



planning, monitoring  
& evaluation

Department:  
Planning, Monitoring and Evaluation  
REPUBLIC OF SOUTH AFRICA



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## **TERMS OF REFERENCE FOR THE PLANNING, MONITORING AND EVALUATION FORUM**

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## **Acronyms and Abbreviations**

DPME	Department of Planning, Monitoring and Evaluation
DG	Director-General
M&E	Monitoring and Evaluation
MTSF	Medium Term Strategic Framework
MISS	Minimum Information Security Standards
NDP	National Development Plan
NPC	National Planning Commission
PM&E	Planning, Monitoring and Evaluation
SDGs	Sustainable Development Goals
Stats SA	Statistics South Africa
SSA	State Security Agency

## **1. Background**

The Department of Planning, Monitoring and Evaluation (DPME) is mandated to provide direction on the implementation of the National Development Plan (NDP) Vision 2030 through a range of planning, monitoring and evaluation systems and tools; monitor its implementation and evaluate the impact of government programmes. Whilst planning, monitoring and evaluation (PM&E) practices are not new in government, the establishment of DPME marked a major step in the process of institutionalising PM&E in the centre of government.

The NDP is not just a plan for government, but a long-term vision for the whole South African society. As a blueprint, the NDP draws from both rigorous evidence and extensive consultations and dialogue with South Africans, both in organised bodies and as individual citizens.

One of the critical measures identified as important to implement the NDP is continued public participation to ensure that members of society play their part and continue to take ownership of the aspirations embodied in it. In this regard, the NDP asserts that a social contract or compact could propel the country onto a higher development trajectory as well as build a more cohesive and equitable society.

Whilst the facilitation of social compacts is part and parcel of the work of the National Planning Commission (NPC), and by extension, DPME, the establishment of a Forum is seen as a catalyst towards a state of more focused dialogues between the state and non-state actors on key issues of common interest around NDP implementation.

Through these Terms of Reference (ToRs) DPME formally establishes the PM&E Forum that will involve all key stakeholders from the public and private sectors, academia and civil society organisations. The ToRs incorporate inputs from the first meeting of the PM&E Forum held in October 2017 and the DPME Executive Meeting of 28 November 2017.

## **2. Name**

2.1. The name of the forum is Planning, Monitoring and Evaluation (PM&E) Forum.

### **3. Problem Statement**

- 3.1. There is a need for more consultation between DPME and other departments to ensure that its policies and programmes are responsive, relevant and add value to sector department's programmes.
- 3.2. DPME needs to facilitate strategic engagements with state and non-state stakeholders, to draw on their sector experiences and in using M&E evidence to address national challenges and to find implementable solutions. Key to this engagement is to continuously improve professionalism and institutionalisation of planning, monitoring and evaluation as distinct, yet complementary disciplines.
- 3.3. DPME also needs to strengthen its communication and advocacy of the NDP 2030 to all government departments and non-state actors. NDP strategic outcomes, outputs and performance indicators should be understood, interpreted and applied by departments in the design and measurement of national, provincial and municipal strategic plans and programmes for their respective sectors using monitoring and evaluation.

### **4. Purpose**

- 4.1. The PM&E Forum serves as the platform for engagement, consultation and communication by DPME with its key stakeholders on matters related to planning, monitoring and evaluation. It should serve as a vehicle to enhance stakeholder mobilisation towards the implementation of the NDP, as well as institutionalisation and professionalisation of PM&E in the state machinery and within the South African society at large.

### **5. Specific objectives**

The objectives of the Forum are:

- 5.1. To serve as an inclusive platform for open dialogue among various sectors of society and to promote good practices towards institutionalisation of PM&E;
- 5.2. To facilitate contribution of various stakeholders towards the achievement of NDP's specific goals and finding common solutions to challenges of strategic nature around NDP implementation;
- 5.3. To serve as a consultative Forum by DPME on PM&E related matters, policy frameworks and legislation.

## **6. Principles of the Forum**

- 6.1. Mutual respect among partners in the spirit of cooperation, collaboration, courtesy and transparency will be upheld;
- 6.2. Symbiotic communication processes which encourage mutual sharing of knowledge, experiences and continuous learning aimed at addressing the impediments to the implementation of the NDP.
- 6.3. Open and honest dialogue.

## **7. Modus Operandi**

- 7.1. The Director-General of DPME or his/her representative will chair the Forum.
- 7.2. The chairperson may chair the entire Forum if held as a plenary or chair parts of it. It is critical that the chairperson uses the matrix of resolutions to update the Forum on previous resolutions and progress made with implementation thereof.
- 7.3. The chairperson may designate programme directors (facilitators) for various sessions of the Forum drawn from DPME and other organisations.
- 7.4. The role of the programme directors will be to ensure that items on the agenda are adequately addressed and resolutions are carefully summarised at the end of the discussion of each agenda item. They should manage time carefully and efficiently.
- 7.5. Decision-making style will be through consensus building, rather than by voting. Rulings may be used as a way of giving direction where there are very prolonged debates on the same point.
- 7.6. Workshops, breakaway sessions (focus groups), panel debates, and other participatory styles of facilitation should be used to enhance quality of decisions taken during the Forum.
- 7.7. In an event where breakaway sessions are held, rapporteurs will be nominated from the participants. Preferably, rapporteurs should be drawn from other organisations other than DPME. Their role will be to present a report on proceedings of a particular focus group.
- 7.8. The report will reflect a record of the essence of the discussion and resolutions taken.
- 7.9. Whilst this forum could be used for public accountability by DPME, the Implementation Forums of Ministers and Technical Implementation Forums of

DGs and their intergovernmental counterparts are used for reporting and accountability on the implementation of the NDP/MTSF.

