



**22<sup>nd</sup> April 2026**

Theme: Integrated Assurance for High-Performing Public Institutions

**Envisaged impact of monitoring and evaluation  
as a strategy to drive performance**



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**Wits Graduate School of Governance**

# Terms of reference

## Hosting organisation

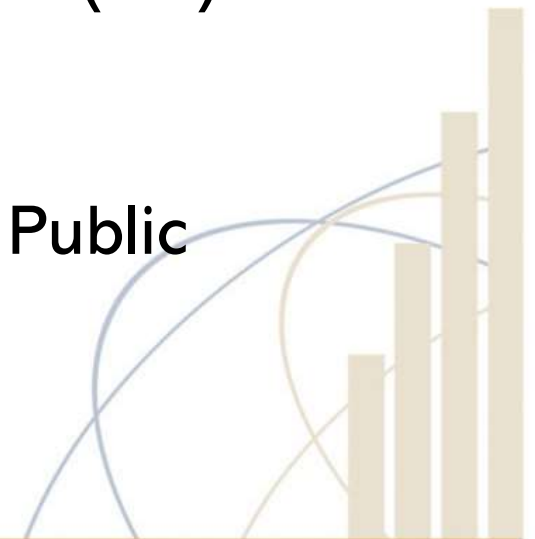
- Chartered Institute of Government Finance, Audit & Risk Officers (CIGFARO)

## Function

- Audit, Risk & Performance Indaba, 20–23 April 2026, East London International Convention Centre (ICC)

## Theme

- Integrated Assurance for High-Performing Public Institutions



# Terms of reference

## Intended audience and general aim

- Public sector leaders and practitioners
- Discuss key issues relating to governance, audit, risk management, and performance improvement in public institutions

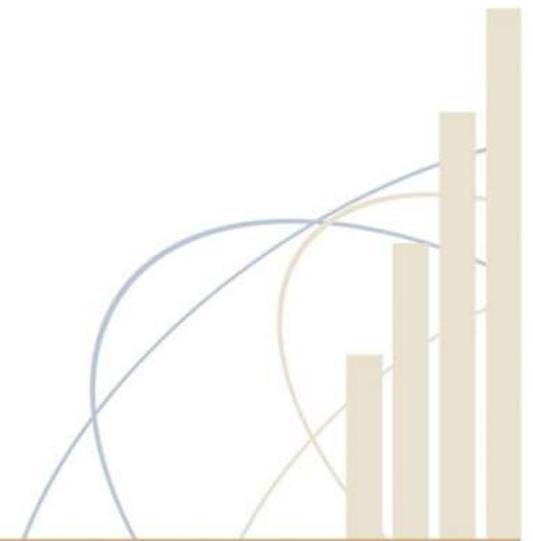
## Specific discussion

- How Performance can be improved and the impact of monitoring and evaluation as a strategy to drive performance



# Presentation outline

- Performance improvement in public institutions
- Monitoring and evaluation as a strategy to drive performance
- Envisaged impact of monitoring and evaluation as a strategy to drive performance
- Integrated assurance for high-performing public institutions



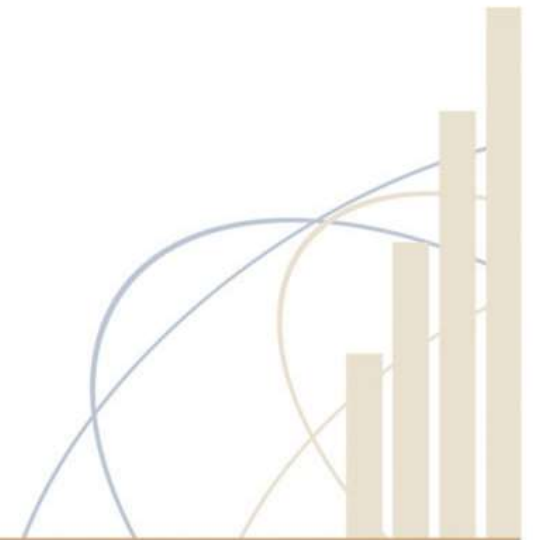


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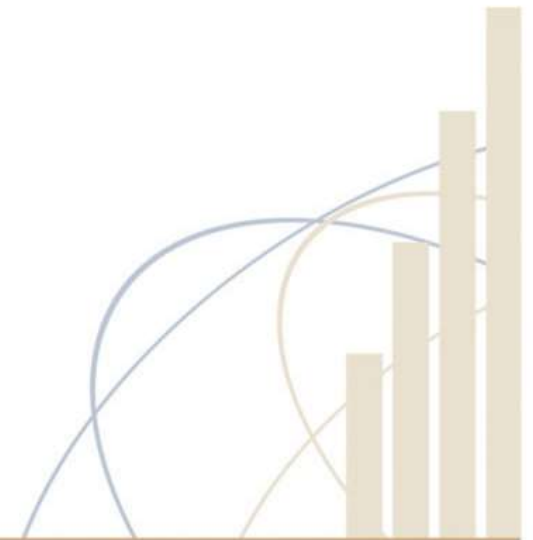
# Performance improvement in public institutions

- Instituting explicit systematic activities that enhance effectiveness, relevance, sustainability, and efficiency
  - Collecting and collating public resources
  - Converting public resources into public services and products that lead to positive outcomes and impact in the community that the public institutions are serving



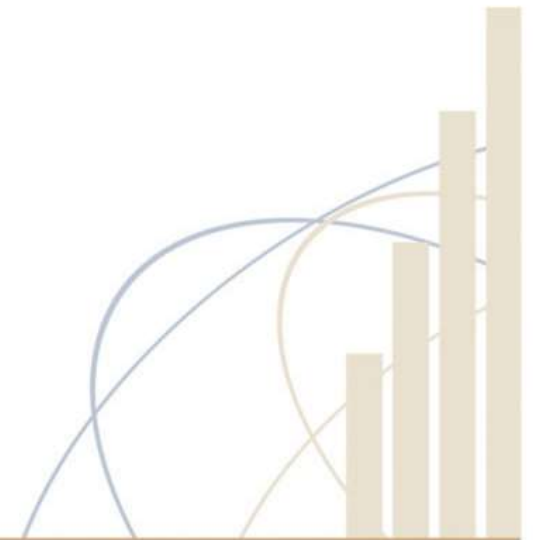
# Performance improvement in public institutions

