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Regional Centers for
Learning on Evaluation and Results

FEBRUARY 2013

African Monitoring and Evaluation Systems Workshop Report

The African Monitoring and Evaluation Systems Workshop was held from the 26th to 29th March 2012, in Pretoria, South Africa. See the workshop report and associated country case studies. Click here for more information.

The CLEAR Center for Anglophone Africa , housed at the Graduate School of Public and Development Management at the University of the Witwatersrand, Johannesburg, announced its co-publication of six monitoring and evaluation (M&E) case studies from Benin, Ghana, Kenya, Senegal, South Africa, and Uganda. Together these case studies formed the basis of discussion at an African M&E Systems Workshop held March 2012, in Pretoria, South Africa.

The workshop, case studies and the synthesis paper were sponsored by the Department of Performance Monitoring and Evaluation (DPME) in the South African Presidency, the CLEAR Center for Anglophone Africa, and *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).*

The individual case studies detail learning from the specific country contexts, while the accompanying synthesis paper, The Growing Demand for Monitoring and Evaluation in Africa, captures some of the broader trends and issues that are emerging across the cases.

The case study exercise itself grew out of cooperation at Ministerial level between Burundi and South Africa. Minister Collins Chabane of the South Africa Presidency subsequently tasked the DPME in the South African Presidency to undertake a learning event on M&E systems across a range of African countries. In partnership with the CLEAR Center for Anglophone Africa , the DPME hosted the workshop to which four senior officials from each of the six participating countries were invited. Using open dialogue techniques, delegates were able to reflect on the case studies, analyse M&E within their own country in terms of what was working well, and identify potential areas for learning and improvement. The event concluded with a call for further exchange opportunities, and a deepening and widening of cross-country learning. The workshop in Pretoria was attended by senior monitoring and evaluation officials from seven African case countries, as well as by experts from Colombia, Malaysia, the World Bank, the African Development Bank (AfDB), the African Evaluation Association (AfrEA) and the German Development Cooperation (GIZ). The workshop was facilitated by professional process consultants (Indigenous Peoples Knowledge).

AFRICAN
MONITORING AND EVALUATION SYSTEMS

WORKSHOP REPORT

COLLABORATIVE REFLECTION
AND LEARNING AMONGST PEERS

PREMIER HOTEL PRETORIA, 26-29 MARCH 2012

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giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

P&DM The Graduate School of Public and Development Management

THE PRESIDENCY
REPUBLIC OF SOUTH AFRICA
DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

Centre for Learning on Evaluation and Results (CLEAR)

Graduate School of Public and Development Management,
University of the Witwatersrand, Johannesburg

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ABBREVIATIONS AND ACRONYMS

DREAT	Delegation for the Reform of the State and for Technical Assistance (Senegal)
DPME	Department of Performance Monitoring and Evaluation (South Africa)
GIZ	German Development Cooperation
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MPAT	Management Performance Assessment Tool
NGO	Non-Governmental Organisation
NIMES	National Integrated Monitoring and Evaluation System (Kenya)
OPM	Office of the Prime Minister
PM	Prime Minister
PPMED	Policy Planning, Monitoring and Evaluation Department (Ghana)
PRSP	Poverty Reduction Strategy Paper (Burundi)

1 INTRODUCTION AND WORKSHOP METHODOLOGY

1.1 BACKGROUND

The African Monitoring and Evaluation Systems Workshop was held from the 26th to 29th March 2012, at the Premier Hotel, Pretoria, South Africa. The event was attended by senior monitoring and evaluation officials from seven African countries (Benin, Burundi, Ghana, Kenya, Uganda, Senegal and South Africa) and resource persons from Colombia, Malaysia, the World Bank, the African Development Bank (AfDB), the African Evaluation Association (AfrEA) and the German Development Cooperation, GIZ. A full list of attendees is attached as Annexure A.

The workshop was facilitated by professional process consultants (IngeniousPeoples Knowledge). The methodology used was highly interactive and deliberations took place within small groups and in 'open space' discussion formats. Substantive attention was focused on ensuring that there was space for comprehensive engagement and in-depth interactions.

The workshop was conducted through numerous small group sessions and guided intensive discussions. The sequence of the workshop was structured and pre-defined, whilst the content was largely shaped by the participants' contributions. Attention was focused on peer-to-peer exchange and exploration of areas of exchange between countries. Annexure B provides a process map which broadly captures the overall workshop structure and these elements are used as the introductory heading to each of the sections in this report.

This report provides a summary of all content inputs and the feedback received from discussion groups during plenary sessions. To facilitate future oriented action, the report also captures highlights that can serves as triggers for future oriented action.

1.2 WELCOME AND OPENING REMARKS

Dr Sean Phillips, the Director-General of the Department of Performance Monitoring and Evaluation (DPME) presided over the welcoming session. Mr Obed Baphela, the Deputy Minister for Performance Monitoring and Evaluation, presented the Opening Remarks on behalf of Minister Ohm Collins Chabane.

Minister Baphela began by warmly welcoming all delegates. He explained that the idea of the workshop emanated from discussions that were held during a ministerial visit to Burundi that culminated in a commitment to building monitoring and evaluation (M&E) systems through the active documentation of cross-country experiences. He emphasised the linkages that need to be established between M&E and the needs of citizens. He also highlighted the immense opportunities and development that were unfolding across the African continent and the importance of establishing and sustaining African-specific approaches to M&E.

> *" There is a need for the emergence of an African monitoring and evaluation tradition which is both sensitive to African development imperatives and which can also work with African traditions so that advances can be achieved by working with local realities and frames of reference."*

In the statement, Minister Baphela also provided a broad political overview of the evolution of M&E in South Africa and the imperatives that drove the establishment of the outcomes approach in South Africa. To encourage a more open and honest discussion of M&E in participating countries, Minister Baphela also outlined some of the varied challenges confronting South Africa. The Minister concluded by officially opening the workshop and wishing all well with the deliberations.

The full text of the speech is available online.

2 SETTING THE SCENE

2.1 PERSPECTIVES ON MONITORING AND EVALUATION

Topics	Purpose	Approach
Compiling perspectives on M&E	To build a better and more common understanding of the many different perspectives on M&E systems within the room.	Participants expressed their views on M&E issues and challenges and moved between different groups to establish a set of common questions for exploration.

This session began with a "World Café discussion" in mixed groups about what participants believed to be the most critical issues that needed to be addressed by the workshop. The World Café discussion process involves participants sharing then moving between different perspectives in order to generate a shared set of issues. This process helped create a shared understanding of what would be the most critical areas for engagements within the workshop space and helped to ensure that the participants establish and work towards fulfilling their own learning objectives. The key questions that arose were as follows:

- How do we embark on establishing M&E as integral to public management practice and culture?
- What are the most effective ways of developing evaluation capacity in Africa?
- How are M&E systems integrated with planning and budgeting across countries?
- How do we institutionalise M&E in government and ensure M&E information is utilised effectively?
- What are the similarities and differences in M&E systems across countries and what successes and common challenges are there amongst countries?
- What are the different structural roles and partnerships in the design of an effective M&E system?
- How do we ensure that M&E is focused on results and what methods are there for ensuring that data feeds into decision-making processes?

The questions formed the backdrop of discussion during the deliberations and a constant reminder of the important issues during group reflections. The mind map in Figure 1 below represents the flow of discussion around these issues.

2.2 EXPERT OVERVIEW ON M&E SYSTEMS WORLDWIDE

Topics	Purpose	Approach
Expert overview of M&E systems worldwide	To gain an overview of M&E systems worldwide with a view to developing a common understanding of different models and terminology	Following content presentations from experts, participants expressed their perspectives on critical issues and generated a mind–map of issues to consider

This session focused on establishing a conceptual and information backdrop to the deliberations. To assist the process, three experts provided an overview of different M&E systems and models worldwide.

- Mr Manuel Castro - former Director of Public Policy Evaluation, Department of National Planning, Colombia, outlined the elements which define different systems across the world.
- Dr Sulley Gariba, Development Policy Advisor in the Office of the Vice-President in Ghana, provided an overview of critical issues for African M&E systems.
- Dr Ian Goldman, Deputy-Director General Evaluation and Research, Department of Performance Monitoring and Evaluation, South Africa, focused on building an understanding of the different participating countries' governance systems.

