



**TWENDE MBELE**

MARCH 2024



# STUDY TOUR OF THE GOVERNMENT OF THE REPUBLIC OF GHANA TO THE REPUBLIC OF SOUTH AFRICA



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# STUDY TOUR OF THE GOVERNMENT OF THE REPUBLIC OF GHANA TO THE REPUBLIC OF SOUTH AFRICA

## REPORT AND ACTION POINTS

Dr Ayabulela Dlakavu

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### ACKNOWLEDGEMENT

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## 1. Background

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.

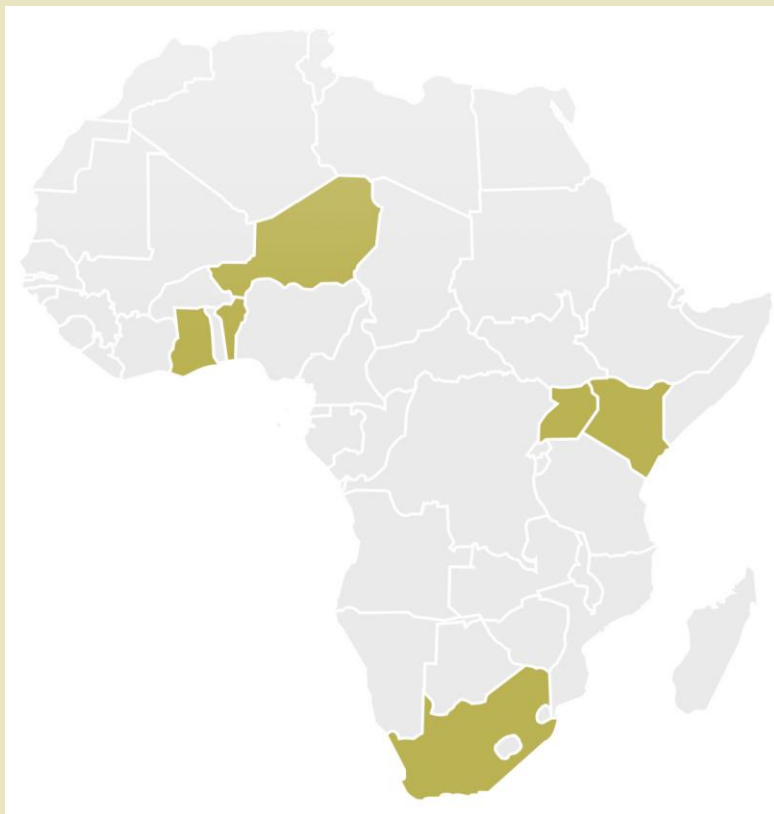


Figure 1.1: Member states of the Twende Mbele Programme (Source: Twende Mbele 2020, <https://twendembele.org/countries/>)

To date, 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 Government of Ghana in its quest to enhance public service delivery to the citizenry and the private sector launched the National Public Sector Reform Strategy (NPSRS) (2018-2023). The NPSRS seeks, among other things, to reverse the decline in institutional quality and management effectiveness of Ghana's public sector. As part of the implementation of the NPSRS, the government received funding support from the World Bank towards the implementation of the Public Sector Reform for Results Project (PSRRP). The PSRRP strives to help thirteen (13) Selected Entities improve efficiency and accountability in the delivery of key public services to citizenry and the private sector.

The project has four components: strengthening organizational performance; improving efficiency, accountability, and citizen engagement in the delivery of selected services; improving monitoring and evaluation across MDAs and MMDAs and Project management, coordination, and public reporting.

The Monitoring and Evaluation Secretariat (MES) is one of the implementing entities of the PSRRP with the responsibility for component three (3), namely: Improving Monitoring and Evaluation. MES sub-component requires the secretariat to strengthen the institutional capacity of the secretariat, the 13 SEs, MDAs and MMDAs for M&E. In implementing this component, MES has been collaborating with the National Development Planning Commission (NDPC) who coordinates M&E activities across all administrative levels. The NDPC ensures national and regional policy formulation and decision-making are grounded in evidence and data-driven insights. It plays a vital role in demanding standardized progress reports from various government bodies, fostering effective M&E capacity building, and offering guidance through developing M&E guidelines and manuals.

