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DEPARTMENT: PLANNING, MONITORING AND EVALUATION

DPME 4TH INTERNATIONAL KNOWLEDGE SHARING WORKSHOP 26 – 28 AUGUST, 2015, CAPE TOWN WORKSHOP REPORT

“Evidence-based policy and decision making can help people make better decisions, achieve better outcomes and more effective interventions, by using the best available evidence from evaluation and research, integrated with the knowledge, skills, experience, expertise and judgement of decision makers.”

Phil Davies, EBPMI Course, Graduate School of
Development Policy and Practice,
University of Cape Town

EVIDENCE BASED POLICY & DECISION MAKING

“Evaluation is the systematic collection and objective analysis of evidence on public policies, programmes, projects, functions and organizations to assess issues such as relevance, performance, value for money, impact and sustainability, and recommend ways forward”

South African National Evaluation Policy Framework

LINKING NATIONAL PLANNING TO MONITORING & EVALUATION

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BACKGROUND

The South African government faces key challenges in relation to service delivery and other governance issues, within a context of persistent poverty and inequality and widespread service delivery protests. This led to the establishment of the Ministry of Performance Monitoring and Evaluation in the Presidency in 2009, and a National Planning Commission to serve as an advisory body focusing on implementation of the National Development Plan (Vision 2030). The Department has since been merged with the National Planning Commission to become the Department of Planning, Monitoring and Evaluation (DPME).

The DPME is tasked with raising the standard and effectiveness of planning, monitoring and evaluation of government programmes to achieve the country's long-term vision and national strategic plans. Partnerships and cooperation with a range of stakeholders, including international stakeholders, aim at exchanging information, sharing lessons and developing networks to build capacity and strategies for effective public sector reform and improved performance. South Africa has seen growing interest both regionally and globally from countries keen to learn from the country's experience.

It is against this background that the DPME has partnered with the World Bank and other partners to host:

- 1) A regional workshop on Performance Monitoring and Evaluation in February 2014, attended by participants from government M&E units in Mauritius, Seychelles, Kenya, Namibia, Botswana, Mozambique and Lesotho;
- 2) A regional workshop on Performance Monitoring and Evaluation in June 2014, attended by representatives from Lesotho, Madagascar, Malawi, Namibia, Nigeria, Senegal, South Sudan, Trinidad and Tobago, and the Embassies of Cuba and Suriname;
- 3) An international knowledge sharing workshop on National Planning in Government and Monitoring and Evaluation in March 2015, attended by representatives from Comores, Lesotho, Madagascar, Malawi, Namibia, Nigeria, Swaziland and Zimbabwe; and
- 4) An international knowledge sharing workshop on Enhancing Evidence-based Policy Making and Implementation and linking National Planning to Monitoring and Evaluation in August 2015, attended by senior government representatives from Benin, Kenya, Seychelles, Malawi, Madagascar, Namibia, Nigeria, Senegal, Lesotho, Zimbabwe, Swaziland and Zambia; from South African government departments and agencies; the World Bank and the Graduate School of Development Policy and Practice at the University of Cape Town. [See [Annexure A: List of Participants](#)]

The 4th International Knowledge Sharing Workshop held in Cape Town from 26–28 August 2015, built on feedback from the previous workshops which aimed at sharing lessons between

participating countries and establishing networks for strengthening performance monitoring and evaluation systems. This report provides an overview of the workshop content, focusing on key lessons that emerged in relation to the workshop themes [see **Annexure B: Workshop Programme** and **Annexure C: List of Presentations**]. Reports on the first three workshops and presentations at the 4th workshop are available on the DPME website: www.dpme.gov.za.

INTRODUCTION

The 4th International Knowledge Sharing Workshop aimed to facilitate knowledge and information sharing between participating countries on two core themes:

- Enhancing evidence-based policy and decision making and implementation;
- Linking national planning to monitoring and evaluation (M&E).

The specific objectives of the workshop were to:

- Stimulate exchange of information on macro-planning and M&E;
- Share challenges and best practices of M&E performance systems;
- Promote the use of evidence in policy making, decision making and implementation;
- Establish institutional partnerships that strengthen implementation of national strategic priorities.

The intended outcomes of the workshop were to:

- Enhance understanding of the use of evidence-based policy making and implementation (EBPMI) in informing decision making and achieving better outcomes;
- Explore contextual challenges that impact on EBPMI;
- Learn about evidence sources and tools;
- Improve understanding of medium- and long-term national planning mechanisms;
- Discuss how to cascade high-level national development planning (NDP) to strategic planning mechanisms across the chain;
- Exchange experiences of and lessons about national planning in participating countries.

The event was structured around keynote addresses and presentations, case studies, topic-specific panels, country inputs and dialogue. Time was allocated for engagement and dialogue in both plenary and break-away groups.

DAY 1: UNDERSTANDING EVIDENCE-BASED POLICY AND DECISION MAKING

Day 1 focused on promoting understanding and sharing knowledge about the use of evidence in policy and decision making, drawing on the South African experience. Delegates were provided with an overview of evidence tools along with case studies to inform discussion about how to strengthen the use of evidence in the policy and programme cycle in participating countries.

WELCOME

Mr Khulekani Mathe, Acting Director-General: National Planning, South Africa, DPME, welcomed delegates from African countries and partner organisations as “fellow travellers” on the long journey towards development. Mr Mathe described the critical role of planning in development and stressed the need for credible information to inform national priorities and budgets, map milestones and track progress towards targets, and identify challenges, informed by a theory of change. He stressed the value of sharing lessons and welcomed the opportunity to exchange ideas and lessons on how to address challenges and achieve that can have a positive impact on government outcomes, and thus on people’s lives.

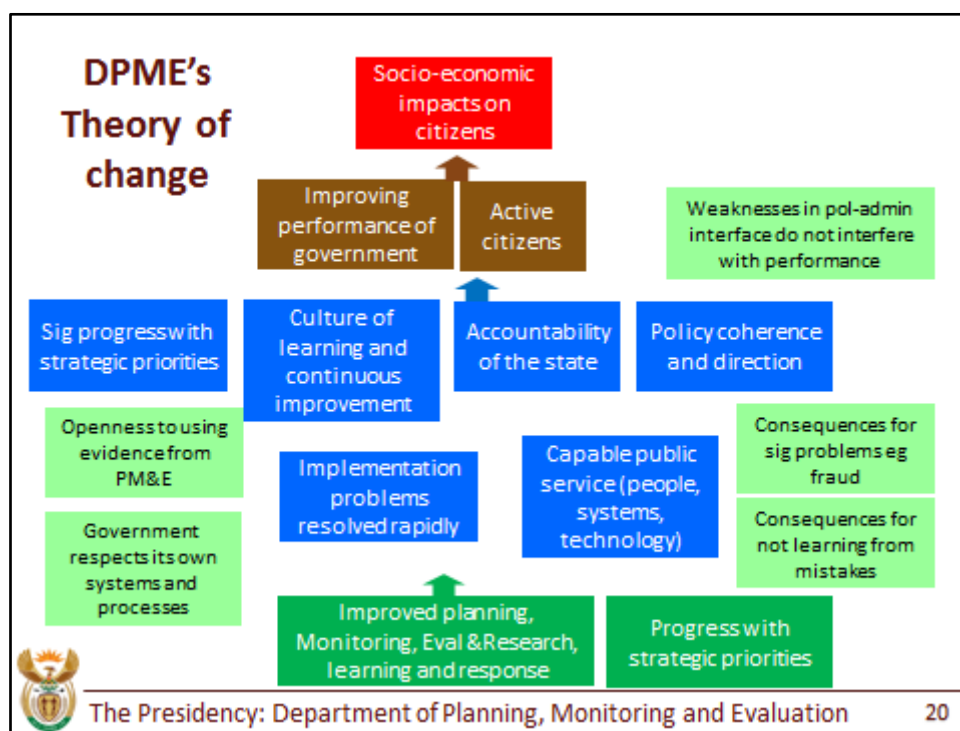


Figure 1: DPME Theory of Change

KEYNOTE ADDRESS

The Honourable Solomon Tsenoli, Deputy Speaker of the National Assembly in South Africa, gave the opening keynote address. He welcomed delegates and endorsed the value of sharing lessons and ideas between countries. The Deputy Speaker underlined the importance of bureaucrats getting to grips with the complex political environment within which governments attempt to implement aspirations arising from the electoral process and address societal challenges. Opinions and views often form the basis for political decisions, and both politicians and bureaucrats need to acknowledge and overcome their own biases.

