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**planning, monitoring
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Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



Office of the Prime Minister
The Government of Uganda

Twende Mbele

Building a robust M&E System: Incentives to use M&E information

30 October 2020

Webinar



TWENDE MBELE

14:00 EAT

13:00 SAST

11:00 GMT



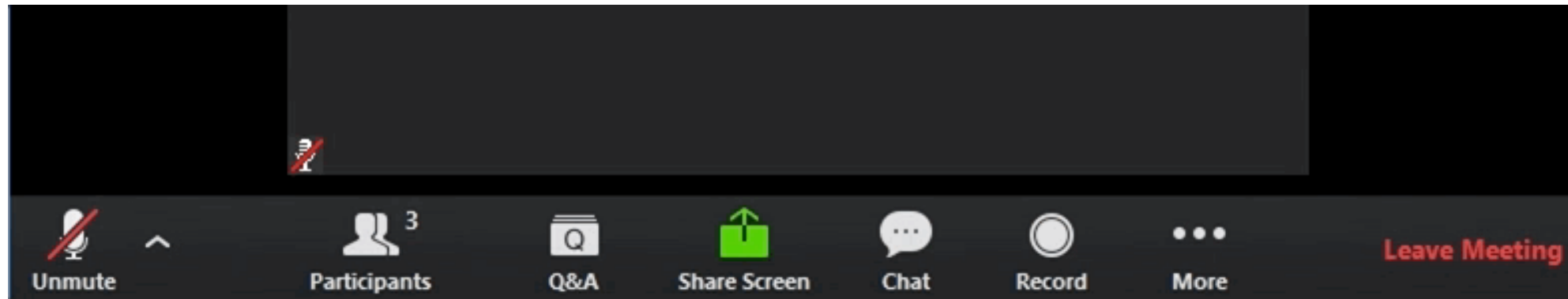
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@TwendeMnE

House Rules

- ▶ Keep yourselves muted at all times.
- ▶ Keep your videos off at all times.
- ▶ Question & answer session will follow after all the presentations.
- ▶ All questions are welcomed, just place them in the chat box below.



Meet Our Facilitator & Presenters

Ms Karen Rot-Münstermann

Division Manager

Independent Development Evaluation

African Development Bank



Mr Timothy Lubanga

Commissioner for Monitoring & Evaluation

OPM, Uganda



Mr Andrew Asibey

Chief M&E Technical Advisor

MoME, Ghana



Mr Stanley Ntakumba

Chief Director

DPME, South Africa





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What are the incentives for using M&E information?

How is M&E information used in Ghana and what are the incentives?

Dr Andrew Asibey

Chief M&E Technical Advisor at MoME



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Incentives to Use M&E information

The Uganda Experience

By Timothy Lubanga
Commissioner Monitoring and Evaluation,
Office of the Prime Minister UGANDA

What is M&E information?

▶ Findings on performance:

- ▶ **Government policies;** *Employment, Partnership, Procurement policy*
- ▶ **Government Programmes, Strategies:** *Agricultural Advisory, Universal Prim, Educn, Youth Livelihood, CRRF*
- ▶ **Projects:** *NUSAF, FP, AHIP, VODP, MSC, Dry Lands, CRRF, RUWASA e.t.c*
- ▶ **Government Institutions:** *Ministries, Departments, Agencies*
- ▶ **Human Resource:** *Performance Contracts for Heads of Govt Agencies*
- ▶ **Status of an intervention, Service delivery**

**How is M&E information used in
Uganda**

and

What are the incentives?

