



MARCH 2024

STRATEGY FOR INSTITUTIONALISING MONITORING AND EVALUATIVE EVIDENCE USE ACROSS NATIONAL AND SUBNATIONAL PUBLIC INSTITUTIONS

The Strategy's normative goal is to contribute to, and advocate for, the effective institutionalization of M&E evidence production, sharing and use in public sector budgeting, planning and formulation and implementation of public policies and programmes, and service delivery.

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1. Background

Twende Mbele Launched in 2016, Twende Mbele (meaning “Going forward together” in kiSwahili) is a Pan-African Programme constituted by the governments of Benin, Ghana, Kenya, Niger, South Africa and Uganda, who are interested in learning and sharing best practices regarding the use of monitoring and evaluative (M&E) evidence to strengthen the performance of government development plans, policies, programmes and projects. Figure 1.1 below is a map depicting the member nations of the Twende Mbele Programme. Twende Mbele’s mission of promoting evidence-based governance and accountability is centred on stimulating both the supply of quality monitoring and evaluative data, and demand for this evidence among policymakers, budget formulation officials, planners and legislators. Peer-learning is central to the Programme, where the six governments share experiences and learn from each other on promoting and using M&E evidence in the public policy cycle. The Centre for Learning on Evaluation and Results Anglophone Africa (CLEAR-AA) at the University of Witwatersrand, South Africa; and the Independent Development Evaluation (IDEV) at the African Development Bank (AfDB) are technical partners of Twende Mbele.

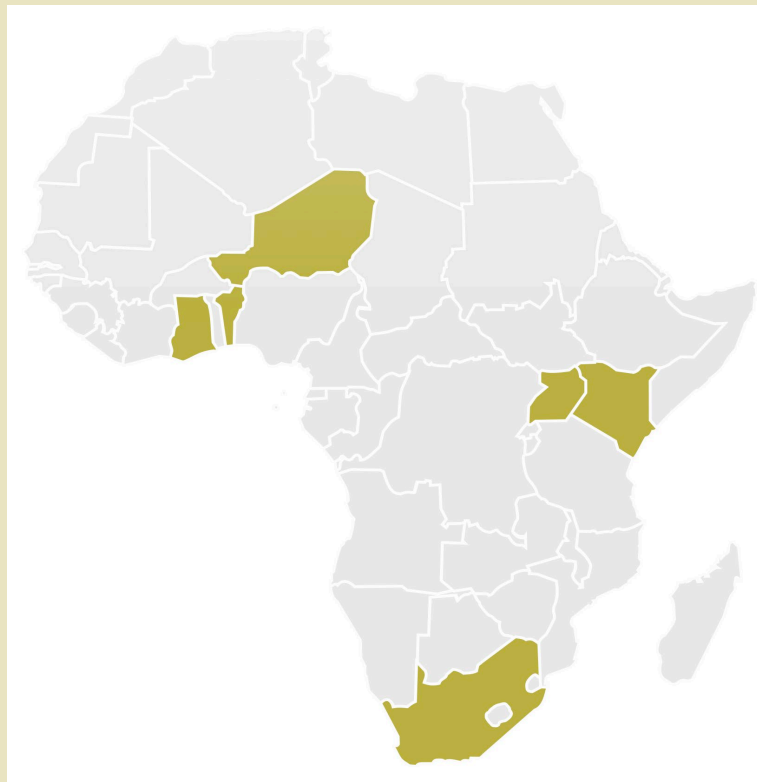


Figure 1.1: Member states of the Twende Mbele Programme (Source: Twende Mbele 2020, <https://twendembele.org/countries/>)

Twende Mbele is the *only* government-led learning network promoting evidence-based governance in Africa, modelling and championing collaboration that directly delivers on Sustainable Development Goal (SDG) 17 - *Partnerships for the Goals* - whilst also being a catalyst and enabler for the entire SDGs agenda. Twende Mbele's mandate is therefore aligned to the project grant of the Hewlett Foundation's Evidence-Informed Policymaking Strategy, which aims to elevate evidence-informed policymaking to improve socio-economic policies in Africa.

