

FINAL REPORT

Evaluation of the 2017–2020 Strategic Plan and of the post–2020 activities of the Network of African Parliamentarians for the Evaluation of Development (APNODE)

December 2025



Acknowledgements



This evaluation, commissioned by the Executive Committee of APNODE, was conducted by CLEAR Francophone Africa, with the support of the African Evaluation Association (AfrEA), under the supervision of the APNODE Secretariat.

The evaluation team expresses its deepest gratitude to the members of the APNODE Executive Committee, under the leadership of its former President, the Honourable Jeremie Adomahou.

Our sincere appreciation to all who, despite demanding schedules, generously devoted their time to the evaluation team.

The team also thanks the APNODE Secretariat and the IDEV team for their technical support and oversight of the process.

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The conclusions expressed in this report are solely those of the authors and do not necessarily reflect the views or positions of APNODE or IDEV/AfDB.

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Acronyms and abbreviations



AfDB	African Development Bank
AGM	Annual General Meetings
AfGEN	African Gender and Development Evaluators Network
APF	Parliamentary Assembly of la Francophonie
APNODE	African Parliamentarians' Network on Development Evaluation
APNODE-CI	APNODE National Section in Côte d'Ivoire
CPC2019	64th session Commonwealth Parliamentary Conference
CPPE	Committee of Parliamentarians for Public Policy Evaluation
DAC	Development Assistance Committee
EC	Evaluation criteria
ECOWAS	Economic Community of West African States
EQ	Evaluation question
FIFE	Francophone International Evaluation Forum
GEI	Global Evaluation Initiative
GOPAC	Global Organisation of Parliamentarians Against Corruption
GFPE	Global Parliamentary Forum for Evaluation
IDEV	Independent Development Evaluation (African Development Bank)
IMF	International Monetary Fund
IPU	Inter-Parliamentary Union
M&E	Monitoring and Evaluation
MPs	Parliamentarians
NPE	National Evaluation Policies
NGOs	Non-governmental organisations
PC-EIDM	Parliamentary Group on Evidence-Informed Decision-Making
PNWBIMF	Parliamentary Network of the World Bank and the International Monetary Fund
PuMP [®]	Performance Measurement Process
RFE	Francophone Evaluation Network
SADC	Southern African Development Community
SADC-PF	Parliamentary Forum of the Southern African Development Community
SDGs	Sustainable Development Goals
TBE	Theory-Based Evaluation Approaches
ToC	Theory of Change
ToR	Terms of Reference
TSUE	Tools to Strengthen the Use of Evidence
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
VOPEs	Voluntary Organisations for Professional Evaluation
WAAPAC	West African Association of Public Accounts Committees
WAEMU	West African Economic and Monetary Union

Executive summary



The African Parliamentarians' Network on Development Evaluation (APNODE) was established in 2014 to promote the systematic demand for, and use of, evaluation in legislation, budget oversight, and citizen representation, thereby strengthening accountability and development effectiveness across Africa.

APNODE developed a Strategic Plan covering the period 2017–2020, structured around seven specific objectives: (i) expansion of the network; (ii) consolidation of the network and mobilisation of financial resources; (iii) development of knowledge on best practices; (iv) improvement of communication; (v) strengthening of the capacities of APNODE members; (vi) strengthening of organisational structures and human resources; and (vii) enhancement of technical resources.

This rapid evaluation focused on the APNODE 2017–2020 Strategic Plan as well as on post-2020 activities. It adopted a participatory, mixed-methods, utilisation-focused, and theory-based approach (Patton, 2012). The evaluation was guided by four OECD–DAC criteria: relevance, effectiveness, coherence, and impact (OECD, 2019).

The report addresses seven evaluation questions (EQs) organised according to the evaluation criteria.

