

**GUIDELINES ON MONITORING AND EVALUATION OF THE
IMPLEMENTATION OF THE UGU GROWTH AND
DEVELOPMENT STRATEGY**

Table of Contents

Glossary.....	3
Introduction	4
Brief Overview of the Monitoring and Evaluation Process.....	5
Step-by-Step Guide to the M&E Process	7
Step One: Information Gathering	9
Step Two: Consultative Analysis of the Information.....	21
Step Three: Revision and sign-off of the GDS Work-Plans.....	24
Three-Yearly GDS Performance Evaluations.....	24
Summary	25

Glossary

Acronyms	Definition
COGTA	Ministry of Co-operative Governance and Traditional Affairs
DAC	Department of Arts and Culture
DeCOG	Department of Co-operative Governance
DEA	Department of Environmental Affairs
DoAFF	Department of Agriculture, Forestry and Fisheries
DoC	Department of Communications
DoH	Department of Health
DoJ	Department of Justice
DoL	Department of Labour
DoT	Department of Transport
DME	Department of Minerals and Energy
DPME	Department of Performance Management and Evaluation
DPSA	Department of Public Service Administration
DPW	Department of Public Works
DRD&LR	Department of Rural Development and land Reform
DSD	Department of Social Development
DTI	Department of Trade and Industry
DWA	Department of Water Affairs
GDS	Growth and Development Strategy
GVA	Gross Value Add
KPI	Key Performance Indicator
MEC	Member of the Executive Council for a province
MTEF	Medium Term Expenditure Framework
MUCAT	Municipal Capacity Assessment Tool
NDHS or DHS	National Department of Human Settlements
NT	National Treasury
OTP	Office of the Premier
PDLG	Provincial Department of Local Government
PRASA	Passenger Rail Agency of South Africa
PT	Provincial Treasury
SEDA	Small Enterprise Development Agency
SMME	Small, Medium and Micro Enterprises
Stats SA	Statistics South Africa

Introduction

This document provides guidelines for the monitoring and evaluation of the implementation and impact of the Ugu Growth and Development Strategy adopted by partners at the Ugu GDS Summit held in 2013. These guidelines should be read in conjunction with the:

- 1) Ugu Growth and Development Strategy (Annexure A);
- 2) The Ugu GDS Institutional Arrangements document (Annexure B); and the
- 3) Ugu GDS Work-Plan document (Annexure C).

The Ugu GDS is a framework document that outlines the approach of all stakeholders within the district towards achieving the shared vision that: ***“By 2030, the Ugu District will be a leading tourism destination and agricultural and manufacturing hub where jobs are created and everyone benefits equally from socio-economic opportunities and services.”*** The GDS includes: an in-depth situational analysis of the district; identifies the critical blockages to development; and then presents a strategy for addressing the socio-economic challenges of the region. The strategy is underpinned by seven strategic drivers, namely:

1. Spatial restructuring and security of tenure;
2. Sectoral development and support;
3. Education and skills development;
4. Safety and community empowerment;
5. Strategic infrastructure investment;
6. Institutional development; and
7. Environmental sustainability.

The GDS addresses the required institutional arrangements for implementation and provides an overall monitoring and evaluation framework.

The Ugu GDS Institutional Arrangements document provides more detail regarding the setting up of the agreed implementing institutions for the GDS. It outlines the roles and responsibilities of the GDS Lead Team that will be established with representation from across sectors to champion and drive the roll-out of the GDS. It also addresses the need to put in place a technical support unit to support the GDS Lead Team in order to ensure sound administration, monitoring and ongoing research. Finally, the GDS Institutional Arrangements document speaks to the need for single co-operation and engagement platforms to be set up for the government, business and civil society sectors. The intention is for the GDS Lead Team to participate actively within the appropriate forums and facilitate ongoing communication amongst stakeholders with regard to the implementation of the GDS.