To ensure effective implementation of its component, MES and the NDPC expended a portion of this financing to undertake a Knowledge-Sharing and Peer learning study tour to South Africa. This study tour was a collaborative effort between the above-mentioned public institutions of the Republic of Ghana, the Government of the Republic of South Africa (represented by the stated public institutions in the Acknowledgement) and the Twende Mbele Programme.

### 3. Rationale for Selection of South Africa

South Africa introduced the [Government-wide M&E framework](#) in 2007. In support of government's commitment to increase the use of evaluations, the cabinet approved a [National Evaluation Policy Framework \(NEPF\)](#) in November 2011 (amended 2019). The NEPF provided the basis for a system of evaluations across government.

The national M&E system was rapidly but credibly developed and embedded into national planning processes at national and sub-national level by the Department of Planning, Monitoring and Evaluation in the Presidency of the Republic of South Africa.

#### 3.1. SIMILARITIES BETWEEN THE SOUTH AFRICA AND THE GHANAIAN M&E SYSTEMS

There are important similarities between the South Africa and Ghanaian M&E systems to warrant mutually beneficial learning engagements and collaboration. The following M&E areas are cases in point:

##### I. Emphasis of the two systems on results-based Monitoring and Evaluation

Currently, the Monitoring and Evaluation Secretariat of the Office of the President of the Republic of Ghana is implementing the Government Results Framework for High Priorities (GRFHP) 2021-2025 similar to the South Africa wide M&E framework in 2005. The GRFHP details the expected results -goal, outcomes, sub-outcomes, and milestones of each of the government flagship programmes including indicators, baselines and targets outlined by the MDAs over a four (4) year period from 2021-2024. The interventions are derived from the Coordinated Programmes for Social and Economic Development and the Medium-Term Development Framework of the Ministries.

##### II. Enhancing access to 'real time data' on projects

Similar to the South Africa M&E system, MES conducts rapid assessments of the implementation of government priority projects to generate 'real time' data for evidence-based decision-making and accountability to the wider public.

##### III. Use of M&E as a tool for accountability and transparency

Similar to the South Africa model, information generated by the Ghana M&E system is utilized to deepen stakeholder engagements, enhance the performance of public policies, programmes and projects, and to ensure accountability of government vis-à-vis its citizenry.

## 4. Objectives of the Study Tour

The following were the objectives of the Ghana Study Tour to South Africa's national, provincial and local government institutions:

- Share knowledge and practical experiences by the Governments of Ghana and South Africa in relation to building and implementing national and subnational public sector monitoring and evaluation systems, focusing specifically on building M&E culture in governance and the public sector institutions; current management performance assessment tools; Citizen-Based Monitoring; and M&E Capacity Building Programs.
- For the Governments of Ghana and South Africa to exchange knowledge, practical experiences, and lessons in using M&E for accountability and transparency in the public space.
- Foster a network of M&E practitioners in South Africa and Ghanaian institutions to collaborate on a technical exchange Programme to enhance the sustainability of the peer learning exchange initiative.
- Use the knowledge and technical lessons learnt to develop programs aimed at producing a wider positive impact on M&E practice in the public service.

