THE 1ST Africa

MONITORING & EVALUATION INDABA

Held on 30 October – 1 November 2017 in Boksburg, South Africa

Report of Proceedings

Theme: "Opportunities and Challenges of Using Evidence from Monitoring & Evaluation (M&E) to Accelerate Economic Development and Employment in Africa"

planning, monitoring & evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

THE 1ST Africa MONITORING & EVALUATION INDABA

SOUTH AFRICA

planning, monitoring & evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

THE 1ST Africa MONITORING & EVALUATION INDABA

SOUTH AFRICA

TABLE OF CONTENTS

List of Abbreviations ---------- 4

1. Background and Context ---------- 5

1.1 Aim of the 1st Africa Monitoring and Evaluation Indaba ---------- 5
1.2 Theme of the Indaba ---------- 5
1.3 Key expected objectives of the Indaba and attendance ---------- 6
1.4 Key outcomes of the Indaba ---------- 6

2. Welcome and Opening Remarks ---------- 7

Dr Ntsiki Tshayingca-Mashiya, Deputy Director-General, DPME

3. Key Note Addresses ---------- 7

3.1 Minister Jeff Radebe, MP, Former Minister in the Presidency for Planning, Monitoring and Evaluation; and Chairperson of the National Planning Commission' South Africa ---------- 7

3.2 Ms Anne Githuku-Shongwe, Representative, UN Women South Africa Multi-Country Office ---------- 8

4. Remarks to set the tone of the Indaba ---------- 10
4.1 Ms Adeline Sibanda, President of the African Evaluation Association (AfREA) 10
4.2 Dr Asghar Adelzadeh Director and Chief Economic Modeller, Applied Development Research Solutions ---------- 10

5, Panel Discussions ---------- 11
5.1 Mr Tshediso Matona, Secretary of Planning, South Africa---------- 11

5.2 Ms Nana Serwah Amoako, Office of the President, Ghana ---------- 11

5.3 Dr Bernd Mueller, ILO Decent works---------- 12

5.4 Mr Chris Wake, DFiD (UK Aid)---------- 13

5.5 Mr Pramod Mohanlal, Yowzit, South Africa ---------- 13

5.6 Issues arising from panel discussion ---------- 13

TABLE OF CONTENTS *continued*

6. Feedback from discussions of sub-themes ---------- 14

6.1 M&E Ecosystems ---------- 14

6.2 Harnessing the demographic dividend ---------- 15

6.3 Innovations in data: the potential of big data and administrative data for decision-making ---------- 16

6.4 Use of evaluations ---------- 17

6.5 Gender, youth, children and vulnerable groups (leaving no one behind) ---------- 18

6.6 Fore-sighting and modelling for decision-making ---------- 18

Closing remarks ---------- 19

Way Forward ---------- 19

Lessons learnt: The shared vision of M&E within the region ---------- 20

DIAGRAMS

Diagram 1: Changing age structure ---------- 15

Diagram 2: The demographic dividend and key development frameworks ---------- 16

Diagram 3: The ADRS two core and eight specialised economic models in South Africa 19

APPENDICES

Annexure 1: 1st Africa Monitoring & Evaluation Indaba Programme ---------- 21

Annexure 2: List of Delegates ---------- 30

LIST OF ABBREVIATIONS

ADRS - Applied Development Research Solutions

AfREA - African Evaluation Association

AU – African Union

CGE - Computable general equilibrium

CLEAR- Centre for Learning on Evaluation and Results Anglophone Africa (

CSO(s) – Civil Society Organisation(s)

DFiD - Department for International Development, United Kingdom

DPME – Department of Planning, Monitoring and Evaluation, South Africa

EPW - Extended Public Works

GDP – Gross Domestic Product

ICT – Information and Communication Technology(ies)

ILO – International Labour Organisation

IMF – International Monetary Fund

M&E – Monitoring and Evaluation

MEMSA – Macroeconomic Model of South Africa

MP – Member of Parliament

MTSF – Medium Term Strategic Framework

NDP – National Development Plan

SDG(s) – Sustainable Development Goal(s)

Stats SA – Statistics South Africa

UN – United Nations

UNDP – United Nations Development Programme

UN-SA – United Nations in South Africa

UN Women – United Nations Entity for Gender Equality and Women's Empowerment

1. Background and Context

Africa has made significant progress in addressing the pressing challenges that have beleaguered its people for decades. Most countries on the continent have embarked on developing systems and strategies which were intended to facilitate the delivery of programmes to address pervasive poverty, inequality and poor social service delivery. Monitoring progress towards achieving intended outcomes has, however, been often relegated to a secondary activity, and has been completely left out of core programme design. Many programmes have been developed and implemented across the continent to address the most complex and demanding developmental challenges, but instruments to assess their impact on policy implementation have been found wanting. There is ample evidence that a clear framework for monitoring and evaluation is essential to effectively deliver any programme.

Currently, the Agenda 2030 for Sustainable Development, Africa Agenda 2063 and related national development frameworks and plans have engendered renewed interest to make Monitoring and Evaluation (M&E) systems contribute more meaningfully towards their attainment. The challenge however, remains that limited resources are availed to make M&E systems function optimally at their required and most effective capacity.

It is against this background that the 1st Africa Monitoring and Evaluation Indaba was convened by the Government of South Africa's Department of Planning, Monitoring and Evaluation (DPME) and the United Nations Monitoring and Evaluation Team in South Africa (UN-SA). The Indaba served as a platform of engagement that drew from the collective wisdom of both leadership and technicians to begin to dialogue robustly on how to advance M&E in order to make a difference in people's lives.

1.1 Aim of the 1st Africa Monitoring and Evaluation Indaba

The Indaba sought to promote knowledge exchange and learning from experience among African governments and key stakeholders in the M&E space; and to use evidence from M&E to contribute to economic growth and employment.

1.2 Theme of the Indaba

The main theme of the Indaba was: "Opportunities and challenges of using evidence from M&E to accelerate economic development and employment in Africa." The theme sought to focus deliberations around the use of data and evidence from M&E to contribute to important areas of economic development and employment, which are major challenges currently faced by many African countries.

Sub-Themes

The Indaba had six sub-themes aligned to the main theme, and were adopted as the topics of the parallel sessions for in-depth engagements and inclusive deliberations. The sub-themes were:

- M&E Ecosystems
- Harnessing the demographic dividend
- Innovations in data
- Use of evaluations
- Gender, youth and vulnerable groups (leaving no one behind)
- Fore-sighting and modelling for decision-making

1.3 Key expected objectives of the Indaba and attendance

- To foster collaboration between DPME and the UN in South Africa in terms of delivering on a joint international event of high impact.
- To promote use of evidence from M&E to achieve development goals via knowledge exchange among African governments and strategic development partners.
- To contribute to the implementation of local development plans and international development agendas of various countries through mutual technical advisory and support opportunities.

1. 4 Key outcomes of the Indaba

- Enhanced learning and common understanding of how M&E can be used to address economic development, employment and inequality facing African countries.
- Strengthened use of information (data, statistics) and evidence from M&E in policy, planning, programme design or implementation and development impact (e.g. Sustainable Development Goals, African Agenda 2063, Country Development Plans, etc.).
- Improved understanding of the importance and benefits of championing M&E by political leadership.

The Indaba brought together administrative leadership from Southern and East African governments; M&E program managers at central government level; economic sector representatives; multilateral bodies and other development partners active in the African continent. A total of 160 delegates participated in the Indaba, representing the following countries: Ghana, Egypt, Kenya, Lesotho, Senegal, South Africa, United Republic of Tanzania, Zambia and Zimbabwe. The South African delegates represented the following organisations: German Embassy, Sudan Embassy, the UN-SA agencies, all spheres of South African government (national, provincial and local levels), civil society, academia and the private sector.

"Many programmes have been developed and implemented across the continent to address the most complex and demanding developmental challenges, but instruments to assess their impact on policy implementation have been found wanting. There is ample evidence that a clear framework for monitoring and evaluation is essential to effectively deliver any programme."

2. Welcome and opening remarks

Dr Ntsiki Tshayingca-Mashiya

Dr Ntsiki Tshayingca-Mashiya, Deputy Director-General; Department of Planning, Monitoring and Evaluation (DPME) welcomed delegates from African countries; the United Nations (South Africa); and South African delegates. She stressed the value of sharing knowledge and welcomed the opportunity to exchange ideas and lessons on how to strengthen M&E in ways that will result in positive impact on government outcomes, and thus on people's lives.

3. Keynote Addresses

3.1 Minister Jeff Radebe, *The former Minister in the Presidency in South Africa*[1]

Minister Radebe began his keynote address by welcoming the delegates. He mentioned that 2017 was declared as the year of O.R. Tambo by the South African Government. Mr Tambo was being honoured for his work in the country's struggle against oppression. He applauded the United Nations for formally declaring Apartheid as a crime against humanity in 1973 and stressed how the world continues to marvel at how South Africa transitioned from a pariah state to an admired democracy through the sacrifices of O.R. Tambo and his fellow freedom fighters, as well as many fellow African countries and the global community led by the United Nations.

