use of information has led to some learning but not significant programme improvement	Information has been used for learning and improved programme implementation	• Documented evidence (e.g. minutes of meetings) • SOP requirement for sharing of information	
			Provide your score by marking an appropriate level with an X				

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6	Use of M&E information	Allocation of scarce resources	Funding allocations to programmes and interventions	M&E information is not used for budgeting and funding allocations	M&E information is partially used to allocation of resources	M&E information is used for deciding funding allocations	<ul style="list-style-type: none"> • Departmental Budget Plans • Quarterly financial expenditure reviews 	
		Provide your score by marking an appropriate level with an X						
		Accountability	Accountability for performance occurs in line with regulatory guidelines	Accountability for performance does not occur regularly	Accountability for performance occurs, but without consequence	Accountability for performance occurs consistently, thoroughly and has prompted performance improvement	<ul style="list-style-type: none"> • Accountability downward, upwards and internal in line with Batho Pele principles • Performance Management Assessment Report 	
		Provide your score by marking an appropriate level with an X						
		Policy review	evidence based policy reviews	M&E evidence does not inform policy review date	Limited use of M&E evidence to inform policy reviews	M&E evidence is used to inform policy reviews	<ul style="list-style-type: none"> • Example of the influence of evidence based policy making process (e.g. Executive minutes, example of a policy review 	
		Provide your score by marking an appropriate level with an X						

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