2. Introduction

The International Federation of the Red Cross (2002: 1)¹ defines monitoring as a continuous process of collecting data on pre-defined indicators of a said intervention, which informs program/policy stakeholders of the implementation progress and any observable outcomes of a said intervention. *Program evaluation* on the other hand is defined as a learning tool that describes and explains the results (outcomes and impact) achieved by a development intervention (i.e. a policy or program) vis-à-vis its stated objectives (Rallis and Bolland, 2005: 5)². Program evaluation findings can be used to improve the implementation of a given program (for example, further investment of resources and roll-out of activities) or to make decisions about the future of a development policy or program (i.e. scaling up, continuing or discontinuing the intervention). The ultimate aim of program evaluation is to help a development policy or program to achieve the development outcomes it was intended to deliver (Rallis and Bolland, 2005: 6). Program evaluation is therefore an agent or tool of social change/transformation in development practice.

The Presidency of the Republic of South Africa (2007: 1)³ identified performance monitoring and evaluation as important tools for ensuring the effectiveness of government policies, plans, programmes and projects. Moreover, The Presidency emphasised the importance of monitoring and evaluation in

¹ International Federation of Red Cross and Red Crescent Societies. 2002. *Handbook for Monitoring and Evaluation: First Edition*. IFRC, Geneva.

² Rallis, S.F. and Bolland, K.A., 2005, 'What is Program Evaluation? Generating Knowledge for improvement', *Archival Science*, Vol.4.

³ The Presidency. 2007. *Policy Framework for the Government-wide Monitoring and Evaluation System*. Shereno Printers, Pretoria.

assisting public sector institutions to identify factors contributing to service delivery and other development intervention outcomes.

3. Problem statement and aims of the strategy

The problem that this Strategy seeks to address is the challenge of entrenching monitoring and evaluation evidence use across government institutions. Institutionalisation of M&E evidence-use is important because the intrinsic value of undertaking monitoring and evaluation is for the evidence to be used to learn what is working or not working regarding a development intervention, how to amplify good results, and likewise, how to address implementation challenges or adverse results. M&E institutionalisation is therefore an endeavour that is inclusive of behavioural change within public institutions, where the institutions and individuals view monitoring and evaluation as learning mechanisms rather than compliance tick-box exercises.

Twende Mbele member countries convened in Johannesburg, South Africa, on 7-9 November 2023 to reflect on the state of individual and institutional capacities in Benin, Ghana, Kenya, Niger, South Africa and Uganda. The workshop had twin goals: 1) reflect and strengthen individual monitoring and evaluation (M&E) capacities and 2) discuss challenges, best practices and pathways for institutionalizing M&E evidence in all institutions of government at national and subnational spheres. The twin objectives



are the essence of this institutionalisation strategy. The Strategy's normative goal is to contribute to, and advocate for, the effective institutionalisation of M&E evidence production, sharing and use in public sector budgeting, planning and formulation and implementation of public policies and programmes, and service delivery.

4. Conceptualising institutionalization vs M&E institutionalisation

The concept 'institutionalisation' refers to the process of translating a belief, norm or mode of behaviour into concrete action within an organization, social system or society (Osho, Essien-Abasi and Ekweli)⁴. From this definition therefore, institutionalization can be understood as a process by which normative frameworks of behaviour and/or professional practice are implemented by society or organisations. Institutionalisation implies the existence of normative frameworks that prescribe an ideal state of affairs, behavior or best practice.