In light of progress made by different African countries to improve the lives of its citizens, the Minister mentioned the significance of documenting, monitoring and evaluating progress of how the ideals of human rights, freedom, peace and development improve the quality of life, especially in the beloved continent, Africa. He then commended the theme of the Indaba and proceeded to draw insights from the South African experience of implementing planning, monitoring and evaluation programmes, highlighting the following key initiatives:

i) *The National Development Plan Vision 2030* – the delegates were informed of a chapter on international relations in the NDP whose strategic intent is to 'create a better South Africa, contribute to a better and safer Africa in a better word'. As the NDP is being implemented, the country contributes meaningfully to the realization of aspirations embodied in the African Union (AU) Agenda 2063 and to the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development championed by the United Nations Development Program (UNDP). The Minister cautioned that deliberations during the Indaba should not become mere rhetoric, but rather used as an opportunity to make a positive difference in people's lives in respective countries to collectively move Africa forward. He added that measurements of progress made in implementing these development agendas through producing evidence is critical and mentioned that much still needs to be done so South Africa could learn from peer countries represented at the Indaba.

ii) *Monitoring the NDP* – the Minister explained the country's different monitoring initiatives that indicate whether development goals are being attained. The 5-year Medium-Term Strategic Framework (MTSF) was mentioned as one of the instruments used by Cabinet in engaging with monitoring evidence. Delivery support to special areas is provided through the Operation Phakisa initiative which undertakes detailed operational planning and monitoring with key stakeholders drawn from the private sector, civil society, public entities and all spheres of government in what is referred to as Operation Phakisa Delivery Labs.

He mentioned the monitoring of development progress at the coal-face of service delivery by regularly engaging communities. This type of monitoring ensures the use of monitoring to bring about hope to the people, and government has put in place plans and systems to improve the quality of life.

[1] *This keynote address was delivered via a video message presented to delegates during the evening event of the first day, and during the opening of the second day.*

iii) *Evaluations* – delegates were informed of the country's National Evaluation System that produces more in-depth and objective analysis of policies, programs and systems. A number of evaluations have been undertaken that allow the country to go beyond superficial monitoring reports into critical analyses of programs and services that contribute to making informed decisions on how to improve policies and service delivery and improve government effectiveness.

The Minister proceeded to highlight the importance of using evidence from monitoring and evaluation to hold management to account and enforce corrective measures. He challenged the Indaba to gather ideas on how to strengthen this aspect of using evidence to ensure consequence management.

The concluding remarks highlighted the importance of good leadership in giving direction and ensuring that decisions are informed by sound evidence. Bodies such as the United Nations (UN), the African Union (AU) and others emerged out of decisions by leaders who realised that collective wisdom is the key solution to improve the lot. Delegates were encouraged that this first Africa M&E Indaba might be a key turning point that ensures that monitoring and evaluation makes a difference in the lives of citizens.

Lastly, the Minister listed the critical success factors that have the potential to ensure that decision-makers use M&E evidence:

- Keep it simple
- Make it fit for purpose
- Do balanced analysis
- Time is of essence

He concluded by expressing the sentiment that the Indaba will not be a mere talk-shop, but rather a serious opportunity to start dialogue on critical matters of common interest among African countries and development partners. He commended the Indaba that it has made provision in its programme to collectively reflect on practical actions that will be taken forward post-event.

The Minister then launched the 1st Africa Monitoring and Evaluation Indaba.

3.2 Ms Anne Githuku-Shongwe - *UN Women Country Representative*

Ms Anne Githuku-Shongwe, the Representative of the UN Women South Africa Multi-Country Office gave the keynote address on behalf of Mr Gana Fofang, the former Resident Coordinator of UN-SA. She welcomed delegates and acknowledged that they represent various government branches that are in the heart of the countries' planning and development. She also endorsed the value of sharing lessons and ideas between countries.

Ms Githuku-Shongwe underlined the increasing importance of using evidence and M&E in the context of national development, and in various stages of developing the policies and strategies, implementation, review and assessment of the impact. Global and African frameworks such as the Sustainable Development Goals (SDGs), and Agenda 2063 of the Africa Union demand effective monitoring and evaluation; and the gathering of data, evidence and information in a sustainable manner. She commended the globally agreed upon framework for global sustainable development in the SDGs, and AU's Agenda 2063 which envisions "A shared strategic framework for inclusive growth and sustainable development and a global strategy to optimise the use of Africa's resources for the benefit of all Africans." Both frameworks were summarised as *Leaving No One Behind for the Benefit of all Africans*.

Ms Githuku-Shongwe acknowledged the difficulty of contextualising and localising the global and regional visions and frameworks in national policy making and their processes, and in implementing programmes and initiatives. The complexity of tracking of progress towards achieving intended outcomes was mentioned as being relegated to a secondary activity, or completely left out of core programme design, with 5% of programme budgets earmarked for monitoring and evaluation.

UN's support to African countries to strengthen the M&E and data/evidence-generating framework for purposes of monitoring/evaluating national development plans and strategies was highlighted under each sub-theme:

i) *M&E Ecosystems* – Delegates were reminded that as they deliberate on shaping their country eco-systems, they are often tempted to create Ministries of M&E as panaceas. A challenge was then posed: are *Ministries designed to inform and shape the development agenda to Leave No One behind and benefit all Africans?* Delegates were also asked if they knew who in each of their countries or across Africa was being left behind? The example of research in Nigeria on the substantial ethnic inequalities between the Hausa, Fulani, Yoruba and Igbo in Nigeria was cited. The relatively impoverished Fulani are eight times less likely than Yoruba to have access to sanitation, three times less likely to have had a substantial education and more than twice as likely to belong to the bottom wealth quintile. Delegates in attendance of the M&E Ecosystem session were challenged to consider whether a country's data and M&E ecosystem informs the nation of such inconsistencies, and whether a country plans with this inequality in mind.

ii) *Harnessing the Demographic Dividend* – Ms Githuku-Shongwe pointed out that Africa is at the crossroads of opportunity with an increasing working age population. Similarly, the International Monetary Fund (IMF) estimates that Africa will account for 80% of the projected 4 billion increase in the global population by 2100. This signifies the potential for economic growth if properly harnessed. The challenge posed to the Indaba delegates was whether Africa has the data and M&E systems to inform her greatest area of investment for young people, or whether countries continue to program along the same lines to achieve economic growth with the anticipated population growth.

Ms Githuku-Shongwe went on to cite a World Bank report that argues that the full potential dividend can be realised in Sub-Saharan Africa with proactive policies. The report argues that harnessing the demographic dividend means empowering women and girls by improving their health, enhancing their human capital through increased investment in education and skills, and providing them with greater market, social and decision-making power.

iii) *The potential for big data and administrative data for decision-making* – The example of 6 billion mobile phones in the hands of citizens was used to explain the exponentially increasing volume of data in the world. Related to this is the amount of digital data being created globally, yet only 0.5% of it is ever analysed. This implies that many citizens go uncounted, including some of the most vulnerable population groups. Ms Githuku-Shongwe stressed that Africa is often accused of mediocre and antiquated data but mobile data has the potential to offer quick, real time data. She used *Ushahidi* and *MPESA* as examples.

iv) *Use of Evaluations* – Different countries have started using government systems to promote the use of evidence to improve the role of M&E in the context of SDGs. Examples include (i) Uganda – the first country on the Continent to align its NDP, sub-NDPs, and its budget with the SDGs; (ii) Sierra Leone – a crisis-affected country that has successfully set the stage for SDG progress with commitment from the government to monitor the implementation of SDGs; (iii) Mauritania that has demonstrated efforts to streamline SDGs with its new NDP.

v) *Gender, Youth, Children and Vulnerable Groups* – The concern raised was whether investments in data and M&E systems at the country level reflect disparities and inequalities that indicate the real need, or whether data is collected in convenient locations. Mention was made of the inadequate design of M&E systems in line with country biases; and the achievement of targets without focusing on data that informs who, where and what improvements are necessary for those in need. To clarify this, Ms Githuku-Shongwe used Goal 5 on Gender Equality. She mentioned that UN Women lacks data to monitor 80% of SDG 5 indicators on gender equality. Without such data, there is no credible path to achieving the SDGs. Ms Githuku-Shongwe emphasised that only 2% of the US$131 million statistical capacity-building resources is devoted to projects that address gender equality. Lastly, she mentioned the South African Poverty Trend Report that disaggregates the population of poverty by age, race, gender and location as an instrument that allows for effective policy-making for those who are in need and builds a nation where "no one is left behind".

v) *Fore-sighting and modelling for decision-making* – In light of the need for inspiration to create a different future - to build a mental picture or thinking about how we envision the future - Rwanda was identified as having clear fore-sight of the country's developmental direction. The Rwanda example was used to highlight that data and M&E guides the policy makers in each step of decision-making to be in line with fore-sight.

Ms Githuku-Shongwe highlighted the importance and timeliness of the current Indaba for African governments to interact on M&E, at a time when there are more diverse actors involved, and new instruments are being developed to generate data and evidence that can be used for innovative methods of monitoring. She reiterated the UN's commitment to support the development agenda of individual countries in Africa and globally, and to assist in creating sustainable M&E and evidence-generating frameworks. She expressed the hope that globally agreed-upon measures and monitoring of progress can make transformative impact to the society.

Ms Githuku-Shongwe concluded her keynote address by wishing all the delegates and attendees a fruitful and productive three days.

4. Remarks to set the tone of the Indaba

4.1 Ms Adeline Sibanda, *African Evaluation Association (AfREA)*

In her remarks, Ms Sibanda commented on the appropriateness of the theme that reflects on the use of evidence to accelerate economic development. She stressed that economic development and employment creation speak to SDG 8 (Decent work and economic growth) and Agenda 2030.

The main issues to contend with are:

- *Who drives the economies of Africa?*
- *How is employment created in Africa?*
- *Can M&E alone lead to economic growth?*
- *What factors lead to economic growth?*
- *How can youth participate in economic growth?*
- *How are results reflected?*
- *Do we know who is left behind?*

Ms Sibanda requested the Indaba to consider the changes that interventions are making to citizens. She commented that most countries on the continent have come up with improved macro-economic policies and systems that are being translated into practice to address issues of economic development. However, concerns over policies alone as being sufficient to drive economic development remain. Similarly, concerns over the measurement of democracy and accountability also remain. The monitoring and evaluation of programs in conflict ridden countries is a challenge, especially when citizens are pressed with issues of security.

