

**MOVING FORWARD TOGETHER:  
THE PEER-TO-PEER LEARNING COLLABORATION  
APPROACH BY THE TWENDE MBELE PROGRAMME  
AS DEVELOPMENTAL INTERNATIONALISM**



**TWENDE MBELE**

# Twende Mbele Programme

## Advancing Public Sector M&E Systems through Peer Learning

Date: 26 September 2024

Presenter: Timothy Lubanga



**TWENDE MBELE**

# About Us



- Desire to move beyond a network of sharing experiences to a partnership for developing and implementing M&E systems
- **Aim:** Improve government performance and impact on citizens
- Engage with national governments to strengthen accountability and performance
- **Vision:** to improve the performance and accountability of African governments to citizens
  - Partnerships with governments, civil society, academia, and international development partners.
- **Our Mission:** facilitate projects and activities geared toward the improvement of monitoring and evaluation (M&E) systems
  - Practices, policies, tools, and procedures based on shared experiences in partner countries and more widely



# About Us



## Our Pillars of Action:

- **Capacity Building:** Enhancing the skills of public officials in M&E
- **Peer Learning:** Sharing best practices and innovations across countries
- **Evidence Use:** Promoting the use of M&E data in policymaking and planning
- **Advocacy:** Championing the importance of M&E for governance and development



# Our Activities



## The Programme:

- Six core country partners: Benin, South Africa, Ghana, Uganda, Niger, Kenya
- Two regional partners: CLEAR Anglophone Africa, IDEV at the African Development Bank
- Eight countries form a wider learning network
- Focus: Learning from each other to strengthen M&E systems and improve government performance



# Twende's Evolution



- **2012:** Idea initiated; Benin, Uganda, and South Africa collaborating around evaluations
- **2016:** Formal programme funded by DFID
- **2017:** Launched at AfrEA Conference, funded by William & Flora Hewlett Foundation
- **2018 - 2020:** Ghana joined as a core country partner, followed by Niger and Kenya
- **2021:** Adopted a new theory of change
- **2022:** Project to improve the use of M&E evidence in development planning & budgeting
- **2024:** Evidence gap mapping and systematic reviews
- **2024-2026:** Second expansion of TM

# Strategic Management



## Governance Structure:

- **Strategic Management Committee:** Members are heads of national M&E Departments; Endorses annual action plans and sets strategic direction
- **Technical Management Committee:** Implements in-country activities and ensures ongoing learning and sharing
- Managed by **the Secretariat** hosted by Wits Enterprise, University of Witwatersrand, Johannesburg

# Peer Learning Partnership



- Innovative approach to produce results in a complex and changing environment
- Partners are leaders in developing national evaluation systems
- Activities are part of each country's government priorities
- Flexible and adaptable to changing situations
- Real-time learning through experimentation & innovation



# Wider Learning Network



- Provides a platform to catalyze learning from other countries
- CLEAR AA for regional peer learning programs
- Collaborative projects boost the reach of peer learning activities

# Gender Responsiveness in M&E



- Example from Kenya: Improved HIV testing among men through self-test kits given by spouses
- National Systems: Gender-responsive strategies improve programme effectiveness
- Twende Mbele's Study: Improved gender responsiveness in M&E systems of Benin, South Africa, and Uganda

