

Monitoring and Evaluation and Its Impact on the Performance of the Sizakala Customer Services Department Employees At Ethekwini Municipality

Nonkululeko Nonjabulo Dlamini¹, Ndiphethe Olive Mabila (PhD)²

¹Researcher Student, Department of Public Management and Economics, Faculty of Management Sciences, Durban University of Technology

²Post Graduate Research Supervisor, Department of Public Management and Economics, Faculty of Management Sciences, Durban University of Technology

E-mail: nomabila@gmail.com nonkululekod6@gmail.com

Background: Monitoring and Evaluation (M&E) is deemed to be the very crucial initiative that needs to be implemented by all the organizations to accomplish its goals and objectives to be successful. Monitoring and Evaluation helps organizations to see the progression of service delivery. It enhances accountability and helps the organizations to accomplish the set targets (Huq, Holvoet and Huq 2020:1-2). A comprehensive Monitoring and Evaluation capacitates project facilitators, decision-makers, and budget designers to identify tactics that work and to improve those do not work (Kananura, Ekirapa-Kiracho, Paina, Bumba, Mulekwa, Nakiganda-Busiku, Lin Oo, Kiwanuka, George and Peters 2017:56).

Aim: The intent of this study is to emphasize the significance of Monitoring and Evaluation of performances to the public managers. The study is to be administered with an intention of escalating the levels of the departmental performance by encouraging the monitoring and evaluation of the daily activities of the employees.

Setting: The sample size is 43 employees, constituting Sizakala permanent general staff, a Monitoring practitioner (dealing with organizational performance monitoring), a Monitoring practitioner (dealing with individual performance monitoring), a Project Evaluation practitioner, a Program Evaluation practitioner and a Sizakala manager.

Method: Manual analysis was conducted to analyse the qualitative data. Descriptive statistics and one sample t-test were used. Descriptive statistics with graphics were used to elaborate on the quantitative research findings, and sample t-test were utilized to determine whether the mean score is notably unique from the variable quantity value and the graphs were utilized to conduct the quantitative analysis. The one-sample t-test determines whether the sample mean is statistically different from a known or hypothesized population mean.

Results: All participants understand what Monitoring and or Evaluation is. Monitoring is executed for the Sizakala department. Evaluation is not yet implemented for the Sizakala department. The results revealed that M&E helps employees to improve their performance when compared to years M&E was not introduced. The unit's major challenge is that they do not have experienced staff and skilled personnel to understand M&E.

Conclusion: There is not enough funding for conducting M&E initiatives for the Sizakala department. As a result, the Performance Monitoring and Evaluation unit has not conducted any evaluation for the Sizakala unit.

Keywords: Monitoring and Evaluation, Performance management, Government, Sizakala Customer Service unit, Mystery Shopper program, eThekwini Municipality, Performance Monitoring and Evaluation unit, challenges, service delivery, effectiveness, efficiency, local government, improving performance.

1. INTRODUCTION

M&E is a controlling technique that clarifies to all stakeholders the reason particular activities are assumed. The intention of conducting M&E is to ascertain the application and enrichment of objectives, advancement coherence, efficacy, influence, and durability (Masuku and Ijeoma 2015:6-7). M&E is a constituent of the program management cycle. It is a continuous process that must be executed throughout the program management cycle. Monitoring and Evaluation indicates whether and where resources are being used efficiently and where strategies for resource allocation may need to be considered or reconsidered. M&E helps to furnish exclusive information about the execution of governmental policies, programs and projects. M&E identifies what is working properly within the organization, what does not, and the justification. It is not executing M&E or having M&E information available that makes it useful or valuable; rather, it is to help advance the performance of the organization. Monitoring and Evaluation have diverse meanings and diverse purposes but are dependent on one another (South Africa 2007:1). It enhances accountability and helps the organizations to accomplish the set targets (Huq, Holvoet and Huq 2020:1-2). A comprehensive Monitoring and Evaluation capacitates project facilitators, decision-makers, and budget designers to identify tactics that work and to improve those that do not work (Kananura, Ekirapa-Kiracho, Paina, Bumba, Mulekwa, Nakiganda-Busiku, Lin Oo, Kiwanuka, George and Peters 2017:56).

The intention of M&E is to manage the current and future end-results, accomplishments and impact (Yusuf, Otonde and Achayo 2017:13). The purpose

of conducting evaluation is to attain advancement results. M&E checks whether the undertaken initiatives were necessary, well planned, effective, consequential, durable and that lessons were learnt through decision-making (Kanyamuna 2019:34-36). It is to improve the shareholder's understanding (Vallejo 2017:14). It is to gauge and manifest the effectiveness of the organization in accomplishing its objectives and effect on society. It is to empower and motivate volunteers and supporters. It is to improve decision-making about project design. The success of the program motivates volunteers. The supporters are empowered by seeing the results of their inputs. The public supports government when it accounts for the results of Monitoring and Evaluation because it gives the public assurance that the government is performing (Hobson, Myne and Hamilton 2014:6). The rationale of conducting M&E is to review the overall organizational performance (Krizanov, Lazaroiu, Gajanova, Klietkova, Nadanyiova and Moravcikova 2019:4).

2. LITERATURE REVIEW

The Exploration of the Understanding of the Sizakala Customer Services Department Employees of Monitoring and Evaluation and Its Practice in the Municipality

The eThekwini municipality ensures good governance through Performance Monitoring and Evaluation of the organization and employees and deems it critical for the organization (eThekwini municipality 2020:17). The Sizakala Customer Service department monitors its performance through on-going monitoring, benchmarking the organization against comparable organizations, and undertaking

performance audits. The Sizakala department will unfold strategies to acquire customer feedback to determine the degree of fulfilment of the services rendered by the municipality. This feedback will be obtained through the following strategies:

- Soliciting customers to fill in a Customer Satisfaction Questionnaire (CSQ) and conducting a telephone follow-up of randomly selected customers to constantly review customer perceptions of the service rendered.
- Utilizing the Mystery Shopper program to measure and score all the Sizakala Centres based on the set objectives.
- Assembling Focus Group Sessions annually to measure if there is a breach between the client's expectancies of the service rendered at Sizakala and what the Sizakala unit perceive it delivers.
- Advertising a toll-free customer care helpline to allow clients to divulge unsatisfactory service in the Sizakala Customer Care Centres (EThekweni municipality 2014:5).