Ms Sibanda noted that evaluation alone cannot accelerate economic development. The packaging of evaluative data must inform citizens; it has to be audience-specific and should consider the user of data who makes decisions for change. Ms Sibanda contended that measurement alone is not sufficient. Evidence from evaluations also provides valuable information for making decisions. This therefore requires countries to ask more evaluative questions for more evaluative thinking, and create robust national evaluation systems.

The context within which evaluations are conducted should be cognisant of appropriate tools and methodologies for data collection and ensure that no one is left behind. The enabling environment should consider setting funding aside for evaluations and developing a strategy for use of evaluations as evidence. Lastly, the achievement of sustainable growth in Africa is of paramount importance to ensure that no one is left behind.

4.2 Dr Asghar Adelzadeh, *Applied Development Research Solutions (ADRS)*

Dr Adelzadeh presented the advanced analytical tools that have been designed in partnership with Statistics South Africa (Stats SA) to enhance the policy design, forecasting, monitoring and evaluation capability of government. He acknowledged that successful economic transformation requires knowledge and planning instruments that support strategic decision-making. Stats SA and ADRS have explored the possibility of facilitating government access to more advanced analytical tools for planning, monitoring and evaluation that are built upon Stats SA's raw data and basic analytic tools.

The models were described as having the potential to enhance the capability of the South African government to generate forecasts of key economic and development indicators that are necessary for strategic forward looking decision-making; and establishing baseline forecasts to monitor and evaluate future paths of economic growth, employment, poverty alleviation, and inequality reduction.

The suite of economic models that were developed cover macroeconomics, industry, taxation, social security, energy, emissions, skills demand and supply, poverty and inequality. These were built and maintained using Stats SA's various time series and household survey resources and other official statistics. Their utility reflect their ability to quantify the economic and social impact of diverse policies and programs. Some of the models capture the accounting relationships in the economy and the behaviour of private sector, household, and government to produce annual forecasts of, amongst others, poverty and inequality by gender, race, province, age and quintile.

Dr Adelzadeh concluded by demonstrating the capability of the models by presenting results of a hypothetical economic scenario.

5. Panel discussions

5.1 Mr Matona, Secretary of Planning, DPME, South Africa

Mr Matona reflected on Ms Githuku-Shongwe's address by appreciating the opportunity to address the elusive development quest which respective countries are still grappling with. He noted that the pre-occupation with the challenge of development inevitably leads to the need for effective planning. There is the reality that many countries are undertaking National Development Planning, and are engaging on a continuous basis with neighbours and across the Continent to learn from each other.

Mr Matona briefly outlined South Africa's organic development on planning, which was introduced in 1994 at the onset of the democratic rule. It had clear optimistic development goals which it intended to undertake on its own with its own resources. The country realised fifteen years down the line that it was not achieving its goals fast enough to eradicate the vestiges of apartheid and social inequities.

A major review of progress was undertaken in 2012. This relied on best practice, evidence, and research recommendations.

Some of the findings listed included:

- The preparedness of the country to implement the National Development Plan, and to undertake change management;
- Measurements of performance;
- The quality of indicators;
- Information systems and the submission of reports through a number of channels;
- The large number of reports which each department must prepare leaving little time for work – the reporting space needs to be improved; as well as the efficiency of government reports on progress to citizens;
- Managing the autonomy of departments/ institutions and understanding what is being monitored, and the consequences of findings.

Mr Matona concluded by sharing the observation that some ministers are against being monitored, which shows how far government is from appreciating the benefits of M&E to improve programs.

5.2 Ms Nana Serwah Amoako, *Office of the President, Ghana*

Ms Amoako sketched the evolution of monitoring and evaluation in Ghana. She highlighted that its effectiveness was not based on real-time monitoring in that data was collected for policy and decision-making purposes. Initially, before the strengthening of M&E in the country, the media was strong in monitoring and evaluating programs that led to government/civil society reporting. Evaluations were driven by donors, and findings were scattered which led to a disconnection in the donor-government feedback loop. Ms Amoako stressed that during this period, the country experienced erratic economic growth because of the change of government as well as equitable reduction of growth.

The country has in the past experienced instances where the government insisted that it is implementing programmes/projects of campaigns, but the public found that their lives were not improving. The outcomes of government programmes did not translate into improving the lives of people. This resulted in growing pressure on government performance. In addition, the country also experienced drops of GDP growth, and economic distribution gap growth.

The pressure for government to show results increased and the need to strengthen M&E opportunities mounted.

Ms Amoako listed several measures taken by government to elevate M&E:

- M&E political leadership by a Minister who reports to Cabinet and Parliament;
- Linking of M&E to results as a way of real-time monitoring;
- Integration of M&E processes and introducing the science of "deliverology" to strengthen the integration process;
- Undertaking strategic prioritisation in order to understand government priorities in tier processes;
- Use of M&E to drive economic growth.

Apart from driving M&E results, a concern to the country was ensuring that evaluation is not external to institutions. This saw the introduction of:

- Result-delivering models in the form of result structures/units in M&E systems for sustainability; and innovative decision-making laboratories which bring stakeholders together;
- Linking M&E in national budget processes;
- Linking government result areas for high priorities to monitoring and evaluation, and ensuring that feedback influences planning;
- Implementation of government priorities such as the free senior high school model in Ghana.

Ms Amaoko further stated the concern that the development of government priorities is not solely owned by government but draws in multiple stakeholders.

Ms Amoako concluded her remarks by outlining key M&E challenges faced by Ghana:

Capacity building – Ghana has no university courses in M&E. The country has recently started M&E courses which will lead to a degree.

Resources – despite the high political energy on M&E, and the generation of real time reports for Cabinet and Parliament, M&E resources are a challenge.

Sustainability – every change of government comes with a different approach to M&E. This leads to the concern of striking a balance between credibility and neutrality to ensure that sustainability exists beyond government.

Integration of M&E with broader development goals to drive the sustainability of M&E.

5.3 Dr Bernd Mueller, *International Labour Organization (ILO) Decent works*

Dr Mueller's remarks focused on employment monitoring and outcomes monitoring. He started his remarks by briefly looking at the meaning of employment. The understanding of unemployment rate often becomes a political debate which does not accept informal employment as employment. The example of the South African Extended Public Works (EPW) program was used to clarify the concepts of "jobs" and "decent work". The EPW also allowed for debate on how and if such programmes could be counted as employment so that they are monitored adequately. Dr Mueller indicated that ILO has different guidelines that could clarify concerns on monitoring employment.

On the UN principle of 'Leaving no one behind', Dr Mueller posed the question: "Who are the ones who are supposedly at risk of being left behind". He suggested the move away from broad-based categories such as 'women' and 'youth', but to rather understand the specific populations within those categories that are at risk of being left behind. The example cited was that of subsistence farmers who are defined as poor people who engage in casual labour and tend not to fall into the category of employment in that they are the poorest of the poor, and do not reflect in statistics.

The challenges of monitoring employment in highly impoverished areas was mentioned. In the same vein, the opportunities created by using statistical tools such as the labour force surveys are a positive trend in monitoring employment.

Dr Mueller concluded his remarks by emphasising that M&E is not just a discipline, but rather a tool for implementation.

5.4 Mr Christ Wake, *DFiD (UK-Aid)*

Mr Wake explained that DFiD supports data and M&E systems which it sees as crucial for measuring against global development goals, allow for policy-making through evidence and provide information to citizens. Accurate data on the poorest in society is seen as crucial in ensuring that 'no one is left behind'.

Mr Wake also outlined the DFiD approach to development which includes the commitment to economic development - captured in its economic development strategy - development capital, and leveraging international markets. Data is crucial in the DFiD approach.

The contribution of open data towards the achievement of economic growth was raised. The role of the United Kingdom in promoting the transparency of data was mentioned. Also, DFiD delivers programs to strengthen M&E systems. Examples in this regard include the DPME/CLEAR bilateral partnership with DFiD to strengthen M&E systems; and the Twende Mbele support from DFiD to strengthen M&E through peer support between South Africa, Uganda and Benin.

5.5 Mr Pramod Mohanlal, *Yowzit, South Africa*

Mr Mohanlal focused his remarks on the sub-national level by commenting on the effect of poor service delivery and poor work at the sub-national level. He questioned whether M&E leads to increased accountability and responsiveness of the State, and the timeframes required to effect systematic societal change. Concerns of the use of data for real time monitoring were raised, and whether the state is capable of monitoring itself. In addition, the role of the media in strengthening M&E systems was questioned.

Mr Mohanlal came up with propositions for the Indaba to deliberate on:

- How can citizens hold the state to account?
- Does the state have the capacity to deal with innovation and data?
- Who funds M&E activities in communities at local level and how is it sustained?

5.6 Issues arising from panel discussion

The Indaba generated debate and discussions on key issues highlighted below:

- The contributions of planning, monitoring and evaluation to economic development and the importance of understanding what is being monitored.
- To ensure that no one is left behind, it is crucial to identify all relevant stakeholders.
- M&E should be results-oriented; simple basic approaches should be followed when conducting M&E.
- The importance of a mind-set change at executive levels of government (which is currently informed by the experience that M&E is not appreciated).
- The question of who funds M&E surfaced. There was an understanding that it has historically been done by donors who often come with their own conditions.
- Need to understand the ILO strategies to curb unemployment.
- The concern that SDGs cannot be achieved without a data revolution. Existing planning models that target people do not produce real data. The example cited is the statistics on food insecurity which do not give specifics of actual people who are poor.
- The use of administrative systems to provide live data.

6. Feedback from discussions of sub-themes

6.1 M&E Ecosystems

Delegates in the M&E Ecosystems stream discussed the concept as a way of reaching a common understanding on what constitutes an M&E Ecosystem. They agreed that a country has many stakeholders in the national M&E system that range from state bodies and non-state actors such as civil society and the private sector. Relations and interactions among these role players in the M&E community within a country was explained as an M&E Ecosystem. Such a system uses various approaches that acknowledge the importance of the use of evidence for decision-making, accountability, performance improvement, effective development and sustainability.

