

Learning networks as a knowledge
management tool

Case study: DPME learning networks

Key Focus Areas of Department of Performance Monitoring and Evaluation

M&E of national priorities	<ul style="list-style-type: none"> • Plans for the 12 priority outcomes (delivery agreements) • Focus on results • Performance contracting of ministers ,HoDS • Monitoring (i.e. tracking) progress against the plans
Management performance M&E	<ul style="list-style-type: none"> • Focus on quality of management practices in individual departments • Moderated self assessment • Drive a process of continuous improvement • Link results to assessment of HoDs
M&E of front-line service delivery	<ul style="list-style-type: none"> • Focus on monitoring of experience of citizens when obtaining services • Presidential hotline • Unannounced visits • Citizen-based monitoring
GWM&ES	<ul style="list-style-type: none"> • Develop capacity of national and provincial departments and municipalities to carry out M&E themselves • Develop a management culture of continuous improvement based on M&E • Address problems with data quality and information management • National Evaluation System



Knowledge products and networks across DPME programmes

M&E of national priorities	<ul style="list-style-type: none"> • Guide to outcomes approach • Delivery agreements • National Development Plan • Mid-term review 	Implementation Forum Data Forums
Management performance M&E	<ul style="list-style-type: none"> • Management Assessment tool • Assessment report of management practices • Case studies of best practice • Database of policies, procedures, guidelines 	Monitoring (to track) progress against the plans Evaluating to inform improvements to programmes, policies, plans
M&E of front-line service delivery	<ul style="list-style-type: none"> • Frontline service delivery reports • Citizen-based monitoring framework 	
GWM&ES	<ul style="list-style-type: none"> • GWM&E Policy Framework • Framework for Managing Programme Performance • South African Statistical Quality Assessment Framework • Evaluation Policy Framework 	National M&E Forum Provincial M&E Forum M&E Capacity Core Group National Learning Network



What is the problem?

Bureaucratic management culture within government

Lack of skills for M&E

Partial legal framework, insufficient binding norms and standards for M&E

Multiple M&E initiatives leading to duplicate reporting

Lack of clarity regarding roles and responsibilities for M&E

- Exclusive focus on following rules
- Tendency to keep doing things the way they have always been done, and expect different results
- Focus on activities without assessing the results or impact of the activities
- Little culture of measurement, collection and analysis of data to inform improvements
- Monitoring and reporting for compliance rather than for improvement
- Poor planning, weaknesses in setting of indicators and targets, weak logic models / theories of change
- Managers often do not have skills to plan, to design data measurement and collection processes, to analyse data, and to reengineer plans and business processes
- Evidence-based planning and decision making not sufficiently valued

- Implementation weaknesses
- Poor performance
- Inadequate service delivery
- Insufficient value for money



Assessment of Management Practices to determine needs

Strategic Management

Human Resource and Systems Management

Governance and Accountability

Financial Management



1.3 Performance Area: Monitoring and Evaluation	
1.3.1 Indicator name: Use of monitoring and evaluation outputs	
Indicator definition: Extent to which the department uses monitoring and evaluation information	
Question: Which set of statements best reflects the department's use of M&E outputs?	
Statement	Performance level
Department does not have an M&E Policy/Framework or capacity to generate information	Level 1
Monitoring reports are available but are not used regularly by top management and programme managers to track progress and inform improvement.	Level 2
Monitoring reports are regularly used by top management and programme managers to track progress and inform improvement.	Level 3
All above in Level 3 plus: Evaluations of major programmes are conducted periodically and the results are used to inform changes to programme plans, business processes, APP and strategic plan.	Level 4



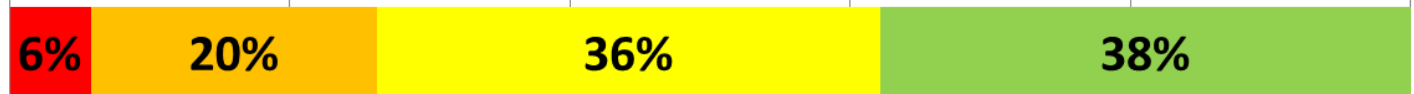
KPA 1: Strategic Management: RSA Total

0% 20% 40% 60% 80% 100%

Strat Planing



APP



Prog Manag



M&E



Level 1 Level 2 Level 3 Level 4



Assessment of the M&E system

- **Clarify roles and responsibilities** for M&E between administrative centre of government departments (DPME, NT, DPSA)
- Address **gaps in legal frameworks** relating to M&E
- Integrate **planning, budgeting, implementation, monitoring and evaluation**
- **Improve quality of data** and reporting through strengthening monitoring systems of sectors, departments and municipalities, which in turn should result in increase in use of reports by managers
- Address problems of duplication in **reporting**
- Address **culture and skills** challenges



DPME M&E Capacity Building Programme

- **M&E forums** meet regularly to share knowledge, discuss areas of mutual interest
- **Assessment of M&E systems and capacity** through regular audits
- **Technical support** to departments (and sectors for concurrent functions) to strengthen departmental or sector M&E systems
- **Production and dissemination** of guidelines
- **Collaboration with SAMEA** South African Monitoring and Evaluation Association (SAMEA) to develop the profession in SA – SAMEA Biannual Conference, SAMEA Chapters in provinces
- **Learning events** organised monthly on topical M&E issues, study tours conducted to learn from international experience
- **M&E training and curricula:** collaborating with National Treasury and PALAMA to develop new courses, collaboration with Higher Education Institutions to make curricula responsive to improving performance in government, collaboration with PALAMA to roll out M&E short courses
- **Development and sharing of case studies of good M&E practices in departments**



Evaluation of National M&E Learning Network

Strengths	Weakness	Improvements
<ol style="list-style-type: none"> 1. Clear purpose - share knowledge 2. Targets M&E officials, irrespective of levels as it is a learning platform 3. Data base of officials 4. Benefits – access to information; useful communication platform for new policies 5. Networking opportunity 6. Interesting topics : national and international presenters 	<ol style="list-style-type: none"> 1. Ad hoc topics for discussion 2. No fixed schedule 3. Venue not suitable for interaction 4. No needs analysis or evaluation 5. Not an integral part of a knowledge management system 6. Attendance was not consistent 	<ol style="list-style-type: none"> 1. Theme and subtheme based on needs analysis 2. Planned schedule –last Thursday of every month 3. Different formats – short presentations, workshops, conference 4. Venue – in and outside 5. Partnerships with other agencies e.g. SAMEA; HEIs, CLEAR, GIZ 6. Budget 7. Virtual discussion forum 8. Integral part of a DPME KM system



Opportunities in nurturing a high performing learning organisation

- Leadership as champions in organisations
- Focus on results – clear line of sight
- Use of learnings to change behaviour in the workplace
- Organisational culture
 - work ethic
 - motivation and passion
 - shared value system
- Business processes need to be integrated – to avoid silo mentality
- Accountability for non-performance
- Rewards and incentives for good performance
- Client orientation and service

Concluding thoughts

- We cannot continue to do the same things over and over again and expect to see different results, to paraphrase Albert Einstein
- *“Be the change you want to see in the world”*
Mahatma Ghandi