



REPORT FROM THE SCOPING MISSION BY THE TWENDE MBELE PROGRAMME TO NIGER

Scoping Mission Report: Niger
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TWENDE MBELE

Acronyms

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| APNODE | African Parliamentarians' Network on Development Evaluation |
| CAPEG | Center for Policy Analysis and Evaluation of Governmental Action (<i>Centre d'Analyse des Politiques et de l'Evaluation de l'Action Gouvernementale</i>) |
| DSP | Department of Studies and Planning |
| DS | Department of Statistics |
| ESDP | Economic and Social Development Plan |
| HCME | <i>Haut-Commissariat à la Modernisation de l'Etat du Niger</i> - High Council for the Modernisation of Niger |
| INS | <i>Institut National de la Statistique</i> - National Institute of Statistics |
| GDP | Gross Domestic Product |
| M & E | Monitoring & Evaluation |
| NEP | National Evaluation Policy |
| TFP | Technical and Financial Partners |
| TM | Twende Mbele |
| ReNSE | Nigerien Monitoring & Evaluation Network (<i>Réseau Nigérien de Suivi Evaluation</i>) |
| UEMOA | West Africa Economic and Monetary Union (<i>Union Economique et Monétaire Ouest Africaine</i>) |
| UNDP | United Nations Development Program |
| UNICEF | United Nations International Children's Fund |
| VOPE | Voluntary Organization for Professional Evaluation |

1. Introduction

1.1. Context

To contribute to developing evaluation in Africa and strengthening south-south cooperation, Benin, South Africa and Uganda have partnered in the creation of "Twende Mbele", an innovative program meaning "Moving forward together" in Swahili. This program seeks to support collaboration among African countries and share experiences among peers in monitoring and evaluation (M&E), with the objective of building better national planning systems which bring about positive performance impacts for different governments across the continent.

The three founding partners of Twende Mbele (TM) all have well-structured and similar national evaluation systems.

After an implementation phase of approximately one year, and in line with its vision of scalability, the program plans to expand this collaboration to other African countries. In addition, in alignment with the African Evaluation Association (AfrEA) conference held in Kampala (Uganda) in March 2017, the program management committee decided to conduct scoping visits to three countries, Ghana, Kenya and Niger, to explore possible collaborations.

The goal of this initiative is to expand peer learning with other potential program partners in Africa. The visits assess the level of M&E institutionalization in each country and the degree of governmental commitment to use evaluation as a performance tool.

The program's methodological approach for program scale-up looks to first categorize potential partner countries as to the maturity of their national M&E systems and then to analyze the reality on the ground as compared to the expressed commitment of candidate countries.

This categorization highlights three country groups:

- Countries having an evaluation system which aims to, amongst others, improve government performance and accountability.
- Countries which are already involved in M&E and wish to progress from the operational to a more strategic level, and countries already involved in monitoring that want to introduce evaluation.
- Countries which do not actively pursue M&E as an element of governmental performance improvement.

As Twende Mbele is a technical support program, it does not fund existing national activities. Nevertheless, it can support and fund some collaborative capacity-building activities that are useful to a number of countries in order to catalyze the process for setting up national M&E systems. Under this objective, a program team traveled to Niamey (Niger) from 23 to 28 July, 2017 to assess the maturity of the country's planning and M&E system.

This report summarizes four days of highly informative exchanges, discussions, data capture, dialogue and situational analysis which allowed the Twende Mbele team to objectively comment on the current situation in Niger, its M&E system, and put forth recommendations on potential areas of collaboration for the program management committee.

1.2. Mission methodology objectives

a. General Objective

The overall objective of the mission was to explore possible avenues of collaboration that Twende Mbele could develop with Niger. The team sought to gain a realistic and impartial understanding of Niger's M&E system and identify potential opportunities for collaboration.

b. Specific Objectives

From a general objective, the following specific objectives were developed:

- Present the Twende Mbele project to Nigerien authorities.
- Review their M&E system, and its functioning.
- Discuss potential areas of collaboration and country needs for M&E.