The Impact of Monitoring and Evaluation of Performance of Employees in Organizations

According to Mills (2017:190), the effect of M&E depends on how M&E is conducted, the employees mostly feel pressured to perform at their maximum capacity in the work environment that has excessive performance inspection as a result of bad performance and provides momentary enhancement of performance. On the other hand, a performance report provided by a trusted superior may play a major role in advancing performance efficiency. Monitoring and Evaluation innovations teamed up with directives to change behaviour may drastically advance the performance levels of the employees (Mills 2017:198). M&E indicators should manifest as early caution systems (Ebi, Boyer, Bowen, Frumkin and Hess 2018:2). Employee evaluations impact employee confidence, recognition, promotion, performance, development, and

organizational success (Small 2020:5). Niyivuga, Otara and Tuyishime (2019:3) state that Monitoring and Evaluation improve the quality of work delivered. They further discuss that M&E feedback intensifies the inspiration of employees. Discrete performance feedback has a positive effect on academic conduct than feedback that results in public humiliation or degradation. Continuous evaluation results to effective labourers (Singh, Holvoet and Pandey 2018:13). Performance evaluation induces the public institution levels of accounting because it "keeps public servants honest" (Kroll 2015:14). M&E furnishes information about the managers and their staff regarding how well they are performing at work (Lopez-Acevedo, Krause and Mackay 2012:22). Grave, Ekos Research Associates and Ottawa (1998:42) state that program evaluation helps to maintain the public value for money.

The Exploration Of The Monitoring And Evaluation Contribution To The Achievement Of The Objectives In The Sizakala Department.

M&E accelerates policy advancement and financial management. It renders information that capacitates good governance and liability. It provides necessary propulsion to intensify the service delivery. It makes public servants realize their role in securing the prompt accomplishment of set goals (Kariuki and Reddy 2017:2). It stimulates good governance (Wotela 2017:1). Lopez-Acevedo et al. (2012:22) and Ijeomah (2010:9) state that government M&E systems effect on government-produced results is measured by its outputs, outcomes and impacts. He further stated that Monitoring and Evaluation benefits organizations on clarification or justification of costs on activities. M&E provides specific information on how well the state systems, programs and projects are performing. It helps to determine promising and poor policies, programs and projects.

M&E helps to identify what works, what does not and the reason why, which allows for early corrections.

M&E systems are utilized for exercising budgeting and financial control. Lopez-Acevedo et al. (2012:22), further state that M&E serves as a management mechanism within an organization to examine the accomplishment of results and reaching deadlines. According to Kissi, Agyekum, Baiden and Tannor (2019:2), M&E is a crucial aspect of the project implementation and management, which has a remarkable effect on the successful execution of projects. The results of the study that they conducted confirmed that M&E operations had a positive remarkable correlation with successful projects. M&E always focuses on advancing the efficiency and efficacy of the project. M&E encourages evidence-informed-decision-making practices to attain the project objectives because it ensures that the precise information is obtainable in the appropriate manner at the appropriate time. The information obtained through M&E ensures policy advancement. M&E helps the project implementation team to meet the demands of the sponsors. M&E assesses the effect of the interventions executed to attain the goals of the organization (Toor, Turner, Truscott, Werkman, Phillips, Alsallaq, Medley, King and Anderson 2018:1).

M&E manifests the commitment to procure the desired goals of the institution (Singh et al. 2018:13). Ile, Eresia-Eke and Allen-Ile (2012:112) state that M&E results in improved effectiveness, efficiency, sustainability, transparency, equity, commitment, and contribution. The International Finance Corporation Advisory Services Business Enabling Environment Business Line, Deutsche Gesellschaft für Technische Zusammenarbeit and Department for International Development (2008:22) state that M&E encourages the enhanced supervision of end-results and outcomes and encourages the appointment of staff and resources to be placed where it will

have the magnified impact. Monitoring and Evaluation keeps projects on track; allows for priorities to be reassessed and creates proof for present and upcoming projects and programs by the standardized gathering and assessment of the report on the delivery of a project or program.

The Identification Of Challenges And The Suggestions Of Recommendations To Overcome Challenges Facing Monitoring And Evaluation Within The Department.

The performance review strategy has inadequate applicable data, information sources and practical measurement strategies. There is very little or no monitoring. The M&E plans are usually abandoned or are not exercised properly. M&E is not prioritized on the project execution plans due to constrained resources (Lahey 2015:5). The lack of necessary resources to conduct the M&E data collection results in insufficient data to conduct the proper analysis (Price Water Coopers 2019:2). The majority of organizations lack sufficient funding for their day-to-day activities. The little funding the organizations have is limited to the project delivery (Ali 2017:18). The study by Iddi and Nuhu (2018:5) indicated that time and financial resources are major obstacles to conducting monitoring and evaluation. Involvement in M&E exhausts a lot of time because it needs the incumbents to be involved from the planning stage to project execution and monitoring and evaluation. Lack of political interest in monitoring and evaluation since its reports are not preferred politically (Wotela 2017:1).