# Rapid Evaluations

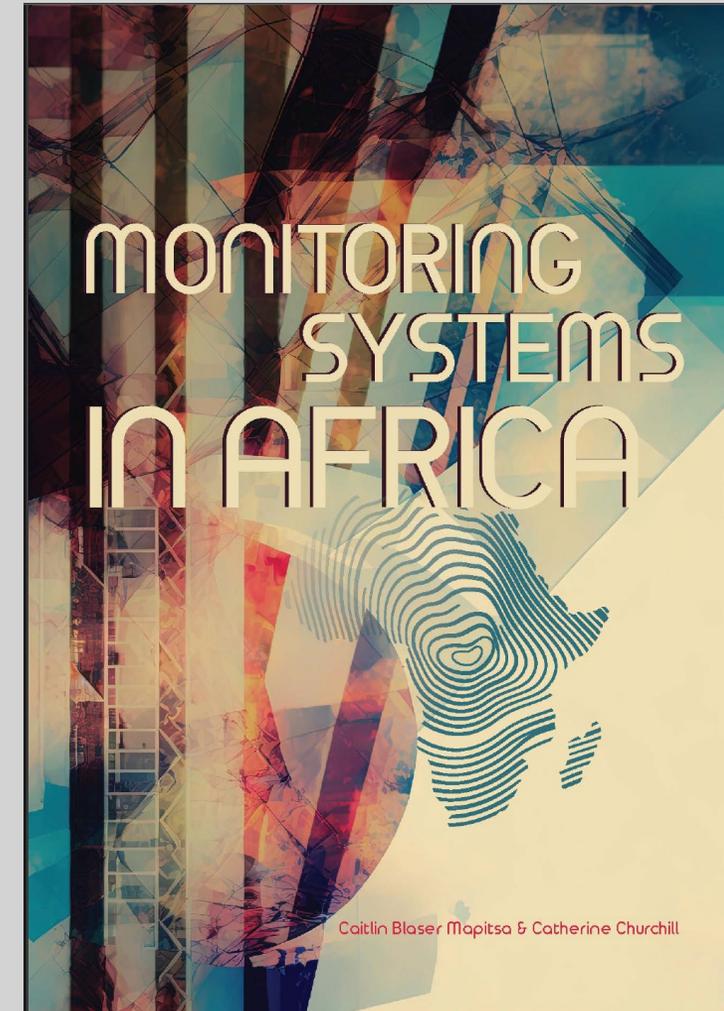


- Initiated in 2019: To address time-sensitive gaps and provide timely information to decision-makers
- Implementation Examples:
  - Ghana: One Village One Dam (1V1D) project
  - Niger: Free Maternal and Child Health Care Policy
  - Uganda: Local Government Staffing, 20% Gate Collections in National Parks
  - South Africa: Government Business Incentives Schemes, Khaedu Senior Management Service Deployment Program

# Contributions to M&E Knowledge



- Updated rapid evaluation guidelines
- M&E culture studies in Africa
- Diagnostic studies on the use of M&E evidence in planning and budgeting
- Published book: "Monitoring Systems in Africa"  
    "Using Evidence in Policy and Practice:  
    Lessons from Africa"
- Policy brief on evaluating SDGs



# Future Directions



- Expand the reach to more African countries
- Continue peer-learning and capacity-building activities
- Promote evidence-based governance and policymaking
- Strengthen evaluation culture through advocacy & training



# Conclusion



- Twende Mbele is a model for peer-learning and collaborative M&E in Africa
- Ongoing efforts to enhance M&E systems contribute to better governance and development outcomes
- Commitment to continuous learning, adaptation, and expansion to achieve sustainable impact

# THANK YOU!

Contact Information:

Email: [info@twendembele.org](mailto:info@twendembele.org)

Website: [www.twendembele.org](http://www.twendembele.org)

Twitter: [@TwendeMnE](https://twitter.com/TwendeMnE)

LinkedIn: Twende Mbele



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Presenter: Abdoulaye Gounou



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# Introduction to Gender-Responsive M&E



Although progress has been made by African governments to drive change by fostering gender equality and the rights of women, the extent of gender responsiveness of national monitoring and evaluation systems is still a subject of investigation.

It is against this background that Twende Mbele conducted a gender diagnostic of the National Monitoring and Evaluation system in Uganda, Benin and South Africa.

The diagnostic study sought to:

- i. review National Monitoring and Evaluation System (NMES) including its:**
  - a) broad National M&E policy,
  - b) Institutional Arrangements and Capacities, and
  - c) Processes and Procedures;
- i. Identify potential barriers and enablers to having a well-functioning gender responsive M&E system at national level;**
- ii. and develop concrete strategies to strengthen gender responsiveness of each country's Monitoring and Evaluation system, as well as common, collaborative tools or projects.**

# Policy Framework for Gender-Responsive M&E in Benin



- **National Policy on Gender Promotion:** Provides a framework for integrating gender into public policies.
- **International Commitments:** Benin has ratified instruments such as the **Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)** and the **African Charter on Human and People's Rights**.
- Focus is placed on ensuring that gender considerations are embedded into national and sectoral strategies.
- Developed to harmonize gender-responsive evaluation in public policies.