PRIORITIZATION

- Parliamentary Advisory Committee on the Budget – PACOB
- Equal Opportunities Validation
- National Development Plan alignment
- SDGs alignment



PLANNING AND BUDGETING

- Preparation of Program Implementation Action Plans for 18 programmes of the National Development Plan
- Preparation of Budget Framework Paper
- Annual Work Plans for Govt Institutions assessment for M&E recommendations of the previous years



RESOURCE ALLOCATION



- Local Government Performance Assessment is based on a ranking and rating of Districts base on annual performance a
- Approval of Project by Development Committee now subject to evidence justification

IMPROVING POLICY AND PROG MANAGEMENT



- Accountability
- Renewal of Performance Contracts
- Reviewing Policies, Projects and Programmes
- Public Pressure
- Programme Implementation

Incentives to Use M&E

- ▶ Desire by Parliament and political parties to influence budget
- ▶ Public pressure for accountability
 - ▶ The media, the Civil Society lobby groups, Donors
- ▶ Resource Allocation - Every Public Sector players continuously fights for more power, space, influence and resources,
- ▶ Demand an desire for quality and excellence - performance
- ▶ Renewal of contracts and job security

Asante Sana

- ▶ Maswali-Questions
- ▶ Comments



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INCENTIVES FOR USE OF MONITORING AND EVALUATION INFORMATION: A REFLECTION ON RSA'S JOURNEY SINCE THE DAWN OF DEMOCRACY IN 1994

A presentation to the the Twende Mbele webinar on 30 October 2020
By Mr Stanley Ntakumba (Stanley@dpme.gov.za)



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OUTLINE OF THE PRESENTATION

- 1) 1st wave (1994 to 2008): the era of state-building and reconstruction.
- 2) Public sector reviews and reforms as foundation for M&E systems.
- 3) 2nd wave (2009-2014): the birth of the Ministry in the Presidency for M&E.
- 4) 3rd wave (2014-to date): linking development planning to M&E.
- 5) Contemporary challenges and the need to re-imagine the role of M&E information.
- 6) Key lessons on incentives for use of M&E information.

1ST WAVE (1994 TO 2008) THE ERA OF STATE-BUILDING AND RECONSTRUCTION (M&E AS A GOOD POLICY FOR TRANSPARENCY AND ACCOUNTABILITY)

- The first decade focused on building a new democratic society and reconstruction of the state machinery.
- The 1996 Constitution of the Republic of South Africa enacted M&E related goals as its core values such as transparency, accountability, participatory governance, efficiency and effectiveness.
- Accountability strongly supported by a unique set of independent oversight bodies ‘that support democracy’, which report directly to parliament such as the Human Rights Commission, Public Service Commission, Commission for Gender Equality, Auditor General, among others.
- Official Statistics, research and special-purpose commissions acted as main sources of evidence for decision-making e.g. Presidential Commissions, the 10-year and 25-year review reports.
- M&E not explicitly recognised as a transversal practice on the executive arm of the state.
- Sector departments like social development, education, land affairs, health, trade and industry began to establish own M&E units building on legacy information management systems (IMS not M&E). Donor-driven evaluations prevalent.
- Compliance-driven performance information systems predominant, mainly driven by the National Treasury for organisational planning and budgeting based on the new Public Finance Management Act.
- Since 2004, results-based M&E recognised based on Government-wide M&E policy framework of 2004/5. Impetus for partnerships created within government and between government, research community and think tanks.
- Central championing of M&E via key data reports and analysis, such as the Development Indicators by the Presidency and evaluation reports by the Public Service Commission.
- Coordination of use via the Executive cluster system and M&E forums established and functional as main platforms for use. Similar processes run by Provincial Offices of the Premier.