With regards to M&E institutionalization, it is important to note that M&E in the public sector occurs within a given public administration environment. Public administration refers to activities carried out by public institutions (i.e. the Executive) as part of implementing the articulated government public policies and laws enacted by legislative (i.e. lawmaking) institutions. Public administration is carried out by national and subnational governments, with the former implementing public policies and laws, while subnational governments carry out service delivery mandates and laws specific to their jurisdictions (Nwanisobi and Christopher, 2020: 56)⁵. The institutionalisation of undertaking M&E production, sharing and using the evidence to inform public sector decision-making relies on the public administration culture of a given nation-state. According to Kimaro, Fourie and Tshiyoyo (2018: 198-199)⁶, the following are the public administration cultures that influence the extent of M&E institutionalisation in a country:

- i. A public service whose established primary priority is to comply with public administration rules and regulations;
- ii. A public service whose established objective is to account for all public expenditure;
- iii. A public service whose culture emphasizes obeying senior public administrators and the established hierarchy within and between public institutions;

⁴ Osho, A., Essien-Abasi, I. and Ekweli, F. 2017. 'Institutionalization: A Contemporary Perspective of the Old and New Institutionalism for Managers' *International Journal of Social Science and Humanities Research*, Vol. 5(1), pp. 447-453.

⁵ Nwanisobi, B.C. and Christopher, I.C. 2020. 'Definitio of Public Administration: Various Scholars' *American International Journal of Business Management*, Vol.3 (9).

⁶ Kimaro, J.R., Fourie, D.J., and Tshiyoyo, M. 2018. 'Towards an Ideal Institutionalisation of Monitoring and Evaluation (M&E): Considerations influencing the interrelationship between Performance, Performance Management and M&E' *Administratio Publica*, Vol.26 (4).

- iv. A public service whose culture is one that encourages individuals and institutions to compete for influence and resources; and
- v. A public service whose culture emphasizes group cohesion and public institutions operate as an interdependent system where conflict is discouraged.



An indicator of M&E institutionalization is when an organization uses M&E information as a performance management tool. Performance management is conceptualized as the setting of performance objectives and targets for a policy, programme or other development intervention; managing activities that lead to the set targets; measuring and reporting performance of a programme/policy in relation to set targets; and using performance information to make decisions about resource allocation (i.e. budgeting), planning, implementation, and sanctions for performance or non-performance (Kimaro et al, 2018: 201). M&E can therefore be regarded to be an institutionalised function in public institutions when information from monitoring and or evaluations is used to improve the design or implementation of a policy, programme or project; to learn on what works and does not work vis-à-vis the monitored or evaluated policy, programme or project; to plan; and to budget. From the above, one can infer that M&E institutionalization in government occurs when a public institution adopts M&E as a permanent performance management tool to inform planning, budgeting, performance assessment and decision-making on the future of an on-going intervention, and whether to reward or punish individuals or groups that achieve or do not achieve articulated policy or programme targets, outcomes and impact. Key pre-conditions for M&E institutionalization are therefore as follows:

- A) M&E evidence needs to be used for organizational planning and resource allocation;
- B) M&E needs to be perceived as a learning tool rather than a compliance requirement;
- C) M&E activities need to be based on existing government policies, plans, programmes and projects, and the key output, outcome and impact indicators agreed upon by the policymakers/project teams;
- D) M&E must be appreciated as a management tool, with managers championing M&E evidence production for use in decision-making for planning, resource allocation and implementation.

- E) All of the pre-conditions above require a public administration culture that values M&E as a learning tool that improves the ability of the public service (i.e. public institutions) to achieve policy, programme, project and service delivery targets.