# The Methodological Guide for Gender-Sensitive Evaluation



- **Key Features:**
  - Concepts from **Gender and Development Approach**.
  - Tools for integrating gender into evaluations.
  - Aims to evaluate how well gender issues are addressed during policy designing and implementation.
- **Lack of Gender Disaggregated Data:** A significant challenge in assessing gender-related impacts.
- **Institutional Barriers:** Existing governance systems may not always prioritize gender issues in evaluations.
- **Capacity Building:** There is a need to enhance the technical capacity of stakeholders in gender-responsive M&E.

# Gender-Responsive Evaluation



- Gender-responsive M&E is critical to ensuring equitable public service delivery and addressing gender-based disparities.
- Benin's commitment to gender equality is demonstrated through national policies and tools designed to promote inclusive evaluations.
- Ongoing efforts focus on improving the collection and use of gender-disaggregated data and strengthening institutional frameworks for gender-responsive evaluations.

# Impact of Gender in Benin



Twende Mbele conducted a gender diagnostic of the National Monitoring and Evaluation system in Benin.

TM in partnership with the EU and BEPPAAG capacitated BEPPAAG officials on gender mainstreaming and gender analysis in evaluations

These officials later trained decision-makers in the Family Ministry of the government of Benin

This resulted in:

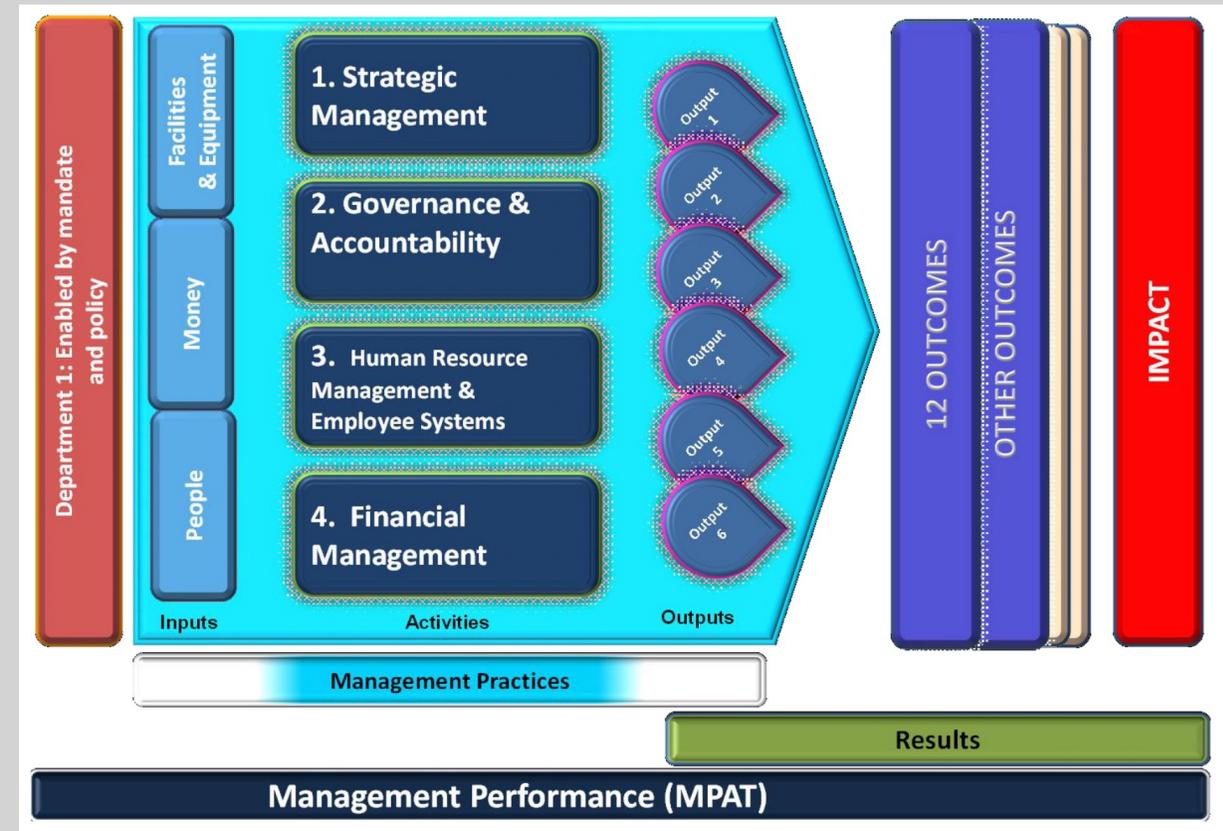
- Increasing gender awareness in Benin
- Strengthening national evaluation systems through integrating consideration of gender equality in national evaluations