The study of Mthethwa and Jili (2016:109), revealed that uMfolozi municipality encountered constraints in knowledge, skills and capabilities of performing M&E on public projects delivered. The municipal employees failed to apprehend the significance of M&E. The municipality failed to establish its own M&E system, encompassing M&E plans, yardsticks and

instruments. The M&E experts are lacking the monitoring and evaluation design skills and expertise, including log frame design, indicator setting and data assembling instruments design. The misconception of information and communication impediments becomes a challenge in executing monitoring and evaluation (Ali 2017:18). The M&E unit is difficult to establish and demands time and resources. When M&E was introduced in the Department of Land Affairs it took a longer period to set up and the fluctuations in political and administrative preferences signified that the unit had to repeatedly examine its M&E plans of action and it took a longer period to advance an M&E program (Naidoo 2012:105-106).

A good number of Non-Governmental Organizations (NGOs) are lacking funds for their initiatives, which entails the least available resources are utilized for the actual execution of project endeavours. M&E is seen as an unaffordable cost. If it is conducted it is not done thoroughly, recording a few activities and not done regularly (Muzinda 2007:75 and Scott 2013:17). Govender (2011:vii) stated that the dominant obstacles experienced by the local government when executing an M&E system is the shortage of experts in the M&E field and skills advancement for evaluation. Scott (2013:17) stated that there are gaps between staff capacity and financial resources. Gaps are inequalities created by the imbalances between M&E practices, procedures and policies. The differences involve evaluation measurement being assigned less funding or not being funded, with very few centralized M&E unit staff and technical department staff. The reporting arrangements creates friction for M&E units. The departments' internal protocols do not allow such units to disclose their M&E findings and decisions publicly.

The M&E departments are still required to maintain stability between complying with the management and meeting the wider M&E requisites of making sure

performance openness by presenting results publicly (Naidoo 2012:106-108). The case of the M&E unit functioning as an independent unit sometimes becomes a problem. In some cases, the M&E department is seen as a prefect and an expansion of top management, which results in the exclusion of reports that seek to promote learning. The role of M&E and what the reports are used for still needs to be made clear. In cases where there is a huge success expectancy, evaluation feedback that is often showing a lack of achievement aggravates a tense situation (Muzinda 2007:74 and Scott 2013:17). The potential users of the M&E reports usually strike the messenger than concentrate on the worth of an evaluation report. It was found in the Department of Land Affairs that antagonism between the M&E unit and managers heading units, who were evaluated, were extreme and at times demotivating. M&E practitioners often lacked experience or understanding of M&E.

Notwithstanding the initiatives to offer a training program and networking, the M&E practitioners lacked the skills to project to their superiors that they were proficient. In such cases, managers were swift to identify M&E as a failure and bad performing practitioners rationalized the managers' prejudged perceptions about M&E. They also lack adequate expertise or capacity (Muzinda 2007:74; Scott 2013:17 and Govender 2011:vii). Sanga (2011:107) stated that the obstacles of monitoring and accounting on the Millennium Development Goals were the data imbalances, inadequate utilization of official data rendered by National Statistical Systems (NSSs), and variations in measurement usefulness between national and international references. The study by Mapfumo (2016:1), revealed that non-governmental organizations in charge of HIV/AIDS in the uMngeni Local Municipality were short of knowledge for M&E. It also revealed that M&E systems and appropriate M&E tools within

organizations were in shortage. The uMngeni municipality was not complying with competent practices when administering M&E systems for their programs.

The eThekweni municipality PME unit is facing challenges that the Sizakala Customer Service unit sometimes do not comply with the deadlines of submitting the reports monthly and quarterly. The unit sometimes misses the deadlines or does not submit the reports at all. The Performance Monitoring system shuts down on the due date to submit the reports, in that way the late reports cannot be uploaded on the system and that hinders the commencement of the monitoring initiatives. The Sizakala Customer Service unit uses the Mystery Shopper program to monitor the performance of the general staff. The program needs to be carried out continuously throughout the year. The Mystery Shopper findings need to be reported to the PME unit with evidence. Sometimes, the Sizakala Customer Service unit does not report the Mystery Shopper findings to the PME unit or report with no evidence provided or provide insufficient evidence. When the auditors do not receive evidence the Sizakala service delivery initiatives are considered un-achieved.

Recommendations to Overcome M&E Challenges

The organizations need to plan adequately in order to entice and keep eminently proficient, knowledgeable and experienced employees from a diversified labour market for its profit. The organizations need to exercise Human Resource planning to ensure that the proper employees occupying the necessary skills are placed in proper positions at the correct time to execute their functions efficiently and add value to their organizations (Mthethwa and Jili 2016:110). It is essential for organizations to diminish their lack of resources by investigating digital tools that can impact daily M&E and are cost-effective. The lack of M&E usable data needs to be improved

by utilizing more data assembling types (Price Water Coopers 2019:3-5). The government needs to allocate sufficient funds for M&E and fight corruption. It should constantly advance the capacity of M&E officers. It should ensure political steadiness and political bearers should promote the M&E initiatives (Ogunode, Adah, Wama and Audu 2020:68).

3. RESEARCH METHODOLOGY

Philosophical view

The study follows the epistemology approach as it is seeking to prove the researcher's knowledge and viewpoint which will contribute to reality if the results agree with the researcher's knowledge. Epistemology involves suppositions of knowledge and how that knowledge is occupied (Scales 2013:2). It can be also defined as a way of comprehending and detailing how the occupied knowledge was obtained (Ahmed 2008:3). Epistemological presuppositions are concerned with the way the comprehension can be created, obtained and communicated (Scotland 2012:9). Epistemology is also about issuing a philosophical background for making a decision on the kinds of knowledge possible and the way it can be guaranteed that it is sufficient and accurate (Ahmed 2008:3).