4.1 SNAPSHOT OF COUNTRY BEST PRACTICES CHALLENGES AND RECOMMENDATIONS IN M&E INSTITUTIONALIZING

Country	Best practices and innovations	Challenges and recommendations
Benin	<ul style="list-style-type: none"> <li data-bbox="551 320 1319 619">i. Benin has been implementing its National Evaluation Policy as a key advocacy mechanism for M&E functions across government. Importantly, this Policy framework has been revised for the next 10 years, which is good practice in terms of reflecting on the efficacy of the policy vis-à-vis its founding aspirations. <li data-bbox="551 643 1319 941">ii. Benin is also currently evaluating its National Evaluation Methodological Guideline (2023 and 2024), and a revised version is to be adopted based on feedback from other Ministries on the usefulness of the Guideline vis-à-vis commissioning, undertaking and using evaluative findings. <li data-bbox="551 965 1319 1050">iii. There is a national evaluation association in Benin, whose mandate is to champion M&E in the country. <li data-bbox="551 1074 1319 1318">iv. Benin hosts biennial National Evaluation Days (i.e. conferences) to discuss key developments and innovations in M&E practice and evidence-use, and this was a recent theme in the October 2023 edition of the national conference, with a specific emphasis on M&E 	<ul style="list-style-type: none"> <li data-bbox="1379 320 2051 459">i. Sectors need to use M&E as a tool for ensuring efficient and effective implementation of government development programmes. <li data-bbox="1379 483 2051 568">ii. Digitalisation of M&E functions is an important endeavor for the Beninese government.

	<p>functions in the age of Artificial Intelligence and Information and Communication Technologies.</p> <p>v. It is for this reason that the Government of Benin is embarking on a process of creating a digital repository of all public policies and programmes in Benin, so that the Directorate General for Evaluation and Observation of Social Change (coordinator of the national M&E system) can be abreast of all public policies and programmes that need to be monitored and evaluated.</p> <p>vi. 2024: legislation promoting M&E</p>	
Ghana	<p>i. M&E policy in Ghana awaits Cabinet approval, and this is positive for M&E institutionalisation in the Government of Ghana at all levels. The draft policy covers national public institutions, Metropolitan Municipalities and District Assemblies.</p> <p>ii. The National Development Planning Commission (NDPC) is to be the custodian of the policy, and is the coordinator of the Ghana National M&E system as per its Constitutional Mandate. The Office of the President and the Ministry of Finance in Ghana are further coordinators of the Ghana M&E system, working with</p>	<p>i. There is a need for monitoring and evaluation reports to help curb public sector corruption.</p>

	<p>the Ministries, State-owned corporations and Metropolitan Municipalities and District Assemblies (MMDAs) that implement government policies, programmes and deliver public services.</p> <p>iii. Digital Performance tracker to be launched 27 March 2024.</p> <p>iv. M&E Manual exists to guide M&E activities by all public institutions (planning, undertaking and use)</p>	
Kenya	<p>i. Kenya has established a devolved M&E system, with a National Integrated Monitoring and Evaluation System (NIMES) and is responsible for enabling Ministries, Departments and Agencies (MDAs) to monitor and evaluate medium-term development plans;</p> <p>ii. County Integrated Monitoring and Evaluation System (CIMES) exists, whose mandate is to facilitate county governments' monitoring and evaluation of Country Integrated Development Plans</p> <p>iii. All medium-term development plans at national and country levels have supplementary indicators against which MDAs and County administrations must monitor and evaluate implementation as well as outputs,</p>	<p>i. The M&E Policy lacks direct language, i.e., mentioning that "sufficient resources" should be allocated to M&E activities in not direct enough. The Policy should have expressed the minimum threshold of "sufficient resources" by mentioning, for example, that 10% of programme budget should be allocated to monitoring activities and evaluations.</p> <p>ii. A significant number of Kenyans listen to radio stations that broadcast in indigenous languages (approximately 70% of Kenyans). There is a need to publish monitoring reports and evaluation studies in local languages so that they are</p>

