



UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG



Terms of Reference

Applied research on the role of M&E in public sector development planning and budgeting processes

1. Background

Twende Mbele is a multilateral peer-learning initiative between six (6) African countries (Benin, South Africa, Uganda, Kenya, Ghana and Niger) and two regional partners (The Centre for Learning on Evaluation and Results, Anglophone Africa (CLEAR-AA) and the Independent Evaluation Unit of the African Development Bank [IDEV]). The core aim of Twende Mbele is to develop, strengthen and sustain public sector performance monitoring and evaluation systems that improve development policy and programme performance. An added value of effective public sector M&E systems is that it leads to horizontal accountability among government and state institutions whose mandates are advancing the socio-economic development needs of African populations. Likewise, M&E systems also have potential to build a culture of vertical government accountability to citizens. To this end, Twende Mbele facilitates projects and activities geared towards the improvement of M&E Systems, policies, tools, and procedures based on shared experiences and understanding of local needs. Moreover, Twende Mbele supports the measurement of progress towards implementing the UN Sustainable Development Goals (SDGs) through activities designed to support the National Development Plans.

2. Purpose of the assignment

Improving the use of M&E and other forms of evidence in development planning and budgeting is a key priority work area for Twende Mbele for the years 2022-2024. Development planning and budgeting are permanent core functions for governments worldwide, as these functions help governments pursue their mandate of delivering a better life for their citizens. Development planning is defined as a public management tool whose primary aim is to pursue development objectives, typically over a 5-year period¹. A budget is a financial plan detailing expenditure on a series of activities that are meant to achieve defined goals. Budgeting is therefore the process by which a government or other organisation creates and approves a budget². Given the vitality of the two governance processes of development planning and budgeting, the use of performance monitoring and evaluation data is crucial to ensuring that the two processes are informed by performance evidence.

The purpose of this proposed research study is to understand the current use of performance monitoring and evaluation evidence (data) in the planning and budgeting processes of the governments of Benin, South Africa, Uganda, Kenya, Niger and Ghana. Through this research study, Twende Mbele seeks to develop a guideline on how to entrench the use M&E evidence in the planning and budgeting processes of governments, making sure that these two crucial functions are informed by the best available performance data from existing development plans, policies, programmes and projects of governments. The research study will also provide key avenues through which Twende countries can implement activities. Evidence on the performance of existing development plans, policies, programmes and projects can help development planners to make crucial decisions on how to improve the design or implementation of the said development interventions, or alternatively, to decide whether to terminate such interventions. The use of M&E evidence in the budgeting process can likewise help stakeholders involved in the budgeting cycle to make budget allocations based on information on current and previous expenditure and intervention performance information vis-

¹ Ramos, JDH. 2017. "Development planning: from the concepts to the technique" *Administración y Desarrollo* 47(2), 24-35.

² Parliament of the Republic of South Africa. 2011. *Budget Analysis Manual*. Information Services Section, Parliament: Cape Town.

à-vis existing development plans, policies, programmes and projects. Such evidence can help budgeting process stakeholders to make informed decisions on how much resources to allocate to various development plans, policies, programmes and projects based on implementation performance and expenditure information thereof.

3. Activities and outputs to be delivered, and timelines

Activity	Output	Number of days
1. Inception Meeting between Twende Mbele Secretariat and consultant(s)	Inception Report (work plan inclusive) and list of public sector institutions to be sampled in the 6 countries for the study	3 days (1 day for meeting, 2 days for inception report)
2. Collect key grey literature from the sampled government institutions that are key stakeholders in the respective government-wide M&E system of each Twende country	Document review detailing the budgeting, planning and M&E systems of each Twende government/country	15 days (each consultant to deliver document review of their respective country in 15 days)
3. Collect primary data through key informant interviews and a survey of key public sector institutions engaged in planning, budgeting and M&E	<ul style="list-style-type: none"> • Key informant interview and survey tools • Transcripts of key informant interviews and the survey 	20 days (all consultants to complete data collection in 20 days)
4. Data analysis and Report Writing	Draft report on current use of M&E evidence in development planning and budgeting processes of the 6 countries	6 days
5. Refining the Draft Report based on inputs from Twende Secretariat and country Stakeholders (steering committee)	Revised and final report	2 days
6. Presentation of final report at a Twende Mbele dissemination meeting	Final report presentation	1 day (0.5day preparation; 0.5 day meeting with relevant country representatives)
7. Develop guidelines on how to improve the demand and use of M&E evidence in development planning and budgeting processes of governments (based on research report best practices, findings and recommendations)	Guidelines on how to improve the demand and use of M&E evidence in development planning and budgeting processes of governments.	5 days (each consultant will have 5 days to write the guideline)
	Total	<u>52 days</u>

i. Minor deliverables:

- Inception report (inclusive of work plan)
- Document review based on public sector planning, budgeting and M&E frameworks
- Key informant interview and survey tools
- Draft report on current use of M&E evidence in development planning and budgeting processes of the government(s)

ii. Major deliverables:

- Revised and final report on existing use of M&E evidence in development planning and budgeting processes of the government(s)
- Guidelines on how to improve the demand and use of M&E evidence in development planning and budgeting processes of the government(s).