- Delivers value for money, optimises resource use, improves public service delivery, and citizen satisfaction
  - Provides for accountability, transparency, and oversight ('good' governance)
    - A pillar for public trust and sustainable development



# Performance improvement in public institutions

- Establishing a 'living' results-chain cum theory of change
  - Impact < Outcomes < Outputs < Activities < Inputs
- Establishing the accompanying results-framework
  - Indicators = Baseline values > Target values, assumptions and risks



# Performance improvement in public institutions

- Using the results-framework to ...
  - Collect, collate, process, reliable data and information
  - Critical analysis of the data and information
  - Identify performance gaps
  - Design and implement interventions
    - Taking on board change management
    - Engage stakeholders
  - Monitor progress > review and learn
  - (Re)align with policy goals and governance frameworks



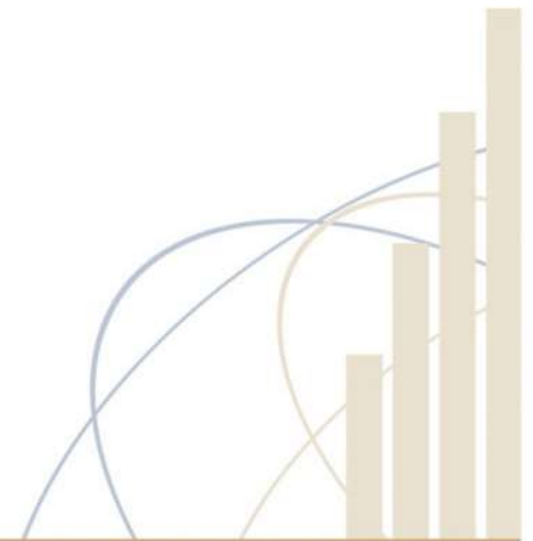


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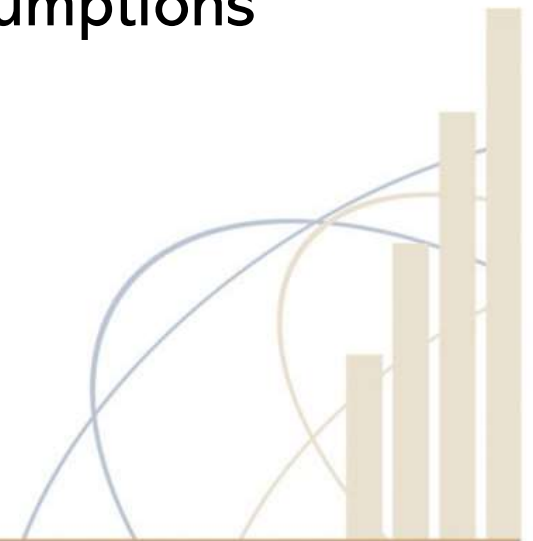
# Presentation outline

- Performance improvement in public institutions
- Monitoring and evaluation as a strategy to drive performance
- Envisaged impact of monitoring and evaluation as a strategy to drive performance
- Integrated assurance for high-performing public institutions