The Ugu GDS Work-Plan document is an innovative attempt to translate the GDS into workable action plans per implementation partner. The work-plans relate to the strategic drivers, strategic programmes and key intervention areas within the GDS. They break-down the key intervention areas into actual projects and actions and assign responsibilities to relevant implementation partners. The work-plans also ensure planning and budgetary alignment within the relevant institution to facilitate implementation. Given the nature of the GDS, there are a large number of project implementation partners, such as:

- Internal Ugu District Municipality stakeholders: departments responsible for spatial planning, local economic development, infrastructure services, corporate affairs and finance and environment and disaster management
- Local Municipalities and their various internal departments
- Sector departments: Co-operative Governance and Traditional Affairs (national and provincial), National and Provincial Treasuries, Rural Development and Land Reform, Agriculture, Education, Transport and Roads, Transnet and PRASA, Minerals and Energy, Water Affairs, Social development, Health, Tourism, Environmental Affairs, Economic Department Cluster, Public Works, Arts and Culture, Sports and Recreation, Human Settlements, Justice Cluster, Communications and, Science and Technology
- Office of the Premier
- Business Sector
- Civil Society
- Agencies, e.g. SEDA

The intention is for the GDS Lead Team to refine each of the work-plans with the relevant implementing partner and then for the chairperson of the GDS Lead team, the executive Mayor of the Ugu District Municipality and a delegated representative of the implementing partner to sign off on each of the work-plans. These work-plans then become a key monitoring instrument regarding GDS implementation. Implementing partners report back on the implementation of their work-plans through the GDS sector engagement platforms.

This document outlines the monitoring and evaluation processes that will be put in place to ensure that stakeholders are held accountable for their commitments to the implementation of the GDS, and that the GDS partners are able to measure whether their efforts and investments are generating the required return in terms of desired positive socio-economic outcomes in the region.

Brief Overview of the Monitoring and Evaluation Process

These Guidelines propose that the monitoring and evaluation of the implementation of the GDS should take the form of a simple monitoring / oversight process as illustrated in Figure 1.

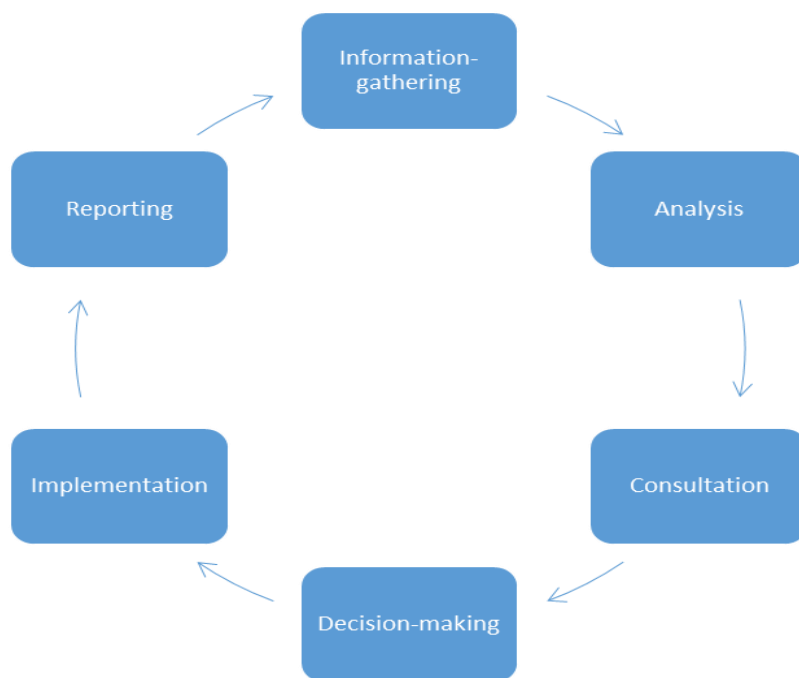


Figure 1 Simple Monitoring/Oversight Process

The intention is for monitoring information to be gathered by the GDS Lead Team, supported by the GDS technical support unit and in co-operation with the Ugu District Municipality, related to the targets and indicators set within each strategic programme. The responsible implementing agents (e.g. municipalities, sector departments, civil society organisation or business association) per intervention area must supply the information required. The implementing partners are required to report by means of both written quarterly progress reports and verbal reporting within the relevant GDS sector engagement platforms. GDS Lead Team members from each of the key sectors, i.e. government, business and civil society will be responsible for ensuring that the required information is supplied.