	<p>outcomes and impact vis-à-vis the social and economic change desired.</p> <p>iv. National M&E Policy adopted in Kenya in 2022, adding an important policy framework to champion M&E across the government of Kenya</p> <p>v. Kenya National Evaluation Weeks (conferences) used to be a platform for MDAs and their political and administrative leadership to present their progress reports vis-à-vis their policies and programmes.</p>	<p>consumable by most/all Kenyans. Radio could be a key dissemination channel for evaluation results since it is a key medium of reaching Kenyan citizens.</p> <p>iii. Formal M&E training courses should be pitched at all levels (undergraduate, graduate and short-course levels).</p> <p>iv. Monitoring and evaluation reports should be published whether they contain positive or negative findings/results.</p>
Niger	<p>i. Niger has a National Evaluation Policy (adopted 2019), which contributes to the adoption of M&E as a governance function in the Nigerian public sector.</p> <p>ii. The High Commission for the Modernisation of the State and the the Center for Policy Analysis and Evaluation of Governmental Action (Centre d'Analyse des Politiques et de l'Evaluation de l'Action Gouvernementale – CAPEG) are coordinators of the national M&E system of Niger, working closely with sector Ministries and supported by the Office of the Prime Minister.</p>	<p>iii. Scarcity of resources affects M&E functions.</p> <p>iv. There is need for M&E tools to guide the processes of planning, undertaking and using M&E information at national level and in the 255 districts of Niger. This will systematize public policy evaluation undertaking, and also strengthen the operationalization of the government-wide M&E system.</p> <p>v. There is a need to build political support for evaluation and evaluation results across government.</p>

		vi. There is a need to digitalise M&E activities and sharing across government.
South Africa	<p>i. South Africa has adopted various policy frameworks to help drive the institutionalisation of M&E in government: the Government-wide M&E policy (2007), and the National Evaluation Policy Framework (2011, amended 2019).</p> <p>ii. Previous M&E frameworks did not include local government and public enterprises, but this is now addressed by the revised framework of 2019. This highlights the importance of reviewing the implementation of policies and amending them to adapt to the dynamic nature of public administration.</p> <p>iii. Various public universities (including the National School of Government) offer postgraduate qualifications in M&E, as well as short-courses for senior managers and technocrats.</p> <p>iv. Government institutions partner with the evaluation capacity development fraternity to help strengthen the national evaluation system. These partnerships are</p>	<p>i. Aligning subnational development plans with the long-term vision of the country is necessary. Long-term visions need to be inclusive of national, provincial and local development aspirations. This can help harmonise the national M&E system based on harmonized development indicators (adapted to the specific contexts).</p> <p>ii. National and subnational government need to collaborate and engage more in the processes of development planning and M&E institutionalisation, which is important in a unitary nation-state like South Africa that is semi-federated.</p> <p>iii. There is a need to close the gaps between planning, and monitoring and evaluation. M&E reports need to inform government planning processes at all levels so that the M&E and planning systems are integrated.</p>

	<p>important in nullifying the resource constraints that handicap M&E capacities and activities.</p>	<p>iv. There is a need to improve the use of M&E reports in planning and budgeting processes across government.</p>
Uganda	<p>i. Office of the Prime Minister is constitutionally mandated to coordinate the monitoring and evaluation of government policies, programmes and projects, thereby serving as custodian of the national M&E system.</p> <p>ii. Uganda has a National Policy on Public Sector Monitoring and Evaluation (2013), which is a policy framework promoting monitoring and evaluation of government policies, programmes and projects across government. After 10 years of existence, the Office of the Prime Minister is currently reviewing this M&E policy. The review should direct key amendments to the Policy to strengthen its advocacy of the M&E function in government.</p> <p>iii. There is an M&E capacity building plan for all of government.</p> <p>iv. Government develops M&E Plan for each 5-year development plan, thereby championing M&E across Ministries, Departments and Agencies</p>	<p>i. The operationalization of the government-wide M&E system is an incremental process, especially the setting up of M&E units across all public institutions as per the public service regulation passed in 2022/23. The M&E capacities of Ministries, Departments and Agencies need to be improved through capacity development interventions.</p> <p>ii. Limited use of evaluation findings is a key challenge that the Office of the Prime Minister and the Ministries, Departments and Agencies (MDAs) need to work on.</p> <p>iii. Lack of reliable data on performance indicators of national development plan programmes is a key challenge to which the Government and its development partners need to attend to through interventions such as data collection and analysis capacity development.</p>