- Exchange with the various non-state actors, notably technical and financial partners and civil society organizations that support M&E in Niger.

The approach involved interviews with Nigerian authorities and key actors in the M&E decision chain, using pre-designed templates and guides. Interactive working sessions provided a venue to present the Twende Mbele program and to collect information from all M&E actors - both at administrative and technical levels as well as and financial partners and civil society actors.

2. Economic and Political Situation in Niger

2.1. Gross Domestic Product (GDP) and key economic factors

The Republic of Niger's economy, despite difficult national and international issues, portends good prospects. An increase in revenues from oil production, estimated at 18,000 barrels per day, can offset a decline in uranium production due to low rainfall and political/social insecurity. Economic growth in 2014 grew to 6.5%, due to a rebound in agricultural production and major public investment projects.

However, Niger's economy remains highly dependent on climatic conditions, large scale investments in extractive industries, and security. In 2015, GDP declined to 4.4% from 6.9% in 2014¹. This slowdown was mainly due to a 3.5% contraction in the agricultural sector. As prices depend predominantly on the food supply, the annual inflation of consumer prices has risen slightly to 1% in 2015, but still remains below the convergence criteria of the West Africa Economic and Monetary Union (*Union Economique et Monétaire Ouest Africaine* - UEMOA) set at 3%. Growth in 2016 is expected to be around 5%, driven mainly by mining and agriculture.

Nonetheless, Niger still faces significant macroeconomic risks due to security threats - in particular at its borders with Mali, Libya and Nigeria - as well as the collapse of commodity prices, particularly for uranium and oil.

¹ <http://www.banquemoniale.org/fr/country/niger/overview>

2.2. Government Structure

Since April 2011, the Republic of Niger has been headed by democratically elected President Mahamadou Issoufou and Prime Minister Brigi Rafini, who oversee a 42-member government. It is a semi-presidential system in which the parliament controls the president.

2.3. Interest of the Nigerien Government in M&E

The Niger Government's interest in M&E lies mainly in its adoption of Results Based Management principles and its determination to respond effectively to the main challenges facing the country. To this aim, the country seeks to continually develop and use good governance methods and tools to support its strategic choices. Within this framework, the Government has drawn up an Economic and Social Development Plan (ESDP), which remains the fundamental tool used in developing economic and social policy of the country, and is seen as dynamic, ambitious and well-intentioned.

In addition, with the support of partners - including the United Nations Development Program (UNDP), Niger has developed a draft national evaluation policy document (see Annex 1) which is awaiting adoption.

3. Overview of the Nigerien Planning and M&E system

3.1 Legal, institutional and regulatory framework of the planning and M&E systems

Nigerian authorities see evaluation as a key tool to socio-economic and political development in the country, however this vision does not yet seem to be shared by the administration who is in charge of its implementation.

Evaluation is included in the provisions of Law 2011-20 of August 8, 2011 on the general organization of the State civil administration and its mandates. It is also included in National Assembly procedural rules as a tool for controlling government action outside traditional tools such as oral or written questions and inquiries.

At the Executive level, the Prime Minister has mechanisms to address this issue in accordance with the vision of the Head of State, including the Center for Policy Analysis and Evaluation of Governmental Action (*Centre d'Analyse des Politiques et de l'Evaluation de l'Action Gouvernementale* - CAPEG) and

the High Council for the Modernization of Niger (*Haut-Commissariat à la Modernisation de l'Etat du Niger* – HCME). The Minister of Planning, who is responsible for M&E at the executive level, oversees an M&E unit, although it is still not operational. In all the sectoral ministries, there are Departments of Studies and Planning (DSP), which each house an M&E Cell, and the Departments of Statistics (DS), who represent the true anchors of the existing M&E system.