## 5. Key Highlights and Observations

### 5.1. HIGHLIGHTS AND OBSERVATIONS FROM ENGAGEMENTS BETWEEN GOVERNMENT OF GHANA AND THE GAUTENG DEPARTMENT OF THE PREMIER



From the presentations by the Gauteng Department of the Premier, it is evident that the Gauteng Provincial monitoring and evaluation system is based on monitoring and evaluating the following development

frameworks:

- The 14 departments that constitute the Gauteng Provincial Government provincial long-term vision (i.e. *Growing Gauteng Together*) and provincial medium-term development frameworks. These provincial development frameworks are based on the National Development Plan Vision 2030 and the 5-year Medium-Term Strategic Frameworks (MTSFs, whose priorities are aimed at achieving the overall NDP 2030 vision).
- Annual Plans of each Gauteng Provincial Department are further implementation plans linked to the 5-year MTSFs and NDP 2030.
- All Gauteng provincial departments are required to monitor and evaluate priority programmes and projects as articulated in the Gauteng provincial MTSF and Annual Plan priorities.
- The Gauteng Provincial Government has a Theory of Change for aligning performance monitoring and evaluation with development planning.
- Importantly, the Gauteng provincial monitoring and evaluation system is guided by the *Government-Wide M&E Policy (2007)*, and the *National Evaluation Policy Framework (2011, amended 2019)*, the latter frameworks being coordinated by national government (through the National Department of Planning, Monitoring and Evaluation).
- Key characteristics of the Gauteng provincial M&E system:
  - 1) Integrated monitoring and reporting: Gauteng provincial government departments undertakes quarterly reporting on Annual Performance Plans (APPs) via the digital Quarterly Performance Report System (QPRS) . Such reporting constitutes monitoring (tracking) of APP performance, and APPs are an action plan for the 5-year MTSF. There is also an annual State of the Province Address (SOPA) delivered by the Premier of Gauteng, detailing progress of provincial government in implementing APPs.
  - 2) Frontline Monitoring is a citizen-centred M&E approach through which the provincial government solicits the views of citizens vis-à-vis the performance of provincial government programmes and service delivery across all sectors (health, education, social security etc.). The Premier, Members of the Provincial Executive Council (i.e. Provincial Cabinet Ministers) and mayors all participate in frontline/community engagement forums.

-post Frontline engagements, the Frontline Monitoring Support unit codifies commitments made by the

Provincial Cabinet regarding solutions to identified issues, after which follow-up visits are to be undertaken to track the interventions adopted.

- 3) There are live call centres where citizens can lodge grievances vis-à-vis government programmes and service delivery matters.
- 4) Evaluations: Gauteng Provincial Government has Provincial Evaluation Plans which outline MTSF priority programmes to be evaluated. Provincial Departments are also required to establish their own Departmental Evaluation Plans. Such architecture ensures that these evaluations are duly budgeted for.
- 5) The strength of the provincial evaluation system lies in its codification in law, as Section 38(a) of the Public Finance Management Act (PFMA) calls on Departmental Accounting Officers to set up M&E systems for major capital projects.

#### **GHANA M&E SYSTEM PRESENTATION:**

- The Ghana M&E system is bottom-up and top-down because as much as central government formulates policies (including M&E frameworks), most government programmes are implemented by Metropolitan Municipalities and District Assemblies.
- Ministries (national government) have dedicated Policy, Planning, Monitoring and Evaluation (PPME) units responsible for the monitoring and evaluation of government policies and programmes at all levels of government.
- The National Development Planning Commission (NDPC) has developed an *M&E Manual* that serves as a start-up toolkit for M&E officials on how to undertake monitoring and evaluation.
- The NDPC also develops M&E Plans every 4 years, which are based on Ghana's 4-year medium-term development plans (i.e. the M&E plans monitor and evaluate priority programmes of the 4-year development plans). The Monitoring and Evaluation Secretariat (MES) in the Office of the President monitors and evaluates government priority programmes.
- The NDPC also develops a Results Framework for all public institutions, based on the 4-year development plans of government. A 4-year Results Framework emphasises outcome indicators. This Results Framework is the basis of annual national progress reports produced by the NDPC on behalf of all of government (central, regional, district and municipalities). This annual report is informed by

annual progress reports submitted to the NDPC by all public institutions in Ghana.

