



TWENDE MBELE

MAY 2022



WORKSHOP REPORT

MANAGEMENT COMMITTEE WORKSHOP

5-6 MAY

BY CARA WALLER

Workshop report: Twende Mbele Management Committee

5 -6th May 2022

Introduction and Background

Twende Mbele uses a peer learning approach to support country governments to institutionalise monitoring and evaluation systems and use. A core part of this initiative is utilising the experiences and insights of partners to catalyse new solutions to existing challenges.

The Twende Mbele Management Committee consists of high-level M&E government officials from six country governments, and two technical partners – CLEAR AA and IDEV at the African Development Bank. Together, these partners drive the strategic activities and learning for the partnership.

After two years of working purely remotely, this workshop was the first time partners were able to come together in person to discuss the challenges presented as M&E evolves in their countries, and to update the work plan in response to the political and institutional environment.

Management committee partners in attendance were:

- M&E Directorate, State Department for Planning, Kenya: Aloyce Ratemo
- Directorate of M&E and Inspection, Office of Prime Minister, Uganda: Timothy Lubanga
- Ministry for Development and Coordination of Government Action, Benin: Abdoulaye Gounou
- Monitoring and Evaluation Secretariat, Presidency, Ghana: Andrew Asibey
- High Commission for M&E, Niger: Oumarou Saley
- CLEAR AA, Wits University: Candice Morkel
- IDEV, AfDB: Karen Rot-Munstermann

Workshop objectives

The two-day workshop at Wits University in Johannesburg was driven by the following objectives,

- Reflect on what's working well and what's not for Twende Mbele
- Discuss key priorities for countries going forward, and where Twende can assist
- Agree on how partners are able to allocate time to Twende
- Finalise activity plan for linking PBM&E

A participatory approach was used to integrate partners insights and experience into adapting the Programme's activities. A full agenda for the workshop can be found at appendix A. The workshop was facilitated by Professor Ian Goldman.

Changes in M&E in countries and current challenges

Each country presented on the significant changes, issues around M&E in their country, as well as their support needs during presentations on day one. This was captured on cards to inform later sessions.

In the past two years (2021-2022) all countries reported transitions and instability that have caused disruptions to the ongoing mission of the central M&E department. These transitions have come about through changes in the political position of the ruling party, either through an election (e.g. Benin and Ghana), changes in leadership (SA), or as a result of large-scale government reform efforts (e.g. Uganda). While these transitions are not yet settled, partners discussed how they were working to mitigate its effects and shared insights on how continue building on efforts to garner political support and sustain the work of institutionalising evidence capacity, production and use.