The Deputy Speaker said that while there is growing interest in the use of credible evidence for diagnosis, planning, monitoring and evaluation, bureaucrats need to understand and navigate political dynamics. While there may be a diversity of views about evidence, including the contribution of indigenous knowledge systems to the evidence matrix, there is a definite need for skills to gather, analyse and communicate research, especially when evidence contradicts opinions or assumptions. The Deputy Speaker highlighted key obstacles to evidence-based policy and decision making as information blockages linked to bureaucratic hierarchies, and wished delegates well in exchanging ideas and solutions to these and other challenges.



The Honourable Solomon Tsenoli, Deputy Speaker of South Africa's National Assembly in South Africa, giving the opening keynote address

“The ruling party’s manifesto ... needs to be translated into do-able projects that accord with the interests of people on ground, informed [and adjusted] by credible evidence...”

It is not only politicians who have opinions and interests – bureaucrats do too.”

THE ROLE OF DATA IN SUPPORTING EVIDENCE-BASED DECISION MAKING

Dr Arulsivanathan Naidoo, Executive Manager of Statistics South Africa, presented on the agency's role in promoting utilization of official statistics for evidence-based decision making, monitoring and evaluation at a national, sub-national and municipal/local level. Stats SA is also involved in continental efforts to improve statistical production, including a project with the African Development Bank to merge data from all countries.

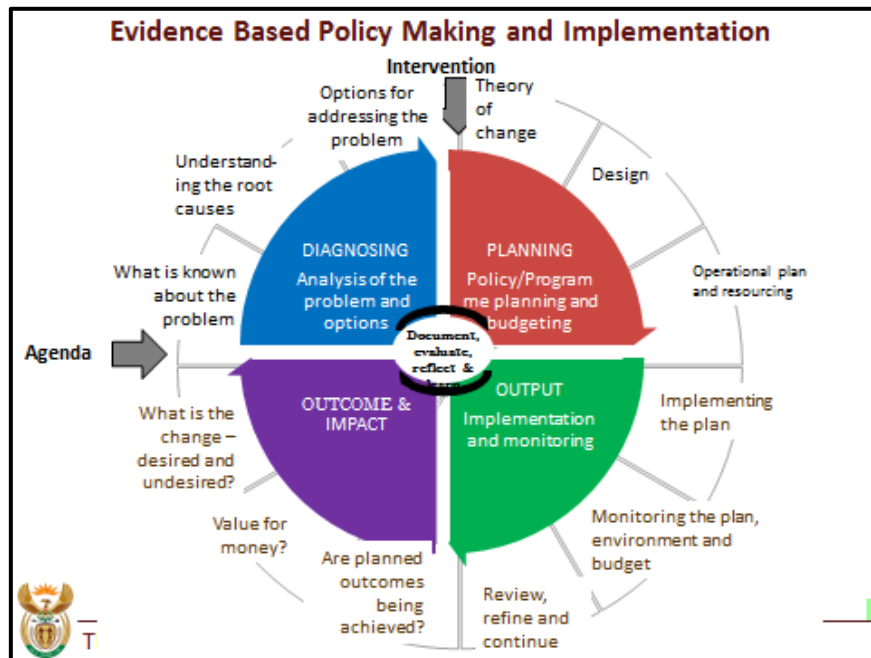
Stats SA is committed to increasing statistical literacy among traditional and non-traditional users through data access, free training, analysis and software. In November 2014, Stats SA launched a free and open source Geographic Information System (GQIS 2.6). This new technology merging planning, statistics and geography forms part of a 'data revolution' that provides spatial-level data and analysis to inform decision-making and effective deployment of resources.

Dr Naidoo provided examples of how this graphic, visual evidence can be used for planning, monitoring and evaluation, and to "drill down" and identify patterns and "hot spots" on key issues such as poverty, inequality and youth unemployment. The software can use any dataset to create, edit, visualise, analyse and publish geospatial information. Dr Naidoo invited all delegates to make use of the services of the Stats SA staff in attendance at the workshop to load the software with instructions on how to use the Geographic Information System.



THE USE OF EVIDENCE-BASED POLICY AND DECISION MAKING

Dr Ian Goldman, Head: Evaluation & Research, DPME, provided an overview of the importance of evidence in policy and decision making within the policy cycle. He described the key distinctions between evidence and opinion, and the continuum of types and sources of evidence available, but stressed that evidence **can** always be contested and **is** always context-specific.



Dr Goldman stressed the importance of a theory of change (TOC) to inform decision making, and the use of evidence at all stages of policy and practice – diagnosis, planning, implementation and monitoring of outputs, and evaluation of outcomes and impacts – to ensure effective utilization of government resources. He identified enabling factors for – and barriers to – effective evidence-based policy making, and underlined that driving change requires:

- ✓ Clear diagnosis of the situation and understanding of where delivery must improve
- ✓ Dynamic performance management/M&E system design and implementation
- ✓ Need for incentives including the ability to use hard and soft authority to enforce change
- ✓ Establishing the culture and capacity to analyse, learn, and use evidence at all stages
- ✓ Effective communication and structural arrangements to ensure reliable data systems and objective M&E
- ✓ Key role of a powerful, capable central ‘champion’ with political will for the long haul
- ✓ Substantive government demand – utilisation of systems as the measure of ‘success’
- ✓ Skills and staff capacity to drive the system, identify and solve problems timeously
- ✓ Experimentation, piloting and scaling up.

APPROACHES AND TOOLS FOR EVIDENCE-BASED DECISION AND POLICY MAKING

Mastoera Sadan, Programme Manager of the Programme to Support Pro-Poor Policy Development in the Presidency (PSPPD), South Africa, provided an overview of key sources of data and tools to generate evidence for decision and policy making (see table below). This was followed by brief inputs from researchers to illustrate the use of three of these tools – a panel survey, systematic review and social audit.

TOOL/SOURCE	DESCRIPTION
Administrative/ Routine data	Data collected as a result of an organisation's day-to-day operations, e.g. data on enrolment or clinic visits
Census	Data collection about every unit in a group or population, e.g. national census studies
Survey	The collection of information using (1) a pre-defined sampling strategy, and (2) a survey instrument. A survey may collect data from individuals, households, organisations or other units
Diagnostic evaluation	The aim of a diagnostic evaluation is to identify the problem and unpack the causes of the problem as a basis for informing any interventions
Panel data and panel survey	Data collected through consecutive surveys in which observations are collected on the same sample of respondents in each round.
Social audit	Social audit is a process of reviewing official records and determining whether state reported expenditures reflect the actual monies spent on the ground
Systematic review	A synthesis of the research evidence on a particular topic, obtained through an exhaustive literature search for all relevant studies using scientific strategies to minimise error associating with appraising the design and results of studies.
Impact evaluation	A study of the attribution of changes in the outcome to the intervention. Impact evaluations have either an experimental or quasi-experimental design.
Case studies	A case study is usually an in-depth description of a process, experience, or structure at a single institution. In order to answer a combination of 'what' and 'why' questions, case studies generally involve a mix of quantitative (i.e., surveys, usage statistics, etc.) and qualitative (i.e., interviews, focus groups, extant document analysis, etc.) data collection techniques.
Interview	Conversation between two or more people where questions are asked by the interviewer to obtain information from the interviewee(s).
Randomised controlled trial (RCT)	An impact evaluation design in which random assignment has been used to allocate the intervention amongst members of the eligible population. Since there should be no correlation between participant characteristics and the outcome, and differences in outcome between the treatment and control can be fully attributed to the intervention, i.e. there is no selection bias.
Cost-benefit analysis (CBA)	A comparison of all the costs and benefits of the intervention, in which these costs and benefits are all assigned a monetary value. The advantage of CBA over analysis of cost effectiveness, is that in can cope with multiple outcomes, and allow comparison in the return to spending in different sectors (and so aid the efficient allocation of development resources).