7.10. The PM&E Forum will serve as a centre for coordination on all PM&E matters and its relationship with other Forums is depicted in the diagram below:

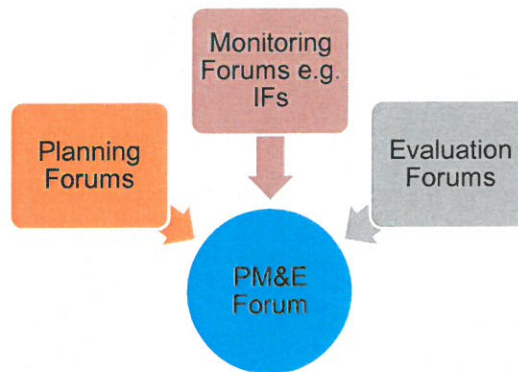


Figure 1: The PM&E Forum

## 8. Composition

- 8.1. Designated representative/s from each organisation and alternative delegates should be confirmed in writing.
- 8.2. Depending on the agenda items, the designated representative/s should as far as possible, bring along the relevant people from their organisations.
- 8.3. The agenda items will determine who gets to be invited to the Forum, both in terms of numbers and designations.
- 8.4. The Forum will comprise of participants drawn from the public and private sectors, academia and civil society organisations.

## 9. Frequency

The following criteria will apply with regard to the scheduling of the Fora:

- 9.1. The fora will be held biannually (2 times per financial year).
- 9.2. A schedule will be developed taking into consideration other government programmes such as Cabinet, FOSAD clusters and other Implementation Forums. Once finalised, it will be published on the DPME website at the beginning of each financial year (in April).
- 9.3. A concept note will be developed based on the theme of the Forum.
- 9.4. Invitations will be distributed at least 21 working days before the Forum.
- 9.5. The draft agenda will be circulated 7 days before the Forum.

- 9.6. Special Forums may be convened at the discretion of the chairperson. Therefore, any requests by the members should be approved by the chairperson in this regard. The timelines stipulated above may be changed depending on the matter at hand.
- 9.7. Two meetings of the PM&E Forum will be held during the first and 3<sup>rd</sup> quarters of the financial year (e.g. April and October 2018)

## **10. Functions of the Chairperson**

- 10.1. The Director-General of DPME will be the chairperson of the PM&E Forum. In his/her absence, the Secretary of Planning or a designated DDG from DPME may act as the chairperson.
- 10.2. The chair will convene the Forum by approving a generic formal letter of invitation to be distributed to all relevant organisations or representatives.
- 10.3. The chairperson will also approve the concept note, agenda and report (minutes) of the Forum.

## **11. Role of the Secretariat**

The secretariat will be responsible for the following functions:

- 11.1. Serve as the technical coordination centre for strategic and content support to the Forum
- 11.2. Organise all logistical arrangements in preparation for the Forum (i.e. secure venue). Members will be responsible for their travel and accommodation costs.
- 11.3. Prepare draft agendas and submit to the DG for approval.
- 11.4. Mobilise relevant speakers as per the agenda items.
- 11.5. Send the letters of invitation to identified stakeholders and coordinate attendance of delegates.
- 11.6. Inform and involve State Security Agency (SSA) to ensure that processes relating to protocol, accreditation and security assessment are adhered to.
- 11.7. Special security arrangements will apply at the meeting venue and access will be limited to duly accredited persons.
- 11.8. The head of Secretariat may nominate scribes. The role of the scribes will be to take notes during the sessions and to make inputs on the report.
- 11.9. Produce a comprehensive report and resolution matrix.
- 11.10. Develop an evaluation form and ensure that it is completed during the Forum.



- 11.11. Analyse the evaluation forms and develop a report.
- 11.12. Conduct follow-up on implementation of resolutions and compile a progress report.
- 11.13. Collaborate with DPME branches to coordinate the communities of practice (CoP's) for planning, monitoring and evaluations as and when required.
- 11.14. Ensure that relevant PM&E forum resolutions are addressed during the CoP's or special workshops (task team meetings).

## **12. Implementation of resolutions**

- 12.1. Circulate the resolution matrix to the relevant organisations for implementation.
- 12.2. Secretariat will conduct follow-up on implementation of resolutions and compile a progress report to be presented at the next Forum.
- 12.3. In an event whereby the responsible organisation needs to provide a detailed feedback, an opportunity to make a presentation will be provided.
- 12.4. If the responsible organisation is unable to attend the Forum, they must send the comprehensive report to Secretariat for circulation to the members of the Forum 7 days before the PM&E Forum.
- 12.5. In an event where a concern is raised on a specific matter that requires response from an organisation that is not represented, it is the Secretariat's responsibility to alert such an organisation and provide relevant background information pertaining to the matter in question.

## **13. Documentation**

- 13.1. The Forum documents will be handled according to the Minimum Information Security Standards (MISS).
- 13.2. Documents will be circulated electronically (7 days before the Forum). Invited delegates are expected to generate own hardcopies of the electronically circulated documents.
- 13.3. PowerPoint presentations must be submitted to secretariat for quality assurance at least 10 days before the Forum and where applicable a narrative document should also be submitted.
- 13.4. In exceptional circumstances and after approval by the Chairpersons, some documents could be submitted later than the stipulated period, and distribution thereof will be sequenced according to the flow of agenda items.

**14. Modification of the Terms of Reference**

14.1. The Terms of Reference will be reviewed once every two years and they will be circulated to all members of the Forum.

**Approved by:**



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**Ms N. Mpofu**

**Director-General**

**Department of Planning, Monitoring and Evaluation**

**Date:** 19/12/2017