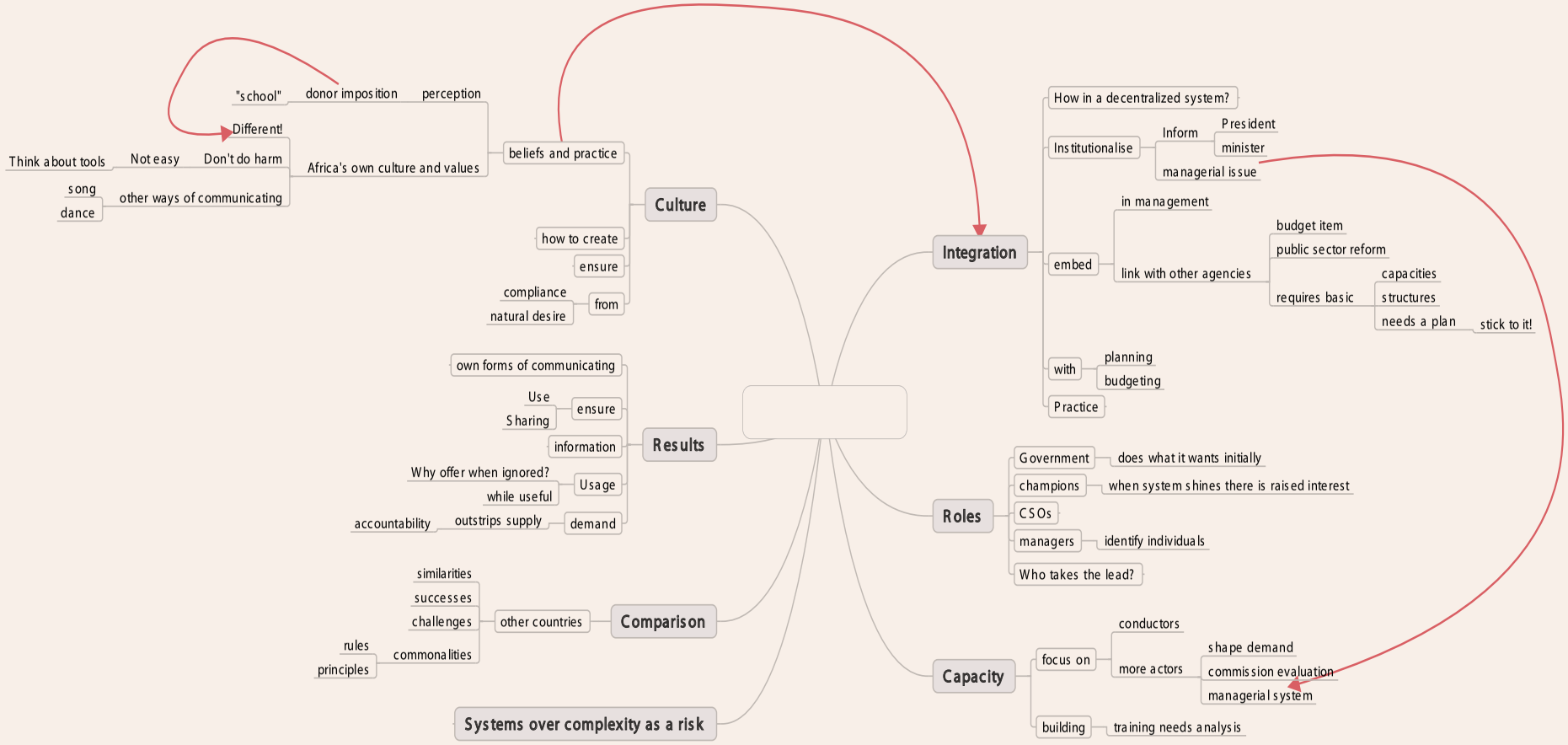


Figure 1: Mind map arising from discussion of key questions

Mr Manuel Castro: Components of a government-wide M&E system

Mr Castro highlighted common patterns in approach in a selection of OECD and middle income countries and the factors that contribute to success. He noted that approaches vary amongst countries, but in most cases M&E had been established as a top-down initiative. Some country systems emerge incrementally while others attempt cross-government systemic changes (big bang).

The introduction of systems is often linked to public service reform initiatives in budgeting and accountability. Of particular importance to the different systems are the structures that serve to drive M&E. He noted that success often depends on the direct use of information within the decision-making process.

In concluding, Mr Castro noted that:

1) There is no single model of success. Countries have developed different configurations, in accordance with their capacities, culture and reform strategies;
2) The institutional setting is a key element defining the level of success achieved;
3) The most visible element of success is the linkages created with decision making and, in particular, the budget process;
4) Success is dependent on technical strength and political support;
5) Implementation is not linear; and
6) Structures generally change over time.

Table 1: Comparison of OECD and middle income countries' M&E systems

Country	Year	Reform	Purpose
Australia	2009	New Outcomes and Programmes Reporting Framework	Improved specification of outcomes, to make them more measurable and tangible
Canada	2009	New Policy on Evaluation	Requires 100% evaluation coverage every 5 years of all programs with Direct Programme Spending
Chile	2010	Abolish Mideplan, Review DIPRES M&E/Performance Budgeting functions	Discussing creation of an independent evaluation agency
Colombia	2005	Medium-Term Expenditure Framework	Improve budget planning
Mexico	2011	New Ministry of Finance Performance Evaluation Unit	Creates a technical unit within the Ministry of Finance to coordinate and integrate performance information to inform the budget
South Africa	2011	Government-wide M&E improvement	National Evaluation Policy Framework, management performance assessment tool (MPAT), frontline service delivery monitoring, outcomes monitoring
United Kingdom	2010	Review of the System	Expands mid-term spending reviews, abandons public service agreements and PM Delivery Unit
United States	2011	Evaluation Initiative	Reconfigure programme assessment rating tool, increase impact evaluations

Dr Sulley Gariba: African M&E systems - Opportunities for scaling up

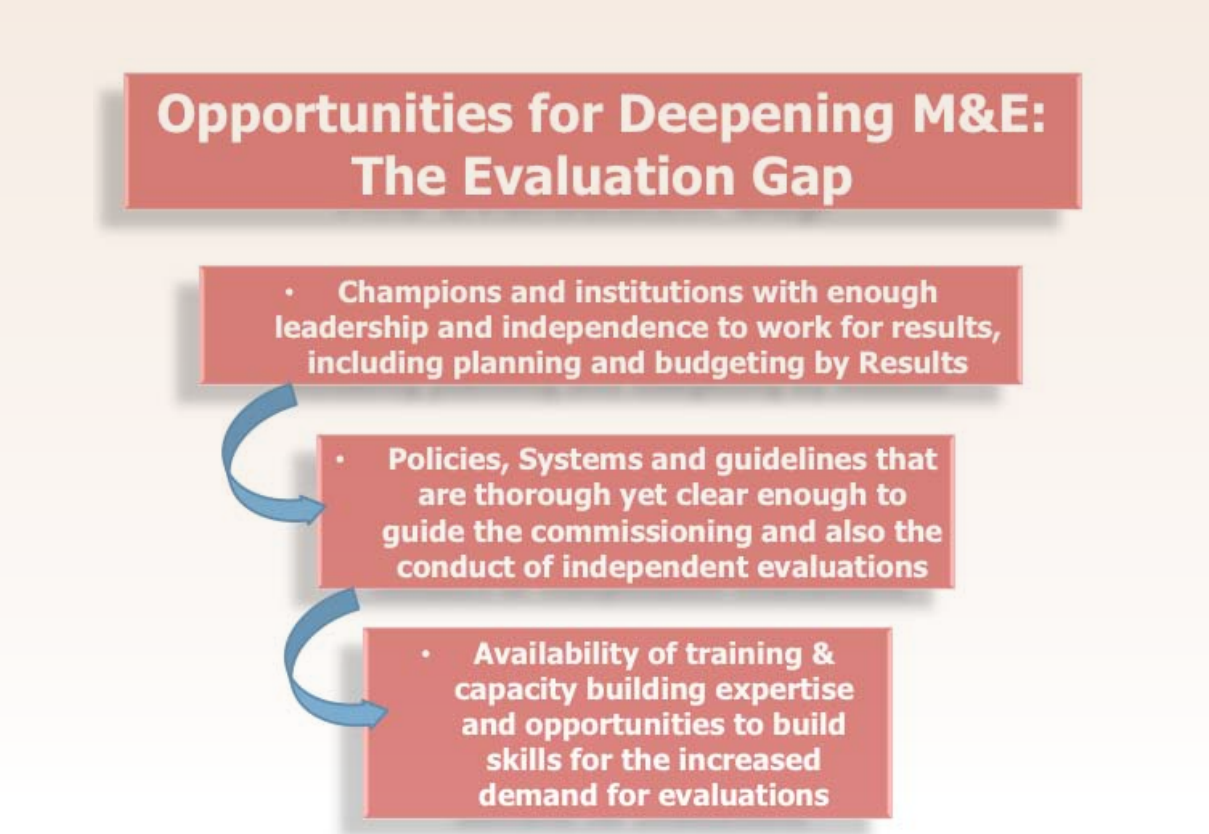
Dr Gariba noted that donor-driven supply-side interventions have dominated evaluation in much of Africa. Consulting entities and institutions have responded to this demand from development assistance agencies leading to very specific project and programme evaluations. He noted that as a consequence of the dominance of donor requirements, the content of many evaluations has been heavily influenced by external demand; the commissioners of such evaluations have tended to be externally motivated and the systems they have applied have been strongly influenced by values external to Africa.

Dr Gariba's presentation highlighted a new and growing impetus for increased evaluations within Africa, triggered by three factors:

1) Growing demand for accountability by citizens, dissatisfied with service delivery by the state;
2) An increase in the range and diversity of democratic institutions which have constitutional mandates to demand accountability and use evaluations for this purpose; and
3) The increasing acceptance of evaluation as good practice, both nationally and continentally.