- NDPC also produces a National Development Monitor, which measures governance, health, education, water, sanitation and hygiene in Ghana.
- The NDPC further produces Sustainable Development Goal Progress and Performance Reports (i.e. Voluntary National Reviews) on behalf of Ghana, tabled to the UN High Level Political Forum. In addition, NDPC produces biennial African Union (AU) Agenda 2063 Reports, tracking Ghana's progress vis-à-vis the aspirations, goals and priority areas of Agenda 2063.
- Municipalities, District Assemblies and Regional Coordinating Councils produce Voluntary Local Reviews to track their attainment of SDGs at the local level.
- Monitoring is therefore quite pronounced in Ghana.
- Some evaluations have been undertaken by the NDPC in certain sectors (such as education), however, budget allocation for evaluations remains a challenge.

**POSSIBLE AREAS OF COLLABORATION:**

- 1) The Delivery Unit in the Office of the President in Ghana can potentially link up with the Gauteng Office of the Premier (the Delivery Support and Frontline Monitoring units) via a peer-to-peer learning partnership.
- 2) Gauteng Provincial Government demonstrates interest in the digital Performance Tracker developed by the Office of the Vice-President in Ghana, which tracks and measures the performance of priority programmes of government.
- 3) Voluntary Local Reviews are an area that the NDPC and subnational government in Ghana can collaborate with public institutions responsible for subnational governance in South Africa (i.e. National and Provincial Departments of Cooperative Governance and Municipalities).
- 4) Further follow-ups and exchanges on institutionalisation of M&E subnationally are a key area of future collaboration.
- 5) The Ghana Institute of Management and Public Administration (GIMPA) offers a postgraduate diploma in M&E that can be taken up by Gauteng officials.



## 5.2. HIGHLIGHTS AND OBSERVATIONS FROM ENGAGEMENTS BETWEEN GOVERNMENT OF GHANA AND THE NATIONAL DEPARTMENT OF PLANNING, MONITORING AND EVALUATION (DPME)



DPME is the coordinator of South Africa's national monitoring and evaluation system. Below are some of the features of the South African monitoring and evaluation system as presented by the DPME delegation:

- 1) Monitoring: there is bi-annual monitoring of 5-year Medium Term Strategic Framework (MTSF) priorities by the Office of the Auditor-General of South Africa (AGSA); National Treasury; the Public Service Commission (PSC); the Department of Cooperative Governance and Traditional Affairs (COGTA); the Department of Public Service and Administration (DPSA); and the Presidency (through DPME).
- 2) DPME created and maintains an integrated monitoring system nationally, provincially and locally. The Sector-Monitoring Branch at DPME produces bi-annual reports submitted to Cabinet on implementation progress by Departments vis-à-vis the MTSF. The Monitoring reports are published on the Programme of Action (PoA) website for all stakeholders (including decision-makers) to access.
- 3) There is a Frontline Monitoring and Support (FMS) Programme: the FMS at DPME uses the following tools to monitor progress on MTSF priorities: a Presidential Hotline; frontline monitoring inspections, visits and intervention support to programme implementing institutions at national and subnational levels; citizen-based monitoring; and Executive Monitoring and Support (i.e. community engagements (Imbizo) by the Executive leadership).
- 4) DPME also has a voluntary Local Government Management Improvement Model (LGMIM), whose aim is to improve the management performance and service delivery performance of municipalities through effective management practices and workplace capabilities. LGMIM assesses municipal management on 6 key performance areas: integrated planning and M&E; municipal services; human resource management; financial management; community engagement; and governance. Once assessments are done, an action plan is developed to address identified local government management gaps.
- 5) DPME has a virtual Development Indicators Dashboard that tracks NDP 2030 priorities.
- 6) Monitoring is therefore quite integrated and pronounced at the national level in South Africa, coordinated by DPME and other oversight institutions such as National Treasury, AGSA, DPSA, PSC and COGTA.
- 7) Evaluations, Evidence and Knowledge Systems branch at DPME: the DPME has sought to institutionalise evaluations in national government through M&E frameworks (see the M&E policies mentioned in the Gauteng Provincial Government section); and 5-year national evaluation plans, constituted by MTSF priority programmes. DPME organises National Evaluation Seminars to promote evaluations and work done by the national evaluation system stakeholders. To increase communication and access to evaluation reports, the DPME has set up the Evaluation Management Information System (EMIS), a digital repository of evaluations done in South Africa.