Guiding Questions

The delegates were guided by the following questions in their discussions of M&E Ecosystems:

- What are the mechanisms for strengthening M&E systems for better institutionalisation and utilisation of M&E?
- What lessons can be gained from African M&E Ecosystems?
- What are we learning from governmental M&E systems?
- What are some experiences from central government bodies?

Discussion

Delegates engaged extensively on the various mechanisms of strengthening country M&E systems. They noted that the absence of a set of standardised competencies that are necessary to strengthen M&E make existing systems opportunistic. Similarly, the lack of regulatory mechanisms and standardisation weakens attempts to strengthen M&E. The stream referred to the idea of missing or nascent 'M&E made in Africa' which explains the tendency to import M&E systems and practices that do not consider indigenous cultural appropriateness.

There was an observation that M&E systems are 'homeless', which explains the difficulty of standardising M&E, and leads to questions of where it will sit. In addition, M&E systems lack a common defined body of knowledge that can lead to citizens pursuing a pure degree in M&E. To become an M&E specialist, officials pursue short courses. Though countries are building the regulatory system, M&E boundaries are found to be highly permeable due to the absence of standardised ways of setting systems. The challenge of putting standards in place to ensure quality M&E thus remain.

The concern around M&E attempting to adapt to its environment was discussed including whether it is seen as a transformative system that can introduce change.

Key Recommendations

- Countries that do not use the M&E Ecosystem were encouraged to do so, especially with regards to coordinating various stakeholders who make M&E systems operate and make a difference in a country.
- The Indaba should be used as a Forum where agreement is reached on common indicators for SDG reporting. While countries are at liberty to choose and customise indicators, Africa is also expected to report on these indicators as a region. If different countries are choosing different indicators, Africa will thus face the challenge of incompatible comparisons between countries.
- Countries should advocate for more investment in M&E and data.

6.2 Harnessing the Demographic Dividend

Delegates in this session reached a common understanding that countries with the greatest demographic opportunity for development are those entering a period in which the working-age population has good health, education, decent employment and a lower proportion of young dependents. Such countries can be described as having a substantial national economic payoff, referred to as a "demographic dividend". The achievement of sustainable development requires the assurance that all women, men, girls and boys expand their capabilities, find decent work and contribute to economic growth. Delegates also agreed on the necessity of governments to know their present and future populations as they develop.

The stream focused on improvements of national data systems to map and address inequalities; and discussed the mainstreaming of demographic intelligence to improve responsiveness, targeting impact of development policies, programmes and advocacy.

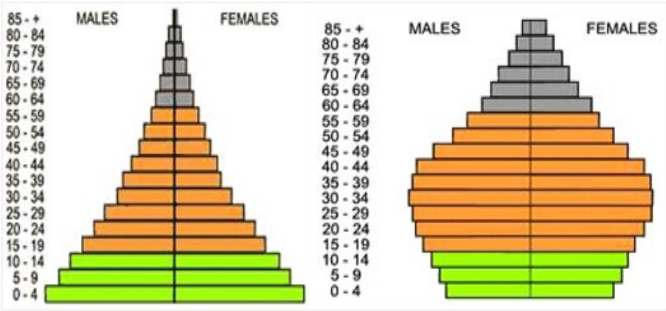
Guiding Questions

- What does the Africa demographic situation look like?
- How can pro-development demographic conditions be created through the four pillars of the demographic dividend?
- What are the four pillars of the demographic dividend?
- How can population data assess the potential for demographic dividend of countries?

Discussion

The stream further elaborated on a common understanding of the demographic dividend as the economic benefit arising from a significant increase in the ratio of working-aged adults (15-64 years) relative to young and elderly dependents. They contend that when birth rates decline significantly, a population's age structure shifts from one dominated by dependent children and elderly to one dominated by working-age adults; and with timely, targeted and simultaneous investments at macro and micro levels, this shift can accelerate inclusive socio-economic development. *(See Diagram 1 - above, right)*

Diagram 1: Changing age structure



The changing age structure can produce a window of economic opportunity in countries; and the working population are empowered, healthy, well-educated and highly skilled; and employed with decent jobs.

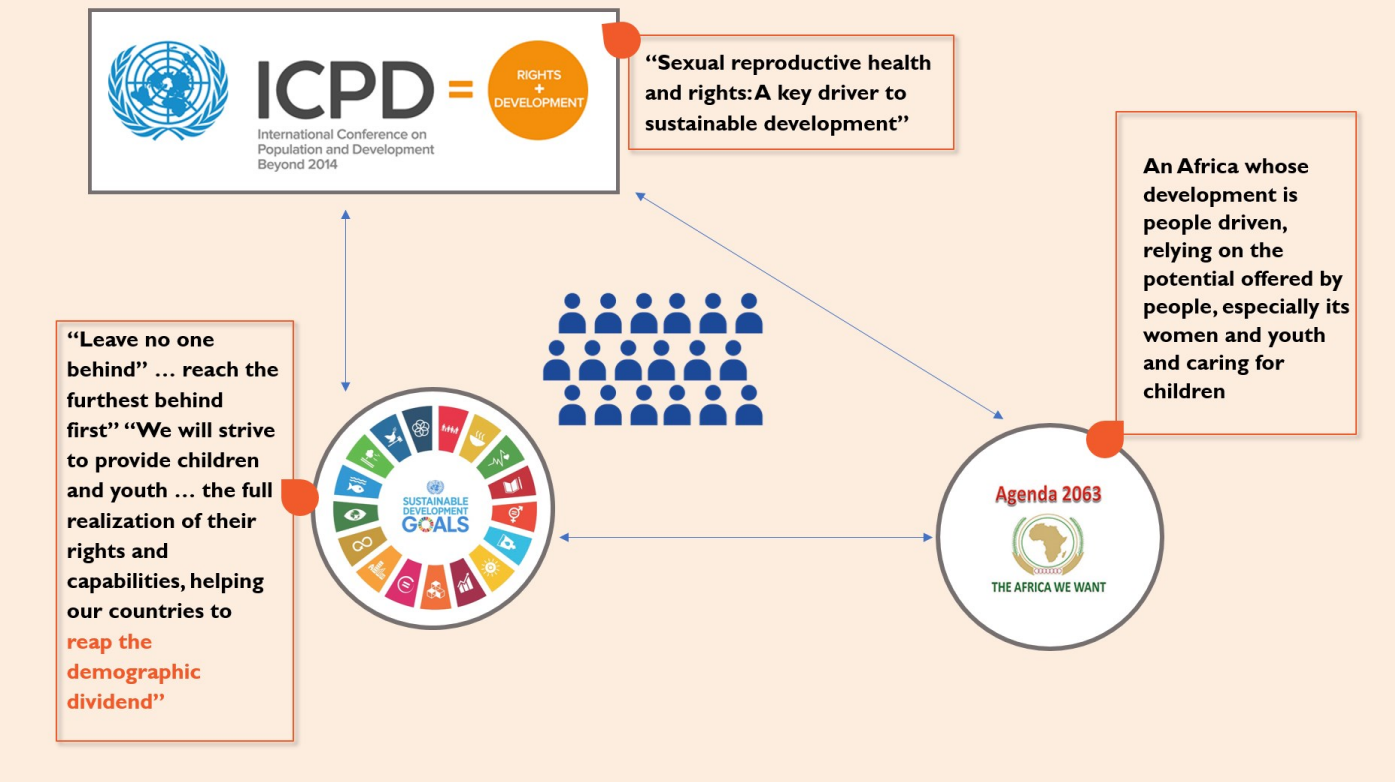
The AU 2017 theme was 'Harnessing the Demographic Dividend through investment in youth". This requires African countries to tap into the youthful population by creating pro-development demographic conditions through the demographic dividend pillars:

- Health and well-being
- Education and skills development
- Employment and entrepreneurship
- Rights, governance and empowerment

Delegates concluded their deliberations under this stream by acknowledging that harnessing the demographic dividend is a long-term process that requires consistent long-term action. Country efforts are expected to go beyond the 2017 theme to become part of the systematic work that involves all key stakeholders towards achieving Agenda 2063 and the 2030 Agenda for Sustainable Development. Lastly, countries should take advantage of the availability of data to conduct demographic dividend diagnostics at national and sub-national levels.

The demographic dividend was situated in development frameworks *(see Diagram 2 on page 15)*:

Diagram 2: The demographic dividend and key development frameworks



Key Recommendations

- Analysis of disaggregated and detailed M&E data is necessary for effective and accurate policy planning and decision-making for African countries. Countries must further disaggregate the active working population by variables such as age; educational level; geography etc. to identify gaps.
- The challenge raised during the Indaba was on how Africa could create pro-development demographic conditions through the four pillars of the demographic dividend. Countries were thus encouraged to undertake research to generate data or use existing data, analyse it, and make it accessible under these pillars.
- Given the magnitude of the pillars, the indaba agreed to address the pillars by prioritising the health, education, and economic inclusivity pillars of the demographic dividend. Countries were encouraged to facilitate coordination among those who generate, analyse and use data.

Inclusivity of youth in discussions of the demographic dividend was emphasised to ensure that 'they are not left behind'.

6.3 Innovations in Data

The stream focused on data generated at an unprecedented rapid pace through the ICT revolution in the form known as big data. Big data sets include mobile phone data and data generated on the internet. It also includes administrative data that is collected for administrative purposes during the delivery of a service. In as much as there are impressive technological innovations, inequality persists. Governments are becoming increasingly aware of the need to utilise technology to provide responsive and timeous services to citizens and ensure that the Sustainable Development Goal commitments are translated into effective action. This requires a precise understanding of target populations by disaggregating data to address all vulnerable groups, ensuring that no one is left behind. Governments are offered opportunities to better understand the needs of citizens and to gain better insight to guide decision-making regarding policy choices and the design of programs.