Dr Cecil Mlatsheni, Principal Investigator for the National Income Dynamics Study (NIDS), the first national household **panel study** survey in South Africa, established as part of an intensive

effort by government to track and understand the shifting face of poverty, gave an overview of this nationally representative study and the rich data and evidence it has produced to drive policy targeting critical socio-economic challenges over three 'waves' since 2008. The study provides detailed information enabling analysis of individuals and households over time, including household resilience to shocks and poverty levels. NIDS works closely with Stats SA, engages in training for researchers and policy analysts, outreach activities among policy makers and influencers to encourage utilization of this data to track progress and identify obstacles on issues such as education, unemployment and access to the labour market.

Taryn Young of the Centre for Evidence-Based Health Care used an example of research on drugs that dramatically reduce the risk of premature babies dying from complications to illustrate how **systematic reviews** can provide compelling evidence for effective (and cost-effective) interventions. There is a growing body of such reviews available across the health, education and other social sectors. She stressed that systematic reviews are not merely a summary of previous findings, but rather a critical examination and synthesis of the current state of knowledge on a topic, with the strengths and limitations of the underlying research, a clearly defined set of objectives and a systematic presentation of findings.

Nkosikhona Swartbooi, of the Social Justice Coalition (SJC), presented on a **social audit** conducted as part of a campaign for clean and safe sanitation in informal settlements in Cape town. A social audit is a civil society-driven process that encourages community participation in monitoring government service delivery and expenditure. The process allows communities to understand, measure, verify, report and ultimately contribute to improving government performance. Use of this methodology encourages and promotes community participation, active citizenship, accountability and transparency. However, Mr Witbooi stressed that social audits are not a 'one-size-fits-all' methodology, and should complement other data sources, including financial audits. The SJC is part of a social audit network and learning exchange with partners in India, and plans to expand social audits to other provinces.

“The experiences of citizens – the intended beneficiaries of government services – are a critical component of measuring the performance of government and for the delivery of appropriate and quality services.” Nkosikhona Swartbooi

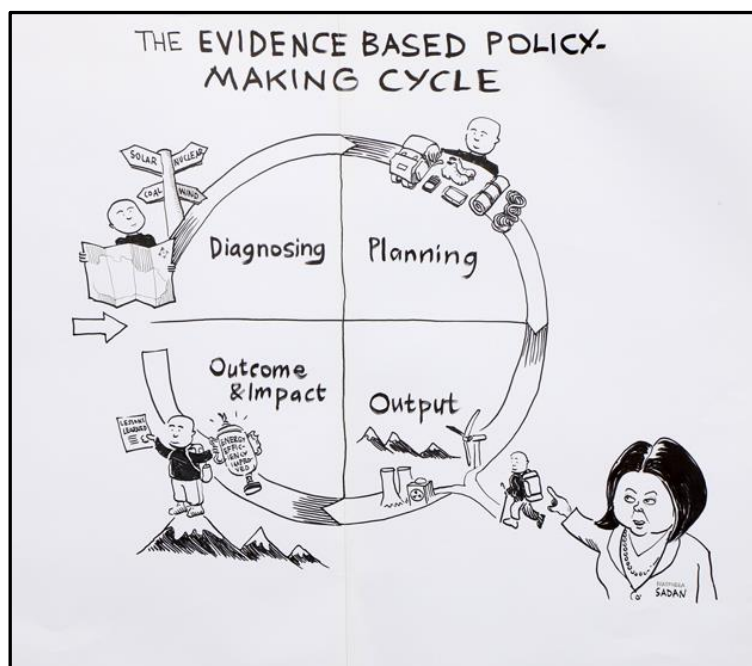
EVIDENCE-BASED POLICY MAKING: GLOBAL PRACTICES AND EXPERIENCES

Gert van der Linde, World Bank Lead Financial Management Specialist, began his presentation with African examples of how the use of evidence had shaped policies that saved lives:

- ✓ In **Tanzania**, the results of household disease surveys informed health service reforms that contributed to a reduction of over 40% in the infant mortality rate between 2000 and 2003 in two pilot districts between 2000 and 2003;
- ✓ **Ghana** saw a 22% reduction in neonatal mortality as a result of supporting women to breastfeed within one hour of giving birth, and a 43% reduction in deaths among HIV-positive children from use of a widely available antibiotic.

Mr van der Linde stressed the need for a policy-making process that is **receptive** to evidence – a process that begins with a question rather than an answer, for research to be aligned and integrated into the policy-making cycle, and for governments to provide adequate funding and resources for research and evaluation. Other key messages about evidence-based policy making included the need for:

- ✓ Solid data and the challenge of obtaining performance and baseline data
- ✓ Transparency and consultation with stakeholders and those affected by policy
- ✓ Time to conduct research and engage with stakeholders
- ✓ Developing skills and expertise and involving academics and contractors
- ✓ Strengthening institutional capacity and support for generating evidence.



GROUP WORK ON THE USE OF EVIDENCE IN PRACTICE – CHALLENGES AND LESSONS

In the next session, delegates broke into small groups for intensive discussion of their own experiences of – and common challenges in – the use of evidence in practice, informed by the preceding presentations.



Each group was then asked to prioritise three key issues, which were then grouped and mapped into common and cross-cutting themes by the facilitators.



In the plenary session that followed, delegates discussed these thematic challenges and lessons that emerged from sharing perspectives between countries (see Table 1).

TABLE 1: THE USE OF EVIDENCE IN PRACTICE –CHALLENGES & EMERGING LESSONS

KEY ISSUE	CHALLENGES	LESSONS
INTEGRATION OF EVIDENCE IN POLICY MAKING	<ul style="list-style-type: none"> ➤ Lack of theory of change in plans as evidence ➤ Need to use evidence for diagnosis of problems ➤ Buy-in to use evidence from government and institutions ➤ Lack of alignment between evidence generation, use & planning process ➤ Disjuncture between planning and budgeting ➤ Lack of alignment in plans & timelines ➤ Credible evidence for policy and decision making and review ➤ Use of evidence in executing strategic oversight 	<ul style="list-style-type: none"> ✓ Integration of evidence across all quadrants of the policy cycle ✓ Strengthen linkages between policy & administrative interfaces ✓ Need for ‘champions’ for EBPMI ✓ Strengthen linkages between evidence and policy making & review ✓ Data generation in usable ‘chunks’ ✓ Clear presentation of data as evidence
PARTICIPATION ACROSS THE POLICY CYCLE	<ul style="list-style-type: none"> ➤ Inadequate consultation and participation across the policy cycle 	<ul style="list-style-type: none"> ✓ Recognition of importance of inclusive policy processes from diagnosis to M&E ✓ Participatory planning ✓ Development of consultative frameworks for stakeholder / community participation across policy and implementation cycle ✓ Community/beneficiary involvement in service delivery monitoring to ensure sustainability
COMMUNICATION/ DISSEMINATION	<ul style="list-style-type: none"> ➤ Inadequate communication about evidence ➤ Research findings not accessible 	<ul style="list-style-type: none"> ✓ Effective, simple communication of research/evidence to decision makers and other stakeholders ✓ Broad dissemination to

		parliamentarians, policy makers and communities
DATA INTEGRITY	<ul style="list-style-type: none"> ➤ Need to ensure data integrity (including sources) ➤ Lack of baseline / benchmark data ➤ Need for spatial data ➤ Reliance on traditional methods 	<ul style="list-style-type: none"> ✓ Systematic evaluation & strategic review of evidence ✓ Access to innovative technology & software to provide spatial data ✓ Strengthen data collection, analysis and interpretation ✓ Data generation and presentation – balance between qualitative and quantitative data
BUY IN / CO-ORDINATION	<ul style="list-style-type: none"> ➤ Low uptake of data/evidence/use of statistics in planning ➤ Lack of political buy-in ➤ Lack of coordination between sectors and spheres of government ➤ Lack of alignment between planning agencies, institutions & statistical agencies, and reporting cycles and requirements ➤ Lack of implementation 	<ul style="list-style-type: none"> ✓ Education of policy makers on evidence – sources and credibility ✓ Need for ‘champions’ for EBPMI ✓ Increase linkages between political & administrative interfaces ✓ Need for policy coherence & alignment with NDP ✓ Promote culture of performance and service delivery
CAPACITY & RESOURCES	<ul style="list-style-type: none"> ➤ Lack of skills and capacity ➤ Resource distribution to produce and disseminate evidence ➤ Lack of understanding of use of data as evidence 	<ul style="list-style-type: none"> ✓ Capacity development and skills training within public sector ✓ Partnerships with academic and research institutions ✓ Look at less costly research options and sources ✓ Need for participatory methodology

DAY 2: USING AN EVIDENCE-BASED APPROACH FOR NATIONAL PLANNING

On Day 2, the focus shifted to the use of evidence in national development planning and implementation, and linkages between planning, budgeting and M&E. Presentations included case studies, an overview of national development planning in Africa, and brief inputs on country experiences to inform group work discussing the challenges of implementing NDPs and sharing lessons and strategies on how to address or mitigate against these constraints.