	<p>v. Programme Based Budgeting has been adopted by the Ugandan government, which requires MDAs to provide programme performance information and expenditure reports during the formulation of budget proposals submitted to the Ministry of Finance and Economic Development. Programme-based Budgeting therefore promotes the integration of M&E evidence in the budget formulation process.</p>	<p>iv. There is a need to scale up use of information and communication technologies (ICTs) in government M&E activities.</p>
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5. Strategy for whole-of-government institutionalisation of M&E evidence production, dissemination and use

At the November 2023 *M&E Institutionalisation Strategy Formulation workshop*, member countries of the Twende Mbele Programme adopted a Round Table Approach to reflect on experiences, challenges and best practices regarding their respective journeys to institutionalise the M&E function across public institutions. Participants at the workshop included government officials with M&E, planning and budgeting functions across national, regional and local governments in Benin, Ghana, Kenya, Niger, South Africa and Uganda. Annexure 1 is a list of public institutions that informed the Strategy articulated in Table 1 Below. The following guiding questions informed the discussions, and answers provided thereto in Table 1 serve as the de facto enabling conditions for institutionalizing M&E across national and subnational government.

- a. How should governments facilitate effective intergovernmental relations and cooperation in institutionalizing M&E evidence production and use?
 - Presentations by member countries included sharing of experiences (best practices, challenges and recommendations);
- b. What does an ideal and effective government-wide M&E system look like and how do we get there?
 - Individual M&E capacities
 - Institutional M&E capacities
 - Accessibility/sharing of M&E evidence
 - What is the ideal enabling environment for M&E evidence use in policymaking, planning and budgeting?
 - What is the ideal advocacy plan for engaging politicians and getting them to appreciate M&E at all levels of government?
- c. How should we facilitate greater citizen participation in M&E activities at national, regional and local levels of government?

5.1 WORKSHOP RESOLUTIONS ON M&E INSTITUTIONALISATION

Table 1: Twende Mbele Strategy for M&E institutionalization in national and subnational government institutions⁷.

<p>5.1.1 How governments should facilitate effective intergovernmental relations and cooperation in institutionalizing M&E evidence production and use</p>	<p>5.1.2 What an ideal and effective government-wide M&E system looks like and how to get there</p>	<p>5.1.3 How to facilitate greater citizen participation in M&E activities at national, regional and local levels of government</p>
<ul style="list-style-type: none"> • Public administration frameworks should be the basis from which performance monitoring and evaluation policies are formulated. 	<ul style="list-style-type: none"> ○ An ideal M&E system is one that enables government to demonstrate the effects (outcomes) and impact of a government's development plans and policies, based on the philosophy of results-based management. Results-Based Management (RBM) is a management approach that focuses on the development and implementation of interventions with a central focus on achieving their desired goals/results. M&E outputs (i.e. reports) are then based on measuring progress 	<ul style="list-style-type: none"> ▪ Creating public awareness on citizens' potential positive impact in government decision-making through inputs into monitoring and evaluation processes is important.

⁷ Based on Day 2 and 3 (8 and 9 November 2023) engagements and presentations

	<p>on the intervention's intended results/goals (UN Habitat, 2024)⁸.</p>	
<ul style="list-style-type: none"> • M&E policies should therefore assign institutional arrangements (i.e. M&E roles and responsibilities for all public institutions) that reflect existing public administration legislation such as the Constitution and public service Acts and regulations. In this way, the M&E policy, once implemented, should result in a normative situation whereby M&E 	<ul style="list-style-type: none"> ○ M&E systems should facilitate the formulation and implementation of evidence-based and issue-responsive development plans and public policies. 	<ul style="list-style-type: none"> ▪ Disseminate evaluation reports and annual reports to citizens to inform them of the progress and performance of articulated development interventions to induce a sense of participation in the governance process, enabling citizens to hold government to account on the basis of performance evidence. <ul style="list-style-type: none"> - This dissemination should be on popular and media platforms such as radio and television, relevant to the ICT reach in each country.