1. Effectiveness

● *EQ1. What results has the Network achieved in relation to the strategic objectives of the Plan?*

Over the period under review, there was a strong convergence of views among stakeholders regarding the following achievements of the Network (see Triangulation Matrix below):

- Network expansion: The Network expanded from seven founding countries to twenty-nine member countries. APNODE has established active national sections in Benin, Cameroon, Côte d'Ivoire, Morocco, and Zimbabwe.
- Improved visibility and partnerships: APNODE's visibility has been strengthened through its collaboration with regional and continental bodies such as the Pan-African Parliament, ECOWAS, WAEMU, and the SADC Parliamentary Forum, thereby demonstrating recognition at the highest institutional levels in Africa. The launch of a bilingual and independent website (www.apnode.org) has centralised the institutional memory of the Network and strengthened its online presence. APNODE has expanded its institutional partnerships (IDEV/AfDB, CLEAR-FA, CLEAR-AA, UNICEF, UN Women, Eval4Action, Parliament of ECOWAS) and received significant in-kind contributions (USD 107,782 in 2021; USD 105,649 in 2022; USD 65,030 in 2023).
- High-level institutional recognition: The strong recognition enjoyed by APNODE is further reinforced by the active participation of high-level political figures in its Annual General Meetings (AGMs). For example, the 5th AGM in 2019 brought together more than 60 parliamentarians, including four presidents and vice-presidents of parliaments. Similarly, the 7th AGM in 2022, hosted by the Chamber of Councillors of Morocco, brought together presidents of parliaments and senates from several countries (Benin, Central African

Republic, Morocco, South Sudan), thereby underscoring the Network's continental reach and recognition at the highest institutional level.

- Political influence: APNODE has contributed to the enactment of evaluation legislation (notably in, Côte d'Ivoire in 2022 and Benin in 2024) and to the establishment of parliamentary committees dedicated to evaluation.
- Capacity building: The Network has contributed to strengthening the capacities of parliamentarians by addressing key themes related to their mandates during its Annual General Meetings. Beyond these AGMs, the Network organised 23 training workshops and 30 capacity-building webinars over the period 2017-2024, aimed at strengthening parliamentarians' skills. Training themes covered by the Network include public policy evaluation, gender-sensitive approaches, results-based budgeting, and the integration of digital tools and artificial intelligence .

● *EQ2. What actions have been taken to achieve the expected results?*

Among the key actions undertaken by the Network, the following are particularly noteworthy:

- Regular organisation of Annual General Meetings (AGMs) and Executive Committee meetings: The regularity of AGMs has played a pivotal role in enhancing the Network's visibility and fostering its development. AGMs are held annually in accordance with statutory requirements. In 2021, despite the COVID-19 crisis, the Network's management organised the 6th AGM online, thereby ensuring compliance with the statutory calendar and continuity of activities. Similarly, the regular functioning of the Executive Committee has been a determining factor. Available reports indicate that the EC systematically holds at least two (2) statutory meetings per year, virtual meetings every two months, and at least

one face-to-face meeting annually.

- Sustained organisation of capacity-building activities (see above), with the support of technical and financial partners.
- Participation in international forums, including AfrEA, FIFE, the Commonwealth Parliamentary Conference, and UNDP-NEC.
- Creation and support of national sections, and collaboration with parliamentary groups (for example, PC-EIDM in Kenya).
- Improvement of communication, through a bilingual website, newsletters, and social media platforms.

●● *EQ3. What were the challenges, weaknesses, and strengths of current strategies?*

Training activities are reported in the activity reports. However, the available information is often incomplete, which does not permit a precise quantification of the actual number of beneficiaries over the period.

EQ3.1 Strengths :

- Network expansion and visibility development strategy: APNODE's expansion strategy relies on proactive engagement with parliamentary leaders and the strategic use of regional platforms. Presidents of African national parliaments, from both lower and upper chambers, have been formally apprised of APNODE's existence and invited to join, including through their participation in the Annual General Meetings held in 2017, 2018, and 2021. High-level advocacy initiatives, including the 2018 mission to the ECOWAS Parliament, provided a platform to present the Networks' objectives and governance structure, while promoting greater engagement and active participation by parliamentarians
- Capacity-building strategy: The effectiveness of APNODE's capacity-building initiatives depended essentially on the active engagement of technical partners (e.g.

CLEAR-FA, CLEAR-AA, UN Women, UNICEF) and the use of practical tools and concrete parliamentary case studies. Notably, the African Parliamentary Oversight Tool (African OCP) was presented during the CLEAR-AA masterclass in 2021.