Dr Gariba concluded by suggesting that this pattern of increased demand also challenges Africa's capacity to match growing demand with more systematic supply and use of evaluation; and suggested ways in which demand and supply can be appropriately matched, if Africa is to capitalise on the growing opportunities for scaling up.

Figure 2: The evaluation gap



Dr Ian Goldman: Comparing contexts

Dr Goldman's presentation was directed at building a common understanding of the contexts, systems and structures of the different countries participating in the workshop in order to facilitate discussion in the workshop. The presentation summarised the different approaches and structures of government in each of the participating countries. The information presented included basic demographics, the differential structures of government, the structure and role of local institutions, the location of the planning department and its role, the manner in which budgeting was approached and the broader location of the M&E function.

South Africa (Ian Goldman) and Burundi (Saidi Kibeya) generate new directions

David Himbara (CLEAR) and John Toh (Malaysia) exchange ideas

Table 2: Comparing the participating countries

	SA	Kenya	Uganda	Ghana	Burundi	Benin	Senegal
Population (m)	48.8	43	35.8	25.2	8.4	9.6	13.0
Area ('000 km2)	1 218	580	241	238	28	113	196
GDP/capita (US$)	7 275	775	509	1 283	192	750	1 042
Life expectancy (female)	52	57	54	64	51	57	60
Regional units	9 provincial governments	7 provincial administrations		10 regional councils - admin	17 provinces	12 departments	14 regions
Local government	283 local governments (metro, district and local levels)	Later 47 counties and 280 district administrations	112 districts >1000 sub-counties	170 assemblies (metropolitan, municipal and district levels)	129 communes	77 communes	
Local services (in addition to waste and amenities)	Water, electricity, local roads. Metros have wider powers.	Districts – administrative units, not gov. M&E committees	Districts manage services, hospitals. Subcounty provides local services	Provided by district offices of national gov	Planning, local roads	Local dev planning Local roads Decentralisation planned	
Long-term national plan	2030 national plan	Vision 2030	Vision 2030	Vision 2020	Vision 2025	Vision 2025	
Medium-term national plan	No medium term plan – Med-term strategic framework	5 Year medium-term national plan (ex PRSP)	National development plan	4 year Shared Growth and Dev Agenda, (GSGDA) not a plan	5 year poverty reduction strategy (CSLP)	5 year poverty reduction strategy (SCRP)	Econ and Social Dev Plan (PODES) Poverty reduction strategy (SRP)
Dept/ sector	5 year outcome /sector plans 5 year dept plans	5 year sector plans (1+ depts)	5 yr sector plans 1 yr Min Policy	5 year dept multi-year rolling plans	3-5 year dept plans	5-10 yr sector plans (1+ depts)	5 year sectoral progs
Regional	Provincial plan	Dev Plan		RCC Plan			
Local	District plan Local plan	District Dev Plan	District plan Sub-County plan	District plan	Local dev plans	Local dev plan	
National responsibility	DPME in Presidency	PM's Office	Office of PM	Presidency	Finance – M&E of PRSP	OPM – evaluation	Economy and Finance – but no overall responsibility
Presidency/ OPM	DPME– main focus term of office outcomes, policy, evaluation	M&E Directorate in PM's office	Office of PM – standards, reviews gov perf 2/year. Gov Evaluation Facility	Policy Eval and Oversight Unit – main focus term of office plans	M&E of annual plans of govern-ment	OPM - Evaluation	Sectoral Accelerated Growth Public Sector reform (DREAT) – develops strategies + monitors policies

3 LEARNING FROM AFRICAN CASE STUDIES

Topics	Purpose	Approach
Learning from African case studies	To learn from other African M&E systems with a view to extracting key insights and sharing lessons learned.	Participants attended a minimum of four of the six country case studies to learn from others' experiences and to gain insights for future sharing.

To facilitate more in-depth engagement and learning from each of the country case studies, each case was presented in a small group format. The case study focused on the following information and questions:

- An overview of the country's structure, including the degree of decentralisation;
- An overview of the M&E system, identifying the key roles, key things happening in monitoring and what is happening in terms of evaluation;
- The "example of good practice" case study, explaining what it is, how it works and what has been achieved through it;
- What works well in the overall M&E system?
- What works well in the case study example of good practice?
- Key challenges for the M&E system overall?
- Key challenges for the case study of good practice?
- Key things the country would like to learn from others?

The presentations were accompanied by detailed draft case studies and executive summaries translated into the two working languages of the workshop. Given the small group approach, participants were given the opportunity and space to interact concerning details of the case study experiences and, in particular, the good practices that have emerged in each instance. These executive summaries are available online. The following provides a brief synopsis of each of the case studies.

3.1 BENIN

The national M&E system is organised around a chain of parties which carry out planning, programming, budgeting (PPBS), and monitoring and evaluation. The powers of the different bodies of the PPBS chain, as well as the way they operate, vary in terms of the area to which the M&E system is applied. This variation is more evident on the macro level of the strategic and policy area of the institutional framework.

The M&E mechanism of Benin relies on the national statistics system for measurement and data. Capacity building is needed in order for staff to keep up to date and to promote the adoption of new tools. Access to data and information remains a great challenge, particularly access to data to be collected, but also with regard to data already processed.

The low level of professionalism in the M&E system contrasts with the relatively high level of its organisation. The system has employees who have considerable basic training, but there are not many of them and their knowledge is not regularly updated.

Information gathered through the M&E system is not sufficiently taken into account. However, it can be noted that there is positive development thanks to the adoption of results-based management.

The institutionalisation of public policy evaluation in Benin has included the development of a National Evaluation Policy (NEP) for public policies which constitutes good practice in the M&E system in Benin. Local Participative Impact Monitoring (LPIM) is a second example of good practice. LPIM still faces major challenges, including the adoption of the approach by different structures involved in its implementation, and the challenge of creating functional mechanisms for circulating information on three levels (local, departmental and national).

3.2 GHANA

M&E has in the past decade become an integral part of the policy formulation and implementation process in Ghana. The output of the M&E process is used for, amongst others, informing national development planning as well as policy dialogue within government and with civil society organisations and development partners.

The institutional arrangements for both sector and district M&E processes have been designed to facilitate the active participation of stakeholders to ensure that policy recommendations are relevant and actually contribute to policy formulation and efficient resource allocation and use.

In order to strengthen capacity in sectors, regions, and districts to respond to M&E needs at national, sector and district levels, M&E guidelines have been developed to assist sectors and districts with developing M&E plans.

After several years of implementing the national M&E system, significant progress has been made. However, challenges include severe financial constraints; institutional, operational and technical capacity constraints; and fragmented and uncoordinated information, particularly at the sector level.

To address these challenges, the current institutional arrangements will have to be reinforced with adequate capacity to support and sustain effective monitoring and evaluation, and existing M&E mechanisms must be strengthened, harmonized and effectively coordinated.

3.3 BURUNDI

In Burundi, M&E is rooted in the 2025 Vision for the country, whereas in the past it was located in the Poverty Reduction Strategy Papers (PRSPs). It is also reflected in the three year and annual implementation plans. The main actors in the process are the Ministries of Finance and Planning and the Offices of the President and Deputy President.

Monitoring is across sector and programme plans. There is regular and ongoing direct monitoring of local implementation through established performance indicators. Linked to this is close review of the plans and commitments developed at a local level.

The system in Burundi is still evolving, but good practices are emerging in the terrain of localised monitoring and in the synergies that are being established between different institutional structures within the system.

3.4 KENYA

Historically, integrated M&E in Kenya spans less than a decade, although project and programme-based M&E has featured in Kenya since the 1980s. Early attempts at government-wide M&E are associated with the Interim Poverty Reduction Strategy Paper (I-PRSP) introduced by the IMF and World Bank in 2000. This was followed by the establishment of the National Integrated Monitoring and Evaluation System (NIMES), and the creation of the Monitoring and Evaluation Directorate.

NIMES has a three-tier institutional structure for generating M&E information. At the national level is the Monitoring and Evaluation Directorate. The Directorate provides leadership and coordination by ensuring that two vital sources of M&E information, namely Annual Progress Reports (APR) on the Medium Term Plan of Vision 2030 and the Annual Public Expenditure Review (PER) are produced satisfactorily and on time.

Kenya's M&E system has had some influence on the budget process. M&E information is drawn from Kenya's line ministries and synthesised into the Public Expenditure Review that is now an important input in achieving better value for the Kenyan public's taxes. These improvements are realised through extensive budget deliberations in which sector working groups and line ministries review proposals, consider trade-offs and bid for budget allocations.

Despite the numerous achievements that have been made under NIMES, Kenya's M&E system still faces challenges in the implementation i.e. human capital, financial and infrastructural challenges. Kenya's Constitution 2010 has fundamentally changed central and devolved governance structures and provides an opportunity for strengthening the country's M&E system as well as posing a risk for its continued existence in that there is uncertainty over political direction.

3.5 UGANDA

Uganda's development of M&E is closely woven with the need to demonstrate government performance

and responsiveness to citizens' demands as an indicator of good governance. A motivating factor for raised interest in M&E was the need to measure the achievements of the country's premier planning framework, the Plan for the Eradication of Poverty (PEAP), which was introduced in 1997.