⁸ UN Habitat, 2024. *Results-Based Management Handbook*. UN Habitat, Nairobi. [https://unhabitat.org/results-based-management-handbook#:~:text=Results%20%2D%20based%20management%20\(RBM\),stated%20expected%20accomplishments%20and%20objectives](https://unhabitat.org/results-based-management-handbook#:~:text=Results%20%2D%20based%20management%20(RBM),stated%20expected%20accomplishments%20and%20objectives). Accessed: 2024.01.07

<p>is done at all levels and sectors of government, resulting in a harmonized, whole-of-government M&E system.</p>		
<ul style="list-style-type: none"> • The setting of national development visions should be a whole-of-government process, with national and subnational government institutions all shaping the whole-of-government vision. This creates ownership of government development visions and agendas, making it simpler for national and subnational government 	<ul style="list-style-type: none"> ○ In an ideal M&E system, sectors are important. Sectors implement development agendas and visions. Each sector Ministry must implement, monitor and evaluate development agendas and drive development. To do this, all public institutions should develop relevant indicators for the policies, programmes and projects that are implemented to give effect to the overall development vision articulated by government. Thereafter, all public institutions should permanently execute monitoring and evaluation of all government interventions, based on the indicators of the desired change (outcomes and impact) that have been set. M&E reports should be able to explain why 	<ul style="list-style-type: none"> ▪ Indigenize the language of M&E reports such that they are understandable to all population groups as the reports are of national interest. <ul style="list-style-type: none"> - The use of local languages during evaluations and monitoring exercises is also critical to amplifying public voices in the planning, public policy and service delivery processes.

<p>institutions to domesticate national development plans through setting relevant indicators, and setting up M&E systems that will help each public institution to track and assess the attainment of development visions. Such an intergovernmental approach to development planning should facilitate intergovernmental monitoring, evaluation and learning regarding the status of attainment of national development targets.</p>	<p>desired results (outputs, outcomes and impact) have been achieved or not achieved. Such reflective M&E practice enables the amplification and sharing of implementation best practice, as well as facilitating the correction of implementation shortcomings.</p>	
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<ul style="list-style-type: none"> • Each national development plan or vision should be accompanied by a monitoring and evaluation plan, co-developed by national and subnational public institutions. National M&E conferences/learning summits should then be constituted by an agenda that provides space for national and subnational public institutions to report on progress made on articulated and adopted indicators and targets as set out in the national, sector and 	<ul style="list-style-type: none"> ○ For an M&E system to be functional and effective, national development visions need to be sufficiently inclusive of, and domesticated by, sector Ministries and subnational governments, with all institutions of government assigning indicators of desired results that form the basis of all monitoring and evaluation activities. This then leads to an alignment and adoption of government's agenda by all public institutions, who are able to plan the monitoring and evaluation of the whole-of-government development vision and agenda. An ideal M&E system is therefore one that is characterised by integrated development planning, budgeting, monitoring and evaluation, and performance information systems. 	<ul style="list-style-type: none"> ▪ The above points are part of the broader effort of improving civic education and responsibility among the public such that they are active agents of the process of inducing social change through participation in the appraisal of the progress and results of development plans, policies, programmes and projects.
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<p>subnational development plans. This then facilitates effective intergovernmental feedback and mutual accountability mechanisms that produce and sustain a genuinely whole-of-government M&E system.</p>		
	<ul style="list-style-type: none"> ○ The monitoring and evaluation function across public institutions needs to be able to curb corruption, the latter being a key inhibitor of effective implementation of government interventions. 	<ul style="list-style-type: none"> ▪ Community forums should be an avenue where public policy and service delivery performance reports are disseminated and engaged by citizens, and where recommendations can be made by the people who are meant to benefit from development plans, visions, public policies and service delivery.
	<ul style="list-style-type: none"> ○ M&E products (reports, briefing and learning notes, policy briefs etc.) should result in 	