The GDS Lead Team will utilise the GDS sector engagement platforms to deepen the analysis of the information collected. The idea will be for the GDS Lead Team to utilise these platforms to receive ongoing feedback on implementation and progress towards targets, to assess what the success and inhibiting factors are in terms of performance, and to identify the ways to unblock or facilitate progress. The GDS Lead Team may also utilise bilaterals with implementation partners to gather and analyse information and monitor progress.

This analysis of the information from the GDS implementation partners will be used to inform revised GDS Work-Plans of the relevant implementing partners and will also feed into any revision of the GDS led by the Ugu District Municipality.

The information can also inform reports by the various project partners to their respective governance bodies, including Municipal Councils, MECs, Premier Co-ordinating Councils, Executives and Governing Boards.

The Monitoring and Evaluation Framework contained within the GDS document has an extensive range of indicators that allow the tracking of project and programme implementation of all interventions within each strategic programme. The responsibility for performance and the meeting of targets relates to each indicator lies with the specific implementing partner. The GDS Lead Team

and the various implementing partners are able to ensure accountability as responsibilities are clearly allocated.

In addition to monitoring the overall implementation of the GDS and performance of the various partners, it is proposed that the GDS selects a number of high-level indicators that will provide a high-level GDS performance assessment. These indicators will form the basis of overview reports presented by the GDS Lead Team. These high-level indicators are selected on the basis of the analysis of the aggregate information collected from the various implementing partners and measure performance in terms of the entire GDS value-chain, namely:

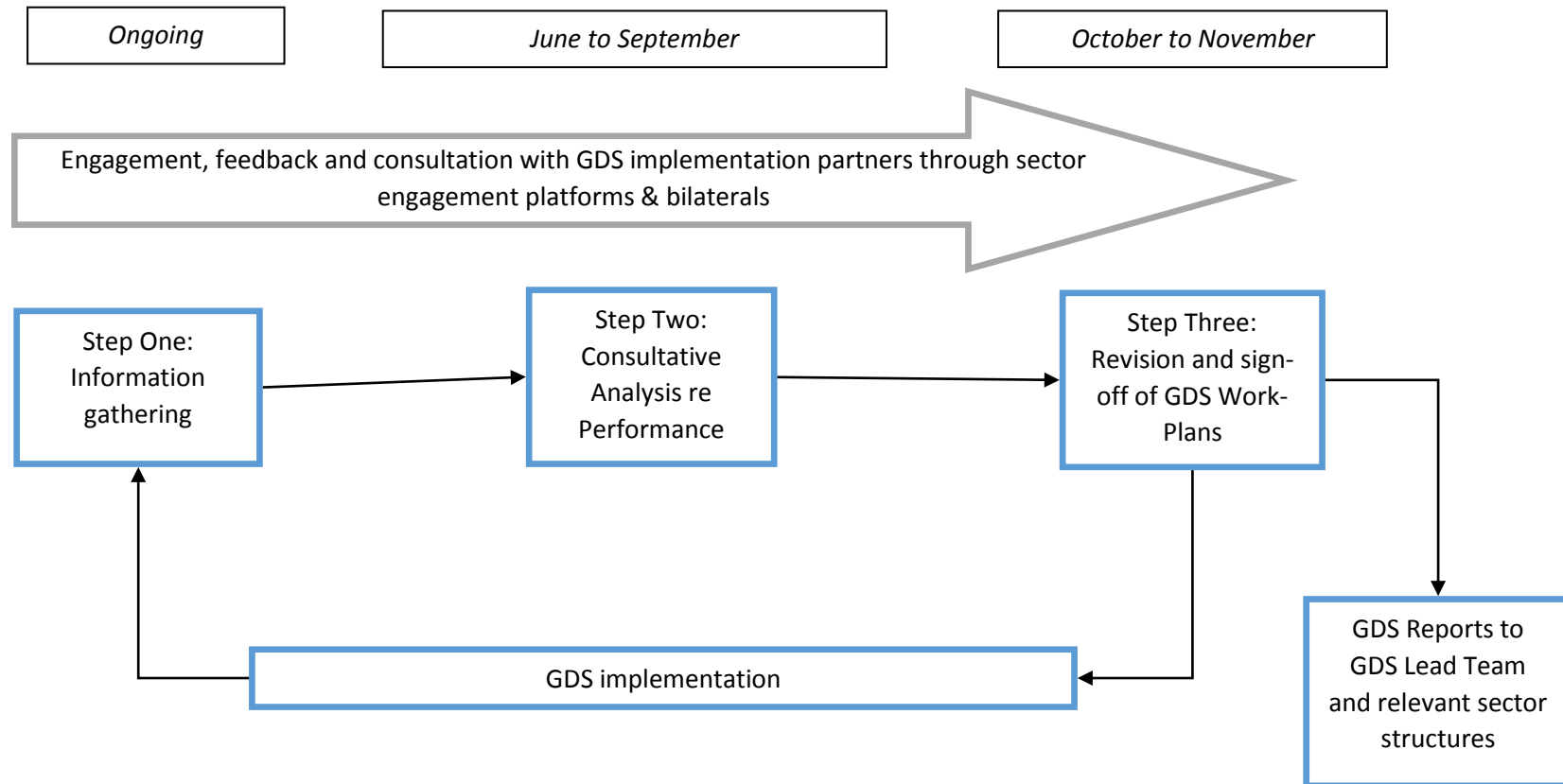
- Input
- Process
- Output
- Outcome

It is also proposed that an external evaluation of the implementation of the Ugu GDS is conducted every three years. This will ensure further accountability of the GDS Lead Team and the various implementation partners and also introduce an external value-adding perspective on both successes and challenges and the ongoing relevance of the GDS. The external evaluation would inform the revision of the GDS every three-years.

Step-by-Step Guide to the M&E Process

These Ugu GDS Monitoring and Evaluation Guidelines support an annual cyclical monitoring process as further illustrated in Figure 2. This process is explained below in terms of three steps, although the cyclical nature of the process must be continuously borne in mind. The time-frames take into account the various planning and budgeting cycles of all spheres of government to facilitate alignment and integration of the Ugu GDS within both municipal, provincial and national budgets.

Figure 2: Process Plan for Ugu GDS Monitoring and Evaluation



Step One: Information Gathering

The Ugu GDS M&E Framework contained within the Ugu GDS document together with the Ugu GDS Work-Plans will inform the kind of information to be collected by the Ugu Lead Team and its technical support unit, in co-operation with the Ugu District Municipality and all implementation partners.

The GDS Lead Team will need to work with programme implementation partners to agree on the final selection of key performance indicators within each strategic focus area and the specific indicators to be included within the particular implementation partner's Ugu GDS Work-Plan.

A monitoring template (Based on the Ugu GDS M&E Framework) is provided as Table 1 below for the recording of all indicators, 2030 targets and MTEF targets. The targets must be aligned to relevant national and provincial targets. This template can only be completed once engagements with all implementation partners have been finalised. It is understood that the specific indicators may need to be changed in order to facilitate alignment with the specific plans and budgets of GDS implementation partners.

Table 1 Ugu GDS Monitoring Template

Strategic Driver		Indicators	Responsible Implementation partner/s	Agreed 2030 Target	MTEF Targets		
					Year One	Year Two	Year Three
1	Spatial Restructuring and Security of Tenure	Increased tenure security and investment					
		Finalisation of land claims					
		Alignment of plans and investment					
		Implementation of road infrastructure plans					
		Alignment of plans and budgets					
2	Sector Development and Support	Commercialisation Programme completed and implemented					
		Increase in the value and volume of high-value agricultural products (excl sugar and timber)					
		Number of Extension Services accessed in the District					
		Number of new research studies completed in Partnership					
		Number of marketing campaigns developed; Number of youths in new agricultural positions					
		Feasibility Study and Identification Projects Completed					
		Percentage of Land Reform Claims settled					
		Feasibility Study Completed and Implementation Commenced					
		Events calendar developed					
		Funding ring-fenced for Implementation					
		Market Strategy Implemented and Rolled-Out					
		Implementation plan developed and rolled out					
		Identify Location; One-Stop Shop established and operational					