M&E in Uganda is coordinated by a unit in the Office of the Prime Minister (OPM). The OPM is mandated to review the performance of all ministries, departments and agencies (MDAs) against stipulated targets semi-annually and annually.

Alongside the government M&E structure is a small but growing arm of evaluative practice by civil society, including national and international NGOs operating in Uganda.

The primary challenge at sector level is to harmonise data from all the M&E systems before onward transmission to the OPM. Secondly, OPM has to harmonise all the data from the different sectors and make it available for use. The evaluation tools presently used by government include ministerial policy statements and budget framework papers, half-annual and annual cabinet retreats to review government performance, the community information system, the annual budget performance report and *Barazas*.

Three major sources of data for M&E in the country include: programme performance information, social, economic and demographic statistics and evaluations. Social, economic and demographic statistics are available from routine surveys and decennial censuses. Professional capacity in terms of skills and experience in M&E is dispersed throughout various MDAs.

Policy-level demand for M&E products to inform decision-making is still low and a culture of managers seeking M&E data to improve performance is still evolving. The incentive framework to drive M&E practices in public service systems is also still weak. Limited use is attributed to poor information dissemination and the inability of the institution to build capacity for the timely generation and distribution of information.

The *Baraza* is a community participation approach for M&E in Uganda. It is one of the most recent initiatives of the Government of Uganda (GoU) that was initiated by the President and launched in 2009 by OPM. *Barazas* are leading to improved and open accountability and a sense of ownership of government programs by local communities.

An important step in improving the country's M&E would be to create greater convergence and wider integration between the public service and civil society.

3.6 SOUTH AFRICA

In 2005 the South African Government introduced a government-wide M&E policy framework. This framework served to establish the initial momentum for a structured approach to M&E, which gained added commitment after the national elections in May 2009.

A number of transversal institutions are involved in the implementation of the overall M&E system. These include: The Department of Performance Monitoring and Evaluation, located in the Presidency, National Treasury, the Department of Public Service and Administration, the Auditor-General, the Department of Cooperative Governance, Statistics SA and the Public Service Commission.

M&E is closely associated with the planning process in government. In addition to recent processes directed at affirming long-term plans for the country, South Africa has a five year overarching Medium Term Strategic Framework, five year departmental strategic plans and annual performance plans (APPs). National Treasury monitors quarterly reporting against APPs.

In order to focus government's work, the 'outcomes approach' was introduced in 2009, focusing on 12 strategic priorities. The 12 priorities are translated into performance agreements for ministers, cross-government plans for each outcome and quarterly monitoring with reporting to Cabinet. The outcomes approach is becoming embedded. Reports are now taken seriously by the President and Cabinet, and are being made public. This makes it easier for the public to hold the executive to account. However, there are still challenges with respect to data quality and coordination.

A management performance assessment tool (MPAT) has been introduced by DPME which is being taken up by departments. The process involves self-assessment by national and provincial departments.

Key challenges include a culture of compliance but not actually using M&E to reflect on and improve performance. Another challenge is duplication of reporting. There are also weaknesses in the planning system, which is fragmented with different institutions playing different roles, and a lack of effective theories of change.

3.7 SENEGAL

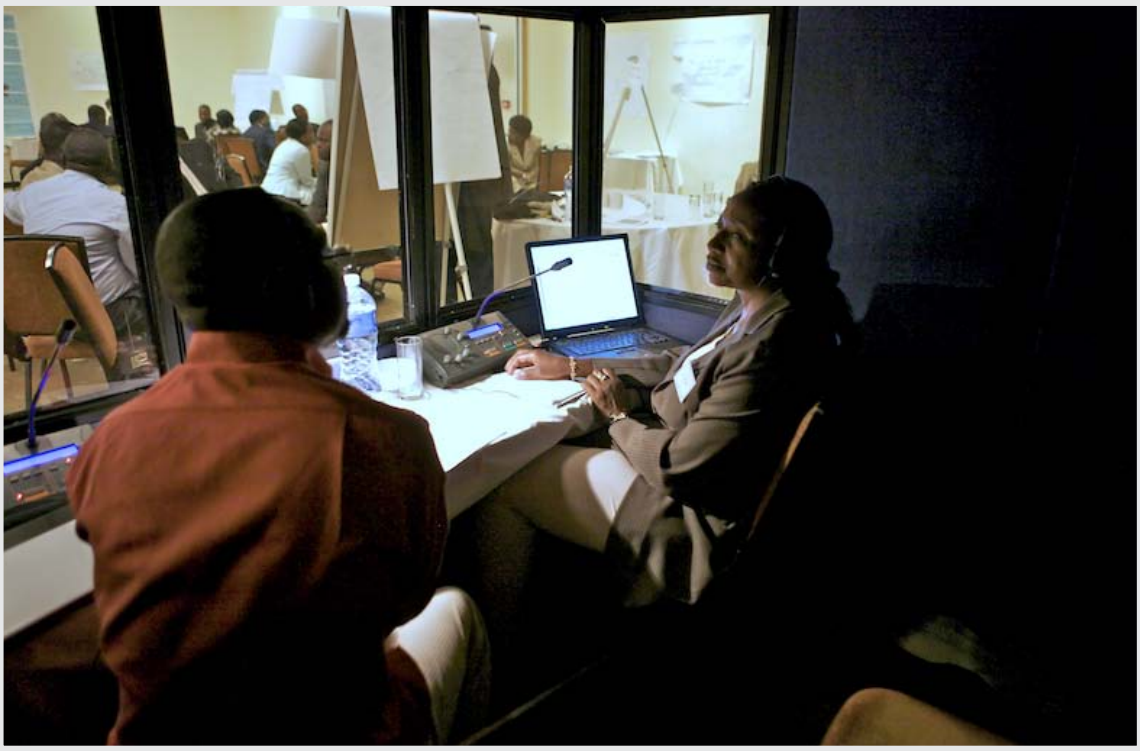
The 2001 Constitution is the legal mechanism which set M&E in motion in Senegal. In its preamble, the Constitution demands adherence to transparency in the conducting and management of public business and to the principle of good governance. The constitutional demand for transparency was translated into a series of related laws and decrees.

Planning, monitoring and evaluation functions fall mainly under the Ministry of Economic Affairs and Finance, which, in its organisational structure, provides for several bodies concerned with aspects of the M&E function.

The evaluation tools used in the project evaluation framework are essentially the 'results method' and cost-benefit analysis. Medium-term sector-based expenditure frameworks are progressively being introduced into sector ministries. The completion of implementation of this approach will give rise to a results-based management system across Senegal. Performance contracts are starting to develop in some departments, with the objective of evaluating personnel rather than grading them.

The types of evaluation carried out include: mid-term evaluation, followed by pre-evaluation, process evaluation and final evaluation. Impact and ex-ante assessments are less frequent. An M&E system requires reliable, quality data to be effective. For this purpoe, Senegal has set up the Department for Forecasting and Economic Research and the National Agency for Statistics and Demography.

The Annual Report on the Absorption of External Resources (RARE) has been recognised as good M&E practice for project and programme implementation. This instrument has contributed to an improved performance culture through the issuing of financial reports and reports on activities.



Interpretation was provided throughout the workshop

4 EXTRACTING KEY INSIGHTS AND GOOD PRACTICES

Topics	Purpose	Approach
Extracting key insights and examples of good practice	To extract key insights and identify good practice from the African case studies	Within mixed groups, participants reflected on key insights and practices and recorded these as a basis for encouraging further and more detailed exchange.

Following participation in the case study presentations, participants gathered in small, mixed groups to discuss their key insights from attending the various case studies. During their discussions they also focused on identifying good practice in the field of M&E, discussed their strengths and weaknesses and agreed on the three most significant examples of good practice. The following are some of the initially identifiable examples of good practice that emerged from the deliberations:

Kenya:	Reporting systems based on their medium and long-term plans Evolving policy framework
Ghana:	Web-based data capturing and monitoring system Tracking of delivery and linkage with planning
Uganda:	Community based monitoring systems Evaluation coordination
Benin:	Political championing and policy framework
Senegal:	Linkages between budgeting and planning
South Africa:	The outcomes system Frontline service delivery assessments

The practices that emerged continued to feature in all deliberations and served to enhance interaction amongst the participating country representatives. They also served to inform perspectives on future learning opportunities and approaches that could be replicated in other situations and contexts.

Left: Facilitators Marc Steinlin and Catherine Widrig Jenkins

5 LEARNING FROM INTERNATIONAL EXPERIENCE

Topics	Purpose	Approach
Learning from the Colombian and Malaysian experiences	To learn from the Colombian and Malaysian experiences of M&E	Following plenary presentations, participants focused on the key insights that would be relevant for their own context.