**POSSIBLE AREAS OF COOPERATION BETWEEN THE DPME, MES AND THE NDPC:**

- a) Digital repository of programme evaluations.
- b) Presidential hotline.
- c) Frontline monitoring and support, and how to establish harmonious intergovernmental frontline monitoring among national and subnational institutions.
- d) Peer-to-peer exchanges on how to improve uptake of evaluative evidence by Cabinet and political leadership.



### **5.3. HIGHLIGHTS AND OBSERVATIONS FROM ENGAGEMENTS BETWEEN GOVERNMENT OF GHANA AND THE KWAZULU NATAL OFFICE OF THE PREMIER**



#### **PRESENTATION OF THE KWAZULU NATAL PROVINCIAL M&E SYSTEM AND EFFORTS TO INSTITUTIONALISE MONITORING AND EVALUATION FUNCTIONS:**

- The KwaZulu Natal (KZN) Provincial Government is guided by the National M&E Policy frameworks established by national government through DPME.
- KZN Provincial Evaluation Plans are implemented in 3-year cycles, based on budget availability. The Provincial Evaluation Plans are constituted by priority programmes of the provincial medium-term strategic framework (i.e. 5-year development plan adapted from national government) and the Provincial Growth and Development Strategy (long-term vision of the Province).
- KZN has established a Provincial Evaluation Steering Committee (PESC) constituted by representatives from provincial government departments and social partners (academic institutions and eThekweni Metropolitan Municipality). This PESC oversees progress on implementation of the Provincial Evaluation Plans, and holds meetings every quarter (3 months).
- The KZN Provincial Government has also adopted an M&E capacity development plan, which is all encompassing and articulates government efforts as well as partnerships with non-governmental technical partners. Ultimate goal is to ensure capacity development of Provincial Government public servants in the functions of monitoring, evaluation and research. Provincial Evaluation Seminars are part of this capacity development plan.

- Currently, KZN Provincial Government is embarking on an evaluation advocacy campaign targeted at political leadership and management in the Province, as well as executive committees and other structures that make government decisions.



- **Challenges to the KZN Provincial M&E system:** difficulty of producing and accessing credible M&E data; balancing complex and conflicting performance evidence; M&E capacity challenges; political and social pressures; communication of M&E findings can be better; there is a need to strengthen feedback mechanisms to inform government decision-making.
- **Key developments in the KZN M&E system:** shifting perceptions of M&E away from being perceived as a policing tool towards being seen as a performance and implementation improvement mechanism; Stakeholder engagement and advocacy has been used to address provincial M&E system challenges, such as encouraging university students in the province to conduct master's and PhD research on the Provincial medium-term strategic framework priorities. In an environment of scarcity of public resources, the KZN Provincial Government has adopted rapid evaluations as a credible substitute for traditional evaluations.
- Of the 53 evaluations done by the KZN Provincial Government thus far, only 3 have been outsourced to an external consultant. This is an important development and solution to the challenge of budget constraints as well as an important development regarding the building of internal government capacity to commission, plan, manage and complete evaluation studies.
- KZN frontline monitoring system that is citizen-based: Operation Sukuma Sakhe, which is supported by ward war rooms that are constituted by community and local and provincial

government representatives to diagnose and resolve programme and service delivery performance challenges.

- The KZN Provincial Government (through the Office of the Premier) has adopted a live Digital Innovation and Knowledge Management Hub that is premised on three pillars: government-to-citizen engagement (a district and ward-based data collection system where citizens can log programme and service delivery grievances); a government-to-government interface (a government repository for performance monitoring reports and evaluations used by all provincial departments); and a government-to-business dimension to ensure government engagement with businesses).
- The KZN Provincial Government has also adopted an Artificial Intelligence (AI) Tool, Azure AI), where citizens can get instant summary information about key Provincial government documents, including development frameworks that affect their daily lives and development prospects.