Research Approach

The study followed the mixed methodology approach. Self-administered questionnaires were given to the total number of 41 participants at the Sizakala departments across the North, South, West and Central offices of the eThekweni Municipality, inclusive of Principal clerks and a total of 31 questionnaires were returned from the participants which yielded a response rate of 76%. Semi-structured interviews were rendered to cumulate data from 2 Monitoring practitioners, 2 Evaluation practitioners and 1 Sizakala manager and yielded a 100% response rate. According to Naidoo (2019:101), a 70% response rate is adequate to make an analysis. The

researcher used the semi-structured interviews in order to probe answers to respondents. It allowed the researcher to obtain more clarity on the research problem and to get answers to the research questions. Interviews helped the researcher to capture the social cues like the voice, intonation and body language (Opdenakker 2006:3). The researcher utilized the questionnaires because they are convenient and affordable (Hidding, Chinapaw, van Poppel, Mekkink and Altenburg 2018:2798).

Questionnaires were found to be time-efficient and helped the researcher to receive a greater response (Mikhail, Azizoglu, Gokhale and Suphioglu 2020:2950). The questionnaires made it easier for the researcher to quantify, examine and explicate data. The anonymity of the respondents was preserved (Pozzo, Borgobello and Pierella 2019:4). Probability sampling was employed in this study and the stratified sampling technique was used to conduct the research. The Statistical Package for Social Sciences (SPSS) version 22.0 was used to do the quantitative analysis of data and the qualitative data was converted into the Excel spreadsheet to do the analysis.

The quantitative and qualitative data analyses were executed to get more clarity on the phenomena and to interpret the research findings. Descriptive statistics and one sample t-test were utilized. According to Sharma (2019:4), descriptive statistics constitute data that represents the entire population or sample. It summarizes large volumes of data into statistical tables of

means, counts and standard deviations. T-tests test whether the mean score is remarkably dissimilar from the scalar value. Graphs were utilized in the quantitative analysis.

The Contribution of the Study on the Research Methodology and the Research Results

The study contributed greatly to demonstrating the effectiveness of the mixed research methodology. The study has proved that mixed research methodology improved validity and reliability. The study showed that the mixed methodology reduced bias because the results of one method can be tested by applying another method. The study demonstrated that the mixed methods approach can solve very complex research problems. The study produced results to demonstrate the understanding of monitoring and evaluation of the employees at the Sizakala Customer Services department and its practice in the municipality. The study also demonstrated the impact of monitoring and evaluation on the performance of the employees in the Sizakala Customer Services department. The study contributed to demonstrating how monitoring and evaluation plays a role in the achievement of the objectives in the department. The study greatly contributed to identifying and demonstrating the challenges and making recommendations to overcome the challenges facing monitoring and evaluation within the Sizakala department.

4. RESULTS AND FINDINGS

RESEARCH OBJECTIVE	TITLE	QUANTITATIVE	QUALITATIVE	SIG AGREEMENT OR DISAGREEMENT
OBJECTIVE 1: To determine the Sizakala Customer Services department employees' understanding of monitoring and evaluation and its practice in the municipality	Understanding of Monitoring and Evaluation concepts.	The majority (77.5%) have an understanding of what monitoring is. The majority (87.1%) had an understanding of what evaluation is	All participants understand what Monitoring and or Evaluation is	There is significant agreement- results are complementing.
	Monitoring and/ evaluating the performance of Sizakala Customer Care officials	The majority (64.5%) agreed that the frequency of monitoring and evaluation at Sizakala dept. is adequate. The majority (74.2%) get to be monitored and evaluated as a team.	Monitoring is done for the Sizakala department. Evaluation is not yet done for the Sizakala department.	There is no significant agreement- results are not complementing.
	Initiatives taken where there are areas of poor service at Sizakala Customer Services department.	The majority (87.1%) of the respondents certified that there are measures taken by the Sizakala department to assist them in improving their work performance as a result of M&E implementation.	There are initiatives taken where there is poor service.	There is significant agreement- results are complementing.
	Opinions towards Monitoring and/ Evaluation of the performance of customer	The majority (58.1%) likes to be monitored. The majority (64.5%) likes to be evaluated.	Helps to identify whether it is achieving its objectives. Helps to track compliance with the	There is significant agreement- results are complementing.

RESEARCH OBJECTIVE	TITLE	QUANTITATIVE	QUALITATIVE	SIG AGREEMENT OR DISAGREEMENT
	care officials.		standards. Tracks how the funds are administered. Measures the organization is still on track and to detect issues as early as possible and be able to correct them.	
	The perception of public officials and public managers towards Monitoring/ Evaluation.	The majority 77.5%) have an understanding of what monitoring is. The majority (87.1%) had an understanding of what evaluation is.	Officials are generally not aware of evaluation. Officials do not like it. Those that are not under-performing they feel that they are being policed and those that are doing their job they get excited because they get recognized.	There is no significant agreement- results are not complementing.
OBJECTIVE 2: To determine the impact of monitoring and evaluation on the performance of the employees in the Sizakala dept.	The impact of monitoring and evaluation of customer care officials on the performance of the department.	Helps (87.1%) employees to improve their performance. (83.9%) of the respondents see the improvement in their performance compared to years M&E was not introduced. Helps (87.1%) of the respondents to identify areas of incompetence	Consistency of engagement ensures improvement. Ensures the balance that the department is spending within the budget. Steers employees in the right position and serves as a goal reminder.	There is significant agreement- results are complementing.

RESEARCH OBJECTIVE	TITLE	QUANTITATIVE	QUALITATIVE	SIG AGREEMENT OR DISAGREEMENT
		in the early stages. there are measures taken by the Sizakala department to assist the (87.1%) of the respondents in improving their work performance as a result of M&E implementation.		
	The improvement of the performance of the department staff compared to the years when Monitoring and Evaluation was not introduced in the Municipality .	The majority (83.9%) of the respondents see the improvement in their performance compared to years Monitoring and Evaluation was not introduced.	There is improvement of the performance of the department staff compared to the years when M&E was not introduced.	There is significant agreement- results are complementing.