Table 1: Partner Updates on Changes, Issues and Support Needs

Partner country	M&E Evolved '22	Key Issues	Desired support
Benin	<ul style="list-style-type: none"> ▪ Activities of the institutionalisation of evaluation and national capacity building <ul style="list-style-type: none"> - Strengthening public administration capacities in evaluation: - Parliament: APNODE Members (Parliamentarian role and Evidence use). ▪ Diagnosis of collaboration b/w the GoB and CSOs and model of better of collaboration has been drawn ; inspired from other Twende countries. ▪ The Evaluation Act is being drafted ▪ Evaluation of the first generation of Benin NEP and a Meta Evaluation have been conducted. ▪ 2 RE have been conducted in the sectors of agriculture and reforms programme (Pagip-G) 	<p>Cooperation in evaluation Twende Mbele</p> <ul style="list-style-type: none"> - Aligning Evaluation with Planning and Budgeting: - Dissemination of Rapid Evaluation Methodology: need to conduct two Rapid Evaluations. - Wacie (GoB/3ie) - Development of a Community directive on evaluation (WEMU). - Creation of a Regional Fund for Evaluation (BOAD). <p>UNDP</p> <ul style="list-style-type: none"> - Development of new NEP (Ongoing) - Organization of the Beninese Evaluation Days (Concept note is completed) <p>Clear Francophone Africa</p> <ul style="list-style-type: none"> - Preparation of a scientific article on the Benin meta-evaluation (The draft is completed). - Module for monitoring the implementation of evaluation results (Diagnosis phase complete) 	<ul style="list-style-type: none"> ▪ How can parliamentarians be better involved in the country effort to institutionalize and use evaluation? ▪ South Africa used improvement plans and a more participatory approach to designing recommendations. Benin could adapt this to improve its own process. ▪ Train more departments and municipalities on the Rapid Evaluation Methodology (RAM) and conduct 2 Rapid Evaluations (RE) with the support of a facilitator. ▪ Strengthening the national capacity in commissioning and managing high quality evaluation. ▪ Training on additional research methods, e.g. qualitative data collection and analysis, new methods of data analysis and reporting
Ghana	<ul style="list-style-type: none"> • Creation of the Monitoring and Evaluation Secretariat (MES) to replace the defunct Ministry of Monitoring and Evaluation (MoME) • MES is headed by a National Coordinator instead of a substantive Minister of State • MES now part of the Office of the President/Office of Government Machinery. The M&E function has remained intact • No specific voice or champion in Cabinet but now trying to get the VP to take the mantle. MES made its first presentation to the Economic Management Team (EMT) chaired by the VP 	<ul style="list-style-type: none"> • M&E is still supply driven yet to be fully integrated or institutionalized in public sector management- a work in progress, mostly donor centered • No dedicated funding for M&E activities. • Lack of critical mass of M&E practitioners across the public sector- in all sectors, municipal and district assemblies • Non utilization of M&E findings • Lack of M&E plans • Lack of skilled M&E professionals in all sector 	<ul style="list-style-type: none"> • Ensuring demand driven evaluations through collaborative arrangements with sectors. Joint funding and joint assessments • Utilization of evaluation findings, for example, rapid assessments • Striking a balance between political expediency and ensuring the methodological underpinnings of assessments are sound • Finding a solution to perennial underfunding challenges
Kenya	<ul style="list-style-type: none"> ▪ Kenya Evaluation Guidelines developed and rolled-out at the National level; 	<ul style="list-style-type: none"> ▪ Low utilization of Evaluation findings in decision making; 	<ul style="list-style-type: none"> ▪ Provision of or adequate dedicated M&E budget for monitoring and evaluation of

