

# KZN Provincial Evaluation and Research Seminar

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Presenter: Dr Ayabulela Dlakavu



**KWAZULU-NATAL**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA



**TWENDE MBELE**



# Outline of Presentation

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What is Twende Mbele?

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What is our understanding of a national/provincial/local evaluation system?

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Our approach to M&E capacity building: system-wide intervention and peer-learning

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Achievements of TM to date

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Current collaborations with KZN Provincial Government

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Situating ourselves within the KZN Provincial Evaluation System priorities

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End/Q&A

# 1. What is Twende Mbele?

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- Twende Mbele (“Going forward together” in *kiSwahili*) is a peer-learning Pan-African program among 6 African governments: Benin, Ghana, Kenya, Niger, South Africa and Uganda
- Headquarters: University of the Witwatersrand, Johannesburg
- **Core aim:** *develop, strengthen and sustain* public sector performance monitoring and evaluation systems that improve development policy and programme performance.
- **Twende Mbele intervention areas:**
  - i. building the technical M&E capacities of civil servants and managers with M&E functions;
  - ii. investing in the development of M&E frameworks (policies, plans and guidelines) for government institutions;
  - iii. sought to contribute to an enabling environment for M&E by creating peer-learning events that identify and build the capacities of M&E champions
  - iv. sharing M&E best practices (through peer-learning events like seminars, conferences, study tours, scholarship) among the six Twende Mbele core countries and its wider learning network (Malawi, Tanzania, Côte d'Ivoire, Botswana, Ethiopia, Togo, Namibia and Nigeria).



## 2. What constitutes a national/provincial evaluation system?

- Twende Mbele's core business is building evaluation systems through capacity building and peer-learning
- Evaluation system is constituted by the following elements:
  1. Individual capacity to undertake and supply M&E information
  2. Institutional capacity to commission and use M&E evidence in planning, policymaking, budgeting etc. (existence of M&E directorates, reporting templates, results indicators, eval guidelines)
  3. Existence of M&E policy/legislation that mandates and assigns M&E roles in the public sector
  4. Integration of non-govt institutions in the evaluation system (legislatures, CSOs, HEIs)
  5. Use of M&E evidence/information in decision-making, planning, policymaking, budgeting (requires leadership buy-in and support)



### 3. Our approach to M&E capacity building

Our approach to M&E capacity building

underpinned by a philosophy of system-wide intervention and peer-learning



# Interventions are designed to affect the entire value chain of M&E systems:

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We build *individual M&E capacities* through training as well as frequent peer-learning platforms such as webinars, conferences and study tours (for Executive and Legislative institutions of the state). Events look at best practices in evaluation planning, undertaking, dissemination and use)

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We have assisted the development of *institutional M&E frameworks* (i.e. evaluation plans and guidelines) that build institutional M&E capacity

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We have contributed to the *integration of non-governmental institutions into national evaluation systems* (i.e. through nurturing state-CSO collaboration in monitoring and evaluating programs of mutual interest across sectors such as healthcare, education and WASH). CSO-government collaboration guidelines are on our website.

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We have contributed to transitions towards *evidence-based policymaking/decision-making* in our governments through sensitizing senior public sector managers about M&E through courses (EBPMI course for SMS members across TM countries, adapted from UCT Nelson Mandela School of Public Governance), webinars and conferences

We are now seeking to proliferate the use of M&E evidence in public sector planning and budgeting

How? Scientifically by first undertaking applied empirical research on the current contribution of M&E evidence in public sector planning and budgeting systems/processes

This is across all our countries.

Another tangible output from this study will be Guidelines on how to improve use of M&E evidence in annual and medium-term planning and budgeting systems in government

We are taking a participatory and capacity building approach in this research endeavor, with government steering committees being involved throughout the cycle of the research

## 4. Achievements of TM to date



- Trained more than 200 high level government officials in five African countries on evidence-based policymaking and implementation
- Supported five (5) African students in various countries in their Master's and PhD studies
- Partnered with CLEAR-AA and African universities to develop an Africa-centred M&E curriculum at Honours and Master's level
- Trained 148 members of parliament across six parliaments in East Africa, helping to improve their performance oversight and legislative capacities (implemented with CLEAR-AA)
- Trained over 150 public servants across six African countries on designing and undertaking rapid evaluations
- Contributed to the institutionalisation of M&E practice through the adaptation of the South African management performance assessment tool (MPAT) in Uganda and Benin government institutions
- Publication of many evaluation guidelines that offer practical guidance on planning, undertaking, disseminating and using evaluations for government officials



- Undertook diagnostic research on the gender-responsiveness of the national monitoring and evaluation systems of Uganda, Benin, South Africa and Kenya.
- These diagnostic studies led to the revision of key M&E frameworks and a new gender-responsive evaluation guideline for adaptation in the six Twende Mbele countries.
- Part of MAE needs to focus on the gender-responsiveness of M&E frameworks and systems, and Twende has made a contribution in this regard.
- Development of a digital Parliamentary Oversight Tool (POT) that has been piloted in Zambia. This is designed to ensure timely accessibility of M&E and other forms of evidence to Parliamentarians, aiding their performance oversight and legislative functions.
- Evaluation design workshops convened with multiple stakeholders that ensures buy-in for evaluations and improving likelihood of evidence-use
- Various M&E best practice sharing webinars (peer-learning) and supported the participation of Twende Mbele government officials in national, regional and global evaluation conferences that offer opportunities for learning

## 5. Current collaborations with KZN Provincial Government



- We have been invited to serve on the Provincial Evaluation Steering Committee by OTP along with other government non-governmental institutions
- Through DPME, we hope to deepen our contributions to KZN through capacity building and mutual learning forums (webinars/conferences/workshops/study tours)
- Possibility of M&E Secretariat in the Office of the President, Ghana, coming to visit KZN Provincial Government for a Study Tour in May/June 2023

# 2022 KZN Evaluation Conference resolutions



- Our value as TM needs to also be aligned with the M&E needs expressed in the 2022 KZN Provincial Evaluation Seminar Resolutions
- The resolutions touched on sensitizing senior managers and political principals on value of M&E. *Possibility for TM, DPME and OTP to organize M&E sensitization workshop/training (i.e. the EBPMI course for SMS members in provincial and local govt)*
- Resource allocation for evaluations. *TM has co-funded government evaluations, particularly those of a rapid nature (rapid evaluations) targeting programs benefitting marginalized groups*
- Perhaps exploit our proximity to the provincial evaluation steering committee to *organize capacity building workshops (i.e. basics of M&E trainings [developing TORs, TOCs, conceptualizing indicators etc.] via UKZN academics/those on the OTP trusted service provider list)*
- Through such incremental contributions, we hope Twende will be of value as a social partner, *helping to build a culture of learning and evidence-based governance through M&E*

End



Q&A