



TWENDE MBELE



Message from the Twende Mbele Chair

After an exciting start to 2018, we'd like to welcome you to enjoy another edition of our Pamoja newsletter. This year began with a number of capacity building initiatives and adaptation of existing tools between our core partner countries and new collaborating partner countries.

We are particularly proud to have run our first pilot of the Evidence-based Policy Making and Implementation course with Directors in the Ugandan Government - a course that has been refined over some years at the University of Cape Town with high-level government officials in South Africa. Styled as an advocacy course, Directors work through practical tools to address some of their policy making challenges by accessing and understanding evidence.

Work has also begun on a new project with Niger and Ghana to write and approve



Timothy Lubanga, Chair of the Management Committee

a National Evaluation Policy. Niger held their first workshop in May, with two Twende members attending as peer-support technical advisors. We look forward to seeing two new National Evaluation Policies being approved in 2018!

The emergence of government evaluation systems in Africa: The case of Benin, Uganda and South Africa.

An article by the Twende Mbele management committee.

Most literature on National Evaluation Systems (NES) remains predominantly authored by Western scholars. This creates a challenge to find useful frameworks within the existing literature that speaks to emerging evaluation trends in an African context. This article is a voice from Africa, tracking the development of three countries' NES over the last few years and hopes to share learning from these experiences.

Initial lessons include the importance of a central unit to drive the evaluation system, developing a national evaluation policy, prioritising evaluations through an evaluation agenda or plan and taking evaluation to subnational levels. The countries are exploring the role of non-state actors, and there are increasing moves to involve Parliament. Key challenges include difficulty of getting a learning approach in government, capacity issues and ensuring follow-up. These lessons are being used to support other countries seeking to establish national evaluation systems, such as Ghana, Kenya and Niger.



Gender responsiveness

A gender responsive national monitoring and evaluation system refers to how different strategies, tools and policies can affect men and women differently and in so doing, improve their effectiveness. This system also

includes how monitoring systems are designed and operated, as well as utilising myriad evaluations types that can pick up the nuances of gender and gender programming.

In 2015, Twende Mbele, in collaboration with the African Gender and Development

Evaluators Network (AGDEN) developed a gender diagnostic tool to measure the gender responsiveness of M&E systems. The tool was able to give a clear representation of gender responsiveness in Uganda, however, in South Africa and Benin, more consultation and data were required to complete the tool robustly.

Work in South Africa revealed that the national monitoring and evaluation system is guided by and linked to key policy documents, including the National Development Plan. The M&E system has been successful in the conducting evaluations across different sectors however, the system - nor the evaluations produced - are seen as explicitly responsive to a gender.

To counter this, a workshop of key stakeholders suggested a range of actions, including stronger wording on gender in policy documents and evaluation guidelines, including a gender lens in monitoring tools at several levels, and greater alignment of key government departments in regard to gender priorities (among others suggestions).

A workshop in July will see the three countries comparing results and planning a next set of actions to take recommendations forward.

[Read more here.....](#)

L'Offre Et De La Demande D'évaluation Au Benin

L'étude diagnostique de l'offre et de la demande d'évaluation au Benin, est focalisée sur le marché de l'évaluation avec ses forces et faiblesses, la capacité de l'offre en matière de services d'évaluation, la taille du marché de l'évaluation ainsi que les moyens pour parvenir à un équilibre entre l'offre et la demande d'évaluation, notamment dans un contexte de demande croissante des évaluations.



La présentation des résultats de l'étude diagnostique sur le MPAT

Du côté de l'offre, il existe une offre presque exclusivement masculine et variée de niveau académique et professionnel (BAC minimum + 5 et 10 ans d'expérience pour les principaux consultants) et une faiblesse du système de formation initiale et continue. Les femmes sont presque absentes du marché de l'évaluation.

Au niveau de la demande, un total de 43 évaluations avec une tendance à la hausse de la demande et un besoin de dynamiser l'institutionnalisation de l'évaluation. Il y a aussi une faible systématisation / capitalisation de la pratique de l'évaluation en général, entraînant l'indisponibilité de rapports et d'informations sur les évaluations passées et futures et un grand nombre de défauts organisationnels attribués principalement aux services gouvernementaux.

Plus que la formation initiale qui garde son importance, c'est grâce aux formations courtes que beaucoup développent leurs compétences. Ils préparent les techniciens sectoriels à devenir des évaluateurs confirmés.

Le gouvernement a toujours tenu le premier rôle mais sa dynamique s'essouffle de manière remarquable, notamment pour l'extension aux niveaux décentralisés et aux institutions. Les services chargés de l'évaluation changent trop souvent de supervision ce qui ne facilite pas la cohérence des l'action et la collaboration à long terme. Cette situation nécessite le renforcement des capacités d'évaluation.

[Lire la suite ici](#)



Abdoulaye Gounou , Chef Bureau de l'évaluation des politiques publiques de l'action Gouvernementale

MPAT Au Benin

Depuis les années 1999, le Bénin est passé de la gestion axée sur les moyens à la gestion axée sur les résultats. Cependant, après près de vingt ans d'expérience le système de gestion du service public au Bénin reste perfectible. L'Outil d'évaluation de la Performance de Gestion du Service Public (MPAT), tel que conçu et mis en œuvre en Afrique du Sud, se présente

alors comme une opportunité à saisir.