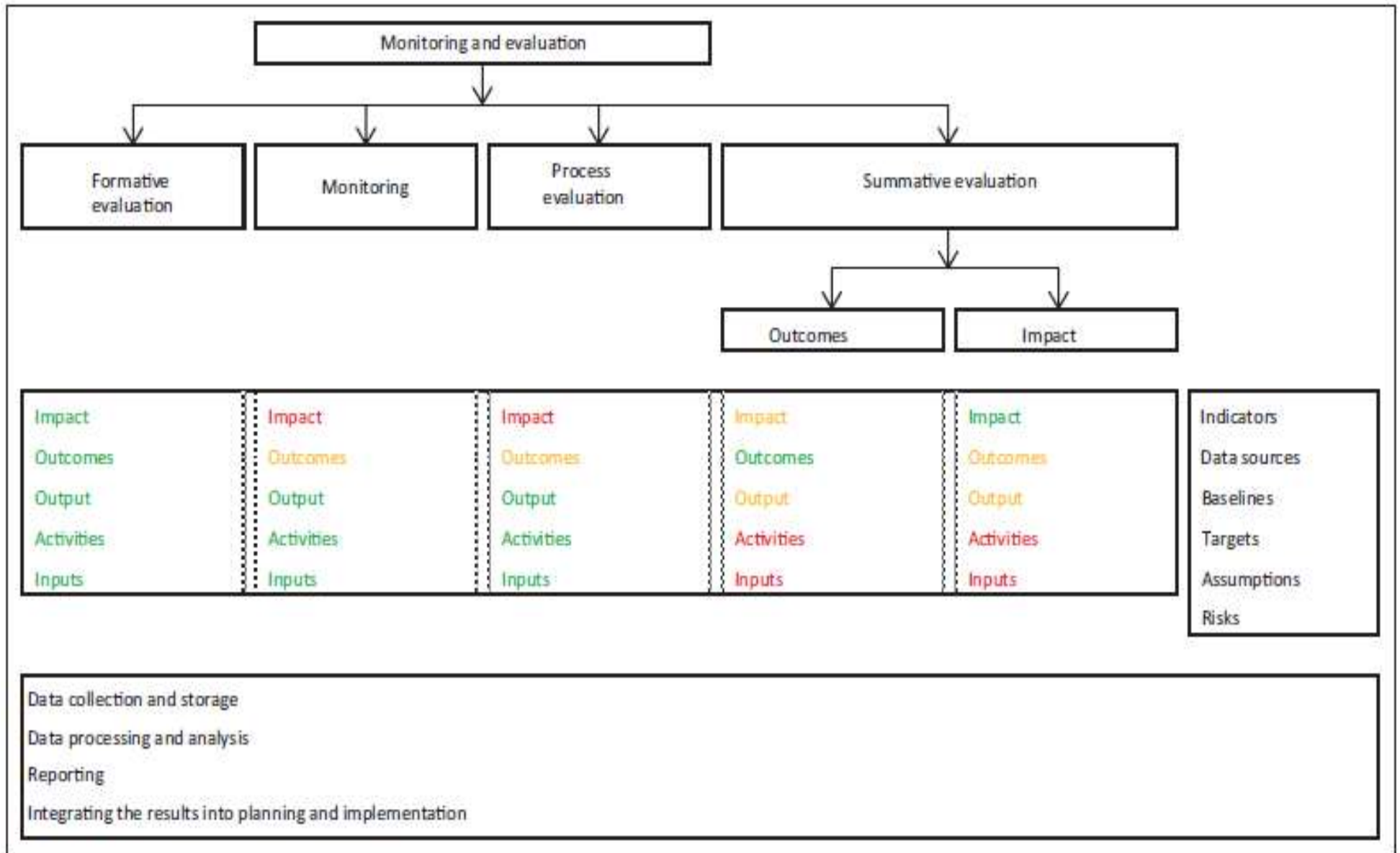


# Monitoring and evaluation as a strategy to drive performance

- Monitoring provides for continuous tracking of interventions to ensure its on course with regards provision of inputs, conversion of inputs to outputs, and outputs are fit for purpose
- Evaluation provides for periodic assessment of interventions for effectiveness, relevance, sustainable, efficiency at significant stages of an intervention
  - Examine whether the frameworks and assumptions underlying interventions are valid

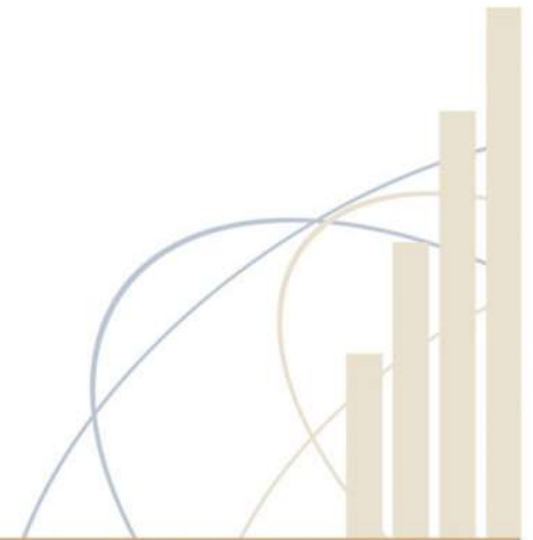


# Monitoring and evaluation as a strategy to drive performance



# Monitoring and evaluation as a strategy to drive performance

- To inform the collection and collation of data and information, monitoring and evaluation requires the results-chain:
  - Impact
  - Outcomes
  - Outputs
  - Activities
  - Inputs
  
- As well as the accompanying results-framework
  - Indicators (and data sources)
  - Baseline values
  - Target values
  - Assumptions
  - Risks



## Results framework

	Indicators	Baseline values	Target values	Assumptions	Risks
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**Impact**  
Higher and long-term aspirations (positive and negative, primary and secondary) towards which an intervention must contribute.

Direct or indirect qualitative attributes or quantitative variables used to measure the impact being created by the intervention. Should include sources of data for each impact indicator.

Values of impact indicators describing the situation before an intervention ... against which progress towards attaining impacts can be measured or comparisons made.

Values of impact indicators describing the situation that should be realised because of (or after) an intervention.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention but necessary to guarantee the successful achievement of its desired impact.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention that might negatively affect attaining the desired impact.

**Outcome**  
The expected or achieved short to medium term results due to an intervention's outputs which are relevant to the achievement of the intended impacts.

Direct or indirect qualitative attributes or quantitative variables used to measure the outcomes being created by the intervention. Should include sources of data for each outcome indicator.

Values of outcome indicators describing the situation before an intervention ... against which progress towards attaining outcomes can be measured or comparisons made.

Values of outcome indicators describing the situation (number, proportion, timing, and location) that should be realised because of (or after) an intervention.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention but necessary to guarantee the successful achievement of its desired outcomes.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention that might negatively affect attaining the desired outcome.

**Output**  
Products and services as well as changes resulting from activities of an intervention which are relevant to the achievement of outcomes. These are under the control of the intervention management team.

Direct qualitative attributes or quantitative variables used to measure the outputs of an intervention. Should include sources of data for each output indicator.

Values of output indicators describing the situation before an intervention ... against which progress towards attaining outputs can be measured or comparisons made.

Values of output indicators describing the situation (number, proportion, timing, and location) that should be realised because of (or after) an intervention.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention but necessary to guarantee the successful achievement of its desired outputs.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention that might negatively affect attaining the desired outputs.

**Activities**  
Actions taken or work performed through which inputs or resources are mobilised to produce outputs of an intervention.

Direct qualitative attributes or quantitative variables used to measure the activities of an intervention. Should include sources of data for each activity indicator.

Values of activity indicators describing the situation before an intervention ... against which performance can be measured or comparisons made.

Values of activity indicators describing what should be done (number, proportion, timing, and location) to realise intended outputs of an intervention.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention but necessary to guarantee its activities.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention that might negatively affect implementing the desired activities.

**Inputs**  
The financial, human, and material resources required by the intervention management to produce outputs.

Direct qualitative attributes or quantitative variables used to measure inputs of an intervention. Should include sources of data for each input indicator.

Values of input indicators describing the situation before an intervention ... against which availability and consumption of inputs can be measured or comparisons made.