PUBLIC SECTOR REVIEWS AND REFORMS AS FOUNDATION FOR M&E SYSTEMS

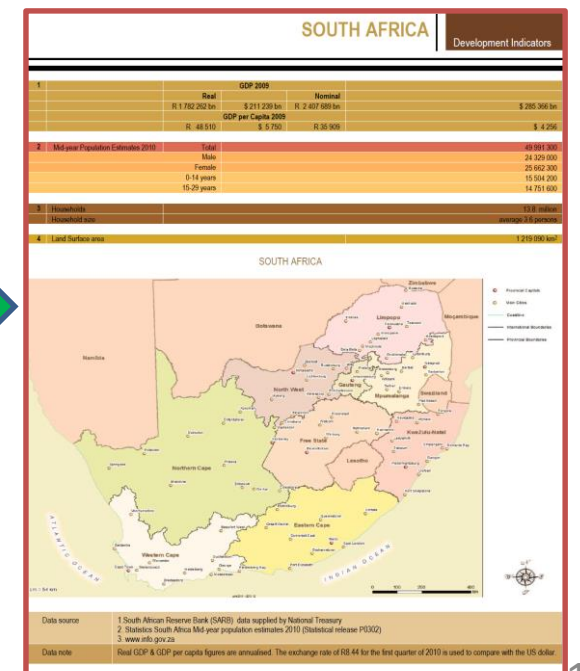
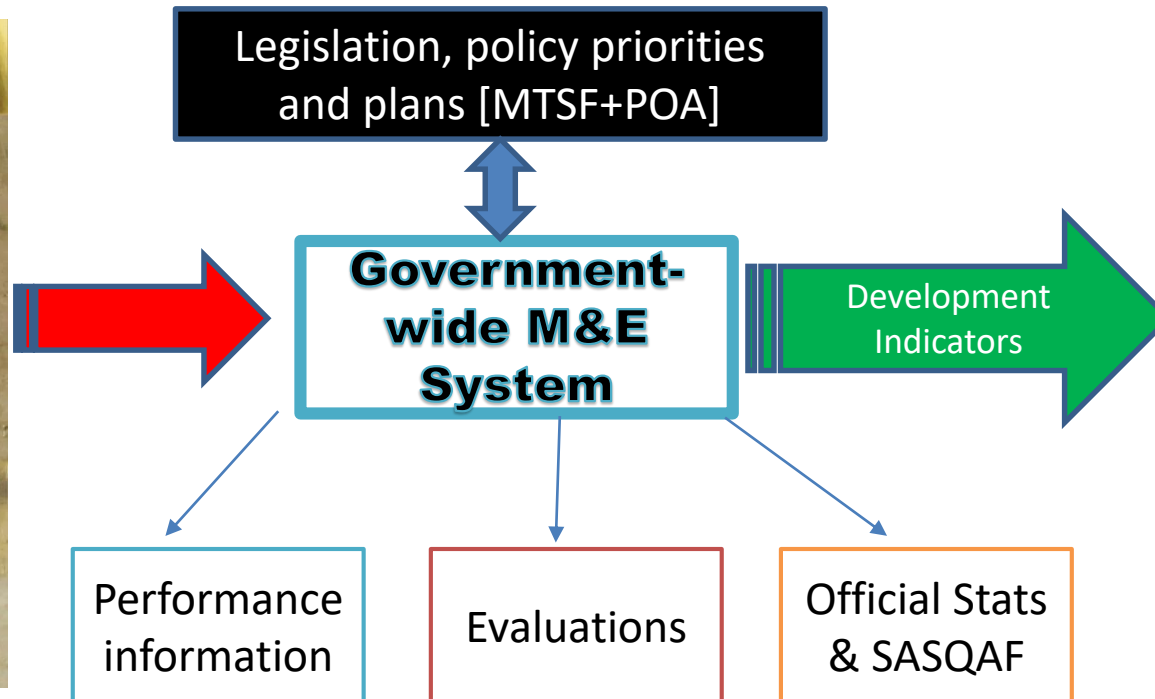
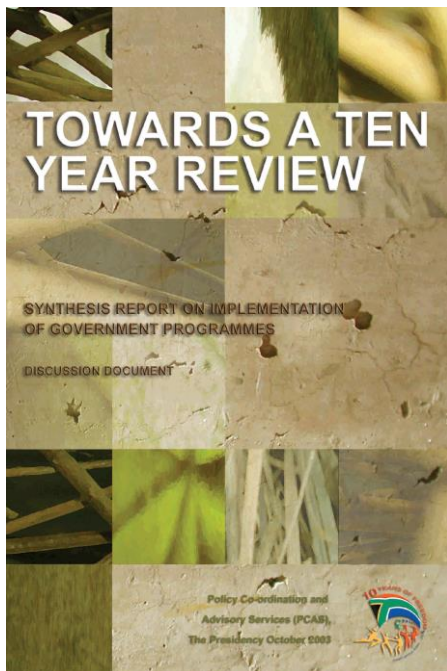
1994-2004

1998 Report of the Presidential Review Commission on the Reform and Transformation of the Public Service in South Africa

Recommendation on Monitoring & Evaluation

❖ “Monitoring and evaluation of performance is a very expensive venture. But the costs incurred pale in comparison to those of continued implementation of ineffective, cost-inefficient, and perhaps even harmful interventions. It is for this reason that the Commission recommends as a matter of urgency that more effective systems of monitoring and evaluation are designed, developed and implemented”.