Delegates were cognisant that business and government institutions are increasingly moving towards data driven business and delivery models. Large amounts of data are being generated continuously in real-time, and data is increasing in volume, variety, veracity, velocity and value.

The stream simplified the future data landscape into the following steps:

Step 1: Interoperability standards and frameworks

Step 2: Information exchange

Step 3: Foundation information infrastructure

Step 4: Real time digital integration

The status for South Africa indicates that the country has a comprehensive list of data sources, but still requires research into administrative data sources and their integration with other data sets.

Key Recommendations

- Statistical offices were encouraged to work together to set standards and harmonise concepts for the use of administrative data for policy formulation;
- Youth and the private sector should be included to ensure that no one is left behind;
- When building capacity, countries should include making equipment available that will increase access to administrative data; and strengthen the capacity of users.

6.4 Use of Evaluations

The stream on the Use of Evaluations explored how evaluations are used to move economic development outcomes forward for countries. It also demonstrated evaluation studies in reviewing government programs, improving policies, accountability and decision-making on economic development initiatives, and creating employment opportunities.

The evaluation systems of the governments of Kenya, Zambia, and South Africa were analysed, and assessed in how they promote the use of evidence in economic development.

The analysis was based on the following sub-themes:

Gender – which has since become a focus in evaluations in countries such as Zambia and Kenya. Evaluation results indicate better outcomes for women than for men. The stream concluded that there is a need to consider gender dynamics in the use of evaluations.

Culture – The delegate from Kenya highlighted the importance of Evaluation Weeks which the country has emulated from Benin. There was an acceptance in the stream that the location of evaluations is important. The more it is inculcated, the more it creates a culture.

Donor/power relations – The importance of attaining a balance between the support of donors and government was found to be key. Donor accountability was stressed - that donors need to account to government, and joint partnerships should be promoted between the two. National databases for all evaluations were suggested as ways of avoiding duplication.

Incentives – The principles of carrots (assisting as much as possible); sticks (consequence or not); and sermons (importance of evidence-use) was highlighted.

Accountability by government and civil society – Zambia and Kenya mentioned democratisation as having increased the demand for evaluations. Ghana indicated that the media tends to hold government to account. All countries agreed that the achievement of impact needs to feedback to the community.

Key Recommendations

- Gender evaluations should not only be led by women, but also include men.
- An evaluation culture should be built through leadership and improved capacity development.
- Government evaluation systems such as National Evaluation Frameworks should clarify the role of donors.
- Importance of a multi-faced approach to incentives that emphasises a culture of learning and improvement, rather than compliance.
- All role players need to take up their role – e.g. Civil Society Organizations (CSOs) in voicing the needs of citizens; parliamentarians in their oversight roles; opposition parties in keeping track of government performance.

6.5 Gender, Youth, Children and Vulnerable Groups

Central to the 2030 Agenda and the Sustainable Development Goals (SDGs) is the concept of "leaving no one behind", so that development is equally shared amongst all segments of society. However, disaggregated data and evidence does not provide insights for policy making to address all vulnerable groups. The stream discussed the challenges and potential solutions of the use of M&E so that policies include those that are often "left behind", and the inclusivity of policies in a country's economic growth and employment creation.

Guiding questions

- How is research/studies/evaluations/data used to inform policy and programmes so that they "leave no one behind"?
- What concrete M&E steps should be taken to ensure that "no one is left behind" (gender, youth, children and vulnerable groups)?

Discussion

Delegates discussed the importance of tackling child poverty as a necessary precondition for economic growth. They however mentioned that only half of the countries in the world have child poverty data, which can be harnessed to produce evidence. The stream agreed that national data on children is vital for quantifying the extent of need and assessing the adequacy of provision; the use of census datasets for purposes of drilling down to small area levels can be complemented by administrative data.

Key Recommendations

- Gender evaluations should not only be led by women, but also include men.
- Engaging all relevant stakeholders in participatory research from the beginning (e.g. Civil Society Organizations – CSOs; private sector and direct beneficiaries).
- Government and stakeholders engage in continuous social dialogue as equal partners on the same development agendas with continuous feedback on progress and results.
- Need to appoint qualified practitioners who are responsive and cognisant to the context.
- Identify political champions who can mobilise resources and an inclusive agenda.
- Design policies and frameworks that are customised for different audiences, beneficiaries and context.
- Institutionalise reporting mechanisms, and efficient budget allocations for M&E.

6.6 Fore-sighting and Modelling for Decision-Making

Over the past decade, macroeconomic models are increasingly becoming indispensable tools for policy makers, useful in both forecasting and comparing different policy options. The models have the benefit of elevating decisions to a systematic level for policy makers who need to predict the future direction of an economy before they can decide on which policy to adopt, and provide guidance and explanations of policy changes.

The delegates in the parallel session discussed the challenges and the specific country contexts of policy makers that contribute to limited understanding of how macroeconomic fore-sighting models work. The resultant effect of the absence of reliable, timely and appropriately disaggregated data were also reviewed. These were found to restrict the ability to extract quantitative information from limited available data.

Modelling and fore-sighting tools for policy analysis and decision-making were demystified, and the gap between policy and the use of data and M&E systems for decision making were explored. A common understanding of fore-sighting and modelling were reached, and these were described as:

- *Fore-sighting:* a process of making a justified statement on possible future events, based on quantitative analysis and data modelling, using the past and present as a basis.
- *Modelling:* a systematic, participatory, future intelligence gathering and medium-to-long-term vision building aimed at present day decisions and mobilisation of joint action. Its use is in expanding visions to see alternative futures.

The example of the South African water crisis in the Western Cape was used to illustrate the difference between the concepts of fore-sighting and modelling.

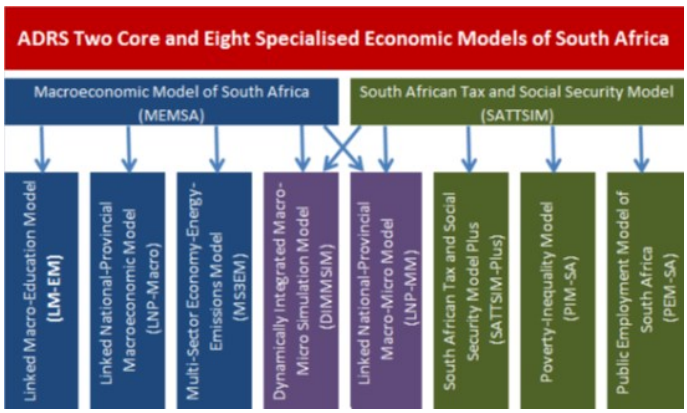
The building blocks for modelling were presented as:

- Precisely define the decision problem and identify both exogenous and endogenous variables that will be used in the model through econometric methods;
- Construct a mathematical model of the problem, situation or the economy;
- Solve the model using a multitude of available solvers to the decision problem;
- Implement the solution.

The complexity of reality was considered, and the presenters concluded that the construction of mathematical models should involve making approximations and assumptions, while taking into account the features that cannot be represented in mathematical formulations. The benefits and limitations of using the computable general equilibrium (CGE) as a modelling tool for decision-making were then outlined.

A presentation of the Applied Development and Research Solutions (ADRS) multi-sector macroeconomic model was made. This was briefly described as a large multi-sector macro-economic model built as a tool for designing, forecasting, and conducting impact analyses of macro-economic and industry policy scenarios. A diagrammatic representation of the ADRS macro model MEMSA for four specialised models is given below:

Diagram 3: The ADRS two core and eight specialised economic models in South Africa



Key Recommendations

- The integrated national economic model should be in line with economic priorities.
- Gather intelligence about the future and identify emerging strategic opportunities whilst challenging existing models and forecasts.
- Countries should measure the cross-sectoral impact of policies to enhance their understanding of future risks and should avail analysed data for decision-making.

7. Closing Remarks

Ms Mpumi Mpofu, Director-General (DG), DPME

Ms Mpofu reminded delegates that the Indaba provided a platform for dialogue and formulation that addressed the fundamental purpose of monitoring and evaluation systems to improve the quality of citizens – i.e. employment capabilities, opportunities, and conditions; raising standards of living; reducing poverty; and increasing economic growth. These can be achieved through increasing accountability, efficiency and effectiveness, sustainability and impact.

8. Way forward

Key Indaba resolutions

- Establish a Governance Framework for collaboration between the UN-SA M&E Group and DPME.
- Deepen key strategic areas of common interest.
- Develop a program and implementation framework in the next six months which addresses the Indaba recommendations; and detail at least three programs to be pursued by various countries under the umbrella of a single agreement. The program should also reflect the role of other key stakeholders.
- Host the second M&E Indaba within 18 – 24 months.

9. Lessons learnt: *The Shared Vision of M&E within the Region*

The presentations, debates and discussions highlighted the current state and future potential of Monitoring and Evaluation. It is apparent that M&E can be an invaluable tool for democratic accountability, which would further drive effective development including economic growth and employment. In order to achieve this, the following principles need to underlie M&E within the Region:

1. Accountability drives M&E

Over the years, greater understanding of the role that M&E can play has developed and the calls for accountability has expanded and become more entrenched. Results are no longer confined to the programme staff and donors, but these are of interest to governments and other stakeholders who seek these results for better assessment of the assistance that is being provided to their people.

2. Results are the norm

M&E has been mainstreamed into development practices as a tool for implementation. With this move came the shift of focus from outputs to outcomes. Being aware of the inputs and outputs of a programme assists with planning and implementation but the focus on results enhances the accountability and relevance of a programme moving us beyond mere compliance.

3. Inclusivity is imperative:

'No one is left behind' was a common principle or phrase that was used throughout the Indaba. Building on the M&E ecosystems understanding, emphasis was put on women and youth although other groups were acknowledged for example, those with disabilities. The core question was: "What other groups are at risk of being left behind?"