RESEARCH OBJECTIVE	TITLE	QUANTITATIVE	QUALITATIVE	SIG AGREEMENT OR DISAGREEMENT
OBJECTIVE 3: To determine how monitoring and evaluation contributes to the achievement of the objectives in the department.	Monitoring/ Evaluation contributing to the achievement of the municipal objectives.	Helps the majority (80.6%) of the respondents in the Sizakala department to achieve the municipal objectives. help the majority (77.4%) of the respondents to track progress against set plans and to check compliance to set standards. help the majority (80.6%) of the respondents to track the progress being made towards achieving the municipal goals and objectives.	Contribute to the achievement of the municipal objectives. Helps to check whether the municipality is achieving what it intended to achieve and whether it is spending its budget accordingly. Helps to generate knowledge of what works and what does not work. It makes people take their jobs serious.	There is significant agreement- results are complementing.
OBJECTIVE 4: To identify challenges and to make recommendations to overcome challenges facing monitoring and evaluation within the department.	Funding for Monitoring/ Evaluation.	The majority (48.4%) of the respondents were not certain whether there is enough funding	Funding is quite limited. The unit has not been able to get the funds that it requires.	There is no significant agreement- results are not complementing.
	Challenges for Monitoring/ Evaluation.	The majority (38.8%) of the respondents agree that there are challenges facing M&E. The majority (41.9%) of the respondents were not certain whether there is enough time for the M&E	The unit's major challenge is that they do not have experienced staff and skilled personnel to understand M&E. Most of the staff feel like the Performance Monitoring and	There is no significant agreement- results are not complementing.

RESEARCH OBJECTIVE	TITLE	QUANTITATIVE	QUALITATIVE	SIG AGREEMENT OR DISAGREEMENT
		activities to be conducted. The majority (35.5%) were not sure whether there is inadequate human resource capacity/people who are trained in M&E.	Evaluation unit are the watchdogs. The PME unit is not taken seriously	

The results in table above reflect that there is a significant agreement between the quantitative and qualitative responses that the Sizakala Customer Services department employees have an understanding of Monitoring and Evaluation. However, there is no significant agreement between the quantitative and qualitative responses that M&E is fully practised in the Sizakala department. The results reflect that monitoring is conducted for the Sizakala department, but the evaluation has not been implemented for the department. Once the information has been made available to all the employees, education and training should be exercised (ICT for Information Accessibility in Learning 2015:7-11). The execution of M&E is important in delivering the feedback of economic advancement interventions (Yusuf et al. 2017:17). M&E feedback encourages constant improvement on performance because employees know what they need to improve on. It encourages sound decision making that will affect the achievement of organizational objectives. M&E feedback allows organizations to report on the functions undertaken (Sinigi and Kaburu 2020:41-46). Without feedback, it is useless to conduct M&E because M&E results do not change or improve anything.

The results also reflect that there is a significant agreement between the quantitative and qualitative responses that

M&E has an impact on the performance of the employees in the Sizakala department. Evaluation is utilized by the state to elevate openness, build up liability and advance performance, albeit performance management systems initiate result goals and performance targets, monitor progression, ensure performance enhancements and report the outcome to elevated policy levels and the public (Mbiti and Kiruja 2015:13). Monitoring and Evaluation helps to improve performance (Yusuf et al. 2017:15).

The results demonstrate that there is a significant agreement between the quantitative and qualitative responses that Monitoring and Evaluation has an impact on the achievement of the objectives in the Sizakala department. Sanga, Fue and Kilima (2013:20) supports that Monitoring and Evaluation measures and reveals the degree to which the organization has attained the desired results and objectives. M&E assesses progression towards the accomplishment of the overall goals and objectives of the organization (Channa 2013:6). It tracks whether the organizational objectives are still achievable and whether the objectives are achievable with the existing activities. It tracks whether the objectives do need to be modified and the opportunity for new activities and also tracks the key issues

facing implementation and how to address the issues (Agune 2016:34).

There is no significant agreement between the quantitative and qualitative responses that there are challenges facing M&E in the Sizakala department. The challenge facing local government is that the knowledge, skills, and competence required for performing M&E related duties are limited (Mthethwa and Jili 2016:109). Municipal officials deteriorate to apprehend the significance of M&E and therefore, have failed to establish an institutional M&E system. This revealed that much still needs to be done in terms of training, workshops, dialogue on M&E and how suitable systems can be administered at the local government level to advance service delivery (Mthethwa and Jili 2016:109-110). The effects of a lack of training are poor and worsening performance, lack of employee development, diminished industry standing and legal consequences (lawsuits and fines resulting from employees' mistakes (Al-Aghbari 2019:4).

The respondents suggested that M&E can be made more effective by empowering more staff or finding more effective technological resources to improve evaluation and by communication, strategic planning and budget. All the centres must have supervisors. Monitoring and Evaluation must be conducted during the middle of the month when the volume of work for both management and staff is average or fair. M&E incumbents must visit the centres regularly or the monitoring and evaluation must be done at least on a quarterly basis. Every Sizakala centre should have a manager or supervisor to monitor the centre as currently, some centres do not have supervisors. Monitoring and Evaluation must be done regularly and ensure that all the centres implement the same regulations. The results revealed that the monitoring practitioners suggested that there must be consequence management; the units must be accountable to their superiors if they do not submit the reports. It was also recommended that monitoring

needs to be taught from a higher to a lower level. There should be campaigns to teach the municipality about M&E. They suggested that the staff be able to go on the ground and verify the work done, rather than just looking at the paperwork.

The majority of the quantitative responses were uncertain responses, which could mean the respondents were not aware or did not want to disclose whether there are challenges facing M&E in the Sizakala department. The majority of the qualitative responses reflected that there are major challenges facing M&E in the Sizakala department. We can conclude from the above table that there is significant agreement between most of the quantitative and qualitative results which means that the mixed methodology assisted the researcher to confirm that the results are valid.