4. Structure of the Report

The following are the proposed sections of the research study:

- ❖ **Section 1: Background and Introduction to the study.** This chapter provides a background on Twende Mbele and its value proposition and mission. Thereafter, the chapter outlines the objectives of the research study and also outlines the rest of the study's chapters.
- ❖ **Section 2: Conceptual framework and methodology.** This chapter defines the study's core concepts of performance monitoring and evaluation; development planning; and budgeting. Following from this conceptualisation, the chapter then provides the value proposition of using M&E evidence in the planning and budgeting processes of government.
- ❖ **Section 3: Outlining the current development planning processes of the national government under study.** This chapter maps the current development planning processes of the government being studied and key legal and institutional frameworks that guide these processes, and key stakeholders therein. The Chapter then examines the current role of M&E evidence in these planning processes.
- ❖ **Section 4: Mapping the current budgeting process of the national governments.** This chapter maps the current budgeting process of the government and key legal and institutional frameworks that guide these processes, and key stakeholders therein. The chapter then examines the current role of M&E evidence in informing this budgeting process.
- ❖ **Section 5: Recommendations for augmenting the role of M&E evidence in public sector planning and budgeting processes.** This Chapter proffers pathways for augmenting the role of M&E evidence in the planning and budgeting processes of the national government, based on strengths and weaknesses of M&E functions identified in planning and budgeting processes of the country in sections 3 and 4.
- ❖ **Section 6: conclusions and way forward.** This chapter concludes on the main findings of the study, and identifies key lessons to inform a guideline on how to integrate M&E evidence in public sector development planning and budgeting processes.

5. Responsibilities

5.1 Responsibilities of the consultant(s):

- Update the Twende Mbele Secretariat (which is the Steering Committee of this research study) of the contents and development of his/her/their work, fulfilling the commitments described, the celebration of activities and delivery of products and reports.
- Respond to any request for additional information that Twende Mbele deems necessary for effective supervision of the work carried out.
- Request in advance the information that, in addition to that provided, he/she/they consider(s) relevant to effectively fulfil his/her/their responsibilities.
- Inform Twende Mbele of any circumstances that could compromise the smooth running of the research assignment.
- Maintain at all times an attitude of commitment and respect with the people participating in the process.

5.2 Responsibilities of Twende Mbele:

- The Twende Mbele Secretariat (represented by the Programme Manager) and other Technical Management Committee country representatives will serve as the Steering Committee for this research project
- The Twende Mbele Programme Manager has the responsibility of maintaining dialogue with the consultant(s) for the duration of the research assignment
- Twende Mbele Secretariat is to carry out administrative and financial tasks relating to this research project
- Country Technical Management Committee members are to share the necessary documentation with the contracted consultant(s)
- Twende Mbele steering committee is to review and provide technical inputs to draft reports and revert within five days from the date of confirmation of receipt of such drafts
- Ensure that the products delivered are of quality and meet the requirements established in these Terms of Reference

6. Conditions of the contract

The execution of the contract will cover a period of 52 days, from 1st December 2022 to 30 April 2023. The outputs of this research project will be the intellectual property of Twende Mbele and Wits Enterprise at the University of the Witwatersrand. All publications emanating from this research project are to be the intellectual property of Twende Mbele, Wits Enterprise and the University of the Witwatersrand.

7. Experience and qualifications of the person(s) sought

Each candidate consultant is expected to undertake the study in the country they are based in, or alternatively, have experience working in. The six countries to be studied are Ghana, Kenya, South Africa and Uganda (Anglophone countries); and Benin and Niger (Francophone Africa countries). Applicants should therefore have native or proficient command of the official language of the country they are applying for (i.e., English or French proficiency).

Experience and qualifications of the person(s) sought:

- Fluency in oral and written English or French (native speaker)
- Post-graduate qualification in social sciences or economics
- Experience and knowledge of public sector performance monitoring and evaluation, development planning and budgeting processes of the country
- Experience in undertaking similar research studies
- Understanding of government, governance and public sector operations in their country of focus

8. Submission of offers (documents to be submitted by interested parties)

- CV
- 2-page essay on the value performance monitoring and evaluation in development planning and budgeting
- Example of past research report by the applicant (research study for the government in focus will be a key advantage)
- Financial proposal (costed work plan)

Please send your applications to the Programme Manager, Ayabulela Dlakavu at ayabulela.dlakavu@wits.ac.za and cc Amanda Deuchars at amanda.deuchars@wits.ac.za.

9. Criteria for assessing applications

- Meeting the experience and qualifications sought
- Written assessment
- Research proposal (i.e. costed work plan)
- Research experience working with the Twende Mbele governments