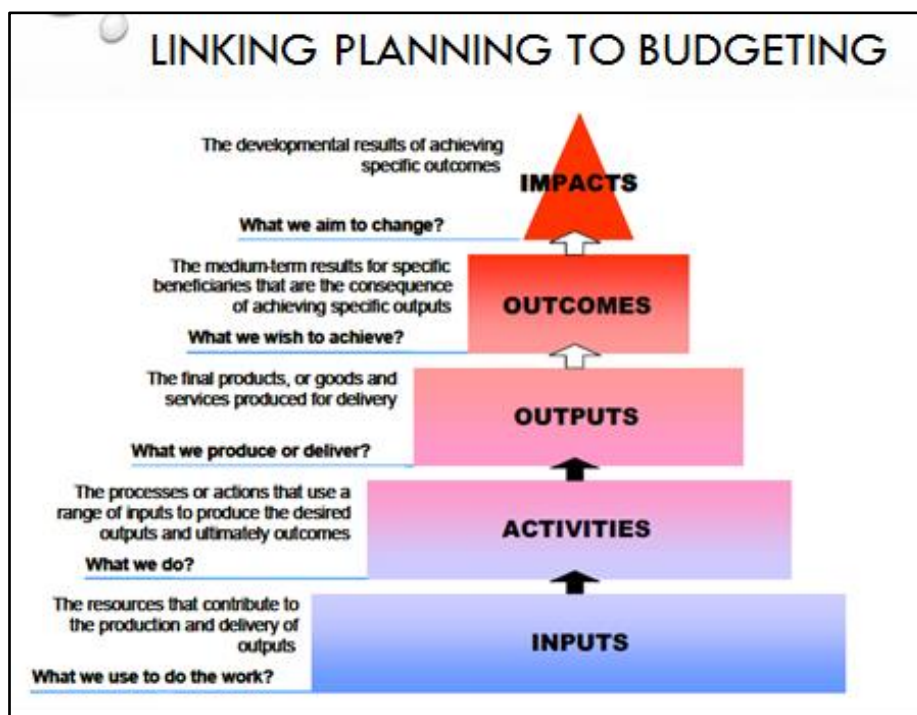
COLOMBIAN CASE STUDY: IMPLEMENTING THE NATIONAL DEVELOPMENT PLAN

Mr Manuel Fernando Castro, Deputy General Director for Territorial Development and Public Investment in the National Planning Commission, Colombia, gave a video presentation on his country's experience of translating national development plans into programmes, and how these are implemented and monitored. Mr Castro sketched the evolution of Colombia's performance management monitoring and evaluation system since 1994:

- **First generation** [1994–2002] – **Building the Sinerga M&E system**, with strong focus on monitoring
- **Second generation** [2002–2014] – **Strengthening M&E** through development of a national results-based management and evaluation system, including scorecards reporting on outputs and outcomes on monthly and quarterly basis annual public results reports and at a sub-national level, regional data sheets to deliver useful, reliable, current information on regional indicators.
- **Third generation** [2014 forward] – **Performance information and innovations** to link planning, budgeting, implementation and M&E and ensure effective resource utilization for maximum impact, informed by a national and regional vision, tracked by multiple indicators on cross-cutting strategies that address poverty and inequality and promote sustainable development and good governance. As government in Colombia is becoming increasingly decentralised, with 65% of the budget allocated at territorial level, current reforms are aimed at identifying socio-economic gaps, setting targets for addressing these gaps and using innovative systems to map needs, plan delivery and track progress at a sub-national level, and continuing to build capacity at both national and sub-national levels.

LINKING PLANNING, BUDGETING AND REPORTING TO M&E

Gert van der Linde, World Bank Lead Financial Management Specialist, provided an overview of the public finance management cycle and of the elements involved at different stages of planning, budgeting, reporting, monitoring and evaluation.



Using South Africa as a case study, he outlined the legal framework provided by the Public Finance Management Act, which aims to promote sound financial management and effective utilization of resources at all levels of government, ensure timely provision of quality information, increase accountability and transparency, and eliminate waste and corruption in the public sector. Under the Act, Accounting officers have general fiduciary responsibilities, including financial management (and internal controls), alignment of expenditure within budgets, reporting on a monthly and annual basis, and publishing annual reports including audited financial statements with the Auditor General's opinion. Government websites provide this detailed information about spending, programmes and performance.

Mr van der Linde suggested that a key challenge in linking planning, budgeting and reporting is to improve alignment between different government strategic plans and frameworks – such as the NDP, Medium-Term Strategic Framework and Medium-Term Expenditure Framework – and the reporting requirements and responsibilities of different role players at various levels of government.

OVERVIEW OF NATIONAL DEVELOPMENT PLANS: AN AFRICAN PERSPECTIVE

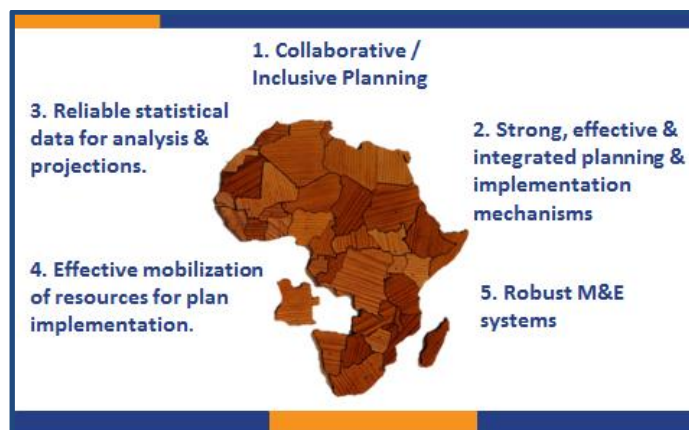


“The chronology of Africa’s efforts in national development planning help us to reflect on past experiences and learn important lessons in the context of Africa’s post-2015 agenda.”

Dr Laila Smith, Director of the Centres for Learning on Evaluation and Results (CLEAR) Anglophone Africa, provided an overview of the evolution of national development planning in Africa over the past seven decades in three distinctive phases:

- Phase 1 [1960s –1980s] – **Centralised development planning**
- Phase 2 [mid-1980s+] – **Liberalisation**
- Phase 3: [contemporary] – **Revitalization of long-term visioning.**

While models for national development planning may vary, Dr Smith proposed the following common basic architecture for national development planning:



Dr Smith reported that there is renewed focus on development of national plans and development strategies, with over 30 African countries adopting new long-term visions and medium-term year plans in the past decade. Current advances and innovations to support this agenda include:

- ✓ A common African position on the post-2015 agenda
- ✓ A collective vision for transformative growth – the African Union Agenda 2063
- ✓ United Nations Economic Commission for Africa (UNECA)’s work in building capacity among planners
- ✓ Development of the Online Economic Analysis System (OCEANS) – a dynamic tool to help policymakers and researchers make quantitative predictions of African economies.

GROUP WORK – CHALLENGES & LESSONS IN IMPLEMENTING NDPS

Delegates presented a brief input on the specific issues faced in implementing national development plans each participating country, to stimulate in-depth discussion and exchange of lessons on practical constraints and strategies to mitigate some of the common challenges faced across countries. A brief summary of each country input is provided below, followed by a table summarising common themes across countries emerging from the group discussion session.

Zimbabwe: After providing a snapshot of national development planning in creating an enabling environment for sustainable economic empowerment and social transformation in Zimbabwe, the presenter identified the following key challenges to effective implementation as:

- ✓ A polarised political system
- ✓ Lack of shared vision – “If you don’t know where you are going, any road can do”
- ✓ Rigidity of plans
- ✓ Economic constraints
- ✓ Drain on fiscus of parastatals
- ✓ Lack of work ethic among civil servants.