- **Communication strategy:** The communication strategy proved effective due to the use of multiple communication channels (web platforms, newsletters, social networks), consistency of messaging, and the production of targeted content.
- **Institutional hosting:** The APNODE Secretariat benefited from institutional and technical support from IDEV. This arrangement facilitated the establishment of a stable administrative framework, provided access to technical expertise, and enhanced the Network’s visibility within a recognised institution.

EQ3.2 Weaknesses :

The weaknesses of the Network’s strategy include the following:

- **Strategy for mobilising autonomous resources:**
 - Financial reports indicate low recovery of members’ contributions.
 - This limited mobilisation of contributions has resulted in strong financial dependence on AfDB/IDEV (approximately 80% of the budget).
 - In addition, the Network has not adopted a structured fundraising strategy, nor does it have its own bank account.
- **Updating of founding documents:** The founding documents, amended in 2017, do not fully reflect the current mandate and leave areas of ambiguity. For example, the division of roles between the Executive Committee, the Secretariat, and the national sections remains unclear, concentrating decision-making among a small number of active members and limiting collective ownership, as well as geographical and gender balance.

- **Staffing:** The Secretariat operated for ten years without permanent staff.
- **Communication strategy:** Stakeholders noted the absence of a formal communication strategy, irregular updating of the website and newsletters, weak documentation of national-level successes, and underutilisation of peer learning opportunities.
- **Mobilisation of national chapters:** Evidence from the triangulated literature review and interviews indicates that the Network’s national chapters remain weakly engaged, participated sporadically in international events and conducted limited or irregular activities at the national level.

EQ3.3 Challenges :

- **Renewal of legislatures:** Parliamentary election cycles constitute a challenge to sustaining the dynamism of national chapters. Elections and the renewal of parliaments have resulted in a loss of institutional memory and momentum in some countries (e.g. Gabon, Togo).
- **Constraints related to COVID-19:** In the context of the pandemic, the Network experienced a general slowdown in activities, with the postponement of some initiatives and a shift to digital formats. The effectiveness of these formats was constrained by limited internet access and connectivity challenges.

2. Coherence

● EQ4. To what extent have the Network's governance structure and policies contributed to its performance?

The governance structure (General Assembly, Executive Committee, Secretariat, and National Chapters) has been a source of legitimacy for APNODE. It has provided a clear framework for decision-making, stability, and visibility, with the continued support of AfDB/IDEV through the hosting of the Secretariat.

However, while the current governance structure allows the Network's operations to continue, it appears insufficient to ensure its long-term sustainability. The Secretariat, composed exclusively of IDEV staff mobilised on a part-time basis (10–20% of their availability), lacks sufficient human resources to maintain APNODE's operational effectiveness. Furthermore, in the absence of appropriate incentive mechanisms, engagement among some Executive Committee members is limited, leading to a concentration of responsibilities within a small group of individuals.

●● EQ5. To what extent have the structure, types, and level of membership fees been effective in generating membership contributions?

The Network remains highly dependent on AfDB/IDEV due to the low level of collection of membership fees. The evaluation highlighted the irregular collection of contributions, the limited commitment of some members, and the absence of incentives and clear mechanisms to encourage timely payment.

The current membership model has not yet generated sufficient internal resources to ensure the Network's financial autonomy.

3. Impact

● EQ6. What are the expected and unexpected impacts of APNODE on the African evaluation community?

APNODE has contributed to the development of the African evaluation community, as evidenced by interviews and document review, through the following outcomes:

- Increased participation of parliamentarians in international debates on evaluation.
- Contributions by members to the adoption of laws and the establishment of parliamentary committees on evaluation.
- Strengthening collaboration between parliamentary groups and evaluation networks.
- Reinforcement of parliamentary diplomacy around evaluation.

4. Relevance

● EQ7. What are the potential hosting and governance options for the Secretariat?

Based on a cross-analysis of consultation data and benchmarking, five (5) hosting and governance options were identified to structure the Secretariat in a manner that better meets stakeholders' expectations:

- a. Option 1: Maintain the current hosting arrangement within AfDB/IDEV, without structural modification (status quo).
- b. Option 2: Independent Secretariat (legal entity): establishment of an autonomous legal entity responsible for the institutional, financial, and administrative management of the Network.
- c. Option 3: Hosting with greater autonomy (hybrid model): establishment of a semi-independent unit with dedicated management and governance mechanisms.
- d. Option 4: Rotating Secretariat among member countries: hosting the Secretariat on a rotational basis by different parliaments or regional bodies.
- e. Option 5: Decentralised model (zonal secretariats): an organisational model based on several regional hubs supporting a central Secretariat.