Partner country	M&E Evolved '22	Key Issues	Desired support
	<ul style="list-style-type: none"> ▪ 9th Annual M&E week held exclusively virtual while 10th M&E week was hybrid; ▪ National Evaluation Plan developed; ▪ Rolled-out of Electronic National/County Integrated Monitoring and Evaluation System (e-NIMES/e-CIMES); ▪ Developed Post COVID-19 ERS indicator handbook; ▪ Developed M&E Norms and Standards for Public Sector; ▪ Reached out to new Development Partners-WFP and USAID; ▪ Introduction of Rapid Evaluations (REs) concept; ▪ Disseminated NIMES products. 	<ul style="list-style-type: none"> ▪ There is low evaluative culture mainly due to inadequate Technical and financial- limits the quality of evaluation results, practice and use of evaluation findings and information; ▪ Inadequate capacity for gender analysis and gender responsive indicators across MDACs; ▪ Weak links between M&E results recommendations and development of National budget due to late submissions by implementing Agencies; and ▪ Weak coordination between MED and CSOs. 	<p>policies, programmes and projects at national and devolved levels of Government;</p> <ul style="list-style-type: none"> ▪ High level sensitization of leaders at both national and devolved level on M&E-Good will and Champions; ▪ Increase use of M&E reports in budget making process; ▪ Continue developing M&E capacities for MCDAs; ▪ Explore better ways of working with CSOs and other Professional Bodies; ▪ Consider how we can engage the Youth in Evaluations;
Niger	<ul style="list-style-type: none"> ▪ Adoption of the National Evaluation Policy (PNE) by decree N°2019-5 02/PRN/MP of 10 September 2019 ▪ Adoption of the Integrated National Monitoring and Evaluation Strategy (SNISE) ▪ Elaboration of some monitoring and evaluation tools: <ul style="list-style-type: none"> ○ Guide de Suivi et d'Evaluation du PDES 2017-2021 ○ Niger Rapid Evaluation Guide (support from Twende Mbelé). 	<ul style="list-style-type: none"> ▪ Failure to set up the institutional framework for the Nat. Eval Policy (National Evaluation Orientation Council CNOEV, National Evaluation Agency ANEV, National Scientific Evaluation Council (CONSEV)) ▪ No development of the NEP action plan ▪ Non-development of tools for implementing the NEP ▪ Reluctance to evaluate ▪ Insufficient funding to carry out evaluations. 	<ul style="list-style-type: none"> ▪ Support to the development of the NEP Action Plan ▪ Support to the development of the NEP implementation tools (national M&E guide..) ▪ Support for the implementation of the NEP Action Plan ▪ Support the systematisation of the evaluation of policies and programmes ▪ Support the establishment of a framework for dialogue between producers and users of evidence
Uganda	<p>Focus is on the performance of Government policies, programs and projects to improve service delivery, and,</p> <ul style="list-style-type: none"> ▪ Contribute to improving household incomes (NDP 3) and Transformation of the citizens through: <ol style="list-style-type: none"> 1. Performance Reviews Annually, Half Annually, Quarterly, (More regularly); 2. Tracking performance of Capital Development Investments funded domestically (GoU) and externally 	<ul style="list-style-type: none"> ▪ Linkage between the planning, budgeting and M&E and programmes execution ▪ Mainstreaming the M&E common cadre ▪ Building Capacity of the Programme secretariats in M&E <i>Each secretariat will have a designated M&E staff.</i> ▪ Developing and implementing a robust M&E system for engaging the Private Sector (PSU) to align and establish synergies in service delivery 	<p>Improvement Plans and Follow up of recommendations/directives</p> <ul style="list-style-type: none"> ▪ Improving knowledge and skills for potential and existing knowledge brokers ▪ Developing Theories of Change for the NDP III sub-programmes ▪ Development of Rapid Evaluation guidelines to guide MDAs in conducting Rapid reviews

Partner country	M&E Evolved '22	Key Issues	Desired support
	<p>(loans and grants); Now more emphasised</p> <ol style="list-style-type: none"> 3. Local Government Performance Assessments – Parish Development Model – Highly famous and important; 4. Citizens Accountability Platform (Barazas); 5. National Development Plan Programme Working Groups; 6. National Evaluation Agenda, and 7. Support MDAs, PWGs and LGs in planning, budgeting and evidence based decision making in Government <ul style="list-style-type: none"> ▪ The decisions made in the National performance retreat influence; <ul style="list-style-type: none"> ○ Budget allocations (the retreats are followed by Budget Conferences). ○ Evaluations (when Cabinet needs to know detail about programme performance). ○ Scores from the Local Government Management of Service Delivery Assessment have been used in grant allocation to LGs. ○ Development Partners have also used the assessment results to inform programming. ○ Reporting system has been linked to the Budget ○ Incorporation of Cabinet recommendations in the planning and budgeting cycle ▪ Culture for evidence use is improving with the new programme approach of NDP III. ▪ Collaboration with Parliament, CSOs, UBOS, NPA, OP etc. ▪ Uganda is increasingly investing in M&E infrastructure (functional M&E Directorate, national M&E policy and Strategy, another of stakeholders on board). 	<ul style="list-style-type: none"> ▪ Implementation of the comprehensive communication strategy ▪ Finalization and dissemination of the National Evaluation Agenda 2020/21-2024/25 ▪ Review of the Public Sector M&E Policy, 2013 - Amendment of the legal framework to provide for more effective M&E. This will improve compliance of MDAs and LGs ▪ Evaluation of the effects of COVID -19 on revenue generation in LGs 	<ul style="list-style-type: none"> ▪ Mapping NGO interventions to National Development Plan Priorities ▪ Training Senior Management in uptake and use of evaluation findings ▪ Conducting RE Training in other MDAs that did not participate in the first training due to limited budget ▪ Evaluation of the Settlement Transformation Agenda ▪ Development of a National Online repository for evaluations conducted ▪ Knowledge Brokering & the use of evidence in informing policy and practice