Contributions and Implications of the Study

This study adds knowledge to the existing literature on Monitoring and Evaluation. The study generated new knowledge on how Monitoring and Evaluation has impacted the performance of the Sizakala Customer Care department employees. Monitoring and Evaluation is often neglected in most of the organisations due to the many challenges that it faces such as lack of time and resources, reporting protocols creating tensions for M&E units, M&E units perceived as a prefect, the users of the M&E report being more likely to strike the messengers than to focus on the value of the report, M&E officers often lack skills and understanding of M&E, and those in charge of M&E often lack motivation, ability and authority to act on evaluation measurements and data gaps. The aim of the study was to emphasize the importance of Monitoring and Evaluation of performance to the public managers. The study was conducted with the aim of escalating the levels of the departmental performance by encouraging the monitoring and evaluation of the daily activities of the employees.

Monitoring and Evaluation is a managing tool that clarifies to all stakeholders why certain activities are undertaken. The aim of conducting M&E is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, and sustainability (Masuku and Ijeoma 2015:6-7). The study has demonstrated that the majority (77.5%) of the respondents have an understanding of monitoring, 87.1% of the respondents have an understanding of evaluation and the majority (67.7%) are positive that employee M&E findings are fully implemented at the Sizakala Customer Care department.

Govender (2011:78) states that Monitoring and Evaluation serves as a management tool within an organization to monitor the achievement of results and meeting targets. M&E also helps to provide information about the managers and their staff regarding how well they are performing at work. The study has demonstrated the impact of Monitoring and Evaluation on the performance of the Sizakala Customer Services department. 87.1% indicated that Monitoring and Evaluation helps employees to improve on their performance at the Sizakala Customer Care department. The majority (83.9%) of the respondents see the improvement in their performance compared to the years Monitoring and Evaluation was not introduced in the eThekweni municipality. The study also revealed that M&E helps the majority (87.1%) of the respondents to identify areas of incompetence that may affect their service delivery in the early stages.

The purpose of Monitoring and Evaluation is to assess and demonstrate the effectiveness of the organization in achieving its objectives and/or impact on people's lives (Hobson et al. 2014:6). The findings reveal that Monitoring and Evaluation helps the majority (80.6%) of the respondents in the Sizakala department to achieve the municipal objectives. The study also reveals that Monitoring and Evaluation helps the majority (77.4%) of

the respondents to track progress against set plans and to check compliance to set standards and Monitoring and Evaluation help the majority (80.6%) of the respondents to track the progress being made towards achieving the municipal goals and objectives. The research problem is that Monitoring and Evaluation is often neglected in most of the organisations due to the many challenges it faces. The quantitative results reveal that the majority (38.8%) of the respondents agree that there are challenges facing Monitoring and Evaluation at the Sizakala Customer Care department and 38.7% were uncertain if there are challenges facing M&E. Only 12.9% disagreed that there are challenges facing M&E. The majority (48.4%) of the respondents were not certain whether there is enough funding and 25.8% completely disagreed that there is enough funding. The majority (41.9%) of the respondents were not certain whether there is enough time for the M&E activities to be conducted and 19.4% disagreed. Only 29% agreed that there is enough time.

The majority (35.5%) were not sure whether the human resource capacity or people who are trained in M&E are adequate and 22.6% disagreed that the trained human resource capacity is inadequate. Only 32.3% agreed there is adequately trained human resource capacity. The findings reveal that the Performance Monitoring and Evaluation unit have never done any evaluations for the Sizakala Customer Services unit previously as a result of the challenges facing evaluation. The department might start to conduct an evaluation for the Sizakala unit in the next financial year. The study has stressed the need or the importance of Monitoring and Evaluation performance at Sizakala Customer Care department and the eThekweni municipality in general. The study served as a motivation for public managers to increase the funds for Monitoring and Evaluation programs.

5. CONCLUSION

This study can be seen as a contribution to the Monitoring and Evaluation philosophy. The study has provided theory and new insights on the impact of Monitoring and Evaluation on the performance of Sizakala Customer Care department at the eThekweni Municipality. The aim of the study was to emphasize the importance of Monitoring and Evaluation of performance to the public managers. The study was conducted with the aim of escalating the levels of departmental performance by encouraging the monitoring and evaluation of the daily activities of the employees.

The study has evaluated the understanding of Monitoring and Evaluation at the Sizakala Customer Care department and the Performance Monitoring and Evaluation unit. It has assessed the impact of Monitoring and Evaluation on the performance of Sizakala Customer Care department employees. It has assessed how Monitoring and Evaluation contributes to the achievement of the objectives in the department. It has identified the challenges and made recommendations to overcome the challenges facing Monitoring and Evaluation within the Sizakala department. The empirical findings of this study should help the Sizakala Customer Care department and public institutions to see the importance of Monitoring and Evaluation and to overcome the challenges facing Monitoring and Evaluation.