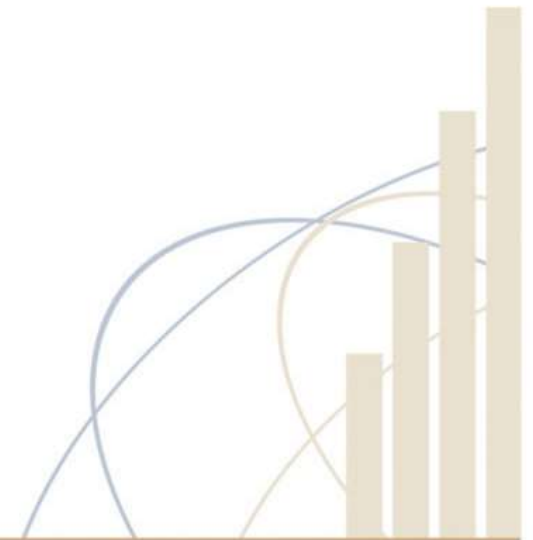
Values of indicators describing inputs (number, proportion, timing, and location) required to perform prescribed activities of an intervention.

Hypotheses about events, conditions, decisions, and factors outside the intervention control but necessary to guarantee availability of its inputs.

Hypotheses about events, conditions, decisions, and factors outside the control of the intervention that might negatively affect the availability of the desired inputs.

# Monitoring and evaluation as a strategy to drive performance

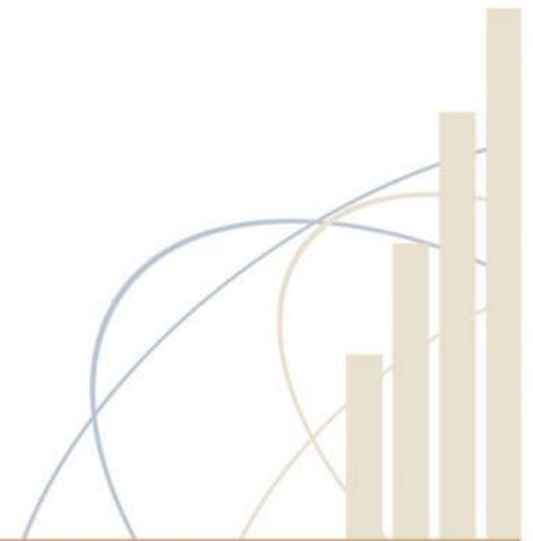
- The monitoring and evaluation data and information collected and collated is later on processed and analysed
  - Empirical results versus findings
  - Decision-making
  - Integration into implementation and planning of the next cycle





# Presentation outline

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- Integrated assurance for high-performing public institutions