Inclusivity means more than merely ensuring that there is adequate disaggregation of data to gather a clear picture of the current context. Rather, it requires a revision of developmental frameworks used to include the needs of the groups that have been excluded.

M&E's role is to capture these changes used to include the needs of the groups that have been excluded in programme design and development, including: indicator development, data collection, collation, analysis and utilisation.

It is within this context that human-centered designs are prominent with participation of constituents at all phases of monitoring and evaluation to ensure relevance is promoted.

4. Data quality is the cornerstone of analysis and decision making

Data quality is critical; poor quality data will lead to misinformation and problematic decision making. Present challenges include:

A lack of a comprehensive body of knowledge called M&E. This has provided opportunist unregulated trainings to develop. However, while these challenges exist there was a big and enthusiastic call for people to start learning, exploring and knowing more.

A further challenge is the gaps evident in practitioners' capacity when engaging with constituents and stakeholders. Part of the M&E process becomes one of capacitating all involved for effective use of M&E.

5. M&E is evolving

Technological advances are pushing M&E to evolve to remain relevant. These changes affect the types or data and methods employed.

Big data presents challenges and opportunities for gaining a better understanding of programmes and impacts. Civil technologies can be utilised by governments to be more responsive. In this way technology can be an enabler and assist governments and partners to move from compliance to improving lives.

These types of data also challenge existing methods within M&E, however there is also a call to keep a space for local data and meanings. Within Africa we have various epistemologies and methods for gaining knowledge; these methods can enhance the Western methods that have dominated the field. It is here that the move toward rigorous mixed method approaches have become valuable.

Annexure 1:

1st Africa Monitoring & Evaluation Indaba Programme

planning, monitoring & evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

SOUTH AFRICA

THE 1ST Africa MONITORING & EVALUATION INDABA PROGRAMME

THE INDABA AT A GLANCE

What?
The 1st Africa Monitoring and Evaluation

When?
30 October – 01 November 2017

Where?
Birchwood Hotel & OR Tambo Conference Centre, Gauteng, South Africa

Theme?
Opportunities and challenges of using evidence from M&E to accelerate economic development and employment in Africa

Organizers?
DPME and UN-SA

Main theme

Opportunities and Challenges of Using Evidence from Monitoring & Evaluation (M&E) to Accelerate Economic Development and Employment in Africa.

Aim of the Indaba

The Indaba seeks to promote knowledge exchange and learning from experience among African governments and key stakeholders in the M&E space to use evidence from M&E to contribute to economic growth and employment.

Expected outcomes of the Africa M&E Indaba

1. Enhanced learning and common understanding of how M&E can be used to address economic development; employment and inequality facing African countries.
2. Strengthened use of information (data, statistics) and evidence from M&E in policy, planning, programme design or implementation and development impact (e.g. Sustainable Development Goals – SDGs), African Agenda 2063, Country Development Plans, and etc.)
3. Improved understanding of the importance and benefits of championing M&E by political leadership.
4. Platform for building partnerships and networking opportunities for the use of evidence to enhance human development created.

DAY 1 (MONDAY 30 OCTOBER 2017): OPENING SESSION

Programme Director: Ms Mpumi Mpofu: Director-General of the Department of Planning, Monitoring & Evaluation (DPME), South Africa

PLENARY 1: Opening session and panel discussion on the main theme of the event			
Time	Item	Responsibility	Session Description
09h00 – 09h30	Welcoming and opening remarks	Ms Mpumi Mpofu: DG, DPME	Opening of the Indaba by welcoming the delegates.
09h30 – 10h15	Opening Key Note Address	Mr. Gana Fofang: United Nations Resident Coordinator in South Africa	Resident Coordinator responsible for all UN-SA agencies delivers his Key Note Address.
10h15 – 11h00	Remarks	• Ms Adeline Sibanda: President of the African Evaluation Association (AfrEA) • Dr Asghar Adelzadeh, Director & Chief Economic Modeller, Applied Development Research Solutions; California, US	Remarks to set the tone of the Indaba.
11h00 – 11h30	Break		

Day 1: First Panel Session; Chairperson: Ms Mpumi Mpofu; Director-General - DPME

PANEL 1: Reflection on the Indaba theme and Key Note Address			
Time	Item	Responsibility	Session Description
11h30 – 13h00	First Panel Discussion	Panellists • Mr Tshediso Matona – Secretary of Planning, SA • Ms Nana Serwah Amoako: Special Advisor to the Minister of Monitoring & Evaluation, Office of the President, Ghana • Dr Bernd Mueller, Employment Specialist, ILO Decent Work/CO • Mr Chris Wake; DFiD (UK Aid) • Mr Pramod Mohanlal, Managing Director, Yowzit, SA	Reflecting on the Indaba theme: 'Opportunities and Challenges of Using Evidence from Monitoring & Evaluation (M&E) to Accelerate Economic Development and Employment in Africa' – drawing from experience of own organisations.
13h00 – 14h00	LUNCH		

Day 1 (Monday 30 October 2017): Parallel Sessions 1

BREAK (3 parallel sessions per topic)		
Parallel Sessions 1.1: Opportunities and Challenges of Using Evidence from M&E to Accelerate Economic Development and Employment in Africa		
14h00 – 17h00		
M&E ecosystem	Harnessing the demographic dividend	Innovations in data: The potential of big data and administrative data for decision-making
COCKTAIL RECEPTION & ENTERTAINMENT WITH MINISTER RADEBE 18h00 – 21h00 All are invited		

Parallel Session 1.1: M&E Ecosystems

Time	Item	Responsibility
M&E Ecosystem 1: Public Sector M&E Systems Facilitator: Ms Ledule Bosch; Department of Public Service Administration (DPSA), South Africa		
14h00 – 14h15	Context and guidance to delegates on approaches to the stream	Facilitator: Ms Ledule Bosch
14h15 – 14h35	Main Speaker	Prof. Arunaselam Rasappan, President of the Asia-Pacific Evaluation Association (APEA) (Malaysia)
14h35 – 14h40	Questions from audience	Facilitator: Ms Ledule Bosch
14h40 – 15h15	PANEL DISCUSSION to respond to issues raised by main speaker and share practical experience from own organizations/programs	Panelists Dr Richard Banda (Zambia) Mr Abdoulaye Gounou (Benin) Ms Mai M. ElDammal (Egypt) Mr David Molapo (South Africa)
15h15 – 15h45	Questions from audience	Facilitator: Ms Ledule Bosch
15h45 – 16h15	Discussion of key issues	Facilitator: Ms Ledule Bosch
16h15 – 17h00	Wrap-up of discussions and closure	Facilitator: Ms Ledule Bosch
M&E Ecosystem 2: Global M&E Ecosystem Facilitator: Dr Keiron Crawley, University of the Witwatersrand, South Africa		
14h00 – 14h15	Context and guidance to delegates on approaches to the stream	Facilitator: Dr Keiron Crawley
14h15 – 14h35	African and Global M&E Systems	Ms Candice Morkel: CLEAR, AA & Southern Africa Regional Representative to AfrEA Board
14h35 – 14h45	Q&A on presentation	Facilitator: Dr Keiron Crawley
14h45 – 15h00	BREAK	
15h00 – 16h15	Panel Session	Panelists Dr Victor Naidu, SAMEA Ms Adeline Sibanda, AfrEA Ms Caitlin Blaser-Mapitsa, CLEAR-AA
16h15 – 16h30	Q&A on Panel Session	Facilitator: Dr Keiron Crawley
16h30 – 17h00	Wrap up of discussions and closure	Facilitator: Dr Keiron Crawley

Parallel Session 1.2: Harnessing the Demographic Dividend
Facilitator: Mr Gilles Virgili, UNFPA South Africa

Time	Item	Responsibility
14h00 – 14h15	Context and guidance to delegates on approaches to the stream	Facilitator: Mr Gilles Virgili
14h15 – 15h15	Overview of the Demographic Dividend Program	Mr Reginald Chima, UNFPA East and Southern Africa Region
15h15 – 15h30	Q&A on presentation	Facilitator: Mr Gilles Virgili
15h30 – 16h30	Group Work to assess readiness to evaluate the potential for demographic dividend	Countries clustered into groups
16h30 – 17h00	Wrap up of discussions and closure	Facilitator: Mr Gilles Virgili

Parallel Session 1.3: Innovations in data: The potential of big data and administrative data for decision-making

Facilitator: Ms Kirsten Pearson; Government Technical Advisory Centre (GTAC), National Treasury, SA

Time	Item	Responsibility
14h00 – 14h15	Context and guidance to delegates on approaches to the stream	Facilitator: Ms Kirsten Pearson
14h15 – 14h45	The use of big data and data analytics for development purposes	Dr Quentin Williams, Council for Scientific and Industrial Research (CSIR), South Africa
14h45 – 15h00	Q&A on presentation	Facilitator: Ms Kirsten Pearson
15h00 – 15h15	BREAK	
15h15 – 15h45	The use of administrative data for purposes of evaluation	Dr Hermi Boraine, Government Technical Advisory Centre (GTAC), National Treasury, South Africa
15h45 – 16h00	Q&A on presentation	Facilitator: Ms Kirsten Pearson
16h00 – 16h30	The use of civic technology to monitor service delivery	Mr Pramod Mohanlal, Yozwit, South Africa
16h30 – 16h45	Q&A on presentation	Facilitator: Ms Kirsten Pearson
16h45 – 17h10	Panel discussion	
17h10 – 17h15	Wrap up of discussions and closure	Facilitator: Ms Kirsten Pearson

DAY 2 (TUESDAY 31 OCTOBER 2017): FEEDBACK FROM DAY 1 (MORNING)