Strategic Driver		Responsible	Agreed 2030 Target	MTEF Targets		
		Selected beachfronts upgraded				
		Cycle Route Established				
		Areas Identified and Prioritised within the IDP				
		Investigation Undertaken				
		Identification Undertaken and Sites built into the Relevant Town Planning Schemes and District SDF				
		Manufacturing facility established				
		Number of clothing, textile and design businesses assisted				
		Number of linkages established				
		Industrial Development Plan Developed and Implemented				
		Micro-manufacturing centre established				
		Support Programmes actions implemented				
		Number of small and medium sized manufacturers with new market linkages				
		Mining potential assessment undertaken				
		Programme developed; Number of Small-Scale Farmers established				
		Livestock Improvement Programme implemented				
		Incubation Facilities Established; Number of SMMEs supported				
		Investigation undertaken				
		IPFS Developed and Implemented				
		Number of Creative Initiatives Supported				
		Number of new manufacturers established in Ugu				

Strategic Driver		Responsible	Agreed 2030 Target	MTEF Targets		
		BR&E programme completed and implemented				
		Number of Businesses Supported				
		Reduction in turnaround time of mandatory regulatory processes				
		Improvement in the access to funding for viable business ventures				
		Engagement with relevant departments; Resolution in terms of Action plan				
3	Education and Skills Development	Assessment undertaken				
		Funding acquired and ECD centres established				
		Number of engagements undertaken				
		Number of functional linkages established				
		Number of functional school clusters established				
		Teacher Development Programme established				
		Principle Leadership Programme established; Number of Principles Graduated				
		Investigation undertaken; Training Centre Re-opened				
		Minimum Standards Set and Rolled Out				
		Career Awareness Campaign Launched				
		Number of Mobile Support Programmes Rolled Out				
		Attendance of Education Officials at IDP consultations				
		HIV/AIDs Awareness Campaign Rolled out and Maintained				
		Annual Science Exhibitions established				
		Number of matriculants enrolled in learnerships				

Strategic Driver		Responsible	Agreed 2030 Target	MTEF Targets		
		Establishment of a Shared Technology Centre				
		Job centre established; Number of Graduates placed in formal positions				
		Number of Distance Learning Matriculants and Graduates				
		Agri-College Established; Number of Graduates				
		FET Boards have Private Sector Reps				
		Investigation undertaken and Implementation Plan Developed				
		Apprenticeship Plan implemented				
		Number of youths enrolled in Bursary programmes				
		Number of mentorship programmes established with retired professionals				
		Number of learnerships and in-service training opportunities provided				
		Development of a Forum to nurture these relationships				
		Shared Training Centre established				
4	Ensure the Safety and Empowerment of Communities	Joint planning engagements undertaken				
		Number of food garden support and work-for-food programmes implemented				
		Number of recipients of the Sukuma Sakhe programme				
		Hectares of new agricultural land in Traditional Authority Areas				
		District strategy implemented				
		Number of School and Community Gardens established				
		Number of FTEs created				
		Number of successful engagements undertaken				

Strategic Driver		Responsible	Agreed 2030 Target	MTEF Targets		
		Health Forum Established				
		Number of NGOs and CBOs engaged and supported				
		Roll-out of Substance Abuse Programme; Number of Substance Abuse Cases Reported				
		Number of HIV/AIDS and Teenage Pregnancy Programmes rolled-out				
		Number of graduates of CSI Programme; Increase in the savings level				
		Community ABET Programme Developed and Implemented				
		Number of Children with disabilities supported				
		Analysis undertaken; Number of NIP and Community Centres re/developed				
		Sustainability plan implemented				
		Number of arts and craft initiatives undertaken				
		Vulamehlo Cultural Village established				
		Specified informal settlements upgraded				
		Number of households that have received sustainable services				
		Number of new affordable and social houses developed				
		Identified area receives an old-age home				
		Upgrade programmes implemented in selected towns				
		Required standards met at identified rural nodes				
		Identification undertaken				
		Number of banking accounts opened through facilitation				
		Attendance register of Community Policing Forum				