As a result of this, the Family Ministry, for the first time, created a policy and allocated money to improve gender sensitivity in Benin

# Adapting the Management Performance Assessment Tool (MPAT)



- MPAT is a public service performance tool, initially developed in South Africa.
- The concept premised on the understanding that quality management has a considerable influence on the quality of public services. In order to improve the performance of public administration, it is important management practices are assessed and strengthened.
- It assesses the four thematic areas of, strategic management, governance, human resources, and financial management.





# MPAT in Uganda - Key Highlights

- **Harmonization:** MPAT was aligned with two existing government performance tools
- **Embedding Performance Assessment:** Integrated across key public sectors
- **Pre-testing and Piloting:** A pre-tested version is ready for further piloting to refine the tool for national use
- Both countries adapted MPAT to reform institutional processes and improve service delivery
- **Benin:** Focused on aligning MPAT with local governance, enhancing accountability and strategic management
- **Uganda:** Integrated MPAT with existing tools for broader government performance assessment



# Conclusion



- **Performance:** The MPAT adaptation in Benin and Uganda has strengthened governance and accountability in public service
- **Peer Learning:** The success of these tools, including DPAT in Ghana, underscores the value of collaboration and contextualization across African countries.
- **Impact:** Insights gained from these programs can inspire further institutional reforms, focusing on public service efficiency and governance improvements

# Merci!

Contact Information:

Email: [info@twendembele.org](mailto:info@twendembele.org)

Website: [www.twendembele.org](http://www.twendembele.org)

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LinkedIn: Twende Mbele



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Presenter: Andrew Asibey



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# Rapid Evaluations



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# One Village, One Dam (1V1D)



## What is 1V1D?

- Launched in **2017** by the Government of Ghana.
- Aimed to provide **small-scale irrigation** to **smallholder farmers** in Northern Ghana.
- Focused on increasing agricultural productivity in arid regions with limited access to reliable water sources.
- Targets **570 small dams** to support **dry-season farming** and livestock rearing.

# Goals and Importance of 1V1D



- **Objectives:**

- Secure a **year-round water supply** for rural farming communities
- Enhance **food security** and increase incomes for farmers
- Reduce poverty in some of Ghana's poorest regions, particularly in the north.

- **Why it's Important:**

- Northern Ghana experiences **low rainfall**, making irrigation crucial for farming
- Climate change challenges such as **droughts** and **flooding** exacerbate these issues
- The initiative helps address these challenges by offering **sustainable water management** solutions

# Implementation and Challenges



- **Implementation:**

- Collaboration between the **Ghana Ministry of Special Development Initiatives** and the **Ghana Irrigation Development Authority (GIDA)**
- Focus on building small earth dams, which are less expensive and cater to local needs

- **Challenges:**

- **Water availability** during dry seasons is still limited in some areas.
- **Maintenance** of dams and community involvement are crucial for long-term success
- Limited access to **groundwater** irrigation systems in Northern Ghana (only 4% of current irrigation)

# Lessons and Future Directions of 1V1D



- **Lessons Learned:**

- The program highlights the need for **community engagement** in maintaining and utilizing dams
- Evidence shows that **training** on efficient water use and farming techniques increases the program's effectiveness

- **Future Directions:**

- Further research and **monitoring** to assess long-term sustainability
- Potential expansion to other regions if the program proves successful
- **Capacity building** efforts to ensure local farmers can maintain and maximize the use of irrigation facilities