In terms of planning and M&E, Niger developed and adopted a first generation ESDP for 2012-2015, which represents the only reference for economic and social development over this period - for the Government as well as Technical and Financial Partners (TFP) – and federates all policies and sectoral strategies led by the Government. It also serves as a dialogue document with the TFP.

The ESDP has an M&E mechanism. The first-generation ESDP was evaluated at the end of the period. (See Evaluation of 1st Generation ESDP, Annex 2). A second generation ESDP is currently being developed.

3.2 Principal parties involved in planning and M&E systems

The roles of various actors in the planning and M&E systems that the mission met are described as follows:

- The Parliament

The Parliament uses traditional tools to oversee the Government (oral / written questions addressed to the Government, parliamentary inquiries, budget votes, accountability laws, etc.), however these tools have proven to be limiting. There are vast reforms to modernize the State currently underway in Niger, aiming to improve accountability, public policies and the quality of governance in order to bring qualitative changes to the country's population. As part of these reforms, the evaluation of public policies has been added to the functions of Parliament, in addition to its traditional roles, resulting in the modification of its Rules of Procedure. However, the Secretary General of the National Assembly, supported by the Chairman of the Finance Committee, told the mission that the Assembly has neither the expertise nor the resources necessary to properly exercise this function.

- Prime Minister's Office

- CAPEG

CAPEG, which operates under the Prime Minister, monitors Government actions and produces periodic performance reports (quarterly and annually) on actions taken within the country's ESDP. This report is a compilation of performance monitoring reports developed by the DSPs of sectoral ministries.

- HCME

The office of the HCME is an interface between public service providers (State Structures) and users, and plays a facilitation role. The office tracks all problems and solutions by the State to improve overall performance of its planning system. It remains the cornerstone of Niger's current national M&E system.

- Ministry of Planning

The Ministry of Planning is a vital link for planning at the national level. It elaborates a multi-annual programming document, the ESDP, with its monitoring mechanism. The Ministry is currently conducting the technical and political process of preparing the National Evaluation Policy (NEP) in Niger.

- National Audit Office

The National Audit Office is responsible for conducting audits of state structures and ensuring the sound management of public finances. At the end of each budget year, the office provides a report to the President of the Republic.

Under the reforms recently being pursued by the Government, the Audit Office is now also responsible for conducting public policy evaluations; however it was observed by the Twende Mbele team that this office is not equipped to fulfill this mandate. Moreover, the office has only just sent the report for fiscal year 2013 to the Parliament.

- Sectoral Ministries

Sectoral ministries, as important actors in a planning system, are responsible for producing quarterly monitoring reports through the DSP, supported by the M&E unit and the DS that they house. However, capacities of the M&E units vary from one ministry to another.

- Local Government

The role of local governments (communes) is to elaborate a Communal Development Plan, which is a summary of actions to be carried out in the locality. They gather statistics from local grassroots data collection structures, which feed into regional statistics that are subsequently compiled by the National Institute of Statistics (*Institut National de la Statistique* - INS).

- VOPE

Niger hosts an active National Network of Monitoring & Evaluation (*Réseau Nigérien de Suivi Evaluation* - ReNSE), a civil society organization. The network supports the Government with advice and advocacy in the practice of evaluation and in capacity building.

- Donors

Several technical and financial partners assist the Nigerien government with M&E needs. The scoping team was able to meet with only one, a representative of the United Nations International Children's Fund (UNICEF). However, there are a number of TFP who conduct M&E evaluations linked to their interventions in the country, but according to their own standards and procedures. The team was not able to determine if these organizations are funding the Government to conduct its own national evaluations, nevertheless, it appears that they support the Government's planning and capacity-building system more generally.