**Possible areas of future collaboration between Government of Ghana (MES and NDPC) and the KZN Provincial Government:**

- a) Further exchanges on intergovernmental coordination of the M&E system;
- b) Exchanges on navigating the balance between the need for evaluations and the ever-present challenge of scarcity of resources and capacity;

- c) Collaboration on the Digital Innovation and Knowledge Management hub that collects live data from citizens and the business community, and also facilitates intergovernmental M&E data sharing among Provincial government departments;
- d) Exchange of experiences on how KZN Government established an effective and independent Provincial Evaluation Steering Committee inclusive of social partners as part of efforts to build an M&E system that personifies the social compact

\*\*\*\*There is to be a follow-up virtual meeting between MES, NDPC and the KZN Government on how to take forward the four (4) collaboration areas mentioned above

#### 5.4. HIGHLIGHTS AND OBSERVATIONS FROM ENGAGEMENTS BETWEEN GOVERNMENT OF GHANA AND THE eTHEKWINI METROPOLITAN MUNICIPALITY (PERFORMANCE MONITORING AND EVALUATION UNIT)



- The Opening Address by the City Manager of eThekweni Metropolitan Municipality, Mr. Musa Mbhele: Trust deficit between government and citizens is due to development promises that are not being kept. M&E functions are not as effective as they should in enabling governments to be able to improve policy, programme and service delivery performance. There is a need for M&E to transition from a preoccupation with reporting outputs, towards a focus on outcomes being achieved by policies, programmes and projects. To do this, M&E needs to use simple language that decision-makers and citizens can understand, and avoid being too technical.

Commits the municipality to M&E as a developmental practice and agent of socio-economic transformation.

- **Message from Honourable Gifty Ohene-Konadu:** the gap between politicians and technocrats needs to be addressed. Politicians articulate development promises that they believe are possible, and that can be translated into government policies, programmes and projects by technocrats/bureaucrats. Commits to be an advocate of bridging the gap between politicians and technocrats (including M&E practitioners).

#### AREAS OF POSSIBLE FUTURE COLLABORATION:

- Establishing bottom-up and top down country M&E systems that are sufficiently inclusive of local government, including government performance information gathered by municipalities.
- Learning partnership between eThekweni Metro and the Office of the President (Ghana) on the digital Performance Tracker developed in the Office of the Vice-President of Ghana.
- Joint learning partnerships (eThekweni is a founder of a Metro Learning Network on planning and M&E for metropolitan municipalities in South Africa. Internationalisation of this concept through partnerships with Metropolitan Municipalities and District Assemblies (MMDAs) in Ghana?)
- Resuscitation of the eThekweni Metro's bilateral relationship with Accra Metropolitan Assembly, or possible port management partnership between eThekweni and Tema Metropolitan Assembly.



### 5.5. HIGHLIGHTS AND OBSERVATIONS FROM ENGAGEMENTS BETWEEN GOVERNMENT OF GHANA AND THE WESTERN CAPE DEPARTMENT OF THE PREMIER



- **Opening Remarks by Head of the Provincial Data Office, Dr Zeenat Ishmail:** welcomed the Ghana delegation, mentioning how the study tour sparked internal reflections and debate within the Western Cape Department of the Premier.
- **Official welcome provided by Revd. Fr. Prof Michael Twum-Darko, Honorary Consul of Ghana in Cape Town:** emphasizes importance of such government-to-government exchanges, and attests to the positive development trajectory of the Western Cape Province as facilitated by the provincial government.
- **Overview of Western Cape Provincial M&E system:** provincial M&E system is constituted by the 13 Provincial Government Departments of the Western Cape, and the aim of this system is to facilitate a good life for the 7,4 million people living in the province. M&E functions are integrated into policy and data functions, ensuring that policy formulation, implementation, tracking and assessment are all integrated. The M&E staff and functions are integrated into Programme and Project Information & Spatial Data Information Systems. Together, the Provincial Data Office (inclusive of M&E functions), the Programme and Project Information Systems Directorate, and the Spatial Data Information Directorate constitute the Strategic Management Chief Directorate. The Provincial Office of Statistics South Africa is a vital cog in the Provincial M&E system, ensuring that M&E data collection adheres to standards of data quality and credibility. The Provincial Strategic Implementation Plan is the basis of all M&E done in the Western Cape Government, which is the WCG's domestication of national