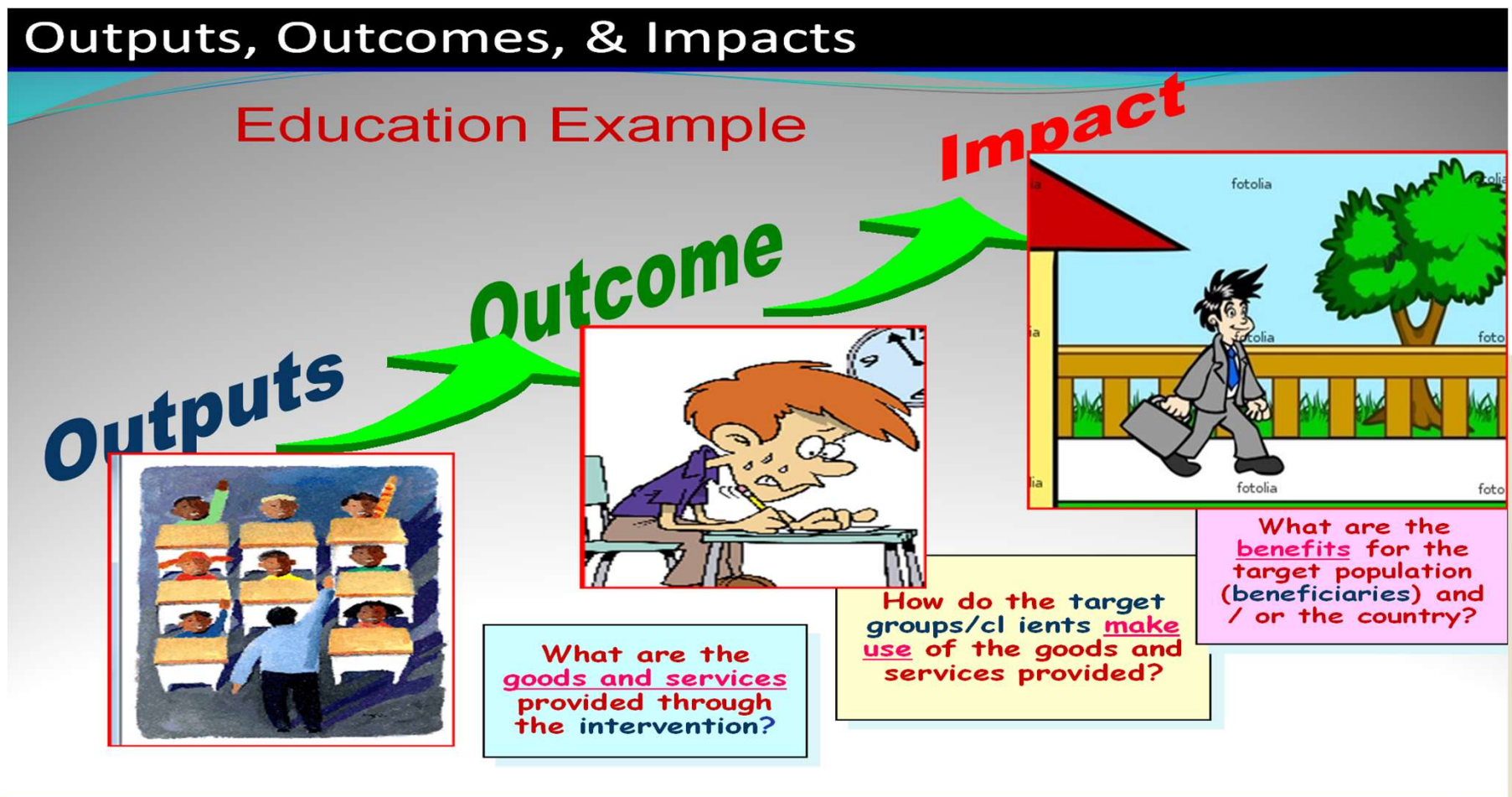


# Envisaged impact of monitoring and evaluation as a strategy to drive performance

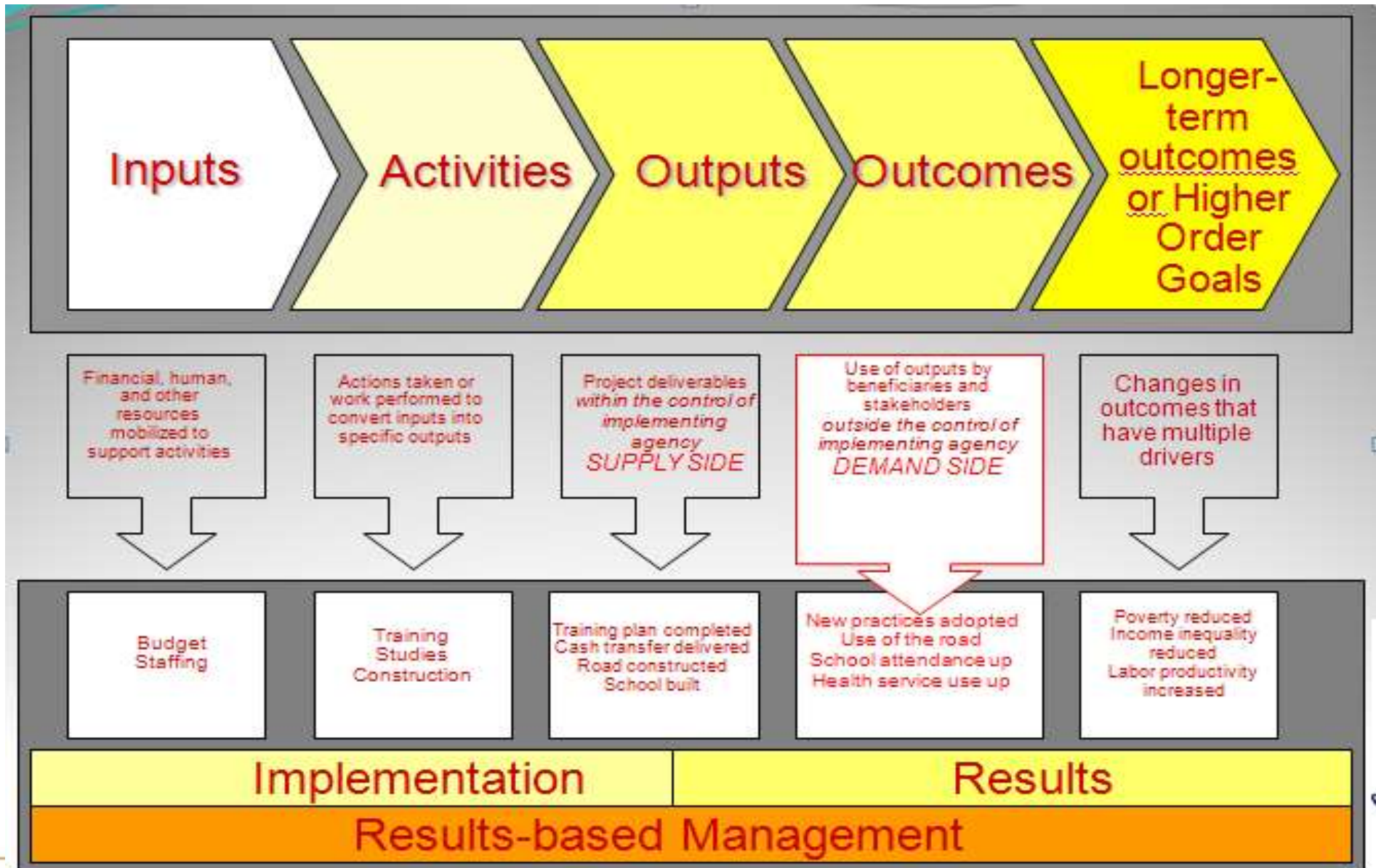
- **Gear 1: Absent or ineffective monitoring and evaluation due to lack of political will**
- **Gear 2: Monitoring and evaluation for compliance**
- **Gear 3: Monitoring and evaluation institutionalised or streamlined within the key business of an institutional or organisation**
  - Effective and efficient public administration, operations management, and general decision making (Fourie 2006)
  - Institutional and organisational arrangements that foster integrity, accountability and transparency (Adejemboi 1998; Labelle 2010)
  - Performance improvement in public institutions

# Envisaged impact of monitoring and evaluation as a strategy to drive performance

- The push for outcomes and impacts rather than activities and outputs



# Envisaged impact of monitoring and evaluation as a strategy to drive performance



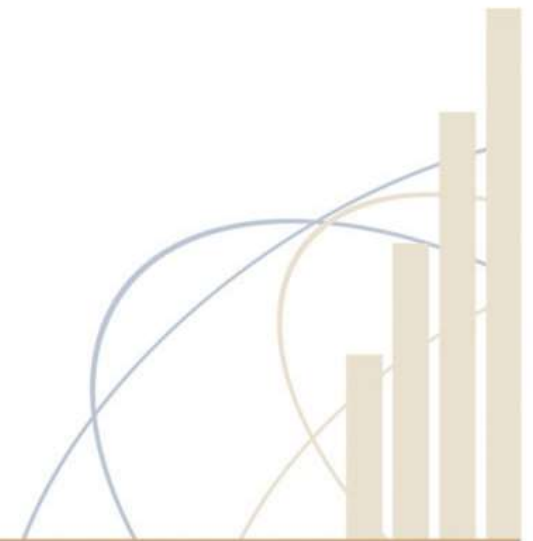


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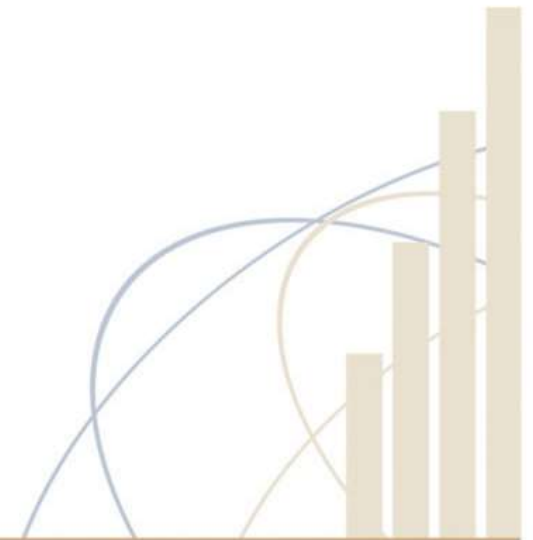
# Presentation outline