3.3. Production of statistical data

The production of national statistical data is the legal and operational responsibility of the National Institute of Statistics (*Institut National de la Statistique* – INS) which relies on sectoral and regional departments as well as local governments. Data production is dependent on three factors:

- Role of the INS

The INS collects, centralizes, processes, analyzes and disseminates statistics necessary for the design, implementation, monitoring and evaluation of State economic and social policies. It is also responsible for the production of a vast majority of current macroeconomic statistics, the carrying out of major

household and business surveys (referred to as ECVMA, EDSN-MICS, 1-2 Surveys) as well as general population and housing censuses (referred to as RGP / H).

The INS benefits from important technical and financial support from donors including UNICEF, the World Bank, and the *Alliance Francaise de Développement*.

- Availability and quality of data coming from Sectoral Ministries

The DSP and DS are the technical departments within the sectoral ministries which feed the national monitoring system. However, the scoping team observed that there are no mechanisms which ensure the quality of the data produced, and indeed several interlocutors indicated that data is often of poor quality and that there are frequent delays in disseminating pertinent data.

- Obstacles related to planning and M&E

The absence of policy documents provided by the Sectoral Ministries remains a major challenge for the country in terms of planning and M&E, including:

- The quality of planning
- The quality of statistical production.

3.4. Coordination of planning and M&E systems

The absence of policy documents in many sectors impedes the coordination of activities, with the only real reference document being the ESDP. As a result, the Ministry of Planning is unable to coordinate planning and M&E activities, however authorities feel that with the advent of the NEP, this challenge can be overcome.

3.5 Non-State Actors

The exploratory team only reviewed VOPE interventions, as given at their various meetings. There are other non-state actors whose interventions are unknown, essentially as they are less structured than the ReNSE. Consequently, their contribution to the construction of a national M&E system remains marginal.

4. Using M & E Results

4.1. Federal State

Effective use of M&E results remains a challenge throughout the entire country, nevertheless there remains a strong commitment to a national systems on the part of all actors met.

- Prime Minister's Office

The Prime Minister's Office via the CAPEG, produces a periodic analytical performance report (quarterly and annually) which compiles progress reports from sector ministries. The CAPEG is technical and supports decision-making by the Prime Minister, as a result, it does appear that its reports do influence some Government actions.

- Ministry of Planning

The Ministry of Planning is responsible for developing national policies, and supports sectoral ministries in developing their sectoral policies. However, given the absence of an effective and functional M&E coordination mechanism, as well as results from past evaluations, it is difficult to speak of actual use of M&E results to formulate new strategies. Nigerien authorities are aware of this, as are various actors in the field.

Nonetheless, during the exploratory team's mission, it became clear that the Ministry of Planning is the State structure which is responsible, technically and politically, for developing and promoting the NEP. This was confirmed by the Minister herself during a meeting which also included several members of her office. This recognition may improve the situation in the future.

- Sectoral Ministries

The Sectoral Ministries, through the DSP and DS, are responsible for monitoring projects and programs at the sector level. Monitoring reports on the implementation of sectoral programs and projects are then prepared for the Minister. It was indicated, however, that these reports are not discussed within the Ministry with relevant stakeholders. If needed, the Secretary General of the Ministry - who receives the reports before transmitting them to the Minister - dialogues with the DSP Director of the applicable report. Information from these reports is then sent to the CAPEG.

4.2. Local Communities

Over the course of the scoping mission, there was no specific working session with local governments. Nevertheless, the head of the Niamey City Council M&E unit was present during a session with the country's M & E technical actors. At that time, he was able to explain how M&E results are used by his Council, however there was no indication how or if results were used in other City Councils.

From this, it appears that the primary the use of M&E results by the Niamey City Council is solely for reporting, accountability, programming and budgeting of projects for the coming year.

4.3. Parliamentary monitoring

M & E is managed by the Parliament via parliamentary oversight of government action. This control is done through oral or written questions by MPs and calling Ministers to Parliament.