Lesotho: The National Strategic Development Plan was developed through an inclusive process involving stakeholders from all sectors. The NDP outlines seven pillars to promote linkages at national and ministerial level, and provides for a performance management system, with attention shifting now to developing sector plans with implementable work plans and indicators. However, there are still many challenges with implementation, including:

- ✓ A vacuum of leadership, champions and effective systems for performance management at all levels
- ✓ Lack of sectoral plans, coordination and stakeholder involvement in implementation phase
- ✓ 'Tick box' compliance in planning and performance management 'fatigue'
- ✓ Resistance from implementers due to punitive hierarchical approach.

Swaziland: The National Strategic Plan provides the overarching framework for development, informed by the Millennium Development Goals and the King's annual 'state of the nation' speech. Planning, monitoring and evaluation are driven from the Prime Minister's office. Quarterly performance and annual reports are tools for assessing whether outcomes contribute to national goals. The key challenge is:

- ✓ Lack of alignment between the levels at which planning and budgeting take place.

Kenya: Vision 2030 provides the overarching framework for national development and political stability in Kenya, while the Constitution of 2010 provided for government at national and county level. [A case study of M&E in Kenya was presented as part of Day 3 proceedings, and a more detailed summary is provided later in this report.] Key challenges to implementation and M&E include:

- ✓ Lack of legislative framework for M&E and compliance mechanisms
- ✓ Poor M&E culture and lack of capacity
- ✓ Lack of alignment between PME structures and agencies at county and national level
- ✓ Lack of dissemination and analysis of data
- ✓ Lack of utilization of evidence in decision making.

Seychelles: The presenter sketched the political history of Seychelles to provide context for the targeted economic and public sector reform process since the economic crisis of 2008. Government has developed a national development led by the Minister of Finance and a Steering Committee with sector representation, including from the private sector and civil society, and multi-sectoral task forces focusing on three key pillars: economic, social and environmental/natural resources development. Each sector is developing their own plans aligned with the NDP, and M&E frameworks and systems are in the process of being established. Key planning and implementation challenges include:

- ✓ Capacity and institutional constraints
- ✓ Lack of management expertise and skills 'brain drain'

- ✓ Need for M&E training
- ✓ Dependency and citizen complacency created by welfare state.



Malawi: The presentation outlined the country's 2020 Vision and the shift in focus of Medium Term Frameworks from strategies from poverty reduction towards a broader Growth and Development Strategy. While there is a master plan for M&E at the central and national level with performance contracts related to defined targets, there are still challenges with implementation and improving performance, including:

- ✓ A lack of sectoral plans for all sectors
- ✓ Need to empower and build capacity in public service
- ✓ Broaden awareness of – and buy-in for – performance management.

Zambia: The country has a long history of national development planning and is currently implementing the 5th NDP (2006–2016). The planning division is located within the Ministry of Finance, and there are well developed structures for stakeholder consultation at area, district, provincial and sectoral levels. A mid-term review identified challenges:

- ✓ Poor linkages between planning, budgeting & M&E plans and processes
- ✓ Inadequate decentralisation measures and structures
- ✓ Weak uptake of evidence and M&E results to inform budgeting
- ✓ Change of regime interrupted implementation of NDP
- ✓ Resource allocation and distribution skewed towards centre.

The measures adopted to address these challenges include drafting of a national monitoring and budgeting policy to create synergies and linkages between/across levels of government, development of a robust national system for selecting projects, and implementation of a pilot output-based budgeting system.

Namibia: The National Planning Commission, the Ministry of Finance, and the Office of the Prime Minister are the three key institutions involved in planning in Namibia. National planning takes place within the framework provided by Vision 2030, the 4th NDP and the Medium-Term Expenditure Framework. The challenges faced in implementing the overall goals of the NDP include:

- ✓ Lack of baseline data and clear targets/indicators for performance management
- ✓ Inadequate alignment between PME frameworks and strategic plans
- ✓ Capacity to undertake M&E
- ✓ Lack of political will (to some extent)
- ✓ Lack of cooperation between stakeholders at level of implementation.

Nigeria: National planning in Nigeria began in the 1960s, handled by different agencies. Under the new government, a central National Planning Commission handles strategic plans and M&E. In 2011, an M&E office was established to strengthen and harmonise M&E systems, and improve tracking of progress towards the pillars identified in Vision 2020 to guide economic development, spelt out in three medium-term sectoral plans. While progress has been made, with the national performance management system cascaded down through departments and units, there are still challenges with:

- ✓ Political ‘turf’ and a lack of shared vision
- ✓ Complexities of rolling out an integrated M&E system across a huge country
- ✓ Lack of integration between PME and budgeting processes
- ✓ Capacity constraints
- ✓ Lack of understanding about M&E.

TABLE 2: IMPLEMENTING NATIONAL DEVELOPMENT PLANS – CHALLENGES & EMERGING LESSONS

KEY ISSUE	CHALLENGES	MITIGATING STRATEGIES / LESSONS
FORMULATION OF PLANS	<p>Lack of political will</p> <p>Political interference & instability</p> <p>Lack of buy-in from legislative bodies</p> <p>Lack of buy-in/ownership from other stakeholders / actors</p> <p>Rigidity of plans</p> <p>Lack of integration and linkages between planning, budgeting & M&E</p> <p>Poor planning infrastructure</p> <p>Lack of accountability / transparency</p> <p>Lack of evidence for / use of evidence in planning</p>	<ul style="list-style-type: none"> ✓ Identify NDP ‘champions’ ✓ Align planning with political cycle ✓ Ease transition from old to new administrations (electoral changes) to mitigate against drastic changes ✓ Deviations from plans to be approved at highest levels ✓ Advocacy, education, communication, consultation ✓ Development of consultative frameworks for inclusive stakeholder / community consultation & participation across policy and implementation cycle ✓ Develop policy coherence & legal frameworks to align / harmonize NDP & other policies, plans & strategies & cascade to sub-national / local level ✓ Build & strengthen institutions ✓ Strengthen linkages between government departments, agencies, institutions and sectors across planning & programme cycle ✓ Advocacy to strengthen respect for institutions, processes, accountability & integrity ✓ Application & utilization of evidence across planning cycle informed by theory of change ✓ Map sources of data/evidence, technical capacity & data management systems ✓ Clear presentation of data as evidence

<p>IMPLEMENTATION OF NATIONAL DEVELOPMENT PLANS</p>	<p>Weak coordination, institutional architecture & linkages</p> <p>Lack of political will & accountability</p> <p>Corruption & political interference</p> <p>Funding bias / lack of resources to operationalize plans</p> <p>Human resource capacity constraints</p> <p>Lack of planning knowledge & expertise</p> <p>Weak / inefficient public bureaucracy</p> <p>'Stand-alone' NDPs</p>	<ul style="list-style-type: none"> ✓ Central coordination mechanisms /champion to drive implementation ✓ Strengthen institutional capacity ✓ Identify priorities for staged implementation ✓ Ensure buy-in ✓ Rebuild culture of civil service <ul style="list-style-type: none"> - work ethic, focus on delivery & accountability/anti-corruption ✓ Promote culture of performance rather than compliance (performance agreements) ✓ Adequate budget & resource allocation ✓ Explore alternative funding mechanisms, including public-private partnerships ✓ Explore partnerships with civil society and other sectors ✓ Continuous capacity building & incentives to retain skills ✓ Collaborate/interact with experts ✓ Develop sector, strategic, annual and operational plans ✓ Cascade plans to sub-national/local sphere
<p>MONITORING & EVALUATION</p>	<p>Lack of alignment between data-generating agencies</p> <p>Lack of convergence among cycles/ requirements of various public administration processes</p> <p>Low demand for / uptake of evidence on performance</p>	<ul style="list-style-type: none"> ✓ Standardisation of data-collecting systems & harmonisation of data-collecting tools ✓ Legislated central coordinated information banks? ✓ Explore embedding M&E in legal framework and “teeth” (beware of encouraging ‘compliance culture’)