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- **Integrated assurance for high-performing public institutions**

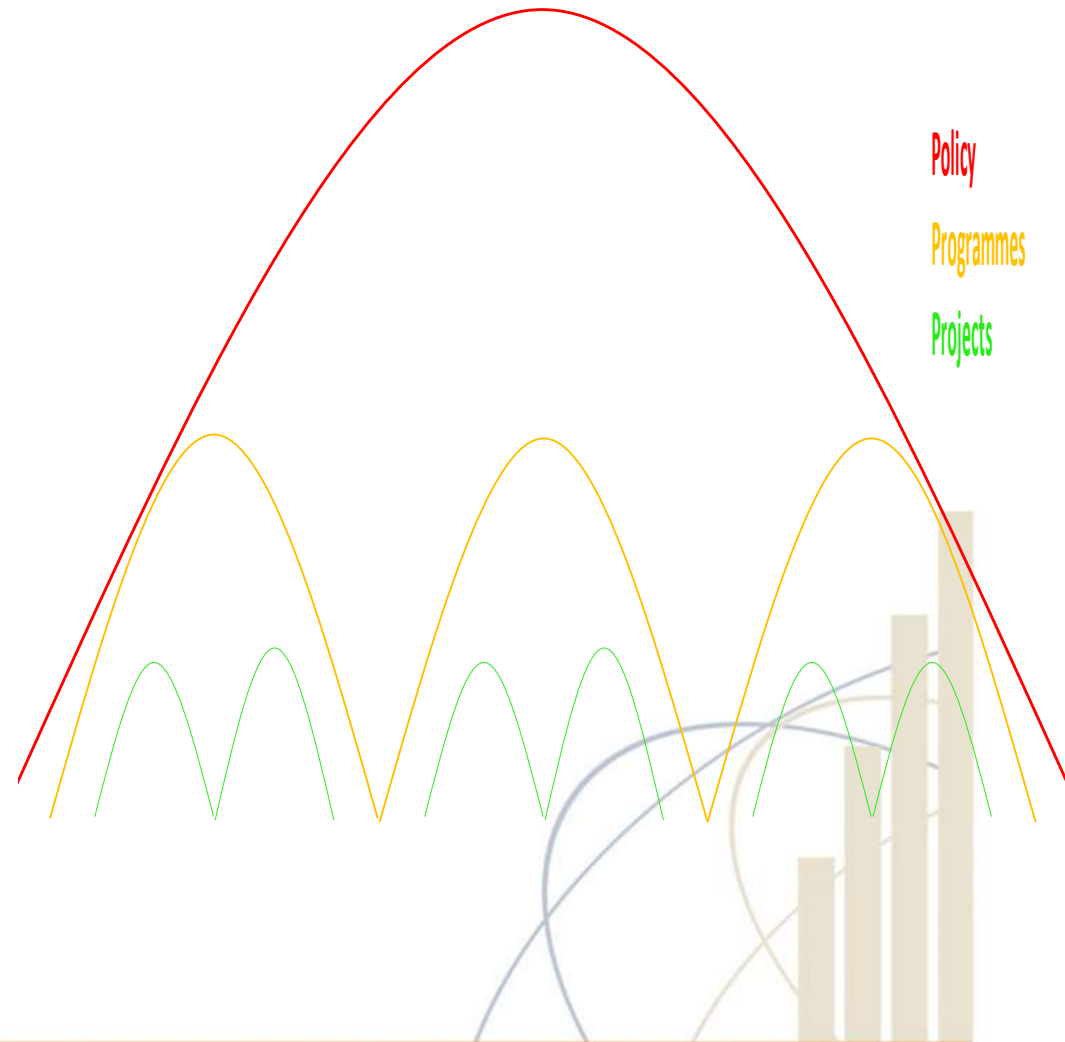
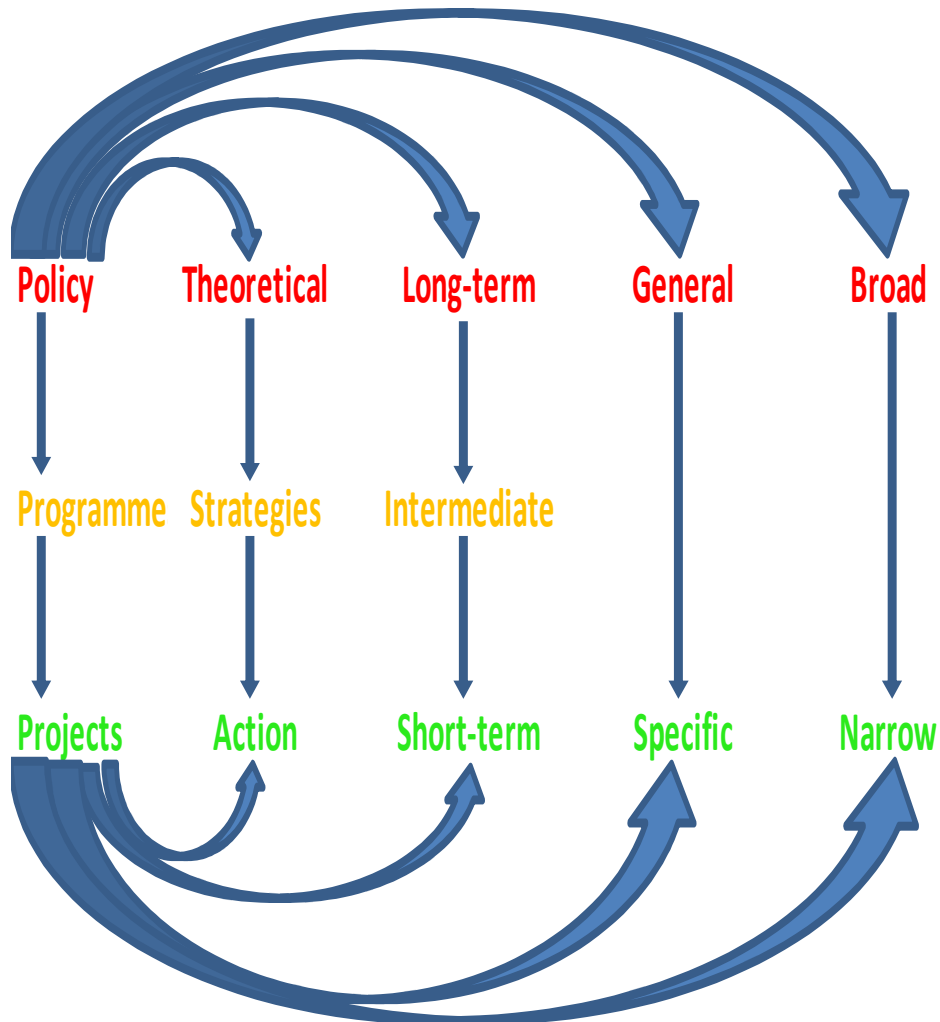