Strategic Driver		Responsible	Agreed 2030 Target	MTEF Targets		
		Anti-Crime Strategy developed and actions implemented				
		Programme developed and interventions implemented				
5	Strategic Infrastructure Development	Resources for the airport mobilised				
		Development of the Small-Crafts Harbour				
		Key branch lines rehabilitated				
		Upgrade of P77 and P58				
		Upgrade of the P728, P238, P327, P57				
		Upgrade of R61 completed				
		Tarring completed				
		Road links upgraded				
		N2 access improved				
		Rural access roads rehabilitated				
		Rural access roads rehabilitated				
		Public transport facilities developed in confirmed nodes				
		Integrated Transport Plan Development				
		Inter-modal plan developed				
		Feasibility study undertaken				
		Broadband Programme developed				
		Implementation of Broadband roll-out				
		Investigation undertaken				

Strategic Driver		Responsible	Agreed 2030 Target	MTEF Targets		
		Bulk capacity increased				
		Number of Solar Lights installed at identified settlements				
		Number of industrialists that take up incentives				
		Roll-out of Rural Water delivery plan				
		Water Resource Management Plan developed				
		Feasibility Studies Developed				
		Development of Infrastructure Plan				
		Water reticulation provided to all identified areas within Ezingoleni				
		Water and waste water infrastructure upgraded				
		Water and waste water infrastructure upgraded				
		Awareness Campaign developed				
6	Institutional Development	Structure Established; Number of GDS Interventions implemented				
		Inter-Governmental District Planning Forum established and functional				
		Reviewed structure				
		Assessment undertaken				
		Stakeholders Engagement Platform established				
		Business-government co-operation platform established				
		Transparency in development charges				
		Mechanism Established				
		IGR structure sufficiently strengthened				

Strategic Driver		Responsible	Agreed 2030 Target	MTEF Targets		
		Additional Shared Services offices established throughout the District				
		Shared Customer Care Centre Established				
		Number of municipal officials mentored from retired professionals				
		Assessment undertaken and required technical skills acquired				
		Clean Financial Audit achieved				
		Number of Fraud and Corruption claims reported to the MM forum				
		Reduction in the number of fraud and corruption cases within the Social Grant System				
		Number of days taken for a disciplinary process to be completed and defendant prosecuted				
		Percentage of Procurement fulfilling BBBEE requirements				
		Improved number of businesses meeting regulatory standards				
		Number of services established and functional				
		Percentage of Land Claims finalised				
		Number of successful engagements undertaken; Number of issues actively addressed by National Government				
		Annual GDS M&E Report Developed				
		Strong leadership identified and publicised; Number of GDS Interventions successfully implemented				
7	Environmental Sustainability	Energy Forum established and functional				
		Integrated Energy Strategy undertaken; Pilot projects implemented				
		Number of new co-generation initiatives implemented; Number of kW of renewable energy generated				
		Investigation undertaken and action steps developed				

Strategic Driver		Responsible	Agreed 2030 Target	MTEF Targets		
		Recommendations implemented				
		Ugu SEA review completed				
		Sustainable Practices Developed and Implemented				
		Joint Planning Forum established				
		Review completed; Implementation plan developed and initiated				
		Percentage of land under land-use management schemes				
		Reduction in the turn-around time of EIA assessments				
		Review completed; Implementation plan developed and initiated				
		Integrated Waste Management Plan developed				
		Number of sequestration activities in operation				
		Number of new green initiatives implemented by industry				
		Water Catchment Management Strategy implemented				
		Disaster Management Capacity shortages addressed				
		Percentage of businesses that are compliant with regulation				
		Reduction in the amount of degraded land under conservation and protection				
		Database established and annual report developed				

The Ugu GDS Monitoring Template is an overall summary of the performance indicators. The Ugu GDS Work-Plans allocate these indicators to the respective implementation partners to ensure accountability. These performance indicators are signed off by designated representatives of all relevant parties through the signing of the Work Plans.