Chairperson: Ms. Fatou Leigh, Senior Economist, UNDP South Africa

PANEL 2: Feedback Session from Day 1 parallel discussions			
Time	Item	Responsibility	Session Description
09h00 – 09h15	Feedback: 1st parallel session M&E ecosystem	Rapporteur	Key highlights and recommendations
09h15 – 09h45	Discussion		
09h45 – 10h00	Feedback: 2nd parallel session Harnessing the demographic dividend	Rapporteur	Key highlights and recommendations
10h00 – 10h30	Discussion		
10h30 – 11h00	TEA BREAK		
11h00 – 11h15	Feedback: 3rd parallel session Innovations in data: The potentials of big data and administrative data for decision-making	Rapporteur	Key highlights and recommendations
11h15 – 11h45	Discussion		
11h45 – 12h00	Wrap up	Chairperson	
12h00 – 13h00	LUNCH		

Day 2 (Tuesday 31 October 2017): Parallel Sessions 2

BREAK (3 parallel sessions per topic)		
Parallel Sessions 2.1: Opportunities and Challenges of Using Evidence from M&E to Accelerate Economic Development and Employment in Africa		
13h15 – 16h15		
Use of evaluations	Gender, youth, children, and vulnerable groups (leaving no one behind)	Fore-sighting and modelling for decision-making

Parallel Session 2.1: Use of Evaluations
Facilitator: Ms Nana Serwah Amoako, Special Advisor to President, Ghana

Time	Item	Responsibility
13h15 – 13h30	Context and guidance to delegates on approaches to the stream	Facilitator: Ms Nana Serwah Amoako
13h30 – 14h00	Plenary session Government-wide use of evaluations: successes and challenges Use of evaluations for economic development and employment at regional level	 Ms Rosemary Waya Mugeni (Office of the President), Uganda Mr Darryl Crossman, ILO, South Africa
14h00 – 14h15	Discussions	Facilitator: Ms Nana Serwah Amoako
14h15 – 15h15	African Café style group work Sub-themes Evaluation and culture Role of donors/power relations Incentives for use in government	 Table Hosts Ms Angel Bester, South Africa Dr Richard Banda, Zambia Ms Vivienne Simwa, Kenya Ms Adeline Sibanda, AfrEA
15h15 – 14h30	BREAK	
15h30 – 16h00	Plenary Session – group feedback	Facilitator: Ms Nana Serwah Amoako
16h00 – 16h15	Wrap up of discussions and closure	Facilitator: Ms Nana Serwah Amoako

Parallel Session 2.2: Gender, Youth, Children, and Vulnerable Groups
Facilitator: Ms Anne Githuku-Shongwe, Representative, UN Women South Africa Multi-Country Office

Time	Item	Responsibility
13h15 – 13h30	Context and guidance to delegates on approaches to the stream	Facilitator: Ms Anne Githuku-Shongwe
13h30 – 14h15	Country and regional experiences on gender, youth, children and vulnerable groups	Presenters: Ms Sifiso Dube, Gender Links Ms Fiona Clark, DfID Mr Cyuma Mbayiha, UN Women Western and Central Africa Regional Office Ms Christine Byaruhanga, South African Social Policy Research Institute
14h15 – 14h45	Plenary discussion and Q&A based on presentations	Facilitator: Ms Anne Githuku-Shongwe
14h45 – 15h30	**Group Work** Concrete steps that can ensure no one is left behind in terms of data and M&E looking at gender, youth, children and vulnerable groups	
15h30 – 15h45	BREAK	
15h45 – 16h00	Plenary Session – group feedback	Facilitator: Ms Anne Githuku-Shongwe
16h00 – 16h15	Wrap up of discussions and closure	Facilitator: Ms Anne Githuku-Shongwe

Parallel Session 2.3: Fore-sighting and Modelling for Decision Making
Facilitator: Mr Coffi Agossou, ILO

Time	Item	Responsibility
13h15 – 13h30	Context and guidance to delegates on approaches to the stream	Facilitator: Mr Coffi Agossou
13h30 – 13h45	Expert presentation on modelling	Presenter: Mr Osten Chulu, UNDP
13h45 – 14h30	Expert presentation on fore-sighting	Presenters: Mr Bongani Matomela, UNDP Dr Asghar Adelzadeh, Applied Development Research Solutions, California, (US)
14h30 – 14h45	Q&A based on presentation	Facilitator: Mr Coffi Agossou
14h45 – 15h15	Panel discussion Country presentations on use of models and fore-sighting	Panelist 1: South Africa Panelist 2: Congo Panelist 3: Zimbabwe
15h15 – 15h30	BREAK	
15h30 – 16h15	Questions and comments	Facilitator: Mr Coffi Agossou
16h15 – 16h30	Wrap up of discussions and closure	Facilitator: Mr Coffi Agossou

DAY 3 (WEDNESDAY 1 NOVEMBER 2017): FEEDBACK FROM DAY 2 (MORNING)

Chairperson: Mr Stanley Ntakumba, Chief Director, Department of Planning, Monitoring and Evaluation (DPME)

PANEL 3: Feedback Session from Day 2 parallel discussions, review of Indaba technical outcomes			
Time	Item	Responsibility	Session Description
09h00 – 09h15	Feedback: 4th parallel session Use of evaluations	Rapporteur	Key highlights and recommendations
09h15 – 09h45	Discussion		
09h45 – 10h00	Feedback: 5th parallel session Gender, youth, children, and vulnerable groups (leaving no one behind)	Rapporteur	Key highlights and recommendations
10h00 – 10h30	Discussion		
10h30 – 11h00	TEA BREAK		
11h00 – 11h15	Feedback: 6th parallel session Fore-sighting and modelling for decision making	Rapporteur	Key highlights and recommendations
11h15 – 11h45	Discussion		
11h45 – 12h45	Review of draft technical outcome document	Chairperson	Indaba technical outcomes
12h45 – 13h00	Recommendations and way forward	ALL	Key recommendations
13h00 – 13h15	Closure	Ms Mpumi Mpofu: Director-General; DPME Mr. Gana Fofang: UN Resident Coordinator in South Africa	
LUNCH			
END OF THE INDABA			

ABOUT THE PARTNERS OF THE INDABA

The Department of Planning, Monitoring and Evaluation

The Department of Planning, Monitoring and Evaluation (DPME) in South Africa (in the Presidency) is mandated to coordinate planning to ensure policy coherence and to support the implementation of the National Development Plan (NDP) and Vision 2030. DPME also monitors and evaluates the progress on the implementation of the South African government policies, plans and programmes towards the NDP goals of addressing poverty, unemployment and inequality aligned to the global Sustainable Development Goals (SDGs 2030) (http://www.dpme.gov.za).

United Nations-South Africa (UN-SA M&E Group)

As multi-lateral bodies, the UN agencies based in South Africa play a significant role in supporting South Africa and other countries in the region to achieve the SDGs as coordinated by the United Nations Development Group (UNDG). They have a Monitoring and Evaluation Group that seeks to partner with DPME in terms of ensuring that M&E is used to make a difference within the country and the Continent at large, as well as globally (http://www.un.org.za).

Statistics South Africa

Statistics South Africa (Stats SA) is the national statistical office of South Africa with the goal of producing timely, accurate, and official statistics in order to advance economic growth, development and democracy. To this end, Stats SA produces official demographic, economic, and social censuses and surveys. StatsSA is also responsible for the SDGs in South Africa in collaboration with the UN-SA and other key stakeholders (http://www.statssa.gov.za).

Government Technical Advisory Centre (GTAC), National Treasury

The Government Technical Advisory Centre (GTAC) is an agency of the National Treasury, established to support public finance management through professional advisory services, programme and project management and transaction support. GTAC promotes public sector capacity building through partnerships with academic and research institutions, civil society and business organizations. (http://www.gtac.gov.za).

Centre for Evaluation on Evaluation Results (CLEAR-AA)

CLEAR is a global initiative aimed at strengthening developing countries' capacities in monitoring and evaluation (M&E) and performance management (PM) to support a focus on results and evidence-based decision-making. CLEAR-AA responds to increasing government and civil society demands for practical and applied M&E and PM capacity-building and to the current limited availability of relevant services in many developing countries in the region. This initiative is being supported by SIDA, the Inter-American Development Bank, the African Development Bank, the Rockefeller Foundation, the UK Department for International Development, and the World Bank Group. (http://clear-aa.co.za).

Twende Mbele

Twende Mbele is a partnership project between South Africa (DPME), Uganda, Benin, Centre for Learning on Evaluation and Results Anglophone Africa (CLEAR – AA) and Independent Development Evaluation (IDEV) at the African Development Bank (AfDB) that aims to increase demand, sharing, learning and collaboration on M&E in Africa. The programme focusses on the areas of: growing the demand for use of M&E; sharing M&E experiences; learning and capacity development around M&E; and collaboration on the development of M&E tools. Twende Mbele uses a peer learning model to build national evaluation systems, and is currently engaging with 12 countries through peer review opportunities in Africa. (http://www.twendembele.org).