5. Recommendations

R1. Review of the legal framework of the Network

The 2017 statutes should be updated to reflect APNODE's continental scope, expanded membership, and evolving mandate. This review should introduce provisions relating to :

- The rotation of leadership, with clearly defined and assessable mandates based on performance criteria adopted by the General Assembly.
- The integration of gender and regional equity considerations within governance bodies.
- The establishment of mechanisms to ensure the active participation of former parliamentarians.

R2. Strengthen the Executive Committee

Strengthening the EC requires:

- Clarification of the roles and responsibilities of EC members to avoid the concentration of workloads among a few individuals.

- The establishment of thematic sub-committees (finance, membership, communications, partnerships) to improve task distribution.
- The introduction of performance evaluation mechanisms to assess EC effectiveness and member engagement, thereby strengthening accountability and participation.

R3. Establish a more effective Secretariat to strengthen operational autonomy

The evaluation revealed pronounced divergence in stakeholders' views regarding the hosting and functioning of the Secretariat. From a continuous improvement perspective, the evaluation recommends:

- The establishment of a hybrid Secretariat composed of IDEV and APNODE personnel, with clearly defined roles and responsibilities for the operational management of the Network, including :

- Professional and dedicated staff.
- Clear job descriptions and internal reporting lines to the Executive Committee.
- The capacity to directly manage APNODE's finances and projects.
- Maintaining and strengthening the strategic partnership with AfDB/IDEV.

This recommendation reflects the importance of AfDB/IDEV in resource mobilisation, while also considering sustainability challenges associated with the operating costs of a fully independent Secretariat.

R4. Improve financial viability

Financial viability is a necessary condition for Network autonomy. The evaluation recommends:

- Strengthening institutional membership by simplifying membership procedures and parliamentary contribution mechanisms.
- Developing a resource mobilisation strategy targeting donors beyond AfDB, including United Nations agencies, bilateral partners, foundations, and competitive funding calls.
- Establishing a transparent billing and reporting system linking contributions to concrete benefits (e.g. access to capacity building, visibility, and technical resources).

R5. Improve communication and coordination

Effective communication and coordination among stakeholders are essential to achieving the Network's vision. The evaluation recommends:

- Developing a formal communication strategy defining target audiences, key messages, and communication channels (website, newsletters, social media).
- Establishing regular reporting mechanisms between national sections, the Secretariat, and the Executive Committee, including standardised templates for annual work plans.
- Promoting peer learning across national sections through the documentation and dissemination of best practices.

R6. Promote institutional engagement of members

Considering low parliamentary retention following elections and variable levels of engagement, the evaluation recommends:

- Formalising membership agreements at the institutional (parliamentary) level to mitigate the effects of individual turnover after elections.
- Creating a network of parliamentary champions to support advocacy and visibility across all regions.
- Establishing mentoring programmes in which experienced members support newly elected parliamentarians.

R7. Establish monitoring and accountability mechanisms

The translation of the Strategic Plan into annual work plans should be accompanied by measures aimed at:

- Establishing a monitoring and evaluation system for the implementation of activities and resolutions adopted by the General Assembly and the Executive Committee.
- Regularly monitoring the activities of national sections and introducing incentives for active sections (recognition, visibility, technical and financial support).
- Assessing the performance of work plan implementation and governance arrangements to enhance transparency, trust, and accountability.

Introduction



The African Parliamentarians Network on Development Evaluation (APNODE) was created in March 2014 in Yaoundé, Cameroon, to promote the systematic use of evaluation in decision-making and to strengthen parliamentary oversight. Since its establishment, APNODE has focused on strengthening the core functions of parliaments, legislation, budgeting, oversight, and citizen representation by embedding a culture of evidence within African legislative institutions. To operationalise this vision, the Network adopted a Strategic Plan covering the period 2017–2020.