	<p>Lack of understanding and 'valuing' of proper function & contribution of M&E</p> <p>Poor integration of institutions and actors involved in evaluation of public policies, programmes and institutions</p> <p>Human and financial resource and capacity constraints</p> <p>Lack of adequate, credible baseline data</p> <p>Weak data-collecting systems</p>	<ul style="list-style-type: none"> ✓ Create & strengthen demand among policy makers and politicians through advocacy, education & outreach ✓ Use of incentives & sharing of 'good' practices ✓ Ensure indicators to track progress aligned with outcomes/results ✓ Transparency of results/evidence to ensure accountability ✓ Institutionalise M&E at all levels ✓ Develop robust indicators aligning short-term sectoral objectives to long-term sectoral aspirations ✓ Include Central Statistics agencies & other stakeholders throughout the planning, implementation & M&E phases ✓ Capacity development and skills training within public sector ✓ Partnerships with academic, research & tertiary institutions ✓ Strengthen institutional capacity (human & technology) ✓ Knowledge sharing and innovative data systems ✓ Identify & collaborate with institutions within area of focus ✓ Involve communities/ beneficiaries in data collection & service delivery monitoring to ensure sustainability
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DAY 3: M&E AT THE SUB-NATIONAL LEVEL AND NATIONAL LEVEL

The final day of the workshop was structured in two parallel sessions focusing on M&E at a sub-national and national level.

SESSION A: MONITORING & EVALUATION AT A SUB-NATIONAL LEVEL

This session focused on M&E and performance at a sub-national level, using case studies of local government in Kenya and South Africa, and presentations on national and provincial frontline service delivery performance in South Africa to identify key and common challenges and emerging lessons for improving planning, monitoring and evaluation.



Mr Hassen Mohammed (DPME, South Africa), Mr David Kiboi (Ministry of Devolution & Planning, Kenya) & Dr Marietjie Kruger (Department of Cooperative Governance & Traditional Affairs, South Africa)

CASE STUDY: MONITORING AND EVALUATION IN KENYA

Mr David Kiboi, Chief Economist in the Ministry of Devolution and Planning, contextualised the evolution of M&E in Kenya within the legal framework for national and decentralized government. The 2010 Constitution created two levels of government, independent but

interdependent, with national government responsible for policy making on national cross-cutting issues including agriculture, health, energy, education, housing, labour standards and foreign affairs, while the county government in 47 counties is responsible for 14 functions at a county level, including implementing specific national government policies and coordinating community participation at a local level.

The Constitution emphasizes the role of M&E in planning at both national and the county level of government to ensure transparency, integrity, access to information and accountability in resource allocation and management, while the Inter-Governmental Relations Act of 2012 establishes the national and county government coordinating summit to ensure cooperation and knowledge sharing and reporting structures. At a county level, the legal framework for planning and budgeting is provided by the County Government Act of 2012, the Transition to Devolved Government Act and the Public Finance Management Act of 2012.

Monitoring & Evaluation has become integral to policy formulation and implementation at a national level in Kenya since the introduction in 2004 of a National Integrated Monitoring and Evaluation System (NIMES), which tracks implementation of the Economic Recovery Strategy and the Medium Term Plan of Kenya Vision 2030. NIMES aimed to promote a culture of M&E across government and civil society, and to build an M&E system for reporting at national and district level.

While the framework for M&E is well established, there are still challenges with resources, capacity, lack of alignment with other reform programmes, and issues with integration between national and county level government. The M&E Directorate within the Ministry of Devolution and Planning provides training, capacity building and resources to support counties in developing M&E plans and systems, including county-specific Indicator Handbooks for tracking County Integrated Development Plans (CIDPs). The Ministry of Devolution is in the process of drafting a new M&E policy and electronic system to address challenges, strengthen compliance and ensure unified reporting mechanisms and standards at national and county level.

AN OVERVIEW OF LOCAL GOVERNMENT IN SOUTH AFRICA

The Constitution provides the legal framework for all three spheres of government – national, provincial and local. **Dr Marietjie Kruger**, of the Department of Cooperative Governance and Traditional Affairs (COGTA) provided an overview of the aims and key challenges faced in transforming the structures and functions of local government at district and municipal level, and of developing policy, regulation and implementation of new institutional systems to promote integrated development planning, performance measurement and monitoring.

While much has been achieved in terms of establishing democratic, local municipalities and increasing access to basic services, only a third of local municipalities are functioning efficiently. Despite attempts to increase participation and accountability at a community level through an elected ward council system, local government still faces many challenges, including corruption, political instability, skewed revenues, budget constraints, low levels of service delivery and rising levels of protest.

COGTA has launched a ‘Back to Basics’ action plan to accelerate service delivery and improve capacity and professionalization of municipal governance through engaging with communities, delivering basic services, good governance, sound financial management and incentivising good performance and appropriate consequences for under performance. However, Dr Kruger concluded by stressing that political will and leadership at the municipal level are essential to drive effective change.

ASSESSING LOCAL GOVERNMENT PERFORMANCE

Developmental local government requires effective management and administrative practices to ensure quality and scale of service delivery. Local and international evidence show that institutions are critical in this process. In South Africa, research shows alarmingly high levels of dysfunctionality at local government level, with only a third of 278 municipalities functioning effectively. **Mr Hassen Mohammed** of DPME provided an overview of the Local Government Management Improvement Model (LGMIM) for assessing and improving municipal performance institutionally and operationally in six critical areas: integrated development planning, service delivery, human resource management, financial management, community engagement and governance. The DPME conducts between 25 and 30 of these assessments annually, with findings presented using a ‘heat’ map and colours to indicate levels of compliance and innovation. As municipalities are already required to fulfil extensive reporting requirements to central and sector departments, the LGMIM is being introduced slowly and systematically to demonstrate value and increase buy-in from municipalities.

Mr Mohammed outlined key stages in providing effective support to municipalities across the LGMIM cycle as:

- ✓ Ensuring political ‘buy in’ rather than enforcing compliance to avoid political ‘meddling’
- ✓ Self-assessment/scoring and use of the instrument at different levels from executive to ‘sectoral’ operational teams
- ✓ Moderation involving national, provincial and other role players to
- ✓ Feedback to municipality and preparation for final stage
- ✓ Identify performance gaps in each area, collaborate on developing an improvement plan, conduct a strategic exercise to diagnose underperformance, design actions, assign roles and timelines, monitoring progress.

FRONTLINE SERVICE DELIVERY PERFORMANCE MONITORING AND SUPPORT

The overall focus of frontline service delivery monitoring is to identify systemic challenges and hot spots, support departments/facilities to improve delivery and promote a culture of performance. The South African National Development Plan prioritises accountability mechanisms, especially at the point of delivery. In August 2013, the South African Cabinet approved a framework for strengthening citizen/government partnerships in monitoring frontline service delivery.



Ms Bernadette Leon of the DPME outlined measures to improve frontline service delivery performance, and complement facility-level monitoring conducted by the DPME in partnership with the provincial Offices of the Premier. Score cards are used to present results **and** improvements, with supporting evidence obtained from a range of sources.

- ✓ **The Presidential hotline** is a toll-free call centre for complaints covering all departments, with findings reported to Cabinet and Premiers using score cards to indicate resolution rate of complaints (minimum target of 80%), citizen satisfaction (minimum target of 70%) and monthly assessment.
- ✓ **Unannounced monitoring visits** conducted by DPME with the Offices of the Premier, based on 'intelligence' obtained from the presidential hotline and other sources to assess quality of service delivery. Score cards are used to present data, with a follow-up (unannounced) meeting a month later to discuss improvement, which provides an opportunity to 'rescore' for longitudinal mapping of performance and improvement.
- ✓ **Citizen based monitoring** using trained volunteers to 'dig down' into problems at a community level is being piloted intensely country-wide, focusing on performance of key departments – South African Police Services, Department of Social Development, Department of Health and South African Social Security Agency. The programme aims to develop a continuous flow of evidence about citizens' experience, ensure that communities are informed and are involved in partnership with frontline staff in improving services.

PROVINCIAL PRESENTATIONS

In the session that followed, delegates from several provinces in South Africa gave presentations on their approach to – and structures for – planning, monitoring and evaluation, aimed at improving service delivery and performance in their respective contexts, summarised below.