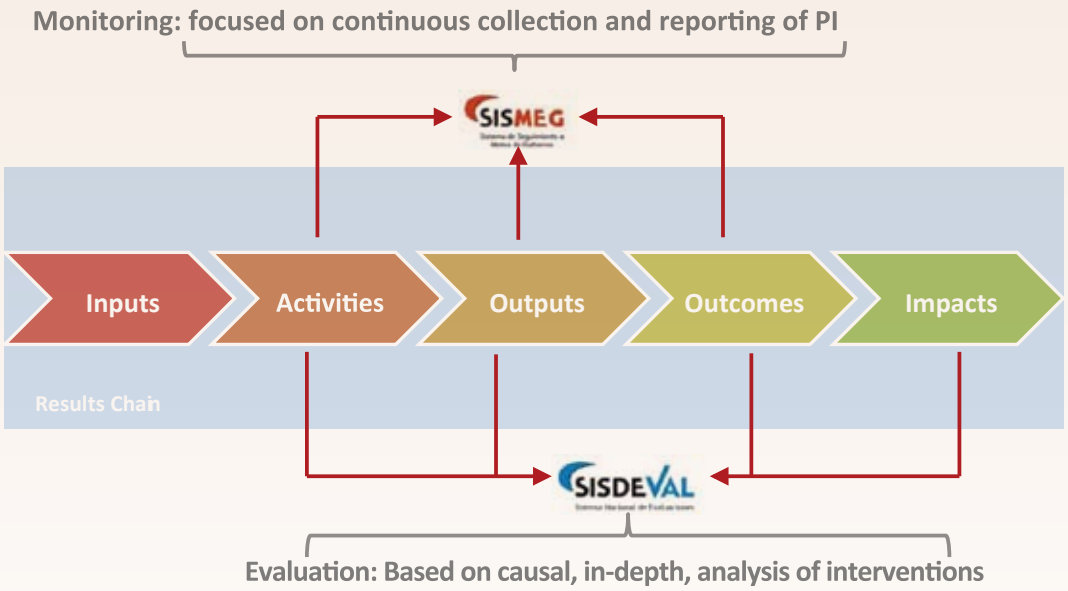
5.1 THE COLOMBIAN EXPERIENCE OF M&E

Mr Manuel Castro presented the focus of the institution responsible for M&E in Colombia, called SINERGIA. He gave an overview of the context in Colombia and the realities that created a wider momentum for M&E. He noted that SINERGIA was established as part of wider public sector reform initiatives.

SINERGIA was specifically set up to help improve the effectiveness of public policies. SINERGIA does this by helping to enhance the supply, quality and credibility of performance information (robust methodologies, standards), facilitating access (integrated IT systems, reporting, etc.) and fostering demand (the use of performance information in policy decision-making and accountability).

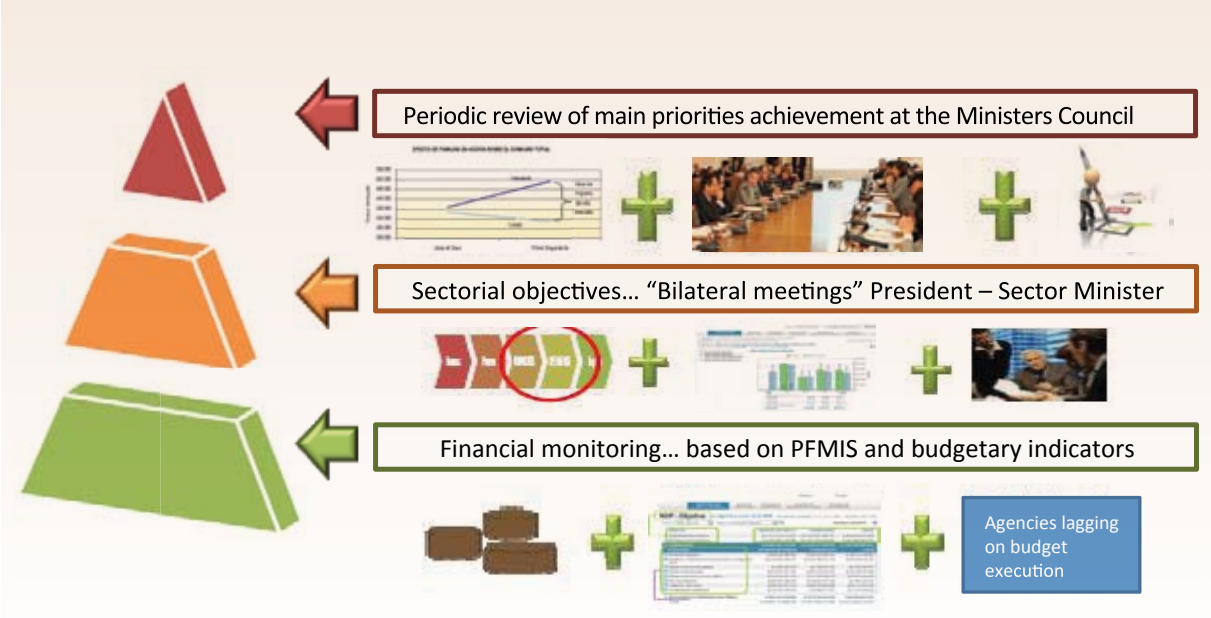
Figure 3: M&E in SINERGIA

In the SINERGIA model, the "M" & the "E" functions are thought to be complementary and balanced. Monitoring helps identify what to evaluate. Evaluation emphasises what to monitor.



In Colombia leadership is exercised through a range of participating government institutions.

Figure 4: Levels of monitoring



Ten lessons from experience of Colombia's M&E system are:

1) When there are multiple players, leadership roles and responsibilities must be sorted out and clear. Coordination is needed.
2) There is no one best way. Never simply adopt another's evaluation model.
3) Change never stops. Although we have a long history we are still trying to improve.
4) Performance reporting is important and helps build trust. Public access to performance information is a powerful driver of change.
5) Good knowledge of the program base is essential.
6) Information quality and credibility depend on robust methodologies for M&E work.
7) Incentives are key to achieve utilisation and foster cultural change.
8) Need to influence budget and planning processes to be relevant. Should go hand in hand with public sector reform.
9) Continuous development of evaluation capacity is required.
10) Avoid complex systems. (Keep it simple).

5.2 LEARNING FROM THE MALAYSIAN EXPERIENCE OF PROMOTING PRIORITY OUTCOMES

The presentation on the Malaysian experience was made by Mr John Toh, head of the Performance Management and Delivery Unit (PEMANDU) in the Office of the Prime Minister in the Government of Malaysia. Malaysia implements an approach that focuses on national priority areas and a limited range of outcomes.

Figure 5: Priority outcomes in Malaysia

National Priority Areas (Focus)

GOVERNMENT TRANSFORMATION PROGRAMME

ECONOMIC TRANSFORMATION PROGRAMME

Overall Performance 2010	Results
Urban Public Transport	107%
Crime Reduction	168%
Rural Basic Infrastructure	91%
Education	156%
Low Income Household	79%
Fighting Corruption	120%
Overall Composite Scoring	121%

12x Economic Sectors, e.g.
- Oil, Gas & Energy
- Palm Oil
- Agriculture
- Financial Services
- Etc…

6x Strategic Reforms
- Human Capital Development
- Liberalisation of service sectors
- Etc…

Ministerial Scorecards are developed, tied to the overall planning process in Malaysia and is characterised by a high level of commitment from the Prime Minister, and a Minister in the Office of the Prime Minister. He outlined the manner in which the system functioned and simplicity by which scores are calculated and delivered to Ministers through a single interface in a Blackberry Phone provided to each of the Ministers.

Figure 6: Ministerial scorecard annual cycle

In addition to the simple structure for reporting, there is a high level of political support and action where there is a low level of performance. Malaysia has introduced an approach to managing the consequences of non-performance called 'consequence management'. Toh also detailed the tracking system and a system that ranks ministers according to performance which, in practice, enhances competition amongst the different ministries. Operationally the system is linked to performance meetings between the Prime Minister and ministers – within which scores are mediated (re: self-evaluation and the evaluation conducted by the unit).