Annexure 2:

List of Delegates who attended the 1st Africa Monitoring & Evaluation Indaba

COUNTRY	TITLE	NAME & SURNAME	ORGANISATION
Egypt	Ms	Mai M Elgammal	World Food Programme
Dakar	Mr	Cyuma Mbayiha	UN Women
Ghana	Ms	Nana Amaoko	Office of the President, Ghana
Kenya	Ms	Viviene Charity Awino	Monitoring and Evaluation Department; Ministry of Devolution and Planning
Lesotho	Mr	Taelo Ntsokotsane	Office of the Prime Minister
Lesotho	Mr	Seth Putsoane	Office of the Prime Minister
Lesotho	Mrs	Mamotheo Marumo	Office of the Prime Minister
Lesotho	Mrs	Matlamane Tlamane	Office of the Prime Minister
Tanzania	Dr	Juma Yakuti Juma	Office of the President, Tanzania
Zambia	Dr	Richard Banda	Ministry of National Development Planning
Zimbabwe	Ms	Caroline Makuvire	Office of the President and Cabinet
Zimbabwe	Mr	Peter Ngorima	Office of the President and Cabinet
South Africa	Ms	Kirsten Pearson	Government Technical Advisory Centre, National Treasury
	Dr	Hermi Boraine	Government Technical Advisory Centre, National Treasury
	Dr	Lewis Ndhlovu	Centre for Learning on Evaluation and Results (CLEAR-AA)
	Mrs	Angela Bester	Communication Works
	Ms	Candice Morkel	Centre for Learning on Evaluation and Results (CLEAR-AA)
	Ms	Amanda Jitsing	DNA Economics
	Ms	Adeline Sibanda	African Evaluation Assosication
	Dr	Ian Goldman	Department of Planning, Monitoring and Evaluation (DPME)
	Mr	Thapelo Maleke	South African Youth Chamber of Commerce
South Africa	Ms	Sinah Mosehla	Department of Trade and Industry
South Africa	Ms	Jocelyn Vass	Department of Trade and Industry
South Africa		Akhona Mgwele	City of Johannersburg
South Africa	Mrs	Rehelda Williams	Companies and Intellectual Property Commission (CIPC)
South Africa	Ms	Nokwanda Mdletshe	Companies and Intellectual Property Commission (CIPC)
South Africa	Mr	Nhlanhla Khumalo	Companies and Intellectual Property Commission (CIPC)
South Africa	Mrs	Marna Roos	AfriGIS
South Africa		Maroale Chauke	Department of Rural Development and Land Reform
South Africa	Mr	Rob Anderson	Statistics South Africa
South Africa	Ms	Helene Verhoef	Statistics South Africa
South Africa	Ms	Ledule Bosch	Department of Public Service and Administration (DPSA)
South Africa	Ms	Mosima Gwangwa	Department of Public Service and Administration (DPSA)
South Africa	Ms	Itumeleng Ramano	Creative Consulting & Development Works
South Africa	Ms	Fia van Rensburg	Creative Consulting & Development Works
South Africa	Dr	Alrika Moore	The National School of Government
South Africa	Mr	Sizo Sebake	Department of Science and Technology
South Africa	Mr	David Mmakola	Department of Science and Technology
South Africa	Mr	Daniel Phuthi	Department of Agriculture Forestry and Fisheries
South Africa	Mr	Johnny Selemani	Tridev Worx
South Africa	Mrs	Jessica De Bruin	German Embassy in South Africa
South Africa	Ms	Lorato Motsatsi	CSIR
South Africa	Mr	Henry Semwayo	Quest Research Services
South Africa	Mr	Mthandazo Dube	Quest Research Services
South Africa	Ms	Tendani Ramulongo	Department of Labour
South Africa	Ms	Jamie Robertsen	Genesis Analytics
South Africa	Ms	Nolukholo Sigaba	Department of Labour
South Africa	Ms	Mandisa Magwaza	Governmnet Pensions Administration Agency
South Africa	Mr	Sizwe Thabani Khanyile	Governmnet Pensions Administration Agency
South Africa	Ms	Priscilla Ramadimetsa Mphahla	Governmnet Pensions Administration Agency
South Africa	Mr	Noel Xola Sicwebu	Department of Labour
South Africa	Mr	Derek Kunaka	Measure Evaluation SIFSA
South Africa	Ms	Ayako Kubodera	UN Women
South Africa	Mr	Themba Kalua	UN Women
South Africa	Ms	Otae Mkandawire	UN Women
South Africa	Ms	Mamodishe Sebati	UN Women
South Africa	Ms	Susan Kimathi	UN Women
South Africa	Mr	Cuthbert Kambanje	Food and Agriculture Organization
South Africa	Ms	Noloyiso Tsembeyi	Office of the United Nations Resident Coodinator
South Africa	Ms	Ethel Maringa	Office of the United Nations Resident Coodinator
South Africa	Ms	Buyiswa Mpini	United Nations Educational, Scientific and Cultural Organization
South Africa	Mr	Darryl Crossman	International Labour Organization (ILO)
South Africa	Ms	Fatou Leigh	United Nation Development Programme (UNDP)
South Africa	Mr	Osten Chulu	United Nation Development Programme (UNDP)
South Africa	Ms	Nomagugu Ndlela	United Nation Development Programme (UNDP)
South Africa	Mr	Frederick Shikweni	United Nation Development Programme (UNDP)
South Africa	Mr	Bongani Matomela	United Nation Development Programme (UNDP)
South Africa	Mr	Won Ki Hong	United Nations Childrens Fund (UNICEF)
South Africa	Ms	Satya Lenka	World Health Organization (WHO)
South Africa	Mr	Coffi Agossou	International Labour Organization (ILO)
South Africa	Ms	Sindile Moitse	International Labour Organization (ILO)
South Africa	Ms	Oniah Nkosi	International Labour Organization (ILO)
South Africa	Ms	Anne Githuku-Shongwe	UN Women
South Africa	Ms	Kgomotso Maditse	United Nations Development Programme (UNDP)
South Africa	Mr	Reginald Chima	UNFPA

South Africa	Mr	Gilles Virgil	UNFPA
South Africa	Ms	Yoliswa Macoba	United Nations Development Programme (UNDP)
South Africa	Mr	Jackie Mokgethi	United Nations Development Programme (UNDP)
South Africa	Mr	Godfrey Maringa	UN Women
South Africa	Ms	Zeenat Abdool	United Nations Information Centre
South Africa	Dr	Bernd Mueller	International Labour Organization (ILO)
South Africa	Ms	Nompumelelo Mpofu	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Tshediso Matona	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Dr	Nontsikelelo Valencia Tshayingca-Mashiya	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Leonard Nkuna	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Antonio Hercules	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Ashraf Ebrahiem	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Stanley Ntakumba	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Futhi Umlaw	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Ncebakazi Tiwani	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Tshepo Mosane	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Morakane Segopolo	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Lesego Taunyane	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Faith Baloyi	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Nthabiseng Mofokeng	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Diana Zhou	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Lusanda Batala	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Mthokozisi Tshuma	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Dr	Neeta Behari	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Tshegofatso Modube	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Boitumelo Moima	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Lerato Maboea	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Ahn-Lynn Crouch	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Dineo Mmako	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Nosipho Mjekala	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Caroline Mangwane	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Josephilda Hlope	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Jackson Maila	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Refilwe Moremi	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Itumeleng Magagula	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Ms	Thula Zuma	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Gareth Muthumuni	Department of Planning, Monitoring and Evaluation (DPME)
South Africa	Mr	Tovhowani Tharaga	Department of Planning, Monitoring and Evaluation (DPME)
South African	Mr	Sagren Govender	Department of Labour
South Africa	Mr	Ohentse Modise	Department of Public Service and Administration
South Africa	Mr	Moswane Frans	Office of the Premier - Limpopo
South Africa	Ms	Masingita Mathebula	Office of the Premier - Limpopo
South Africa	Mr	Albert Kgope	Office of the Premier - Limpopo
South Africa	Ms	Xoliswa Saila	Department of Cooperative Governance and Traditional Affairs
South Africa	Mr	Timothy Dladla	Department of Trade and Industry
South Africa	Dr	Karabo Serakalala	Kgokagano Trading
South Africa	Mr	Boitumelo Thebane	Office of the Premier: Free State
South Africa	Dr	Edmore Marinda	Human Science Research Council
South Africa	Mr	Chris Wake	UK-SA Development Partnerships Programme
South Africa	Ms	Wendy Magoronga	Khulisa Management Services
South Africa	Mr	Kenneth Chatindiara	Statistics South Africa
South Africa	Ms	Rosina Mosoma	Statistics South Africa
South Africa	Mr	Thabo Masemola	Statistics South Africa
South Africa	Ms	Nthabiseng Molata	Statistics South Africa
South Africa	Ms	Lerato Ngwatle	Statistics South Africa
South Africa	Mr	Collen Motsepa	Statistics South Africa
South Africa	Ms	Seipati Kwana	Statistics South Africa
South Africa	Ms	Norah Maake	Statistics South Africa
South Africa	Mr	Sipho Masimula	Statistics South Africa
South Africa	Mr	George Djulor	Statistics South Africa
South Africa	Ms	Nomvula Makgotlho	Department of Small Business Development
South Africa	Ms	Kefuoe Mohapeloa	Department of Small Business Development
South Africa	Mr	Mhlanganisi Masoga	Department of Small Business Development
South Africa	Mr	Samuel Sani	Department of Small Business Development
South Africa	Dr	Mary-Grace Villanueva	Deloitte
South Africa	Dr	Asghar Adelzadeh	Applied Development Research Solutions (ADRS)
South Africa	Ms	Caitlin Blaser Matsipa	Centre for Learning on Evaluation and Results (CLEAR-AA)
South Africa	Mr	Quentin Williams	Council for Scientific and Industrial Research
South Africa	Ms	Fiona Clark	DFiD
South Africa	Ms	Cara Waller	Twende Mbele - Wits
South Africa	Mr	Honore Tshitenge	GIZ
South Africa	Mr	Aduzeid Mohamed	Sudan Embassy
South Africa	Mr	Christine Byaruhangu	SASPRI
South Africa	Mr	Pramod Mohanlal	Yowzit
South Africa	Ms	Sindisiwe Buthelezi	Isivinini
South Africa	Mr	Kieron Crawley	Centre for Learning on Evaluation and Results (CLEAR-AA)
South Africa	Mr	Ernest Fausther	Africa Business Gov
South Africa	Ms	Samukelisiwe Mncube	Department of Environmental Affairs
South Africa	Ms	Laura Mseme	National Treasury
South Africa	Mr	Andrew Nkosi	Office of the Premier - Mpumalanga Province
South Africa	Mr	Faith Moumakoe	Government Communication and Information System
South Africa	Mr	Benny Sithole	Government Communication and Information System

THE 1ST Africa

MONITORING & EVALUATION INDABA