Despite changes in the political ecosystem, all partners described real successes in building government capacity to conduct and use M&E evidence. With the exception of Kenya, all countries have conducted evaluations and piloted a rapid evaluation approach. All countries have strengthened their evaluation systems, with five countries revising and/or introducing National M&E Policies and Plans. These policies and plans have catalysed investments into further capacity development and M&E infrastructure. A full list of changes are presented alongside the issues and support needs in Table 1, below.

Key Issues facing country partners

During presentations, salient issues and areas for support were captured on cards and grouped. Partners were asked to suggest issues that were missing, before a discussion on what the possible solutions might be. The full list is presented below.

Table 2: Issues facing countries and potential support

Issue	Potential Support
Instability and transitions (many countries have experienced political and structural changes that affect their position and mandate)	
System support	
Ministries lack M&E plans – link to resource frameworks	Technical support for gender indicators in the medium-term plan
Use of Evaluations	
Lack of use of evaluations	Improvement plans + tracking recommendations and implementation thereof
Evaluation taking a long time	Learn from SA on how to get buy-in for implementing recommendations
	Independent peer review links to utilizing evidence in new strategies
Politicisation of evaluations/evaluation function	
Lack of, or changing, norms and standards especially for rapid evaluations	Independence of evaluation – to what extent can evals be truly independent (esp when the commissioning agency is not asking unbiased question)
Balance between political and methodological; politicisation of data	Support to implement guidelines – how to maximise use of them
Variable commitment to accountability within government	Clarify roles of stakeholders in official documents
	More methodological guidance
	Support developing ToC for NDP
Culture + Advocacy + Champions	
Too much time to implement guidelines	Growing govt demand for institutionalising evaluation
No specific champion in cabinet – finding political support	Implementing comms strategy
Need more high-level buy-in at both national and sub-national levels	Using evaluations variety of uses eg, learning, advocacy etc
Changes in status and influence of non-central M&E departments (esp in Ghana, Benin, Niger)	“Accountability is better value”
Weak evaluation culture across government, and specifically in Planning Ministries	Advocacy – importance of M&E in decision making
Planning & Budgets	
Weak link between M&E and national budget	Use of M&E in budgeting

Issue	Potential Support
Silos between M&E and planning, and budget office	Linking P,M&E + budgets and program execution
Capacity	
Need more capacity for writing better evaluation reports	Promote capacity development of young evaluators
Lack of evaluation practitioners in government (low supply)	Demonstrate relevance of capacity building
	Increase capacity for evaluation through also doing evaluations
	Capacity assessment
Demand for evaluation	
Timely delivery of evidence	Rapid evaluations
Donor-centred demand	Knowledge brokering course
Ministry vs Presidency: support role vs commissioning	Show value for money of evaluation
Increased interest in real time evaluation (can't meet demand)	
Funding	
Lack of funding for big evaluations	Guidance on maximising funding (incl. partner work)
Hard to get high-level buy-in to fund evaluations	
Evaluation is expensive; need partners to assist	
Cross-cutting issues	
Gender not included in evaluations	Training on Gender Guideline
Evals don't consider equity or climate change	Adapt and implement Equity Guideline
Partners	
Parliaments aren't seen as integral part of the M&E system	Work with parliamentarians
Weak CSO and government collaboration	CSO project?
Limited collaboration between sectors on M&E	
Joint evaluations are often longer and more complicated	Work with private sector partners

Partners were then asked to prioritise the biggest issues in their countries using four sticky dots. In order from highest priority to lowest the rankings were:

1. Use of evaluations (8 dots) plus Use for planning and budget (4 dots)
2. Evaluation culture, advocacy and champions (5 dots)
2. Demand for evidence and knowledge brokering (4 dots)
3. Rapid evaluations (4 dots)
5. Work with parliaments (1 dots)

Adapting the work plan

On day two, the workshop set about planning how the Programme can assist country partners with their top priorities. By taking the top four priority areas listed in day one (see above), possible solutions and areas of work were discussed and moulded into potential new areas of work, building on existing Twende Mbele activities (e.g. rapid evaluations, knowledge brokering, creating champions etc), while also building out new ideas and thinking through new partners. Additionally, reflections on the way the Programme works have illuminated some key areas where Twende Mbele can improve to better support peer learning and knowledge sharing.

1. Project on Improving the Use of Evaluations through linking Planning, Budgets and M&E

Bureaucratic institutions are not designed for adaption and to complete the feedback loop by using evidence from and about government action. For example, the budget cycle is often not set-up for including evidence and rarely are allocations based on performance. The lack of use of evaluation (or other evidence) by decision makers, parliaments and citizens represents a continued problem for improving the quality, efficiency and effectiveness of programs (and addressing other cross-cutting issues like equity).

Limited use of evaluation is often driven by limited ownership of M&E activities in country, which are often done to meet donor compliance needs and not done with a capacity development or learning approach. Where country governments have mandated the reporting of findings to parliament, this has increased their use, but in most cases this not done. However, sharing of findings is only as good as people being capacitated to use them – having the knowledge, skills and resources to make findings and recommendations implementable and with supportive systems for adaptation.

Twende Mbele activities that can be built upon for this piece of work includes,

- Case studies on how other countries are doing it¹
- Knowledge sharing sessions led by country partners
- Guidelines: embedding use in the NES
- Piloting and strengthening improvement planning and making recommendations actionable
- Embedding need for evidence into key systems, e.g. planning and budgets, cabinet submissions

2. Project on Culture, Advocacy and Champions

Without a strong evaluation culture, and a lack of deep institutionalisation, political and structural changes can have a large effect on the demand for evaluation in the public sector, and M&E evidence is unlikely to be used. Championship is often limited to a few select individuals, rather than being embedded across sectors and the system – the sustainability of investing in individuals is compromised when people leave; “people go, institutions last”. Monitoring and evaluation struggles to be seen as part of a management function, or as being legitimate and credible. There is a need to work more deeply at the cultural and systems level, and to focus attention on advocacy across the whole spectrum of the public service.

Past and current Twende Mbele activities that have contributed to this area of work include:

- The Evidence Based Policy Making and Implementation (EBM&I) course for high-level government officials
- “Directors Breakfasts” in Uganda
- Study tours and peer exchanges
- Conference presentations and panel discussions
- Case studies on what works and showcasing country examples
- Advocacy materials, especially on peer learning, and sustaining systems
- Videos on country level case studies that are used in teaching and training

Possible areas of work for improving evaluation culture, advocacy and champions would be to look at the different ways to communicate, advocate and motivate public officials to use evidence. Some strategies put forward include:

- Developing advocacy strategies aimed at different audiences within the public sector (from political leaders to political parties, parliamentarians and public officials).
- Further training on use of evidence (e.g. EBPMI course)

¹ And of course the work can build on the evidence use book that many Twende partners were involved in

- Targeted information sharing (e.g. breakfast meetings) with concrete examples of the value-add of using evidence
- Consistent information sharing and communication to normalise the use of evidence e.g. debunking myths around evaluation', using good practice case studies
- Building coalitions and networks with broader actors e.g. researchers in parliaments, political training schools, think tanks etc).
- Creating guidelines on communicating for advocacy, including topics like why leaders should take performance information seriously and what needs to be done to ensure sustainability

3. Growing Demand for Evaluation

A lack of demand for evaluation from political leaders and program managers in the public service has resulted in under-resourcing of the evaluation function, limited investment in knowledge systems and a lack of use of evidence in general in decision making. This has been attributed to a weak evaluation culture (due mainly to an existing compliance-driven and politicised culture in government), despite the introduction of Results Based Management in most countries.