Ainsi, en vue d'adapter le MPAT à la gestion du service public au Bénin, les fonctions majeures qui existent déjà dans le système béninois ont été revues afin d'évaluer leur pertinence et de faire d'elles des zones pour le modèle béninois. Cinq domaines ont été présentés pour être utilisés dans le modèle béninois et les différents domaines ont été décomposés en sous-domaines de performance avec quelques indicateurs. Un mécanisme institutionnel de suivi et d'évaluation de la mise en œuvre du modèle a été proposé ainsi qu'une structure capable d'assurer le leadership.

En somme cette étude diagnostique a révélé que le Bénin dispose des atouts nécessaires pour une adaptation et une utilisation réussie du MPAT qui va

permettre au pays de servir de modèle en matière d'amélioration de la gouvernance du service public, aussi bien au niveau de l'Etat central que des collectivités territoriales.[Lire la suite ici](#)



Presentation on the report findings

Diagnostic on the Demand and Supply of Evaluators Workshop Uganda

Uganda, as with many African countries, exhibits a need to expand its existing pool of evaluators to ensure supply matches local demand and enable emerging evaluators to enter the market with fewer

restrictions.

Results of a diagnostic in Uganda show that on the demand side, there are no national government system requirements for eligibility to provide evaluation services allowing for greater access. The study also established the specific professional skills required from evaluators by both Government and CSOs including the minimum academic qualifications, experience, core skills and other qualities or attributes. However, the survey findings suggested that the supply of evaluators is not sufficient to meet the demand.

The workshop was attended by more than 40 participants, from different ministries, the Ugandan Evaluation Association and various NGOs. The workshop drafted an action plan for the next Twende Mbele phase of activities, with the Uganda Evaluation Association spearheading some future work.

[Read more....](#)

Niger National Evaluation Policy Workshop

From 22nd - 24th of May, Niger Republic, through the Ministry of Planning and High Commission of State Modernization, hosted a seminar of proofreading on the National Evaluation Policy (NEP).



Participants came from various ministries including those from the Planning, Finance, Agriculture, Environment, and Health, as well as academic institutions, the Center for Policy Analysis and Evaluation of Government Action (CAPEG) and Non-Government Organizations.

The High Commissioner of State Modernization Mr. Amadou Oumarou Saley opened the ceremony. He advanced a special thank you to Twende Mbele for sending two experts in the form of Mr Abdoulaye Gounou and Dr Mayanja Gonzaga. This was followed by the agenda of the program's discussion and adoption.

The workshop was done in two steps:

- 1) Presentation of the National Evaluation Policy draft and discussion;
- 2) Analysis for improving the document and proposal of next steps.

Mr Zakary Bankano from the Ministry of Planning led the discussions and presented the full documentation to the audience.

The two Twende Mbele peer-learning representatives presented case studies from Benin and Uganda concerning their NEP development. The discussions was centered on both countries adoption and implementation of the NEP.

Comments were then received on the document and participants added some propositions for improvement such as, planning of activities, tools and strategies.

The roadmap for next steps was agreed upon. These include:

1. Validation of the workshop 1st week of June 2018
2. Production of a provisional report by end of July 2018
3. National Validation of the Policy of Evaluation August 15th 2018
4. Government to adopt the Policy, 1st week of October 2018.



EBPMI Uganda course participants with the Honorable Minister Mary Karooro Okurut.

Ugandan Directors Attend EBPM&I Course

Evidence-based policy-making is based on the premise that better policies and better decision-making result when these are based on sound empirical evidence and solid rational analysis. It is also critical to use evidence to improve implementation. Evidence-Based Policy-Making and Implementation (EBPM&I) therefore focuses on

establishing rigorously objective evidence as a key informant of policy, but also for improving implementation of public services in Uganda and elsewhere.

This course was the first of its kind and represented great coverage, as 35

Directors of the Ugandan Government attended, equalling more than 80% of the full cohort of Directors. The course was covered in two days with facilitators from the Department of Planning and Evaluations (DPME) South Africa, Makerere University and Office of the Prime Minister, Uganda.

Day one introduced participants to the EBPM&I cycle and approaches, and to diagnosing tools. Day two built on this by inspiring participants with case studies of evidence processes and exposing them to Theory of Change and other evaluation tools. Participants saw this as an opportunity to have improve their advocacy tools in future policy-making and implementation, and appreciation for the course was felt through out.

[Read blog on it.....](#)



*Mokgophana
Ramasobana*

Made in Africa Evaluation: Africa's novel approach towards its developmental paths (Part 1)

What is a Made in Africa Approach to evaluation? How do we see it manifesting in tangible ways on the continent? A blog by Twende Mbele Masters scholar Mokgophana Ramasobana tries to answer these questions.

[Read full blog.....](#)



Aisha Jore Ali

Building the Right Agency for institutional Reform: Adaptation of the MPAT in Benin and Uganda

Institutional reforms have become the focus of many development programs within developing countries. This is mainly because of the realisation within the development community and in particular, the multi-lateral and bilateral development agencies that, in developing countries, institutions are weak, poorly governed and cannot support the success of investment and policy programs to realise sustainable development outcomes.

Aisha Ali tries to unpack what this means for contextualising performance management tools in Uganda and Benin.

[Read full blog....](#)

Brief M&E Landscape in Ghana – January to May 2018



Dr Nana Opare-Djan from the National Development Planning Commission gives a quick discussion on the M&E landscape in Ghana. He includes the contributions by the various stakeholders in drafting of a National Evaluation Policy to guide the conduct of evaluation for evidence based decision making at all levels of government.

[Read full Brief....](#)

Upcoming Twende events in Benin 2018



Un événement

5ème édition des Journées Béninoises de l'Evaluation

quand et où

Juillet –Août 2018 à Cotonou

Kind regards,

The Twende Mbele Team

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