development visions, 5-year MTSFs, continental and global development goals.

- **Key Western Cape Government interventions to build the M&E system:** Western Cape Government adopted the World Bank's *10 stages for creating a Results-Based M&E System*<sup>1</sup>. The M&E system has also adapted the Malaysian Results-Based Budgeting System<sup>2</sup>. In 2016, the Western Cape Government (WCG) undertook a review of the Provincial M&E system, and those review findings have informed the post-2016 enhancements and interventions to the provincial M&E system. This review was effectively an M&E maturity assessment. The journey of building the provincial M&E system has been inclusive of all 13 Departments that constitute the WCG.
- There is a data governance system in the province that enhances the usability of M&E data in decision-making in the WCG. Western Cape Department of the Premier partners with the provincial StatsSA Office for ensuring relevant and timely data for decision-making. There is also a Data Governance Community of Practice in the Province, which is supported by the [Pan-African Collective for Evidence \(PACE\)](#) and e-Base Africa.
- WCG also maintains a digital Western Cape Data Portal that consists of both financial performance data and non-financial performance data to inform policy and programme decision-making and implementation. Cluster Committees and Provincial Government Committees make use of the data contained in the digital Data Portal. Over 1000 decision-makers in the WCG reportedly use this Data Portal. There is a need, however, to continuously raise awareness about the existence and value of this Data Portal for decision-making. Departmental data champions are important in this advocacy endeavour.
- WCG has established a Service Delivery Index that synthesizes citizen views on the state of service delivery across the Province.

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<sup>1</sup> Kusek, J. Z., & Rist, R. C. (2004) *Ten steps to a results based monitoring and evaluation system. A handbook for development practitioners*. The World Bank Group, Washington, DC.

<sup>2</sup> The World Bank. 2018. *Budgeting for Performance in Malaysia: A review of the Design, Implementation, and Application of Malaysia's Outcome Based Budgeting*. The World Bank Group, Washington, DC.  
<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/364481527665422087/budgeting-for-performance-in-malaysia-a-review-of-the-design-implementation-and-application-of-malysias-outcome-based-budgeting>



#### **POSSIBLE AREAS OF COLLABORATION BETWEEN MES AND NDPC GHANA AND WCG:**

- Possible peer-to-peer exchanges on integrating performance M&E data with financial/expenditure data, thereby increasing likelihood of uptake by decision-makers
- Twende Mbele facilitate Government of Ghana's participation in the evidence-mapping and synthesis work done by WCG through PACE.
- Adoption of data governance mechanisms and partnerships to ensure M&E data validity, credibility and use.
- Exchanges on best practices in coordinating performance reporting by local governments so that it feeds into provincial (regional) and national (central) government reports.

## **6. Way Forward**

- I. The respective public institutions are to maintain contact and further engagements on identified possible areas of collaboration.
- II. Twende Mbele to facilitate the post-study tour engagements.

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TWENDE MBELE is a multi-country peer-learning partnership centred on country government priorities for building national evaluation systems in an effort to improve government performance and accountability to citizens.

**Telephone:** +27 (0) 11 717 3453 | **Email:** [info@twendembele.org](mailto:info@twendembele.org)

University of the Witwatersrand  
2 St David's Place, Parktown, Johannesburg  
Telephone: +27 11 717 3157; Fax: +27 86 765 5860



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