Building on existing resources and systems to institutionalise demand for evaluations will as important as fostering a stronger evaluation culture within government. Other ways to increase demand may include:

- Ensuring resources for more evaluations that have a clear value add
- Improving the quality and credibility of evaluations done within the public sector
- Aligning the timing of evaluations (and monitoring reports) with budget and planning cycles
- Strengthening the promotion of evaluation findings and their value
- Creating guidelines on advocacy
- Increasing resources for additional evaluations
- Running EBPMI courses/breakfasts
- Using National Evaluation policies and plans to codify demand eg. sector plans/DEPs
- Working with sectors to build platforms for influential evaluation
- Developing guidelines on how to foster demand

4. Rapid Evaluations

Rapid evaluations are in demand to supply more timely evidence for decision making. However they are not happening as much as needed due to: a lack of clear requirements on how and when to commission them; limited skills to design and plan rapid evaluations (including to scope the evaluation and what is realistic/appropriate for a rapid evaluation); as well as limited capacity to run an evaluation, all of which hamper the implementation of more quality rapid evaluations.

There is a need for a strategy to set out what is realistic to achieve with different approaches to evaluation – especially around the perceptions of the limits of rapid evaluations, competition between rapid and longer evaluations, the danger of poor quality, and selecting the appropriate evaluands. There was also an agreement that greater codification of the lessons learnt and sharing with other countries is needed, and a proposal by CLEAR-AA to work on this stream will be included in the concept note.

Some suggested responses to the observed issues around rapid evaluations are:

- Reflecting on current experiences
- Creating case studies to share experiences and 'good practices'
- Updating the existing RE Guideline (and create a short 'how to' video)
- Disseminating guidance and lessons learnt across wider group of countries
- Training to develop an evaluation plan (review existing training)
- Training on research methods, eg qualitative research methods
- Participating in evaluations

- Upscaling the RE strategy (WFP get buy-in from senior management to do REs)
- Defining the metrics for success in rapid evaluation projects (e.g. use in decision making, implementation gets faster/better quality, collaboration efforts, etc)

Twende Mbele: How we can improve our partnership

Workshop participants were asked to pair-off and brainstorm the strengths and limitations of how Twende Mbele currently operates. Once shared with the plenary, suggestions for improvement were garnered. The results are presented in Table 3, below

Table 3: Strengths, Limitations and Improvements for the program

Limitations	Strengths	Suggestions
Resources		
Insufficient funding		Update resource mobilisation strategy – ask TL for Uganda example
Lack of effective resource mobilisation		Revise brochure for potential partners/funders – contact KRM for example
More resource mobilisation for capacity building		Leverage in-country partners for specific activities
		GEI + UN – CM to liaise and get inside info
Network		
Growing the network – more countries? But based on peers, not everyone		Increase codification of knowledge
		Online sharing activities
		Link to more countries to share
		Share more widely the peer knowledge of countries
		Use existing fora – NEC, SAMEA, M&E weeks, CLEAR Indaba (CM to see if there's something Twende specific that can happen at this one), AFDB
Activities		
Engagement of CSOs (esp Kenya)	Concept of rapid evaluation	
	Capacity development	
Partnership structures		
Change of personnel, rebuilding relationships		
Over-reliance on secretariat		
Rebooting active participation in Mancom in TB activities		
Governance		
	Local coordinators	Broader staff engagement
	Mancom	Get technical committee working (+ reporting)
	Went from 3 – 6 countries	Online workshop by staff for staff

Limitations	Strengths	Suggestions
	Coordination of participating countries thus enhancing learning among them	
	Using own staff to coordinate helped ownership – include more	
Peer Learning		
Strategy for Knowledge brokering	Collaborative tool development	Increase technical + knowledge resource capacity
A need for Twende to organise more forums for where best practice are shared by partner country	Capacity building activities	Countries lead in particular areas
Less attention and commitment by countries to TM (esp during covid)	Networking – allows for sharing + provides support – links ppl to experts and money	
	Collabo + learning from each other has intrinsic value - not dependent on funding. Can we get back to that?	