This rapid evaluation aims to provide evidence on the Network's achievements since the adoption of this Strategic Plan. By examining the successes, challenges, and lessons learned over a decade of existence, it formulates concrete recommendations to inform the development of the next Strategic Plan (2026–2030). In this sense, the evaluation goes beyond a purely retrospective exercise. It is a forward-looking tool designed to guide APNODE in its strategic adaptation, strengthen its institutional resilience, and maintain its relevance in a constantly evolving political and development context.

The report presents the context, methodology, main findings, and recommendations, thereby providing decision-makers with evidence to support improvements in APNODE's performance.

1. Evaluation context



1.1. INSTITUTIONAL FRAMEWORK AND MISSION OF APNODE

The African Parliamentarians Network on Development Evaluation (APNODE) is composed of members of African parliaments and development partners. Its mandate is to provide a forum for African parliamentarians and parliaments to use and promote evaluation to enhance development effectiveness and inclusive growth across the African continent (APNODE, 2024, p. 6).

This mandate is articulated around five (5) specific objectives (APNODE, 2015, art. 3; APNODE, 2024) :

- 1 Raise awareness among parliamentarians and legislative institutions of the importance of evaluation for oversight, legislation, and decision-making.**
- 2 Strengthen the capacity of parliamentarians to demand and use evidence.**
- 3 Encourage the institutionalisation of evaluation within governance processes.**
- 4 Promote the sharing of experiences among African countries and beyond.**
- 5 Promote evaluations that are sensitive to gender, vulnerability, and inequalities in development.**

To this end, the Network serves as a platform for the exchange of information, knowledge, and experiences related to the use of evidence.

Furthermore, recognising that parliamentarians are only one actor among many within national evaluation systems, APNODE places strong emphasis on collaboration and partnerships.

1.2. PROGRAMMATIC VISION FOR THE PERIODS 2017–2020 AND POST-2020

The four-year Strategic Plan (2017–2020) has served as the overarching framework for the Network’s actions since 2017. The Plan was developed based on the observation that, despite a clear identity and a well-defined vision, practical constraints were likely to hinder the full achievement of APNODE’s mission (APNODE, 2017, p. 5). This context required the adoption of appropriate actions translated into programmes at both continental and national levels.

These initiatives included the organisation of AGMs, knowledge-sharing webinars, capacity-building activities, and peer exchange programmes.

Implementation of the Strategic Plan was led by the Executive Committee, with the support of the APNODE Secretariat.

In line with its partnership-oriented approach, the Network mobilised the support of development partners, including the African Development Bank (AfDB), the United Nations Population Fund (UNFPA), the Centres for Learning on Evaluation and Results for Anglophone Africa (CLEAR-AA) and Francophone Africa (CLEAR-FA), the United Nations Development Programme (UNDP), UN Women, the United Nations Children’s Fund (UNICEF), the African Evaluation Association (AfrEA), and the Francophone Evaluation Network (RFE).

1.3. A STRATEGIC PLAN IMPLEMENTED IN A RAPIDLY CHANGING CONTEXT

Since 2017, both national and international contexts have undergone significant changes, including:

- The institutionalisation of evaluation in several African countries, notably through:
 - The inclusion of evaluation in new constitutions, laws, and regulations, with specific responsibilities assigned to parliaments.
 - The establishment of evaluation committees within parliaments.
- Increased calls to strengthen country-led evaluations.
- The implementation of programme-based budgeting reforms in Francophone Africa has reinforced the oversight role of parliamentarians.
- Decline in the availability of international development funding and the restructuring of international cooperation.
- Threats to democratic processes in some countries have weakened the position of certain parliaments and their ability to promote evidence-informed decision-making, alongside broader challenges to democratic governance.
- Multiple crises, including the COVID-19 pandemic, which significantly slowed activities and, in some cases, transformed organisational operating modalities.

1.4. AN EVALUATION TO INFORM THE NETWORK'S FUTURE STRATEGIC DIRECTIONS

With a view to revitalising the Network, the General Assembly approved, in August 2024, the launch of an evaluation of the 2017–2020 Strategic Plan and post-2020 activities, alongside the development of a new Strategic Plan. This forthcoming Plan will define priorities for the next five years (2026–2030). Its central challenge is to position APNODE as a key actor in supporting the production and use of evidence for decision-making in Africa.