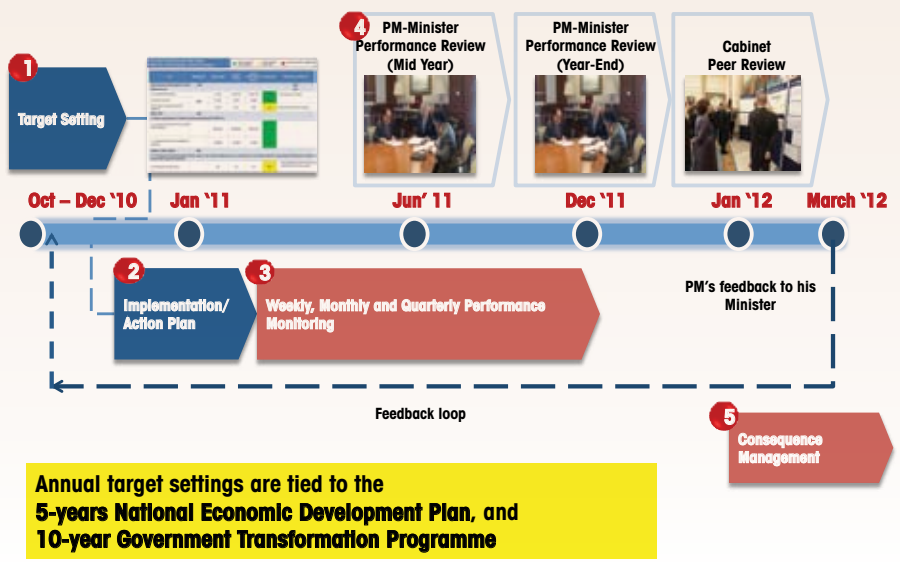
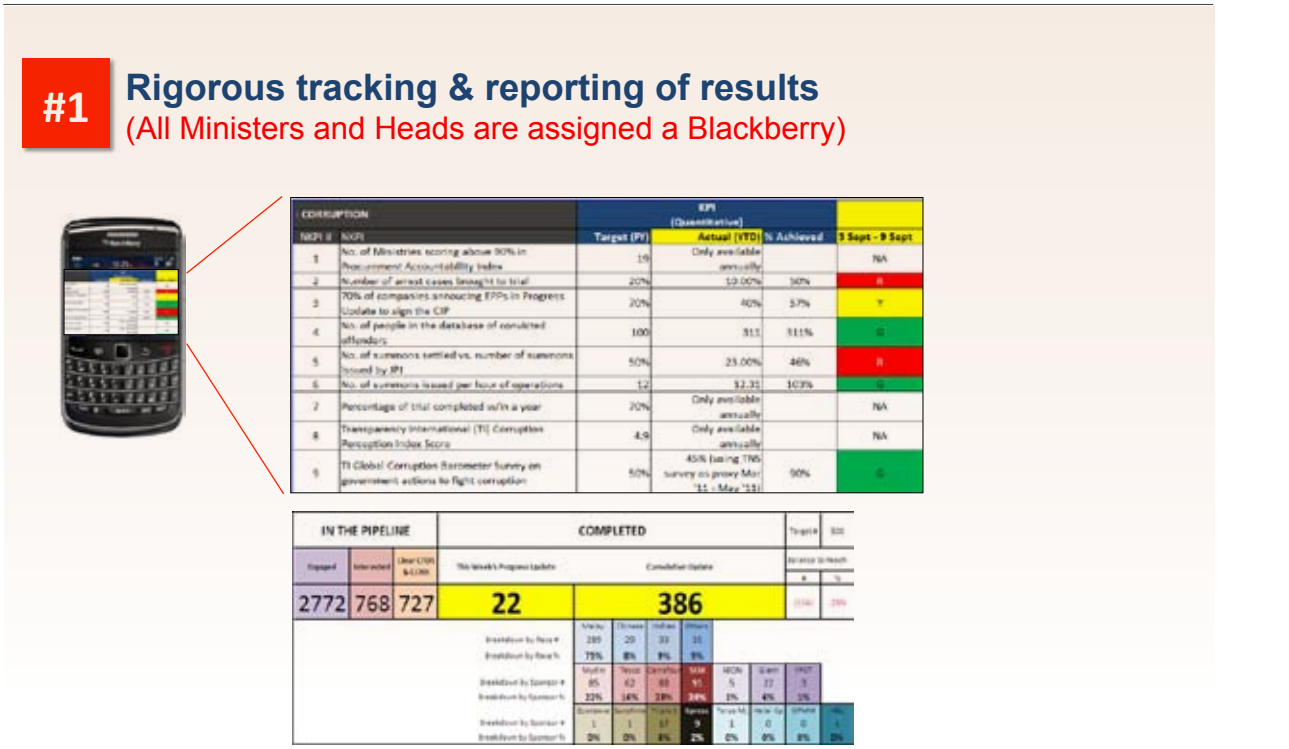


Figure 7: Ongoing reporting of results



The system in Malaysia also includes a ministerial peer review process which is carried out in a systematic manner, with ministers commenting directly on the performance of their peers. As part of consequence management there have been instances where officials are put in 'cold storage' (another post until departure from the public service), and ministers have been removed. The idea of cold storage is not only to shame the individual for lack of performance, but also to establish a channel for the eventual departure or movement of the person to a post that is more appropriate to their skills level. Malaysia has also set up a system of annual reviews of their M&E work and results by an International Review Panel.

Some key challenges and ongoing measures to address these are shown in Table 3.

Table 3: Challenges and mitigation measures

Challenge	Mitigation
Ministries/departments may "game the system" i.e. lobby for lower or easy targets	Need to constantly check and challenge
Ensuring the results are real and accurate	We use the Auditor-General's Office & external audit firms to verify the figures submitted by ministries/departments
Communication to the public (which are getting more sophisticated and inquisitive)	Endorsement from Independent Performance Review Committee Publish all ministers' results (Annual Report)
Ensuring the improvements/changes are sustainable	Institutionalise some of the changes (policies & procedures) Civil service workshop and courses - continuous learning

6 IDENTIFYING OPPORTUNITIES AND CHALLENGES FOR M&E IN AFRICA

Topics	Purpose	Approach
Identifying opportunities and challenges for M&E in Africa.	To establish a set of opportunities and challenges that would be most appropriate for M&E in Africa	In self-selected groups, participants worked on establishing and prioritising opportunities and challenges for M&E in Africa.

While reflecting on participating countries' experiences and the experiences of Colombia and Malaysia, participants focused on identifying the opportunities and challenges for M&E in Africa. These were captured, tabulated and ranked in order of importance. As per the discussion, the following topics were deemed priority areas for further learning and engagement by governments.

1) Effective models for community based monitoring;
2) Monitoring and evaluation competencies, standards and capacity development initiatives;
3) Experience of evaluations;
4) How to make M&E systems credible;
5) Institutional and management capacity for M&E;
6) Rapid skills audit and capacity building;
7) Inculcating a culture of M&E across government to improve performance;
8) Developing models and tools for effective communication about M&E;
9) An approach that strengthens the coordination structures of the M&E champion within the highest level of state;
10) Appropriate policies to guide M&E strategy and actions across government.

Using a voting system, the participants ranked the topics in terms of which ones should be prioritised for deliberation. As part of this process, a series of small group discussions was initiated and hosted by the participants. These discussions were directed at building approaches to particular topics of interest and planning for further engagements. Report-backs on the topic discussions were formalised and each host produced a brief written report on the discussion, and on objectives and activities that could be planned for the future. The reports, as generated by each host, are available separately. Interpretations of the guiding framework for the discussions varied across groups.

Vivienne Simwa notes links with other countries

7 REFLECTING ON IMPLEMENTATION CHALLENGES IN COUNTRY CONTEXTS

Topics	Purpose	Approach
Reflecting on implementation challenges in country contexts.	To reflect on what issues we need to address most urgently in our respective national contexts.	Within country groups participants reflected on the challenges that need to be addressed and the opportunities that could be pursued as a result of the exchange

Country groups reflected on the key opportunities and challenges for the future. The approach to identifying the opportunities and challenges varied and hence is captured in broad terms in table 4 below. These opportunities and challenges were generated within country groups and hence were based on a combination of prior reflection and future oriented perspectives that emerged as a result of the learning that unfolded during the workshop.

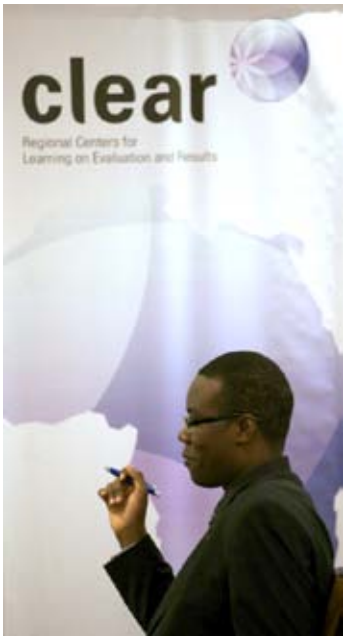
Table 4: Opportunities and challenges identified by country teams

Benin		Burundi	
Opportunities	*Challenges*	*Opportunities*	*Challenges*
• The availability of adequate capacity for M&E • A high level of political support for M&E • Existence of the necessary structures for M&E • Roles clarified for M&E	• The availability of good quality statistical data • Reinforcement of capacities for the work • The legal mandate for M&E • Linkages with the public • Planning of detailed activities for M&E	• Structure within the presidency • Past volatility and now stability for new system • All parties can be involved in M&E	• M&E management is fragmented in government • Capacity for the collection of statistics is limited • Lack of finances for M&E • The commitment of sector ministers and from services that have been decentralised

Ghana		Kenya	
Opportunities	*Challenges*	*Opportunities*	*Challenges*
• Widening M&E beyond the executive arm of government • Activate the PPMED at the national level and its equivalent at the local level to perform their M&E function • Develop national consensus on communication model of M&E linked to centrally accepted theory of change • Linking M&E to national development planning with M&E at the level of public administration	• Constitutional constraints and the principle of the separation of powers • Financial and technical resources to strengthen capacity and motivate personnel to commit to performing their functions • Reconciliation of group interest and sectorial aspirations • Public institutions focusing on their core functions	• Grading system for performance • Consequence management • Linking M&E to budgeting • More focus on evaluation • Baraza system • Leadership championing M&E at the top • Simple reliable and frequent assessments	• Legal mandate • Human and financial capacity • Championship at the top level • Reconciling evidence with reports • Resistance to M&E • Cultural barriers to sharing M&E and results • Non-confrontational culture