	<p>innovation in public policymaking, including informing the proposal of new policies and the termination of underperforming ones.</p> <ul style="list-style-type: none"> - M&E reports, briefs and action plans should contribute to the resolution of societal problems. - M&E products should be tailored to the needs of senior bureaucrats and political principals alike, ensuring that M&E information is utilized by senior managers and politicians in the respective decision-making and deliberative institutions and structures they serve. 	
	<ul style="list-style-type: none"> o An ideal M&E system should enable more public voices in the process of undertaking both monitoring and evaluation. <ul style="list-style-type: none"> - This means that M&E reports should be informed by the general public's aggregate assessment of 	

	<p>the performance of public policies and service delivery.</p> <ul style="list-style-type: none"> - The dissemination of monitoring and evaluation reports to the general public can also empower citizens to participate in government agenda-setting from an informed and evidence-based foundation. 	
	<ul style="list-style-type: none"> o The ideal M&E system is strengthened by the existence of M&E frameworks (M&E policy, M&E legislation and M&E plans). These M&E frameworks should be applicable to, and inclusive of, sector Ministries/Departments, subnational governments and state-owned enterprises. <ul style="list-style-type: none"> - M&E frameworks need to be reviewed and updated to reflect lessons learnt from their application in the public service 	

	<ul style="list-style-type: none">- M&E frameworks must allocate institutional arrangements where the M&E mandates of institutions coordinating the M&E system are clear and consistent with public administration and legislative powers. Likewise, M&E frameworks are to outline the M&E mandates of policy and programme implementing public institutions (i.e. sector Departments) and subnational governments.- M&E policies should promote the use of M&E reports and other outputs (i.e. policy briefs, learning	
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	<p>notes) for government agenda-setting, policymaking, development planning and resource allocation (budgeting).</p> <ul style="list-style-type: none">- M&E policies must also be clear on what percentage of policy, programme or project budgets should be allocated for M&E activities, rather than the current vague language prevalent in most M&E policies which often read as follows: “Allocate sufficient budget to M&E activities”. There is no consensus on what a ‘sufficient budget’ is, rather state a percentage,	
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	<p>such as, “10% of project budget should be allocated to M&E activities”</p> <ul style="list-style-type: none">- M&E frameworks need to reflect advocacy component where there is active championing of the value of M&E evidence-use among politicians and political formations.- Technocrats need to be champions of M&E evidence production, dissemination and use, to give effect to the ideal of championing the M&E cause among politicians.- All M&E frameworks need to be developed through the participation of as	
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	<p>many public institutions as possible. Likewise, adopted M&E frameworks need to be popularised and all public institutions and the public need to be made aware of the existence and objectives of such frameworks, and the roles of implementing and affected actors therein.</p>	
	<ul style="list-style-type: none"> o The capacities of public servants with M&E functions need to be strengthened on a continuous basis, inclusive of qualifications, short-courses, conferencing, learning activities (webinars, seminars) and international study tours to other countries for comparative benchmarking, sharing of best practices and solutions to challenges facing public sector M&E systems. 	

	- there needs to be a whole-of-government M&E capacity building plan	
	<ul style="list-style-type: none">o there is need for the digitalization of M&E activities, including digital dissemination of reports, management responses and action plans.	

Annexure 1: Participating public institutions in the Twende Mbele M&E institutionalisation strategy

Institution	Country
Office of the Prime Minister	Republic of Uganda
High Commission for the Modernisation of the State	Republic of Niger
Department of Planning, Monitoring and Evaluation	Republic of South Africa
Eastern Cape Socio Economic Consultative Council	Republic of South Africa
KwaZulu Natal Office of the Premier	Republic of South Africa
eThekweni Metropolitan Municipality	Republic of South Africa
Eastern Cape Department of Cooperative Governance and Traditional Affairs	Republic of South Africa
Ministry of Development and Coordination of Government Action	Republic of Benin
Office of the President	Republic of Ghana
State Department for Economic Planning, National Treasury	Republic of Kenya



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