From the meeting with the Secretary General of Parliament, the scoping team mission concluded that this traditional monitoring style is largely ineffective as it is not based on any verifiable data therefore, recommendations resulting from this method are often not enforceable. The Chairman of the Finance Committee, also present at the meeting along with a member of the African Parliamentarians' Network on Development Evaluation (APNODE), reiterated the difficulty of the Parliament to oversee the Executive branch in the absence of conclusive data. That is why, in the context of the current reforms in the country, Parliament has amended its Rules of Procedure to include the evaluation of public policies among its competencies. However, effectively exercising this function calls for skills and means that are not currently at the Parliament's disposal.

4.4 Nigerien capacity to initiate an M&E system

The current monitoring system in place essentially produces performance monitoring reports that are compiled at the CAPEG level. This mechanism has little real ability to produce monitoring results that are useful for decision making.

4.5. Civil society actors' contribution to an M&E system

Civil society organizations, through the ReNSE, actively assist the Government with monitoring functions. However, there is no formal framework in which these activities are shared. This partly explains why there is very little information on citizen oversight.

4.6. Incentive to use M&E results

Monitoring is important due to its role in the development management cycle, indeed it is its foundation. Overall, the scoping team witnessed a firm commitment to M&E at the highest Government levels, with the President himself showing a true willingness to monitor Government actions as an essential tool for decision-making. This vision was shared by all agencies encountered by the team.

However, M&E is often not used to base policy decisions on. Within Ministries, M&E reports rarely go further than the Minister's desk while those of the CAPEG are often used only to resolve conflicts over attributions between Ministers, and to adjust executive objectives.

5. Overview of Nigerien M&E system

5.1. Evaluation method

The predominant method for gathering information for this report was done by questionnaires and subsequent synthesis, coupled with participation in various meetings and working sessions with different State actors. From this, the scoping team was able to develop a thorough analysis of the information obtained. Overall it is determined that monitoring systems in Niger are weakly implemented, with limited national operational capacity, and the evaluation of public policies is almost non-existent. More specifically:

- Strong political will was expressed,
- Existing monitoring systems for programs and projects are sparse,
- A great number of motivated actors exist,
- There is an embryonic M&E mechanism,

- A handful of technical and financial partners are willing to support the country in the development of an efficient and effective M&E system,
- There is no national evaluation policy with institutional and regulatory frameworks and implementation tools,
- There is a shortage of dedicated staff, sometimes without qualifications,
- Overall low understanding of evaluation at the national level (often confused with auditing or monitoring of programs and projects),
- Poor evaluation practice at the national level (the only use is the 1st generation ESDP, conducted with the technical and financial support of the TFPs).

It should be pointed out that evaluations are largely conducted outside the Nigerien Government. They usually conducted by TFPs and mainly for budgetary purposes, not for process improvement, let alone national ownership. Most of these evaluations examine the outcomes of projects funded by TFPs.

5.2 Government Capacity to undertake M&E evaluations

The overall country capacity to conduct and manage evaluations is low. Several factors explain this situation, as listed above.

Similarly, lacking a legal, institutional and regulatory framework, it is difficult for the Nigerien Government to undertake M&E activities without falling into partiality and mediocrity. Although dedicated actors exist within the public administration, their skills and qualifications are weak in terms of evaluation capabilities.

Moreover, the absence of a Ministry of Planning for several years as well as a lack of clearly defined programming mechanisms with identified actors and defined roles - known to all – contributes to a lack of governmental capacity to undertake credible evaluations.

On an encouraging note, the Government's commitment to address this important challenge is clear as evidenced by current reforms being taken to strengthen existing capacities and enable stakeholders to become better acquainted with innovative tools and techniques of evaluation.

5.3. Evaluative Capacity of non-State actors

Civil society organizations like the ReNSE is made up of active members including academics who are sufficiently versed on the value of M&E. The scoping team did not note a critical number of evaluation practitioners in civil society. In the ReNSE there are a few individuals, but they do not represent a sufficiently large enough group to provide the critical mass needed to undertake professional evaluations in the country.