6. REFERENCES

1. Agune, G. 2016. STED Results Based Management and M&E Manual. Geneva: International Labour Organization.
2. Ahmed, A. 2008. Ontological, Epistemological and Methodological Assumptions: Qualitative versus Quantitative. Available: <https://www.google.co.za/url?sa=t&source=web&rct=j&url=https://files.eric.ed.gov/fulltext/ED504903.pdf&ved=2ahUKEwjLvYnmjrnpAhOa8AKHTysCRkQFjAFegQIChAB&usg=AOvVaw3sLkpL0XKpL8VjgSmWDHfG&cshid=1589658883352> (Accessed 16 April 2020).
3. Ali, M.F. 2017. Practices and challenges of Monitoring and Evaluation Practice in Expanded Program for Immunization Project: The Case of Public Health Centers, Addis Ababa, Ethiopia. M.BA. St. Mary's University.
4. Al-Aghbari, S.G. 2019. Small Businesses and Lack of Training. Available: <https://www.researchgate.net/publication/332709756> (Accessed 10 June 2020).
5. Channa, A. 2013. Monitoring and Evaluation Strategy. Balochistan: IUCN.
6. Ebi, K.L., Boyer, C., Bowen, K.J., Frumkin, H. and Hess, J. 2018. Monitoring and Evaluation Indicators for Climate Change-Related Health Impacts, Risks, Adaptation, and Resilience: International Journal of Environmental Research and Public Health, September: 1-11.
7. EThekweni Municipality. 2014. Customer Care Policy. Durban: EThekweni Municipality.
8. EThekweni Municipality. 2020. EThekweni Municipality Integrated Development Plan 2020/2021. Durban: EThekweni Municipality.
9. Govender, I.G. 2011. Monitoring and Evaluation Systems Enhancing Corporate Governance in Local Government: A Case Study of KwaZulu-Natal. Degree of Doctor of Administration, University of KwaZulu-Natal.
10. Grave, F.L. and Ekos Research Associates and Ottawa. 1998. Strengthening the dialogue between program evaluation and market research: toward on-going monitoring and evaluation systems (OMES). The Canadian Journal of Program Evaluation, 3(1): 42.

11. Hidding, L.M., Chinapaw, M.J.M., van Poppel, M.N.M., Mokkink, L.B. and Altenburg, T.M. 2018. An Updated Systematic Review of Childhood Physical Activity Questionnaires. *Sports Medicine*, 48: 2797-2842. Available: <https://doi.org/10.1007/s40279-018-0987-0> (Accessed 11 July 2021).
12. Hobson, K. Mayne, R., Hamilton, J. 2014. A Step by step guide to Monitoring and Evaluation. Version 1.0. UK: Oxford University.
13. Huq, F.F., Holvoet, N. and Huq, M. 2020. Application of mobile technology in monitoring and evaluation of household water security for Dhaka city. *Technology in Society*, 62(101308): 1-9. Available:
17. International Finance Corporation Advisory Services Business Enabling Environment Business Line, Deutsche Gesellschaft fur Technische Zusammenarbeit and Department for International Development. 2008. The Monitoring and Evaluation Handbook for Business Environment Reform: A Handbook for Practitioners. United States of America: The World Bank Group.
18. Kananura, R.M., Ekirapa-Kiracho, E., Paina, L., Bumba, A., Mulekwa, G., Nakiganda-Busiku, D., Lin Oo, H.N., Kiwanuka, S.N., George, A. and Peters, D.H. 2017. Participatory monitoring and evaluation approaches that influence decision-making: Lessons from a maternal and newborn study in Eastern Uganda. *Health Research Policy and Systems*, 15(Suppl 2): 55-73. Available: <https://doi.org/10.1186/s12961-017-0274-9> (Accessed 26 June 2021).
19. Kanyamuna, V. 2019. Analysis of Zambia's whole of Government Monitoring and Evaluation System in the Context of National Development <https://doi.org/10.1016/j.techsoc.2020.101308> (Accessed 26 June 2021).
14. ICT for Information Accessibility in Learning. 2015. Making your Organization's Information Accessible for All. USA: European Agency for Special Needs and Inclusive Education.
15. Ijeomah, E. 2010. Government-wide Monitoring and Evaluation (GWM&E) Policy: Strategies towards Anti-corrupt Practices and Better Service Delivery (presentation). University of Fort Harare.
16. Ile, I.U., Eresia-Eke, C. and Allen-Ile, C. 2012. Monitoring and Evaluation of Policies, Programmes and Projects. 4th edition. Pretoria: van Schaik publishers.
20. Kariuki, P. and Reddy, P. 2017. Operationalising an effective monitoring and evaluation system for local government: Considerations for best practice. *African Evaluation Journal*, 5(2): 1-8. Available: <https://doi.org/10.4102/aej.v5i2.240> (Accessed 02 June 2021).
21. Kissi, E., Agyekum, K., Baiden, B.K. and Tannor, R.A. 2019. Impact of project monitoring and evaluation practices on construction project success criteria in Ghana. *Built Environment Project and Asset Management*, May: 1-20.
22. Krizanova, A., Lazaroiu, G., Gajanova, L., Kliestikova, J., Nadanyiova, M. and Moravcikova, D. 2019. The Effectiveness of Marketing Communication and Importance of Its Evaluation in an Online Environment. *Sustainability*, 11(7016): 1-19. Available: <http://dx.doi.org/10.3390/su11247016> (Accessed 28 June 2021).
23. Kroll, A. 2015. Exploring the Link Between Performance Information Use and Organizational Performance:

- A Contingency Approach. *Public Performance & Management Review*, 39(1): 7-32.
24. Lahey, R. 2015. Common issues affecting monitoring and evaluation of large ILO projects: Strategies to address them. Switzerland: I-Eval Think Piece.
 25. Lopez-Acevedo G., Krause, P. and Mackay, K. 2012. Building Better Policies: The Nuts and Bolts of Monitoring and Evaluation Systems. Washington: World Bank Publications.
 26. Mapfumo, T. 2016. Monitoring and Evaluation of HIV/AIDS programmes by Non-Governmental Organizations: A case study of uMngeni Local Municipality, KwaZulu Natal, South Africa. M.Tech, Durban University of Technology.
 27. Masuku, N.W.K. and Ijeoma, E.O.C. 2015. A Global Overview of Monitoring and Evaluation (M&E) and its Meaning in the Local Government Context of South Africa. *Africa's Public Service Delivery & Performance Review*, 3(2): 6-15.
 28. Mbiti, V.M. and Kiruja, E. 2015. Role of Monitoring and Evaluation on Performance of Public Organization Projects in Kenya: A Case of Kenya Meat Commission. *International Journal of Innovative Development and Policy Studies*, 3(3): 12-27.
 29. Mikhail, E., Azizoglu, S., Gokhale, M. and Suphioglu, C. 2020. Questionnaires Assessing the Quality of Life of Ocular Allergy Patients. *J Allergy Clin Immunol Pract*, 8(9): 2945-2952.
 30. Mills, B.M. 2017. Technological innovations in monitoring and evaluation: Evidence of performance impacts among Major League Baseball umpires. *Labour Economics*. 46(1): 189-199. Available: <http://dx.doi.org/10.1016/j.labeco.2016.10.004> (Accessed 3 June 2021).
 31. Mthethwa, R.M. and Jili, N.N. 2016. Challenges in Implementing Monitoring and Evaluation (M&E): The Case of the Mfolozi Municipality. *African Journal of Public Affairs*, 9(4): 109-110.
 32. Muzinda, M. 2007. Monitoring and Evaluation Practices and Challenges of Gaborone Based Local NGOs Implementing HIV/AIDS Projects in Botswana. Master's Degree of Project Management, University of Botswana.
 33. Naidoo, I.A. 2012. Management Challenges in M&E: thoughts from South Africa. *The Canadian Journal of Program Evaluation*, 25(3): 105-108.
 34. Naidoo, R. 2019. Development of a Quality Framework to Monitor, Evaluate and Control Broad-Based Engineered Nanomaterials. Ph.D., Durban University of Technology.
 35. Niyivuga, B., Otara, A. and Tuyishime, D. 2019. Monitoring and Evaluation Practices and Academic Staff Motivation: Implications in Higher Education within Rwandan Context. Sage, January/March: 1-9.
 36. Ogunode, N.J., Adah, S., Wama, P. and Audu, E.I. 2020. Monitoring and Evaluation of Education in Nigeria: Challenges and Ways. *Middle European Scientific Bulletin*, 5(2694-9970): 63-69.
 37. Opdenakker, R. 2006. Advantages and Disadvantages of Four Interview Techniques in Qualitative Research. *Qualitative Social Research*, 7(4): 1-13.
 38. Pozzo, M.I., Borgobello, A. and Pierella, M.P. 2019. Using questionnaires in research on universities: analysis of experiences from a situated perspective. *Reire*, 12(2): 1-16. Available: <http://doi.org/10.1344/reire2019.12.227010> (Accessed 11 July 2021).
 39. Price Water Coopers. 2019. Challenges and solutions in

- monitoring & evaluating international development cooperation: Exploring the role of digital technologies and innovation methodologies. Netherlands: PWC.
40. Sanga, C., Fue, K. and Kilima, F. 2013. Projects Monitoring and Evaluation Information System: Case Study of EPINAV. *International Journal of Interdisciplinary Studies on Information Technology and Business (ISITB)*, 1(1): 20.
 41. Sanga, D. 2011. The Challenges of Monitoring and Reporting on the Millennium Development Goals in Africa by 2015 and Beyond. *The African Statistical Journal*, 12: 104-118.
 42. Scales, P. 2013. An Introduction to Ontology and Epistemology for Undergraduate Students. Available: www.peter-scales.org.uk (Accessed 17 May 2020).
 43. Scotland, J. 2012. Exploring the Philosophical Underpinnings of Research: Relating Ontology and Epistemology to the Methodology and Methods of the Scientific, Interpretive, and Critical Research Paradigms. *English Language Teaching*, 5(9): 9.
 44. Scott, T. 2013. Exploring the History and Challenges of Monitoring and Evaluation in International Nongovernmental Organizations: Complemented by Intern Experience at Save the Children USA. Master's Degree of Intercultural Service, Leadership and Management: SIT Graduate Institute in Brattleboro.
 45. Sharma, S. 2019. Descriptive Statistics. Available: https://www.researchgate.net/publication/333220406_Descriptive_Statistics (Accessed 17 May 2020).
 46. Singh, S., Holvoet, N. and Pandey, V. 2018. Bridging Sustainability and Corporate Social Responsibility: Culture of Monitoring and Evaluation of CSR Initiatives in India. *Sustainability*, 10(2353): 1-19. Available: <https://dx.doi.org/10.3390/su10072353> (Accessed 07 June 2021).
 47. Sinigi, J. and Kaburu, K. 2020. Monitoring and Evaluation and Performance of Youth Employment Projects in Narok County, Kenya. *Journal of Entrepreneurship & Project management*, 4(4): 41-55.
 48. Small, L.C. 2020. Successful Practices for Employee Performance Evaluations. Master of Science in Management, Naval Postgraduate School.
 49. South Africa. 2007. Policy Framework for the Government-wide Monitoring and Evaluation System. Pretoria: Government Printer.
 50. Toor, J., Turner, H.C., Truscott, J.E., Werkman, M., Phillips, A.E., Alsallaq, R., Medley, G.F., King, C.H. and Anderson, R.M. 2018. The design of schistosomiasis monitoring and evaluation programmes: The importance of collecting adult data to inform treatment strategies for *Schistosoma mansoni*. *PLOS Neglected Tropical Diseases*, 12(10): 1-73. Available: <https://doi.org/10.1371/journal.pntd.0006717> (Accessed 05 June 2021).
 51. Vallejo, L. 2017. Insights from national adaptation monitoring and evaluation systems. *Climate Change Expert Group*, 3: 1-34.
 52. Wotela, K. 2017. A proposed monitoring and evaluation curriculum based on a model that institutionalises monitoring and evaluation. *African Evaluation Journal*, 5(1): 1-8. Available: <https://doi.org/10.4102/aej.v5i1.186> (Accessed 26 June 2021).
 53. Yusuf, M., Otonde, M.G. and Achayo, M.S. 2017. Influence of Monitoring and Evaluation on Performance of Constituency Development Fund Projects in Kajiado East Sub-County, Kenya.

International Journal of Management
Science and Information Technology,
January- March: 12-26.