Discussion on the above topics lead to the following plan of action:

1. Update resource mobilisation strategy and hire for Fundraising position
2. Update knowledge needs assessment and revise knowledge management strategy
3. Use technical management committee to spearhead additional cross-country learning sessions and link to monitoring framework
4. Re-energise Brown Paper Bags seminars with DPME
5. Submit additional proposal for SAMEA conference re. rapid evaluation guideline (closing date 20 May)
6. Mancom members to lead on specific projects
7. Country members to engage with broader network of in-country stakeholders to increase reach of Twende's learning
8. Members to participate in learning activities organised by Twende at upcoming regional and international fora.

The above activities will be actioned through both the secretariat and country partners, with a mind to have include in strategy over the next 18 months.

Next Steps

The closing session revealed positive reflections from members regarding the achievements of the workshop. Management Committee members committed to drafting concept notes on the above areas of work (by end of May 2022) and reaffirmed their desire to continue sharing and learning. Next steps agreed were:

- Management Committee members to confer with their teams and to draft concept notes by end of May
- The Technical Committee will be approached to provide comment and finalise concept notes by 15th June 2022. This will inform the workplan for the next 18 months
- Applications for Fundraiser close 25th May, with an appointment expect by end of June
- Technical committee meeting to be scheduled for early June
- Quarterly reporting to be sent to the technical Committee for completion by 23rd May
- Secretariat to approach CLEAR FA and other partners re. collaborative work

Closure

The workshop was closed by the Chair of Twende Mbele, Mr Aloyce Ratemo who reflected on the excellent learning that had taken place over the last two days, and the need to keep the momentum of the partnership alive. He encouraged all partners to bring their energy to continue leading and innovating to strengthening M&E systems in their countries and thanked everyone for their openness and thoughtful participation.

Appendix 1: Workshop Agenda

Day 1: Thursday 5th May

Time	Session	Resp
12.00	Lunch (at WSG canteen)	
13.00	Welcome	Aloyce
13.05	Check-in	Aloyce
13.15	Introduction to the flow of the two days	Ian/Cara
13.20	Partner updates (7 mins per country, 5 mins questions)	Ian/Cara
15.00	Tea	
15.15	Reflections on where M&E is at in Africa (where are things at, what does this mean)	Ian
15.30	Key issues facing M&E at this time and where support would be valuable	Ian
	Tea break in the session (10 mins)	
16.30	Are current Twende activities still the highest priority focus	Cara/Ian
17.30	Closing and clarification on dinner	Aloyce/Cara
19.00	Dinner	

Day 2: Friday 6th May 2022

Day 2	Session	Responsible
9.00	Recap/questions	Ian
9.15	Intro to the day	Ian
9.20	What is working well around Twende at the moment, and what needs to be strengthened	Ian
10.20	Reconciling with existing programme	Ian
10.30	Working on priority areas	Ian
11.05	Coffee	
11.20	Feedback	Ian
11.45	Groups work on next 2 issues	
12.35	Feedback	Ian
12.55	Agreement on areas to take forward	Ian
13.15	Lunch (at the venue)	
14.00	Further planning on areas of work	Ian/Cara
	Tea and continue	
15.30	Discussion on the 2 days	Aloyce
15.40.	Next steps	Cara
15.50	Checkout	Aloyce

MANAGEMENT COMMITTEE WORKSHOP

5-6 MAY



TWENDE MBELE

www.twendembele.org

TWENDE MBELE is a multi-country peer-learning partnership centred on country government priorities for building national evaluation systems in an effort to improve government performance and accountability to citizens.

Telephone: +27 (0) 11 717 3453 | **Email:** info@twendembele.org

University of the Witwatersrand
2 St David's Place, Parktown, Johannesburg



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



<http://www.twendembele.org>