It should also be noted that by and large, M&E training is not undertaken by national academic institutions, although plans are underway to develop an M&E curriculum at the National School of Administration.

Within the private sector, M&E training is weakly supported, with only a single institute, the *Institut Supérieur en Evaluation et de prospective* - ISEP, offering a Masters in the subject, and a few other institutes teach some M&E modules. At the professional level, there are very few Nigerian firms specializing in evaluation.

5.4. Incentive to use M&E results

Incentives related to the use of M&E results are almost non-existent due to the fact that the results themselves are almost non-existent. The only real results available are those of the first-generation ESDP evaluation that was supposedly developed to use on the second-generation ESDP. This evaluation was initiated by TFPs who financially and technically supported its implementation. National ownership of the process remains uncertain.

The scoping team did not find evidence that evaluations are used to improve programming and budgeting at the central state level. Parliament has no real means of controlling the Government's action, neither on the development of policies and their variations, nor on the (use of the) general State budget (as noted by the Finance Commission President in the Parliament). The same can be said for sectoral and city levels.

6. Lessons Learned regarding the Nigerien Planning and M&E system

6.1. Strengths and areas of improvement

- Strengths

The Nigerien planning and M&E system is under development. This is being done with a high level of willingness by various stakeholders and the Government itself. Several indications attest to this, in particular:

- The existence of a multi-year plan (ESDP), the second generation of which is being finalized,
- The existence of a mechanism for monitoring government action provided by CAPEG in the Prime Minister's office,
- The existence of a project and program monitoring mechanism provided by the DSPs within the sector ministries,
- The involvement of ReNSE, an important player in civil society and the promotion of M&E in Niger.

- Areas for improvement

- Lack of an evaluation mechanism for public policies; evaluation of projects and programs is limited to those conducted by the technical and financial partners,
- Lack of a national evaluation policy (the draft document prepared since 2010-2011 has yet to be adopted),
- Lack of a harmonized, institutional and regulatory M&E framework,
- Lack of operational tools for the evaluation of public policies,
- Weakness of leadership in taking responsibility for the evaluation function (although the Minister of Planning has committed to technically and politically supporting the process of developing and adopting the NEP),
- Absence of a dedicated line item in the national budget for the promotion of M&E,
- Institutional instability (Issue of ownership of M&E process),
- Insufficient staff dedicated to M&E,
- Weak capacity of actors involved in M&E.

- National Skills and experiences in M&E

The absence of an effective M&E system in Niger suggests that few skills and experiences exist or are shared between peers. The scoping team was able to note the existence of Nigerien documentation in favor of evaluation and an existing monitoring mechanism for programs and projects - even if needs to be improved. In addition, all actors appear to be engaged and motivated, TFPs are committed to supporting the Government, and there is some scattered practice of M&E, even some embryonic institutionalization of M&E processes. With this, we can conclude the following:

- A handful of TFPs are qualified and willing to support the Nigerien Government in the institutionalization of an evaluation function,
- An affirmed political will that commits the HCME to advocate and lobby with international decision-making bodies for a potential partnership with Twende Mbele,
- Strong involvement of the ReNSE in the process of promoting M&E in Niger.

- Principal risks linked to M&E in Niger

The scoping team identified the following risks to the development of an M&E system in Niger:

- An institutional instability that already weakens M&E development (for example, the Ministry of Planning, which should serve as an anchor for the function, was removed from the Governmental architecture following the most recent coup d'état),
- Attribution conflicts between agencies, due to the continued absence of a national evaluation policy and an institutional framework, which hinder effective M&E management,
- Lack of budget and dedicated staff,
- Strong politicization of public administration.