Uganda		Senegal	
Opportunities	*Challenges*	*Opportunities*	*Challenges*
• Approval of the M&E policy • Strong political will and support • Good will from DPs. • Strong M&E and Technical Working Group • Strong institutional arrangement • Targeting setting • Barazas – citizen based monitoring • Increased demand for evaluations	• Political will and sustainability • Human resources and capacity gap • Failure to appreciate the role of M&E • Lack of adequate finances	• Affirmation of M&E in the Constitution • Existence of research institutions • Reforms underway of a number of institutions • The system has demonstrated capacity	• Coherence of the system • Institutional framework for M&E • Financing of M&E • Utilisation of evaluation methodologies • Systemisation of ex-ante evaluations • Computer systems for evaluation • Diffused manner in which evaluations are utilised

South Africa	
Opportunities	*Challenges*
• Political commitment • An enabling environment • Opportunity to influence public sector reform • M&E is on national agenda • Link with National Productivity Institute • Develop the concept of programmes • Learn from others • Rationalise reporting roles and responsibilities • Practical technical mechanism to build alliances and strong work relationships	• Lack of hands-on political leadership • Sustainability across political cycles • Stakeholders not clear about what we are trying to achieve • Fragmented and poor data systems • Lack of coherence and consistency across national government • High expectations for M&E to deliver quickly • Lack of M&E culture and skills • We need to be strategic • Increased working together might create tensions • Strengthen M&E in local government • Little public communication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Regional Centers for
Learning on Evaluation and Results

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8 DEBATE ON TAKING IMPLEMENTATION FORWARD

Topics	Purpose	Approach
Debate on Taking Implementation forward	To establish how the respective African countries intend to take M&E implementation forward	Country groups worked on a strategy for taking the process forward.

A debate/panel discussion was arranged which began with inputs from the heads of the delegations from each of the participating countries. The heads of the delegations offered some initial thoughts on implementation challenges and then engaged with participants on the essential issues embedded in implementing an M&E system. Key questions that needed further exploration were identified as follows:

- How do we embark on evaluation as an integral part of public management (belief and practice)?
- What are the most effective ways of developing evaluation capacity in Africa?
- How are M&E systems integrated with planning and budgeting?
- How do other countries do it: similarities/uniqueness/use in different systems?
- What are the successes and challenges in other countries in relation to M&E? Are there common principles/roles that exist across the African continent? (Can what works in Asia/Europe work in Africa?)
- How do we institutionalise M&E in government and ensure that M&E information is utilised effectively?
- How do we ensure results are shared and used at all levels of governance?
- How do we ensure a culture of M&E and move beyond compliance?
- How do we ensure that the decisions taken after an evaluation are implemented?
- How does one champion and promote national ownership of M&E systems?
- What is the role of civil society organisations in M&E?
- M&E is a useful tool for improvement but why is it not used?
- How do you integrate M&E in a decentralised (diverse) system of government?

During the debate, various issues were identified as critical for implementation, as follows:

- Building political commitment;
- Creating a policy framework to ensure sustainability into the future, and development of the technical capacities required for introducing systems;
- Coordination of the work of varied departments and institutions;
- Allocation of dedicated resources for M&E;
- Centralised structures for M&E;
- Public engagement in an M&E system.

In addition to exploring a range of issues and engaging in debate on the contextual differences across the continent, the heads of the delegations also interacted with questions and comments that were submitted by cell phone to an internet-based system which enabled live interaction between the participants and the panellists.

The comments and additions are captured in Table 5.

Table 5: Selected comments and questions from participants, received by SMS

How could we collectively influence fragmented institutional arrangements for M&E?
Considering the culture of Kenya how do you plan to sell the idea of consequence management?
Monitoring and evaluation is functional for dictatorships as it gives dictators a sense of control and facilitates the process of ensuring patronage is distributed from the centre of government....
We may learn a lot but how do we build capacity to address the demand we are creating?
I think capacity in Africa exists to manage M and E! Are we just not committed to making it happen?
Can an undemocratic, corrupt government run an M&E system?
Are computer systems a resource or a trap?
M&E systems should be long term. Governments often think short-term (next election!) How do we bridge the gap?
..à moins que M&E pratique s'améliore, il sera un luxe que nous ne pouvons pas afford..
I agree that at the centre, capacity in Uganda is good but it needs to improve in the sectors and in local government.
M&E is based on the presumption of an intelligent centre - what happens if the centre is not so intelligent?
A lot of the systems still focus on activity information... How do you move to truly results-based management?
essayer de faire du système de SE un outil de prise de décisions et orientations de politiques de long terme et non pas un outil de gestion au quotidien de court terme
le système de SE est-il quelque chose de dynamique ou de fige
....we need a deeper motivation for an M&E Charter...we cannot say that we need a Charter because other Charters exist....

Even as the heads of the delegations noted variation in context and in approaches across the continent, they all expressed support for a more coordinated approach to M&E and for a fixed policy framework to ensure future sustainability. As a collective, they also noted the importance of establishing the required capacities for the future, of ensuring that the system is simple so that it has the requisite impact, and of securing wider buy-in to M&E.

9 OPEN SPACE SESSIONS: EXPLORATION OF TOPICS FOR FURTHER EXCHANGE

Topics	Purpose	Approach
Exploration of topics and areas for further exchange	To explore the ideas emerging from the workshop and develop ways to take them forward	Within groups participants reflected on topics that merit being taken forward into the future.

Through discussion in 'open space' sessions, people identified a number of topics that they would like to further explore in the future. Open space sessions are self-organising spaces where particular issues can be unpacked. The open space sessions that arose are broadly summarised as follows:

- Good policy and practice in M&E and the use of executive/presidential authority to achieve this;
- Establishing the distinction between monitoring and evaluation;
- Computerised systems and related processes for results;
- Good evaluation systems and the related structures that sustain institutionalisation;
- Systems for the overall management of performance;
- Building and sustaining political commitment for M&E;
- Systems and methodologies for sustaining priority objectives;
- Frameworks and approaches for the integration of planning and budgeting;
- Systems and processes for data collection and monitoring;
- Approaches directed at ensuring that there is a focus on the measurement of results;
- Frameworks and approaches for participatory monitoring and evaluation and the general inclusion of communities;
- Methodologies and approaches for the monitoring of frontline service delivery.

It is anticipated that these topics will feature in bilateral and multilateral engagements that unfold in the future. The reports from these open space sessions can be found online.

Above: Sulley Gariba encourages partcipants to be self critical

Left: A facilitator works with country groups to develop action plans

10 FORMULATING COUNTRY NOTES OF INTENT

Topics	Purpose	Approach
Formulating country notes of intent	Each country to elaborate on how they will take M&E implementation forward in their specific country	Country groups were given the opportunity to establish how they would take issues forward in their particular context and how responsibilities would be distributed

Country teams engaged in detailed discussions about their intentions for the future influenced by the learning that had unfolded within the workshop. Each country approached the discussion about 'future intention' in different ways. Whilst some documented their future plans in relative detail, others broadly captured the areas of exchange they would want to engage upon in the future. It is anticipated that the participating countries will use the discussions to shape their own internal strategies. In each instance, the countries provided brief report-backs on their priority issues for follow-up. These are briefly captured as follows:

- ***Benin:*** Benin felt it was important to introduce monitoring of frontline service delivery. The country would look at structural and capacity issues in M&E, including the management of consequences as in Malaysia. It would also focus attention on a strategy for the mobilisation of resources for M&E.
- ***Burundi:*** Burundi felt it was particularly important to operationalise an M&E structure within the Presidency. Burundi will also develop a guide for M&E and for the assessment of delivery in accordance with annual plans. It was also considered essential that there be an action plan for the communication of results to the wider public.
- ***Kenya:*** The immediate focus would be approval of the legal framework for M&E and conducting of a capacity audit for M&E. Kenya would also look at introducing a participatory M&E methodology. In terms of future interactions with others, Kenya would like to learn more about evaluation tools such as those used in Malaysia. A study visit to Malaysia will be arranged to look at the 'consequence management' approach that has been introduced.
- ***Senegal:*** Senegal will focus some its attention on the development of a national policy on M&E. This will include looking at ways in which M&E findings can feed into the decision-making process and would be linked to the national good governance programme. This programme would be updated to reflect the strategic role of M&E. Enhanced capacity building in line ministries will also be prioritised.
- ***South Africa***: In the initial period, substantive attention will be focused on ensuring that approaches are simplified and that all stakeholders understand what is being done. The country will also look at introducing a legal framework to sustain M&E work and ensure that authority is appropriately located. As part of the process, South Africa would also look towards managing cultural change, linked to a system of consequence management. Attention will also be given to introducing innovative methods and a system for citizen participation in M&E.
- ***Uganda:*** As an immediate step forward, Uganda intends to arrange a study tour to Malaysia. It would be keen to introduce a system for monitoring frontline service delivery. Of particular importance would be a system for performance assessment, linked to a data capturing system and changed institutional arrangements. Of particular interest would be using/adapting the tools developed in Malaysia. Attention in the immediate future will also be focused on capacity building for the conduct of evaluations.
- ***Ghana:*** A number of priorities have been established and the general starting point would be to look at the structural arrangements for M&E and how these can be optimised. As part of this process, there would be a review of the Constitutional and policy elements that facilitate M&E. A further area that would be explored is the misalignment between budgeting and priorities established within plans. Ghana is interested in pursuing citizen participation and their inclusion in monitoring frontline delivery. Ghana would also look to a framework for the proper costing of sector and district plans.