KwaZulu Natal: Operation Sukuma Sakhe (OSS) is an integrated approach and mechanism operating across all levels of government in the province to track progress and ensure impact in five critical areas: community leadership and participation, behaviour change, integration of government services in the 'war rooms', economic activities and environmental issues. OSS is aligned to strategic development plans from municipal to national level. Monitoring of key OSS indicators provides detailed information at a household and community level on key issues such as food security, social services, employment and crime. Community participation in the 'war room' structure plays a critical role in ensuring that data/evidence is collected at a community/household level, analysed to identify needs and 'hot spots', and utilised to inform decision making and track progress towards established targets.



Mpumalanga: The focus of this input was on how provincial plans and structures link and align with the national strategic agenda. Priorities for provincial service delivery are derived from national and provincial frameworks and cycles, with each department developing strategic, annual and operational plans, and the Office of the Premier developing a provincial plan of action. Evidence is drawn from a range of sources – Integrated Development Plans, Socio-Economic Reviews and reports from Statistics South Africa, and performance monitoring tools. Final approval of plans and performance reports at the executive level depends on recommendations from structures and mechanisms including a Provincial Management Committee, Budget and Finance committee and a ‘one-on-one’ meeting with the Premier. The role of the Premier as a key champion for’s support and involvement is critical in driving improvement in performance. Once plans are approved, these are submitted to the Premier’s Coordinating Forum, which holds quarterly meetings with municipalities on service delivery.

Eastern Cape: The input focused on the role of PME in tracking improvement in delivery of provincial priorities across three broad areas: governance and administration, social transformation, and economic development, aligned with national frameworks. The Eastern Cape provincial government is using multiple mechanisms to cross-validate and strengthen M&E in all departments, to improve reporting and to ensure that feedback is utilized in planning and budgeting to effect change. These mechanisms include: a provincial Cabinet oversight system, a ‘presidential’ hotline, frontline service delivery monitoring, a pilot citizen-based monitoring project, provincial petitions management, quarterly performance reporting and service delivery monitors. These service delivery monitors have been employed to provide

accurate 'on-the-spot' information, and as an 'early warning' system to flag challenges and blockages in service delivery in the province.



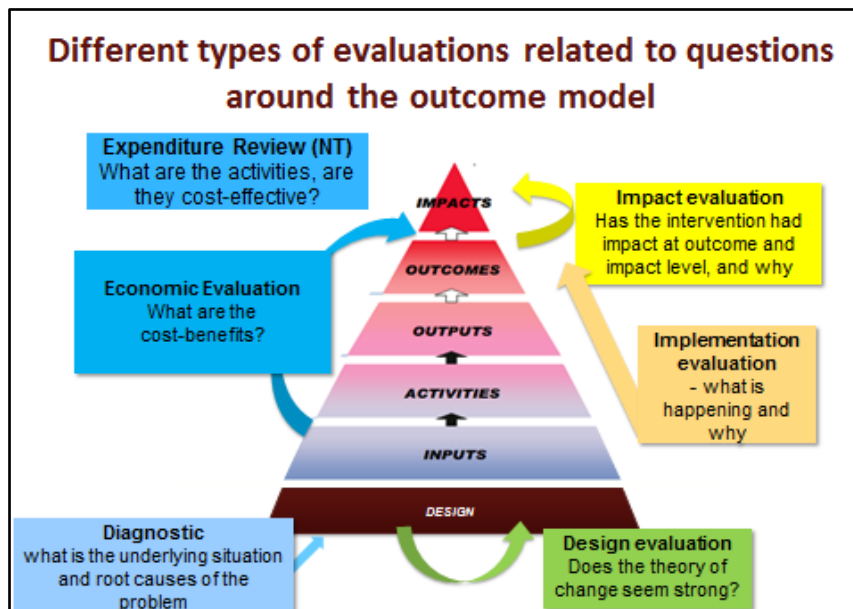
Gauteng: The presentation provided an overview of the PME pillars, frameworks and instruments utilized by the provincial government to address key constraints to performance and impact, including the need to increase accountability and address fragmented planning, monitoring, budgeting and reporting systems aligned with national and provincial plans. Gauteng has identified 10 pillars to achieve transformation, modernisation and reindustrialisation (TMR) by 2030 in the Gauteng City Region, reflected in short-, medium- and long-term plans across national, provincial, cluster/sectoral and key departments, and in outcomes plans for each pillar. The GCR-wide and inter-governmental Plan of Action recognises that radical transformation requires higher order results and involves a range of social actors, and translates the TMR pillars into results chains with measurable indicators and targets (including of non-state deliverables) and forms the basis for cluster monitoring and intervention. In 2014, the Ntirhisano War Room was launched to help coordinate service response structures and systems from the ward / community to the provincial level, and to ensure that resources are closely targeted to resolve needs at household and street level.

SESSION B: COUNTRY EVALUATION SYSTEMS

In this session, a detailed case study on South African National Evaluation System (NES) informed discussion among delegates about the design of country evaluation systems, and highlighted some of the key challenges in implementing M&E systems and ensuring the utilization of evaluation evidence in the cycle of learning, growth and development in development planning.

SOUTH AFRICA'S NATIONAL EVALUATION SYSTEM

Dr Ian Goldman, Head: Evaluation & Research, DPME, used the National Evaluation System (NES) to illustrate how South Africa uses evaluation to improve delivery and ensure that government plans achieve their intended outcomes and impacts, within the framework provided by the 2011 National Evaluation Policy Framework. The NES sets out guidelines, standards, composition of steering committees and provides for training. The Education and Research Unit in DPME is responsible for driving the NES, working with M&E units in departments, a cross-government Evaluation Technical Working Group (ETWG) that selects evaluations, senior managers and other stakeholders to ensure buy-in across government. The current priority for selecting evaluations is large government policies, plans, programmes and projects, particularly strategic or innovative interventions, those with significant public interest, and those needing a decision about continuation, and the type of evaluation utilized is determined by the outcome model (see figure below).



The National Evaluation Plan has received political support from Cabinet and DPME, and evaluation reports with improvement plans go to Cabinet and are published on DPME website.

The DPME serve on evaluation steering committees, provide technical support and assurance, and assist in developing improvement plans. The DPME offers training, co-funding and other incentives to recognise and encourage learning and the proper use of evaluations, and 'sticks' or punitive measures only where people do not learn from their mistakes.

Dr Goldman outlined the status of 47 evaluations conducted to date, covering R75 billion of government expenditure, and illustrated their use by legislatures and departments to inform planning, policy-making and budgeting. The DPME is working with all provinces and several departments on provincial and departmental evaluation plans, and has developed a Management Performance Assessment Tool (MPAT) collaboratively with the Department of Public Administration, National Treasury, the Offices of the Premiers and the Auditor-General. The MPAT is an evidence-based tool which measures management practices in four key performance areas – strategic management, governance and accountability, human resource and financial management – with the aim of promoting a culture of continuous improvement and sharing of good practice in the public service to improve performance and service delivery.

COUNTRY EVALUATION SYSTEMS – TAKE HOME POINTS EMERGING FROM THE DISCUSSION

- ✓ Effective evaluation means that results are used
- ✓ Ensuring utilisation of evaluation requires planning and lobbying
- ✓ Policy and decision making is essentially political, and requires understanding of how to navigate this political environment and deliver messages/evidence appropriately
- ✓ Evaluation and performance management require political champions and political will to acknowledge and address challenges
- ✓ 'Supply' (of skilled evaluators) and 'demand' (among policy and decision makers) for evaluation needs to be increased through learning exchanges, study visits, skills training, knowledge sharing workshops, training and internships
- ✓ M&E capacity needs to be improved across the public sector
- ✓ Systems, standards, guidelines and training are needed for quality assurance and to build M&E capacity in collaboration with partners (World Bank, universities, training institutions, regional and other partners)
- ✓ Collaboration across government is needed to create a community of practice
- ✓ Evaluation findings need to be 'translated' into useable information and recommendations publicly communicated.

Annexure A: List of Participants

4th International Knowledge Sharing Workshop

26-28 August 2015, Cape Town

PROGRAMME

Date: August 26-28, 2015

Venue: Cape Town, South Africa

Organizers: The Department of Planning, Monitoring and Evaluation in South Africa and the World Bank

The Department of Planning, Monitoring and Evaluation (DPME) in partnership with the World Bank, are co-hosting the Fourth International Knowledge Sharing Workshop in South Africa.