6.2 Opportunities to create change

Niger has significant opportunities for Twende Mbele interventions that could trigger wider change. To this end, it can be surmised that the country, as a whole, is open to receiving support for M&E mechanisms and processes. The various meetings by the scoping team give strong indication that, through ongoing reforms, authorities are focusing governmental interventions on the quality of services provided to citizens.

Likewise, technical and financial partners such as UNICEF, the World Bank, AFD, etc. are committed to supporting the Government in improving and expanding evaluation activities. Finally, Niger has given commitment through the adoption of UEMOA guidelines for the promotion of the evaluation function.

6.3 Areas of Collaboration

From the scoping mission, two major areas emerge as possible avenues for collaboration with the Government of Niger:

- **Area 1: Capacity Building**

Nigerien authorities and stakeholders expressed a need to strengthen the capacities of actors in the development management chain. The concepts and techniques of M&E are not well known by these actors, including some key stakeholders. This negatively impacts the country's ability to establish effective M&E functions and thus its ability to ensure quality analysis for credible evaluations.

- **Area 2: Advice and support for M&E institutionalisation in Niger**

Given the current low level of institutionalization of M&E, Nigerien actors seek peer support and advice in order to complete the process and create an institutional framework and tools necessary for the development of the M&E function.

6.4 Potential areas of intervention for Twende Mbele

Following numerous interviews, working sessions and interactions with stakeholders, the scoping team concludes that Twende Mbele should provide support to Niger to accompany it in meeting its expressed needs. In a concrete and precise way, Twende Mbele can accompany Niger through:

- Advisory support and information sharing to improve the practice of M&E in Niger,
- Assistance in linking Niger with outside evaluation organizations to finance certain institutionalization activities.

6.5. Potential Collaboration Activities

The following activities have been identified as ideas for potential collaboration with Twende Mbele:

- Participation in existing Twende Mbele activities

- Director-General training
- Networking
- Peer learning activities:
 - Participation in SAMEA conference, Benin Evaluation Days and Uganda Evaluation Week
 - Information sharing on evaluation policies/ strategies/ plans/ systems/ standards/ tools by the three founding partner countries
- Capacity Building in partnership with CLEAR*:
 - SERAF Seminar
 - CLEAR Winter School
 - Other CLEAR training

6.6 Strategic Government Partners in M&E

The organizations UNICEF, UNDP and the World Bank all have good relationships with the HCME and other Ministries in Niger, they may be interested in partnering on the Twende Mbele program.

7. Decisions and Next Steps

7.1 Key decisions for Twende Mbele.

The scoping team proposes to the Twende Mbele management committee to support Niger in the continuation and completion of the process of developing its National Evaluation Policy and operationalization of tools until their adoption by the authorities.

7.2 Road Map for potential Twende Mbele activities

The exploratory team recommends for Twende Mbele to partner with the Niger in two areas:

- Capacity Building
- Support in institutionalizing the evaluation of public policies

8. Conclusion

The Twende Mbele program scoping mission in Niger was conducted under favorable conditions and provided a synoptic view of the country's monitoring and evaluation system. It has yielded satisfactory results as relates to the terms of reference, and offers interesting prospects for the future of an evaluation system in Niger. Authorities and representatives of governmental agencies were helpful and cooperative, and are identified as actors in the development chain.

The team observed an awareness of M&E issues, the issues involved, and the need to create an effective system in Niger. It was also observed that, in addition to a general awareness, there is strong political commitment at the highest level of government.

Two major areas of cooperation were noted by the team and will be submitted to the Twende Mbele management committee, these consist of: capacity building for M&E actors and support for the creation of an effective M&E system, but more importantly the institutionalization of public policy evaluation in Niger.

ANNEXES

1. Economic and Social Development Plan (PDES) 2012-2015
2. ESDP Preliminary Evaluation Report
3. Second National Strategy on Statistical Development (SNDS_II) 2017-2021
4. Nigerien National Evaluation Policy (draft version)
5. List of stakeholders met
6. Mission agenda