2. Objectives, scope, and intended use of the evaluation



2.1. OBJECTIVES OF THE EVALUATION

This evaluation constitutes a rapid assessment of the implementation of APNODE’s 2017–2020 Strategic Plan, including its economic model and post-2020 activities. It pursues the following specific objectives:

- Assess the relevance, governance arrangements, and political and financial frameworks underpinning APNODE’s current strategic, operational, and economic model.
- Formulate key recommendations for a sustainable economic model, including decisions related to the hosting of the Secretariat, types of membership, and the possible introduction of membership fees.
- Contribute to the development of a new Strategic Plan for 2026–2030, building on the evaluation’s findings to identify priorities, strategic orientations, and measurable objectives.


2.2. SCOPE AND INTENDED USE OF THE EVALUATION

The evaluation covers three main components: (i) the assessment of the previous Strategic Plan (2017–2020) and post-2020 activities; (ii) the functioning of APNODE; and (iii) the Network’s economic model. The areas covered by the evaluation are detailed in Table 1.

Table 1: Scope of the evaluation

Domains	Description of the scope
Implementation of the 2017–2020 strategic plan	Assessment of progress made across the five strategic axes: network expansion, institutional and financial consolidation, knowledge sharing, communication, and capacity building.
Governance and business model	Analysis of the functioning of the Executive Committee, the Secretariat hosted by IDEV/AfDB, decision-making processes, and the financing model (member contributions, partnerships, ad hoc financing).
Performance and results	Assessment of results achieved in relation to the objectives set and performance indicators (membership, visibility, activities, partnerships, training).
Membership and mobilisation	Review of membership structure and types (individual, institutional, associate), regional distribution, and participation dynamics.
Communication and visibility	Analysis of internal and external communication strategies (website, newsletters, bulletins, social media).
Capacity building and knowledge production	Evaluation of APNODE’s contribution to training, knowledge sharing, and the promotion of an evaluation culture within African parliaments.
Sustainability and institutional impact	Assessment of the sustainability of the Network, its continental positioning, and its added value for national evaluation systems.

The intended users and uses of the evaluation results are as follows:



The Executive Committee: The evaluation highlights APNODE’s contributions and challenges. The Executive Committee will use the findings to define the Network’s new governance structure and future priorities.

The General Assembly: The General Assembly will be informed of APNODE’s contributions to development evaluation, as well as lessons learned.

The Secretariat: The evaluation supports accountability, learning, and reporting to stakeholders.

Parliamentarians and parliaments: These stakeholders are informed about the Network’s contribution, its strengths and weaknesses, and lessons learned from the implementation of the Strategic Plan and post-2020 activities.

Partners: Partners are informed of the Network’s contribution, strengths, weaknesses, and lessons learned.

3. Methodology



This section presents: (i) the evaluation approach; (ii) the evaluation criteria and questions; and (iii) the data collection and analysis strategy.

3.1. EVALUATION APPROACH

The evaluation adopted a participatory, utilisation-focused, and theory-based approach.

- **Participatory and iterative approach:** At the outset, preliminary virtual consultations with the APNODE Secretariat led to the adoption of an evaluation plan. Interviews were subsequently organised with members and partners. Preliminary findings from these consultations were presented to the Executive Committee, which formulated recommendations. Taking these recommendations into account required additional interviews and the administration of an online questionnaire. In total, eighteen semi-structured interviews were conducted, and eight (8) respondents completed the online questionnaire. The list of respondent categories is presented in the appendix.
- **Utilisation-focused evaluation:** To ensure that evaluation findings would be used by APNODE stakeholders, the evaluation team aligned deliverables and timelines with key decision-making moments identified by Network management.
- **Theory-based approach:** Contribution analysis and the Theory of Change (ToC) were used to examine whether and how the Strategic Plan contributed to observed results, and to identify causal pathways and contextual factors.