The format of the Ugu GDS Work-Plans includes columns for the recording of key performance indicators and targets (See Appendix C). The 2030 target remains the overall target, but interim targets linked to the Medium Term Expenditure Framework must also be included in order to facilitate the tracking of progress. This ensures that the implementing partner responsible for meeting the performance target is held accountable throughout the GDS implementation process. Interim targets are revised for every MTEF period where relevant. As such, the information contained within the Work-Plans must correlate with the information recorded on the overall GDS monitoring template.

All Ugu GDS implementation partners must report to the GDS Lead Team on a quarterly basis regarding progress with project implementation and achieving of targets within their specific performance area. Reports must be in a written format, although verbal reporting should take place within the GDS sector platforms and the GDS Lead Team meetings.

The format of the written reports is directly linked to the GDS Work-Plans and is presented in the template in Figure 4. It is a simple format to avoid concerns of additional and strenuous reporting demands by the various implementation partners.

Table 2

UGU GDS IMPLEMENTATION PROGRESS REPORTING FORMAT	
Name of Ugu GDS Implementing Partner:	
Name and Contact Details of Person Responsible for implementation of Ugu GDS Work-Plan	
Name and Contact Details of Person responsible for this Report	
Reporting Quarter	
Date Submitted	
Signature of person responsible for the report	
Signature of person responsible for the implementation of the Ugu GDS Work Plan	
Signature of receiving officer for the GDS Lead Team	
Date received	
Ugu GDS Strategic Driver	
Strategic Programme	
Key Intervention Area	
Planned Projects/Actions	
Indicators	
MTEF Targets	
Plans for past Quarter	
Progress to date with implementation of Projects/Actions and plans for past quarter	
Progress to date against targets	
Achievements/challenges thus far and implications for overall GDS implementation	
Quality of GDS partnerships experienced thus far	
Follow-up required and by whom?	
Budget spend against planned budget for this quarter and total allocated budget	
Any adjustment to Implementation Time-Frames	
Plans for the next quarter	
Any reflections or recommendations	

Step Two: Consultative Analysis of the Information

These Guidelines include tools to assist the analysis of the information collected from the various implementation partners in order to enable and inform consultations regarding performance and to inform the revision of GDS Work-Plans.

First, the GDS Lead Team and the technical support unit must assess the quarterly reports from each implementing partner. The reports should be divided according to:

- Implementation that is on track with plans (Blue)
- Implementation that is generally on track – there are some obstacles but they are being addressed by the implementation partner (Green)
- Implementation that is stalled – requires some technical assistance from the GDS Lead Team and support unit to unblock (Orange)
- Implementation that is blocked – requires the GDS Lead team to escalate the issue to relevant governing structures (Red)

A summary report is prepared and used as a further progress monitoring tool by the GDS Lead Team. The format of the report is included as Table 3. This will allow the GDS Lead Team to have a “birds-eye” view of the performance of the individual implementation partners and a means of managing performance.

Secondly, the GDS lead team must review the performance of each implementing partner in terms of meeting the agreed targets. The individual GDS Work-Plans of the implementing partners contain these targets. Any need to revise targets must be raised at the relevant sector platform and with the GDS Lead Team. The signatories to the GDS Workplans, namely the GDS Lead Team chairperson, the Executive Mayor of the Ugu District Municipality and the designated representative of the implementation partner will be required to sign off on revised Work-Plans and targets.

Thirdly, the GDS Lead Team must produce a summary report on GDS Implementation focused on four levels of indicators, namely:

- Input
- Process
- Output
- Outcome

The indicators within each level are focused on providing a high-level summary on progress with regard to GDS implementation. The indicators proposed are:

Input Level

From the information, the GDS Lead Team will be able to assess inputs from the different GDS implementation partners in terms of:

- Overall budget allocation and spend
- Human resource allocation to the GDS

Process Level

At a process level the GDS Lead Team will be able to analyse:

- Actual against planned implementation of projects
- Reasons for any discrepancies
- Rectification measures underway
- Planned versus actual frequency of stakeholder platforms
- Quality of partner relationships and engagements
- Actual against planned implementation time-frames
- Relative performance in terms of process of the implementing partners
- Alignment of plans and budgets amongst implementation partners