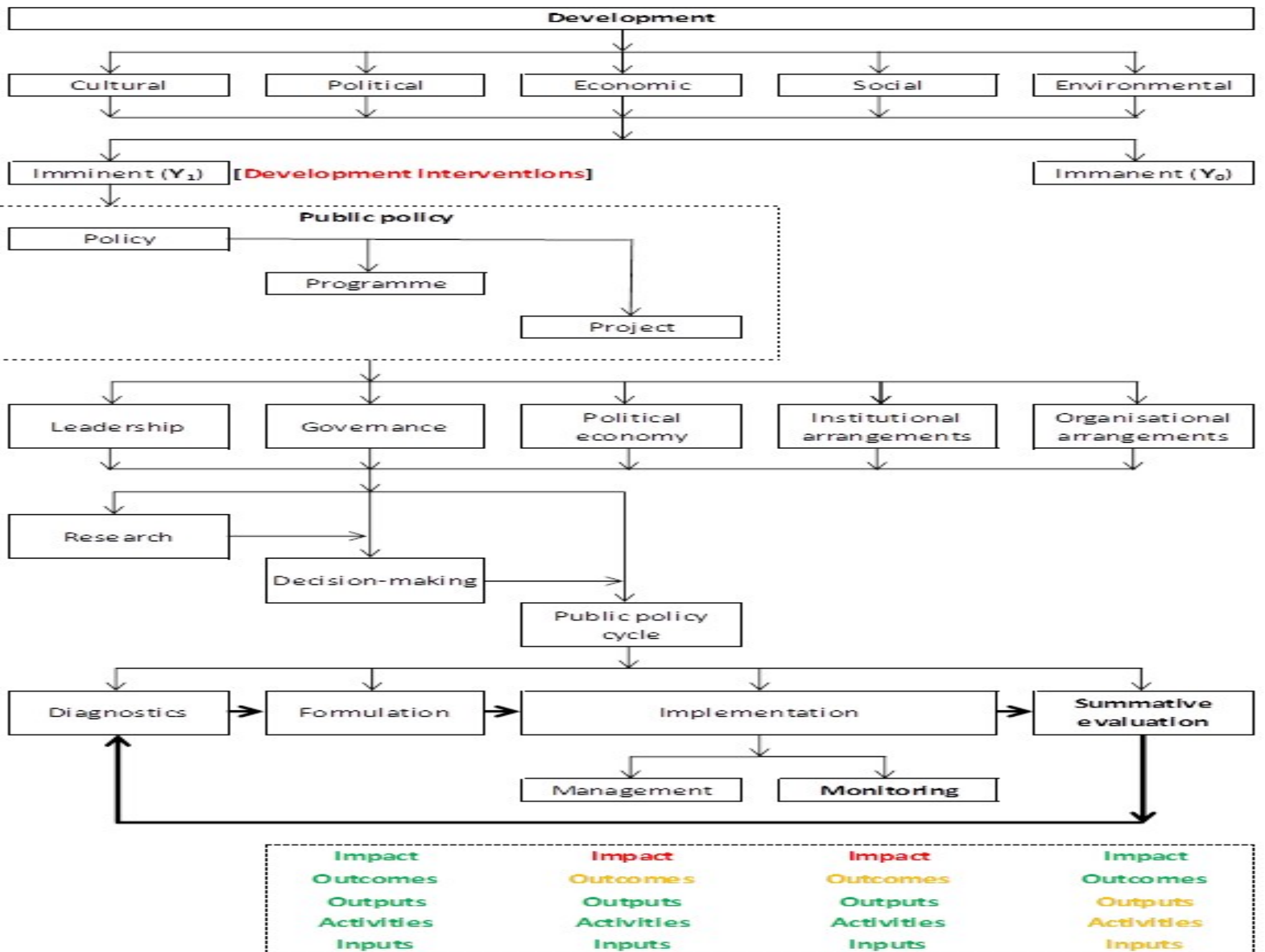
# Integrated assurance for high-performing public institutions