2005-2008



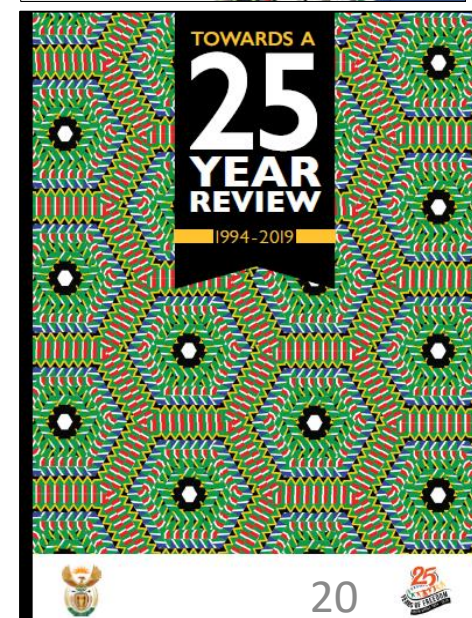
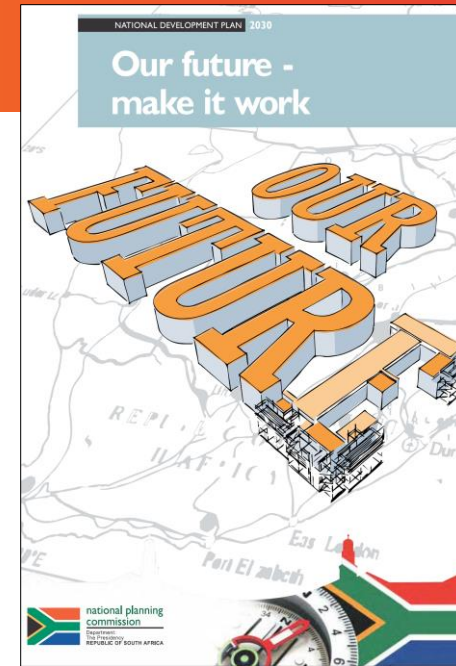
2ND WAVE (2009-2014): THE BIRTH OF THE MINISTRY IN THE PRESIDENCY FOR M&E

- Emerging global recognition of the role of political leadership on the demand side of M&E (UK experience influenced many countries like Malaysia, RSA, Mexico).
- Results-based planning and M&E via the new Outcomes Approach and alignment of budget to plans/priorities since 2009.
- Demand for use of M&E information to coordinate inter-governmental policy interventions through delivery agreements.
- Demand for deeper analysis that could provide answers through evaluations and research. Donors contributing to the development of new DPME-led systems as partners (e.g. DFID, EU PSPPD, Germans, Canadians, CLEAR-AA, WB)
- In 2011 the National Evaluation System is established in SA (Mexican, Colombian, US, Canadian, Australian, and Malaysian experiences on benchmarking).
- 2012 benchmarking exercises and knowledge sharing with fellow-Africans.
- Improving quality of administrative data and learning from good practice through compliance-based monitoring systems and case studies (Management Performance Tool and Frontline Monitoring).
- Weak partnerships with civil society and private sector except through SAMEA. Citizen-Based Monitoring initiated to strengthen partnerships on the ground.



