

Institutional arrangements for Knowledge Management and Monitoring and Evaluation in G2G Partnerships

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Abstract: Knowledge management (KM) is a well-established management approach that is applied across public sector, civil society (and corporate sectors in future) by systematically creating, preserving and optimally utilising the extensive knowledge present in an organisation. Through the implementation of KM practices, governments could deliver the best possible services, function efficiently and operate in an environment characterised by transparency and accountability. Monitoring and evaluation (M&E) is an extremely complex, multidisciplinary and skill intensive endeavor and M&E offer institutions significant opportunities for innovation and change. In this context, the study investigated the need for knowledge management (KM) as well as Monitoring & Evaluation (M&E) systems in Government to Government (G2G) partnerships such as in partnerships. This study focused on the development management aspects of such a partnership, although such systems may also be relevant to economic, tourism and other partnerships programmes. The article concluded several recommended strategies including that a need existed to establish more advanced KM and M&E systems in G2G partnerships. The Readiness Assessment of KM showed that a definite need existed for Communities of Practice (CoPs) beyond the formal meetings and that professionals and practitioners on both sides needed to exchange explicit and implicit knowledge. A need also existed for improved ICTs based-systems including dedicated portals where policy documentation, programme information and data, as well as M&E results, can be loaded and shared by Governments. The Readiness Assessment conducted regarding M&E showed that a need existed for Results-Based M&E that can be used to ensure evidence-based decision-making in the G2G partnerships.

Keywords: Knowledge Management, Monitoring and Evaluation, Communities of Practice (CoPs), Capacity building; Evident-based decision making, BRICS developing countries

1. Introduction

Information and communication technologies (ICTs) have advanced significantly in recent decades, encompassing developments that include Web 1.0 (development of the internet), Web 2.0 (the era of networks) and Web 3.0 (the era of semantic and connected intelligence) (Angelis 2013). The demand for more efficient and effective delivery of services in developing country has increased over recent years (Gaffoor, S. & Cloete, and 2010). In line with trends of Government to Government (G2G) partnerships between countries in the BRICS partnership have significantly increased as a contemporary trend and with it, the need for more effective strategic management and operational coordination but also for evidence-based decision-making. In this process, improved KM, as well as M&E of outcomes and impacts has become a prominent emerging trend that requires further attention to ensure evidence-based decision-making (Chen 2018).

The Millennium Development Goals (MDGs) emphasised the need for a global partnership for development with a focus on a new development paradigm that emphasise results, partnership, coordination, and accountability (Picciotto, 2002). Subsequently, the 2030 Agenda for Sustainable Development further strengthened the importance of the global partnership in the implementation of the Sustainable Development Goals (SDGs), recognises that the implementation of the SDGs is a challenge for governments and therefore seeks to strengthen the global partnership by calling upon all stakeholders to take part in implementing the SDGs. KM and M&E has a key role to play in supporting this process.

The research methodology in this study includes a qualitative approach and design. The qualitative research design employed a case study to collect data (Babbie & Mouton, 2001) and use was made of semi-structured interviews and focus groups to obtain the empirical evidence for the study. The unit of analysis of the study consists of government officials and practitioners involved in the G2G partnership of Shandong in People's Republic of China (PRC) and WCG in South Africa. A purposive sampling approach was chosen to target key respondents from the KM and M&E research unit of the South Africa and the PRC. Primary study data was