11 ENVISAGING THE CONTINUATION OF THE EXCHANGE

Topics	Purpose	Approach
Envisaging the continuation of the exchange	To discuss and share ideas with regard to continuing the peer exchange about M&E systems	Within a small representative groups participants focused on how the initiative could be taken forward.

To facilitate dialogue about the next steps countries continued to work on their notes of intent while, in parallel, a group was established to define the next steps in the wider process.

Various ideas were put forward with regard to facilitating further exchange. Contact points and champions would need to be identified to facilitate agreement on bilateral projects. Of particular importance for exchange would be the establishment of an appropriately modelled ICT forum. A declaration should be developed, perhaps linked to a ministerial communication. It was noted that the country case studies needed to move towards publication, subject to an international review. The opportunity afforded by Benin's 'evaluation week' could be used for the presentation of the case studies. Additional countries could be invited to contribute to the process and the products should, where appropriate, be linked to knowledge institutions.

To facilitate further learning, it was deemed imperative that one page summaries of key processes be developed. These should include some information on what is needed, what can be shared and the nature of possible bilateral cooperation. It was considered imperative that the process be linked to the work of existing institutions and forums. The group identified the following institutions, as a starting point: the African Evaluation Association (AfrEA), the South African Monitoring and Evaluation Association (SAMEA), the International Development Evaluation Association (IDEAS), the Conference of African Ministers of Public Service (CAMPS) and the African Community of Practice on Managing for Development results (APCoP – MfDR). As appropriate, resources that can be used will be identified.

As a key step forward, the overall process should be reviewed, under the guidance of CLEAR. This would include a review of what has emerged to date and what should frame the exchange into the future. This review could be released to coincide with the release of the publications.

In addition it should be noted that the following areas of overlap exist between countries' areas of interest.

Table 6: Areas of common interest

Action	Countries
Frontline service delivery	Benin, Uganda, Ghana
Consequence management	Benin, Kenya, South Africa
Resource mobilization	Benin, Ghana
Reviewing the position of M&E in government	Burundi, Kenya, Ghana
Improving delivery through M&E	Burundi, Uganda
Citizen participation	Burundi, Kenya, South Africa, Ghana
Communication	South Africa
Implementation of an updated policy and legal framework	Kenya, Senegal, South Africa, Ghana

12 CLOSURE

During the closing session, participants expressed their appreciation for the hosting of the workshop and the energetic work of CLEAR and DPME. Participants also urged that CLEAR continue to champion the initiative to ensure that future exchange opportunities are made available and that there be deeper and wider learning from country experiences. Participants evaluated the workshop and a post event feedback session was arranged with the facilitators. The evaluation results are captured in Annexure C.

The workshop was closed by Dr Sean Phillips, Director General of the Department of Performance Monitoring and Evaluation in South Africa. In addition to expressing the Minister's and his own commitment to sustaining the linkages established and fostering cross-country learning, he thanked participants for accepting the invitation to participate, and for their contribution to making the workshop a success.

In conclusion, Dr Phillips thanked the DPME organisers and CLEAR for their immense support and efforts towards making the workshop successful. He further thanked the partners, especially GIZ, for the support provided for this particular initiative and their on-going support for M&E in Africa.

ANNEXURE A: PARTICIPANT LIST

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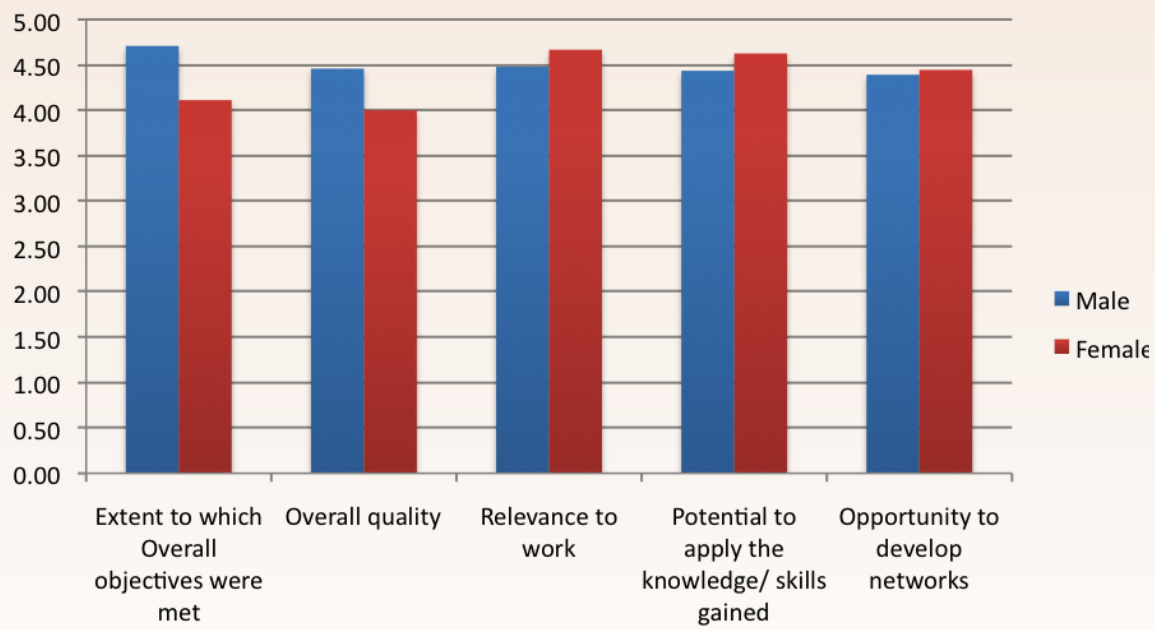
ANNEXURE B: STRUCTURE OF THE WORKSHOP

No	Topics	Purpose	Approach
1	Compiling perspectives on M&E	To build a common understanding of the many different perspectives on M&E systems within the room.	Participants discussed their views on M&E issues and challenges and moved between different groups to establish a set of common questions for exploration.
2	Expert overview of M&E systems worldwide	To gain an overview of M&E systems worldwide with a view to developing a common understanding of different models and terminology	Following content presentations from experts, participants expressed their perspectives on critical issues and generated a mind –map of issues that need to be considered.
3	Learning from African case studies	To learn from other African M&E systems with a view to extracting key insights and lessons learned.	Participants attended a minimum of four of the six country case studies to learn from the experience and to extract insights for future sharing.
4	Extracting key insights and examples of good practice	To extract key insights and identify good practice from the African case studies	Within mixed groups, participants reflected on key insights and practices and recorded these as a basis for encouraging further and more detailed exchange.
5	Learning from the Colombian and Malaysian experiences	To learn from the Colombian and Malaysian experiences of M&E	Following plenary presentations, participants focused on the key insights that would be relevant for their own context.
6	Identifying opportunities and challenges for M&E in Africa.	To establish a set of opportunities and challenges that would be most appropriate for M&E in Africa	In self-selected groups participants worked on establishing and prioritising opportunities and challenges for M&E in Africa.
7	Reflecting on implementation challenges in country contexts.	To reflect on what issues we need to address most urgently in our respective national contexts.	Within country groups participants reflected on the challenges that need to be addressed and the opportunities that could be pursued as a result of the exchange
8	Debate on Taking Implementation forward	To establish how the respective African countries intend to take M&E implementation forward	Country groups worked on a strategy for taking the process forward.
9	Exploration of topics and areas for further exchange	To explore the ideas emerging from the workshop and develop ways to take them forward	Within groups participants reflected on topics that merit being taken forward into the future.
10	Formulating country notes of intent	To elaborate how we intend to make M&E implementation forward in our country	Country groups were given the opportunity of specifying how they would take issues forward in their country context and the distribution of responsibilities.
11	Envisaging the continuation of the exchange	To discuss and share ideas with regard to continuing the peer exchange about M&E systems	Within a small representative groups participants focused on how the initiative could be taken forward.
12	Closure	Share feedback on the conference	In plenary summarise thoughts and feeling towards the process

ANNEXURE C: WORKSHOP EVALUATION

Overall the participants rated the workshop as good (4) to excellent (5) on critical areas that were surveyed. Males had a slightly more positive view of the objectives met and the overall quality of the workshop. Females had a slightly more positive view of the relevance, potential for application and the opportunity to develop networks. The post-workshop survey was completed by 33 of the 48 active participants.

Row Labels	Extent to which overall objectives were met	Overall quality	Relevance to work	Potential to apply the knowledge/ skills gained	Opportunity to develop networks
Male	4.71	4.46	4.48	4.43	4.39
Female	4.11	4.00	4.67	4.63	4.44
Grand Total	4.55	4.33	4.53	4.48	4.41



NOTES

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