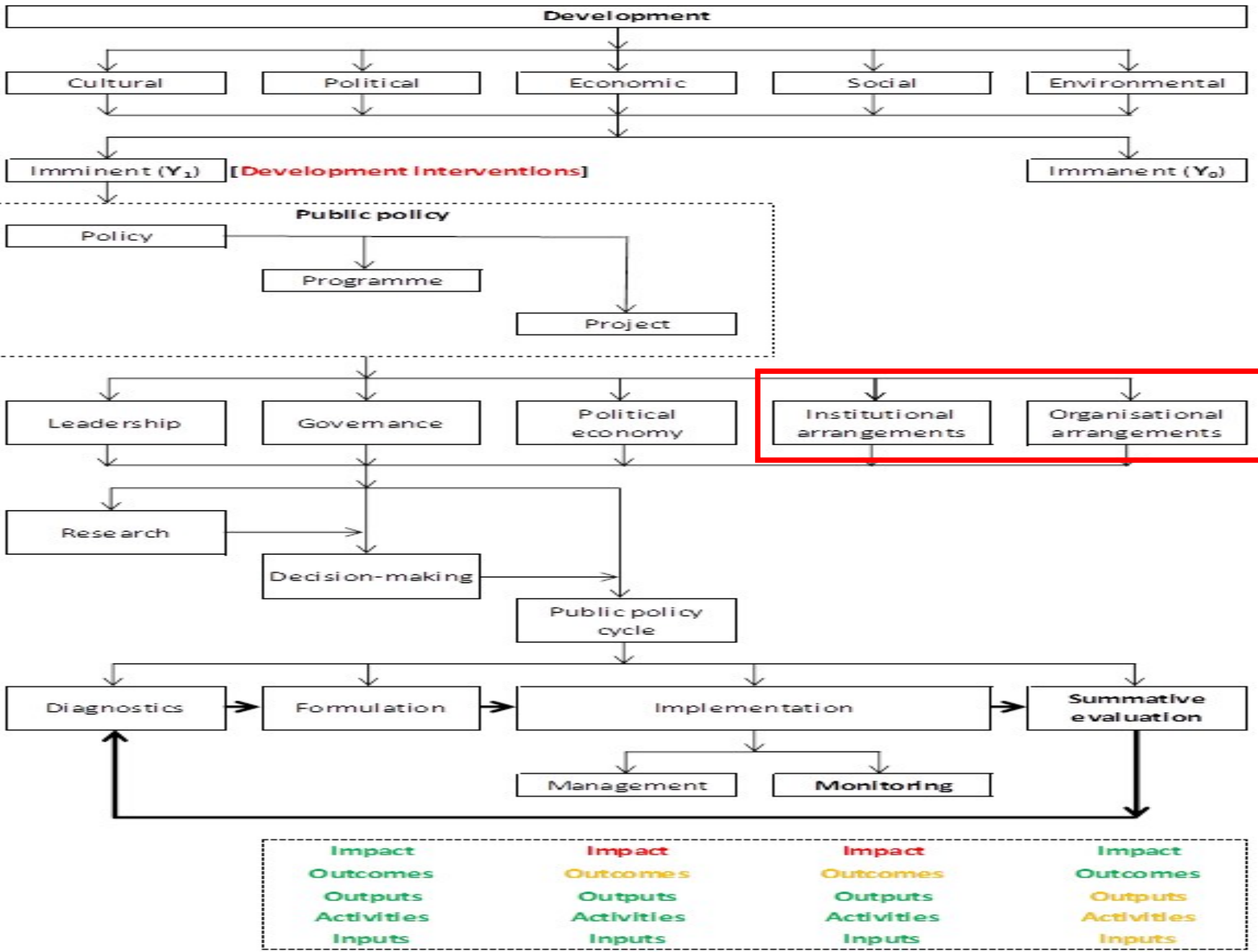
- The desire and need for evidence-based decision-making
- Explicit integration of the monitoring and evaluation function
- Due consideration of the context
  - Physical
  - Discourse
- The broader picture



# Integrated assurance for high-performing public institutions







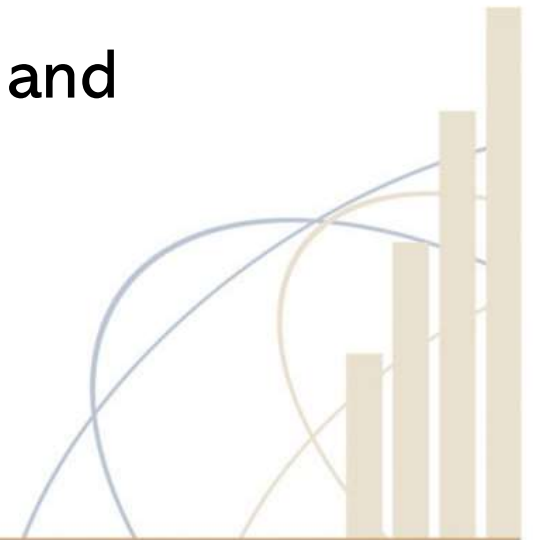
# Integrated assurance for high-performing public institutions

- Monitoring and evaluation
  - ... is developmental because we use it to assess development interventions (Laycock, 2019)
  - ... part and parcel of the public policy cycle (Skok, 1995)
    - Concept in the public policy discourse that illustrate, under normal circumstances, the distinctions between different phases in the policy-making process



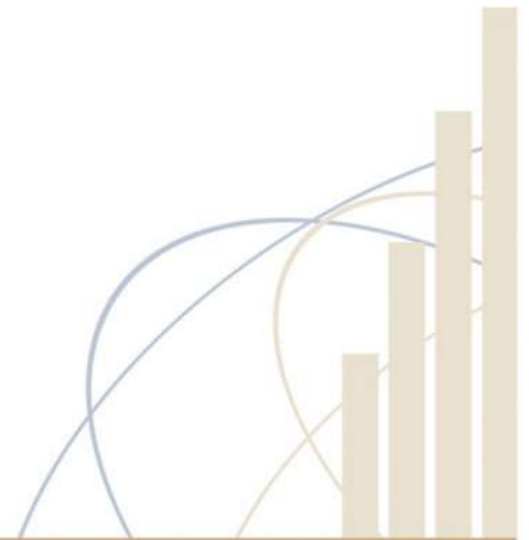
# Integrated assurance for high-performing public institutions

- [Con'd] Monitoring and evaluation
  - ... is a leadership tool that provides for planning, assessment, and communication (Malone, 2014)
  - Evaluation is a governance intervention
    - Oversight, transparency, and accountability
  - ... is part and parcel of implementation and management



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# Thank You!



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