# DPAT – Enhancing Performance at Local Government Level



- **DPAT (District Performance Assessment Tool)** is a diagnostic tool used to evaluate the performance of **Metropolitan, Municipal, and District Assemblies (MMDAs)**. It serves to:
  - Ensure alignment between local governance and national development objectives
  - Allocate resources through the **Responsive Factor Grant (RFG)** based on the results of the assessments
  - Measure service delivery, governance, financial management, and compliance with regulations at the district level

# Purpose and Impact of DPAT



Purpose:	Impact:
Promote accountability in public service delivery at the district level.	Underperforming districts receive <b>capacity-building support</b> based on their identified weaknesses.
Encourage better performance and transparency among local assemblies.	The tool fosters <b>citizen participation</b> through community monitoring mechanisms, enhancing local governance accountability.
	High-performing districts receive financial incentives through the RFG.

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Twitter: [@TwendeMnE](https://twitter.com/TwendeMnE)

LinkedIn: Twende Mbele



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# Metro Learning Network

Presenter: Ms. Khululiwe Faya

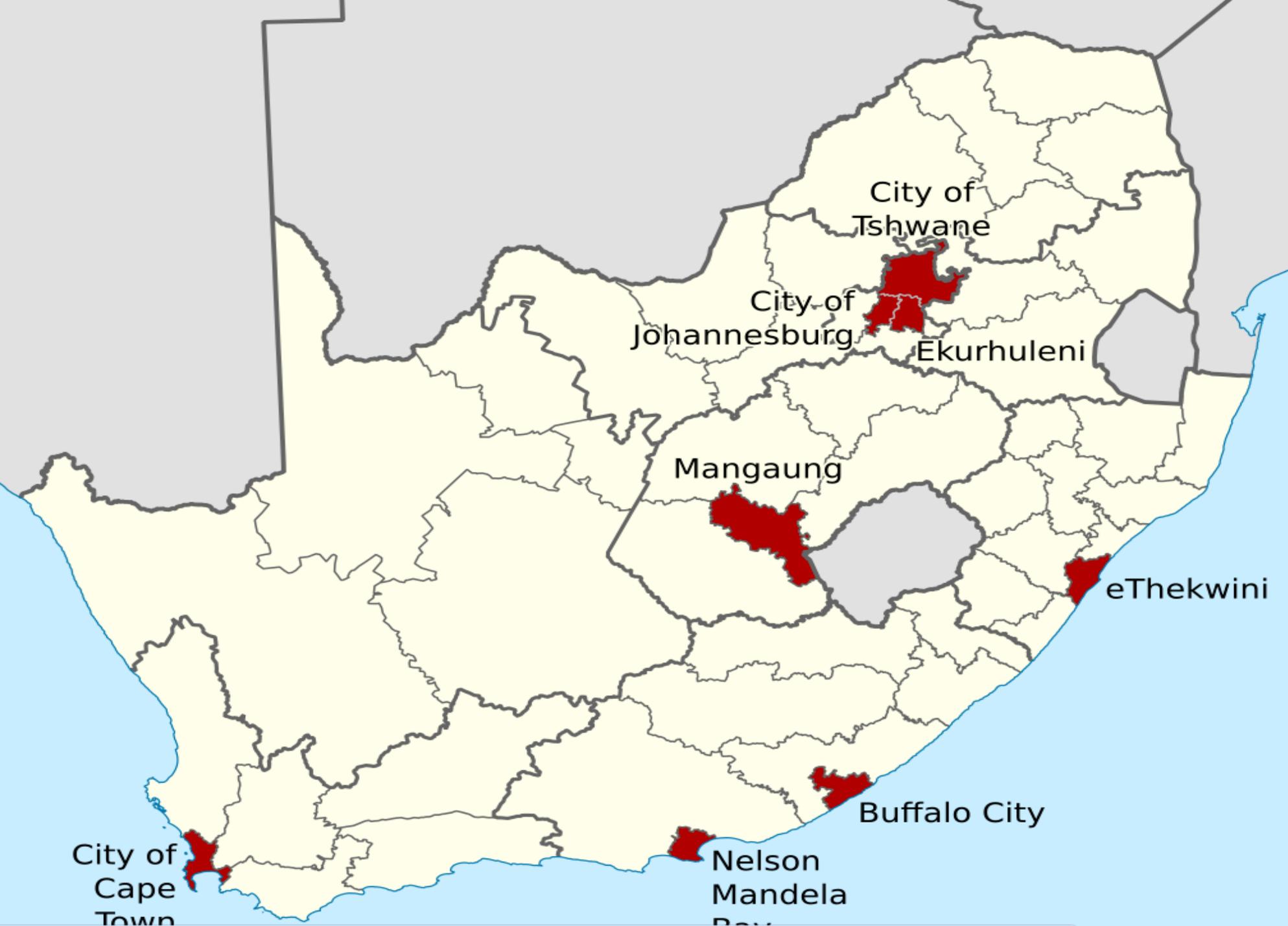


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# About Metro Learning Network



- Local government led network comprises of eight South African Metropolitan Municipalities
- Established in February 2022
- Emerged due to a recognized gap in the availability of support mechanisms for local government officials in the domain of strategic planning and M&E
- Chairmanship held by the City of Johannesburg and secretariat positions is currently held by eThekweni Municipality
- Chairmanship and secretariat positions rotates bi-annually (according to calendar year)
- Meetings are held on a quarterly basis
  - Convened in accordance with local government reporting timelines



# About Metro Learning Network

- Agenda of the network is determined by members of the learning network (currently 8 metros)

Metropolitan	Population
City of Johannesburg	6.3million
City of Cape Town	4.9million
Ekurhuleni Municipality	4.1million
eThekweni Municipality	3.2million
City of Tshwane	2.9million
Nelson Mandela Bay	1.3million
Buffalo City	975 255
Mangaung Municipality	811 431
<b>TOTAL</b>	<b>24.4million</b>