Output Level

At an output level, the GDS Lead Team will be able to analyse:

- Actual versus planned project completion
- Increased tenure security within rural areas (increase in number of title deeds transferred) and percentages of outstanding land reform claims settled
- Increased investment both within rural and urban areas
- Number and value of support programmes implemented
- Number and value of new infrastructure investments made
- Number of partnerships forged
- Improved customer satisfaction of municipalities

Outcome Level

Outcome level indicators will not be sourced from the quarterly reports of implementation partners but will be sourced annually from relevant parties. At the outcome level, the GDS Lead team will be able to measure:

- Growth in GDP-R (South African Reserve Bank, Quantec)
- Growth in GVA of the Ugu district (SARB, Quantec)
- Labour Absorption Rate (Stats SA, Quantec)
- Decrease in unemployment rate (Stats SA)
- National Senior Certificate Examination pass rate (Department of Basic Education, Stats SA)
- Improved matric exemption pass rate (Department of Basic Education, Stats SA)
- Improved level of social capital (level of trust) (Ugu DM customer satisfaction survey)

This information will position the GDS Lead team strongly to engage with the various stakeholder platforms regarding both implementation performance and impact of the GDS

Step Three: Revision and sign-off of the GDS Work-Plans

Implementing partners that have received orange or red performance assessments from the GDS Lead Team will need to be engaged bilaterally in order to assess whether any revision of the GDS Work-Plans is necessary.

Implementing partners that have been assessed blue or green may be engaged if broader GDS developments encourage revisions to partner Work-Plans.

The revised GDS Work-Plans need to be signed off by all three signatories. The various implementing partners are responsible for reporting to their various governing bodies.

Three-Yearly GDS Performance Evaluations

Whilst the GDS monitoring and evaluation system is ongoing and provides a sound basis for continuous assessment and review of the GDS, it is also proposed that an external evaluation is conducted at three-yearly intervals to review the performance and robustness of the Strategy. A proposed scope of works is outlined below:

Purpose of Evaluation	To review the performance of the Ugu GDS over the past 3 years and to assess the relevance of the GDS to the current Ugu socio-economic context
Scope of Work	<p>The scope of work includes assessing the:</p> <ul style="list-style-type: none">• Overall success of the GDS implementation• Relative performance of individual implementing partners• Performance of the GDS Lead Team and Technical Support Unit• Functioning of the GDS sector engagement platforms, i.e. government, business and civil society• Effectiveness of the GDS monitoring and evaluation system• Effectiveness of existing institutional arrangements• Level of buy-in and commitment of stakeholders• Success of the GDS in terms of addressing the socio-economic challenges identified• Relevance of the existing Ugu GDS

	The service provider will be required to make recommendations with regard to improved performance and the relevance of the GDS.
Methodology	The service provider will be required to conduct a participatory evaluation ensuring that all key stakeholders are consulted. Individual and collective stakeholder engagements will be required. In addition, the service provider must review all written monitoring reports and sources (including previous evaluation documents). The assessment of the relevance of the existing Ugu GDS will require a review of the socio and economic performance of the district and of stakeholders perceptions of the key challenges facing the district.
Deliverables	An evaluation report that addresses all areas contained within the scope of work and makes clear recommendations with regard to improved performance. The methodology applied for the evaluation must be clearly stated in order to assess its applicability for future evaluations.
Skills required from Service Provider	The service provider must have skills and experience in the fields of: <ul style="list-style-type: none"> • Programme monitoring and evaluation • Economic and social development • Inter-governmental relations • Programme management • Strategy development and implementation • Local government • Stakeholder engagement and management
Time- Frame	The evaluation should be completed within a period of 3 months and a maximum of 60 days.

Summary

The intention is for these **Guidelines on Ugu GDS Monitoring and Evaluation**, together with the supporting **Toolkit**, to position the GDS Lead Team and programme implementation partners to deliver on commitments made within the GDS. If implemented there should be structured tracking of performance and support responses where required. The Guidelines ensure that there is credible reporting and that assessment of impact and outcomes will be possible.