3RD WAVE (2014-TO DATE): LINKING DEVELOPMENT PLANNING TO M&E

- New National Development Plan Vision 2030 ready for implementation.
- 20-Year Review recommendations aligned to the NDP proposals. The new Medium-Term Strategic Framework outcomes-based and explicitly viewed as an implementation model for the NDP.
- New Ministry in the Presidency for Planning and M&E resulted to change of DPME role.
- Institutional reforms to integrate operations and strategy – focused on long-term systems.
- M&E Reports informing Cabinet decisions and remedial actions.
- Institutional quarterly performance information, MPAT and Frontline Monitoring reports highly valued in Parliament due to their direct link to legislative compliance and citizen feedback.
- The National Evaluation System stabilised and producing evaluations that are used (See Special Edition of the African Evaluation Journal and book on evidence-use edited by Ian Goldman et al).
- Demand for rapid evaluations and accountability for improvement plans.
- Growth of international partnerships for peer-learning and bench-marking (e.g. Twende Mbele is born in 2016 and DPME co-hosts Global Knowledge Sharing Workshops with the WB and UN).
- M&E recommendations triggering and informing design of special interventions (Big Fast Results/Operation Phakisa and Inter-Ministerial Committees on rapid response interventions).
- The 25-year review report synthesised research and M&E information and used to inform new medium-term 5-year plan (current MTSF).



CONTEMPORARY CHALLENGES AND THE NEED TO RE-IMAGINE THE ROLE OF M&E INFORMATION

“The COVID-19 pandemic has devastated the global economy and is likely to increase inequality in the years to come. [The report] ...established that past pandemics, even though much smaller in scale than COVID-19, have significantly contributed to social unrest through their impact on economic growth and inequality. Specifically, [it]... provides evidence that pandemics tend to depress economic growth and increase inequality, and both lower growth and greater inequality are important drivers of social unrest. Furthermore, social unrest, in turn, is associated with output loss and with higher inequality, suggesting a vicious cycle. [The]...results would imply a heightened risk of social unrest post COVID-19 unless swift and bold policies are implemented to protect the most vulnerable group in the society” (*Tahsin Saadi Sedik and Rui Xu, 2020, IMF Working Paper entitled: **A Vicious Cycle: How Pandemics Lead to Economic Despair and Social Unrest***)

- Covid-19 State of National Disaster triggered a completely new and un-expected scenario: lockdowns, social relief packages and economic stimulus to save lives and livelihoods.
- High demand for real-time information on epidemiological data, socio-economic impact analysis, predictive modelling to inform rapid changes in policy and regulations. Difficulties to implement traditional methodologies of data collection.
- CASE STUDY: The robust M&E and information systems of the health sector tested to the limit. District Health Information as world-class system that has embraced M&E/Results-based analysis about 2 decades ago, responded well. Network of science councils, laboratories, advisory bodies, academia, civil society and international bodies (WHO) critical.
- Leadership visible and President using the National Coronavirus Command Council and Presidential Coordinating Council to lead from the front. 15 October 2020, President releases a new Economic Reconstruction and Recovery Plan.
- New questions for M&E: provide impact analysis, recommend solutions to save lives and livelihoods, new models and draw lessons to support recovery and reconstruction, and work within reduced budgets and within a high-risk environment!

KEY LESSONS ON INCENTIVES FOR USE OF M&E INFORMATION

1. M&E in government as part of the **public sector reform** agenda. Embed the M&E practice on the constitution, policy frameworks and organisational systems to enable use (M&E as management practice)
2. Institutional **champions and leadership** play a key role in terms of driving government-wide M&E systems that are used to inform policy, budgets, planning and other decisions (use for performance, learning, and accountability).
3. M&E information as part of the evidence ecosystem (research, reviews, official statistics, and administrative data). M&E products such as evaluation reports that are published and debated in society are very central for **transparency and accountability**, including research reviews & development indicators.
4. Pay attention to development and implementation of **simple and strategic improvement plans** based on recommendations of M&E reports. **Follow up** to document change or lack thereof and impacts.
5. Deliberate strategy to manage risk and change at macro and micro levels to ensure **sustainability and resilience**.
6. **Balance technical robustness versus political demand** for real-time insights and impact on the electorate.
7. Implement **agile capacity development approaches** for different role players (key investment in partnerships globally!).
8. Fundamentals of M&E still matter in order to use it to make a difference in people's lives: **quantity, quality and results!**

NGIYATHOKOZA

DANKIE **KE A LEBOGA**

NGIYABONGA

NDIYABULELA

INKOMU **NDIKHOU**
LIVHUHA

Thank You

Twende Mbele

Question & Answers



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