# MLN Vision and Mission



## Vision:

- To facilitate knowledge exchange and best practices among metropolitan Monitoring and Evaluation (M&E) officials

## Mission:

- By spearheading the development and implementation of a Metropolitan-National Evaluation Agenda for South Africa
- Establishing collaborative initiatives among metropolitan municipalities and other stakeholders
- Advocating for the integration and utilization of evaluation recommendations
- Promoting innovative tools for M&E activities
- Organizing dedicated events to advance M&E practices



# MLN Membership



- Comprises monitoring and evaluation officials within the metropolitan municipalities in South Africa and are represented by the central Monitoring and Evaluation Unit of that municipality.
- Participation in MLN is voluntary for M&E, strategic planning, data analytics and organisational performance reporting officials from the metropolitan municipalities.

# Executive Management



- Executive Structure includes the highest-ranking officials in the central M&E unit from all eight metros, including the current Chairperson and Secretariat.
- The current Chair is the City of Johannesburg
- Secretariat is eThekweni Municipality
- It is the responsibility of the two elected metros to appoint individuals to fulfill these roles

# Current Partnerships and Collaboration



## **Current Technical Partnerships**

- Twende Mbele
- Department of Planning Monitoring and Evaluation (DPME)
- South African Monitoring and Evaluation Association (SAMEA)
- Development Bank of South Africa (DBSA)

## **Future Technical Partnerships**

- New Development Bank
- Mastercard Foundation

# MLN Programmes



## **1. Capacity Development**

- Establishment of learning exchange programmes (e.g. Ghana Study Tour)
- Placement of MLN officials in international organisations for experiential learning
- Training and workshops for MLN officials

## **2. Targeted Cross-cutting Evaluation studies**

- Metro Evaluation Agenda

## **3. Metro-wide Evaluation Conferences**

- International sub-national counterparts (BRICS, EU etc)

## **4. Collaborative publishing of MLN studies in Journals**

# Conclusion



- MLN programmes are highly depended on sponsorship
- Whereas currently established partnership are crucial, we welcomes any other partners for the advancement of MLN agenda



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Contact Information:

Email: [khululiwe.faya@durban.gov.za](mailto:khululiwe.faya@durban.gov.za)

Contact No: +27739766745



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