Themes:

- (i) Linking National Planning to Monitoring and Evaluation.
- (ii) Enhancing the use of evidence and knowledge in policy and decision-making in government.

Outcomes

- (i) Enhance the understanding of evidence-based policy making as a process that assists policy makers to make better decisions and achieve better outcomes;
- (ii) Explore contextual challenges that impact on evidence based policy making and implementation;
- (iii) Reflect on evidence sources and tools;
- (iv) Enhance the understanding of national planning mechanisms, focusing on long-term and medium-term plans;
- (v) Discussions on how to cascade high-level NDP planning to strategic planning mechanisms across the chain;
- (vi) Exchange of information between the participating African peer countries on national planning; and share international experiences and lessons learned.

Day 1 (August 26, 2015): Evidence-Based Policy and Decision Making

Chairperson: Mr Stanley Ntakumba, Acting DDG: IPME, and Dr Ian Goldman, Head of Evaluation and Research, DPME

TIME	ITEM	LED BY	SESSION DESCRIPTION
08h30 – 09h00	Registration and welcoming tea	ALL	
09h00 – 09h30	Welcoming Remarks Introduction of Delegates	Mr Khulekani Mathe Acting Director-General: National Planning	
09h30 – 10h00	Opening Keynote Address	Honourable Solomon L Tsenoli, MP Deputy Speaker of the National Assembly	Welcoming of delegates
10h00 – 11h00	Data sourcing and using evidence to inform strategy and policy Discussion (15 min)	Mr Pali Lehohla Statistician General-South Africa Dr A. Naidoo - Statistics SA	The role of data and how this can support evidence-based decision-making processes
BREAK (11h00 – 11h15)			
11h15 – 12h00	Overview of the use of evidence-based policy and decision-making. Discussion (15 minutes)	Dr Ian Goldman Head: Evaluation & Research DPME	<ul style="list-style-type: none"> (i) In-depth case study of how South Africa has moved to more evidence-based decision-making through the establishment of DPME. (ii) Brief discussion of the Theory of Change as a key planning and monitoring tool – identifying each of the steps at which evidence is needed. (iii) Discussion of one or two policy examples, highlighting what is demanded of the public sector in such processes.
TIME	ITEM	LED BY	SESSION DESCRIPTION
12h00– 13h30	Increasing Evidence Use: Approaches and Tools for progressive policy and decision makers – a practical perspective.	Ms Mastoera Sadan PSPPD	Overview of the basket of evidence tools linked to policy and programme cycle and brief inputs on 4 tools such as: longitudinal panel surveys; random controlled trials; systematic reviews; modelling; harvesting routine administrative data; social audits; etc.
LUNCH (13h30 – 14h30)			
14h30 – 15h15	Global practices and experiences in evidence-based policy and decision-making. Discussion (15 minutes)	World Bank/CLEAR	How evidence is used in decision-making in different countries and what we can learn from the various experiences to strengthen EBDM.

15h15 – 16h15	Group Work: Use of evidence in practice – Country perspectives.	All Countries	Focus on core constraints and lessons learned in implementing evidence-based decision-making processes in each country represented on the course.
16h15 – 16h30	Reflect on common themes to emerge from posters	Facilitator	
16h30 -16h45	Wrapping up of key issues covered in Day 1	Dr Ian Goldman Head: Evaluation & Research DPME	
CLOSURE OF DAY 1			
WELCOMING COCKTAIL			

Day 2 (August 27, 2015): Using Evidence-Based Approach for National Planning

Facilitators: Dr Cephass Chikanda and Dr Nelson Kamoga

TIME	ITEM	LED BY	SESSION DESCRIPTION
08h30 – 09h00	Video-Link to Colombia Implementation of the National Development Plan Discussion (15 minutes)	Mr Manuel Fernando C. Quiroz Colombia	A video presentation of how Columbia translates national development plans to programmes, and how these are implemented and monitored.
09h00 – 09h15	Linking planning, budgeting and reporting to M&E	Mr Gert van der Linde World Bank	Alignment of plans to budgets and actual spending; improving reliability and credibility of performance indicators that direct budget and policy decision making..
09h15 – 09h30	Overview of National Development Plans: An African Perspective	Dr Laila Smith CLEAR Anglophone Africa ¹	
09h30 – 09h45	Overview of National Planning: Country Perspective	One country	
09h45 – 10h00	Panel Discussion	Panel: Mr Van Der Linde; Dr Smith; & One country	
BREAK (10h00 – 10h15)			
10h15 – 12h00	Implementing National Development Plans	ALL Countries	Countries to present (10 min per country): - Medium term Planning (including the relevant legislation) - Translation of the MTSF into medium planning frameworks - Aligning medium term planning with budgeting, monitoring and reporting.

¹ CLEAR Anglophone Africa – Centre for Learning on Evaluation and Results Anglophone Africa

12h00 – 12h15	Summary of Country-specific presentations	Facilitator	
LUNCH (12h15 – 13h30)			
13h30 – 14h30	Group Work: Challenges that impact on the implementation of National Plans and how to mitigate against these.	All Countries	Delegates discuss the core constraints in implementing national plans, and strategies to mitigate against these.
14h30– 15h30	Report back of Group Work	Facilitator	
15h30 -16h00	Wrapping up of key issues covered	Facilitator	
CLOSURE OF DAY 2			

Day 3 (August 28, 2015): M&E at the Sub-National Level

Facilitators: Dr Cephass Chikanda and Dr Nelson Kamoga

TIME	ITEM	LED BY	SESSION DESCRIPTION
09h00 – 09h40	Overview of Local Government in <ul style="list-style-type: none"> - South Africa - Kenya 	<ul style="list-style-type: none"> - Dr Kruger - CoGTA², SA (20 min) - Kenya delegate (20 min) 	
09h40 – 10h00	Local Government Performance Assessments Discussion	Mr Hassen Mohammed DPME	Presentation of the LGMIM model on the management and administrative practices of the municipality as an organisation across several critical performance areas to improve service delivery.
BREAK (10h00 – 10h15)			
10h15 – 10h45	Frontline Service Delivery Performance Monitoring and Support <ul style="list-style-type: none"> - Frontline Service Delivery Monitoring - Citizen-Based Monitoring - Presidential Hotline Discussion	Ms Bernadette Leon DPME	Description of the three frontline service delivery programmes that DPME monitors.
10h45 – 12h45	Provincial Presentations <ul style="list-style-type: none"> - Kwa-Zulu Natal – ‘<i>Sukuma Sakhe</i>’ - Mpumalanga - Gauteng - Eastern Cape Discussion (30 min)	South Africa - Offices of the Premier	How the different provinces ensure that services are delivered to people. (20 min per province)
12h45 – 12h55	Wrapping up of key issues covered	Facilitator	
CLOSURE OF WORKSHOP AT MAIN WORKSHOP VENUE			
LUNCH (13h00 – 14h00)			

² Department of Cooperative Governance and Traditional Affairs, South Africa

Day 3 (August 28, 2015): Country Evaluation Systems**Chairperson: Dr Ian Goldman; Head of Evaluation and Research, DPME**

TIME	ITEM	LED BY	SESSION DESCRIPTION
09h00 – 09h30	Overview of the South African National Evaluation System (NES)	Dr Ian Goldman	Dr Goldman will go through the rationale of setting up the NES and further describe the process undertaken to establish the system in South Africa.
09h30 – 10h00	Implementation of the National Evaluation System	Dr Ian Goldman	DPME will present on the processes followed to implement the NES- buy-in from departments and relevant stakeholders; demystifying the notion of Evaluations as fault-finding; capacity building initiatives; challenges faced and progress made.
10h00 – 10h30	Discussions	All	Delegates briefly reflect on the presentations, ask questions and have a discussion.
BREAK (10h30 – 10h45)			
10h45 – 12h15	Country-Specific Focussed Discussions	ALL Countries	Country-specific questions and concerns around Evaluation are clarified.
12h15 – 12h45	Wrap up	Facilitator	Wrapping up of issues discussed.
CLOSURE OF WORKSHOP AT MAIN WORKSHOP VENUE			
LUNCH (13h00 – 14h00)			