3.2. EVALUATION CRITERIA AND QUESTIONS

The evaluation was guided by internationally recognised frameworks, including the OECD-DAC criteria, the DAC Quality Standards for Development Evaluation, and the standards of

good practice of the Evaluation Cooperation Group. The evaluation criteria (EC) and evaluation questions (EQ) are as follows:

- **EC1: Effectiveness-** Performance in implementing the 2017-2020 Strategic Plan through its strategic objectives:
 - **EQ1:** What results has APNODE achieved in relation to its strategic objectives?
 - **EQ2:** What actions have been undertaken and with what results?
 - **EQ3:** What were the challenges, weaknesses, and strengths of the current strategies?
- **EC2: Coherence-** Alignment between governance structures, mission, and strategies
 - **EQ4:** To what extent do the governance structure and policies promote the performance of the Network?
 - **EQ5:** To what extent is the membership structure, including membership types and contributions, effective in mobilising resources?
- **EC3: Impact-** Expected and unexpected effects of APNODE on the African evaluation community
 - **EQ6:** What are the impacts of APNODE on the African evaluation community?
- **EC4: Relevance-** Ability to meet stakeholders' needs and adapt to emerging expectations.
 - **EQ7:** What governance and hosting options are available for the Secretariat?

3.3. DATA COLLECTION AND ANALYSIS

The evaluation adopted a mixed-methods approach combining document review, qualitative and quantitative data collection, comparative analysis with similar networks, and targeted stakeholder consultations.

3.3.1 Literature review

Key sources included APNODE’s 2017–2020 Strategic Plan, annual activity and financial reports, minutes of AGMs, partner documents, scholarly literature on parliamentarians and evaluation, and documentation on innovative evaluation methods. This review supported both a retrospective analysis of performance and a formative assessment of lessons learned to inform the next strategic phase.

3.3.2 Qualitative data collection

- Sampling: Respondents were selected using purposive sampling to reflect institutional, geographical, and functional diversity among stakeholders.
- Data collection techniques: Semi-structured interviews, case studies, and testimonials were used to capture stakeholders’ perspectives and lived experiences.

Interviews were conducted with: (i) all members of the Executive Committee; (ii) partners collaborating with APNODE; (iii) VOPE managers; and (iv) current and former APNODE members. In total, eighteen semi-structured interviews were conducted.

3.3.3 Quantitative data collection

A structured online questionnaire using KoboToolbox was administered to all stakeholder categories, including parliamentarians (members and non-members), government representatives, evaluation associations, development partners, and evaluation service providers. Eight (8) respondents completed the questionnaire (see Appendix 1).

3.3.4 Data analysis

Ö 3.3.4.1 Comparative analysis (benchmarking)

The evaluation compared APNODE’s processes with those of benchmark organisations, drawing on an approach advocated by Kaufman and Swart (1995). This method seeks to identify best practices within comparator organisations in order to inform improvements in internal processes and methods. A comparative analysis of ten parliamentary networks (including the Inter-Parliamentary Union, the African Parliamentary Network, and WAAPAC), initially undertaken by the APNODE Secretariat, was further refined to identify good practices and lessons relevant to APNODE.

Ö 3.3.4.2 Qualitative analysis of interview and questionnaire data

Qualitative data were coded thematically across dimensions, including strategic relevance, governance, operational effectiveness, partnerships, and sustainability. Convergent and divergent views were documented and illustrated with representative quotations.

Ö 3.3.4.3 Quantitative analysis

Descriptive statistics were used to identify trends in engagement, perceived added value, and stakeholder satisfaction.

Ö 3.3.4.4 Triangulation

Triangulation, initially proposed by Denzin (2017), is a strategy used to enhance internal validity and the credibility of inferences in social research. Four forms are distinguished: data, investigator, theory, and method triangulation.

Triangulation is central to mixed-methods approaches, combining quantitative data (e.g. performance indicators) and qualitative data (e.g. perceptions and observations) to assess OECD-DAC criteria, including relevance, effectiveness, efficiency, coherence, and sustainability (OECD-DAC, 2019). According to Greene et al. (1989), triangulation serves three purposes: (i) confirmation (convergence), (ii) complementarity, and (iii) development. These

purposes are directly applicable to evaluations of strategic plans.

Triangulation was conducted across multiple data sources, including interviews with AfDB/IDEV staff, parliamentarians, VOPEs, and partners.

The triangulation matrix used is provided in the appendix.

3.3.5 Limitations and mitigation measures

The evaluation team encountered three main challenges during the implementation of this evaluation:

- **Limited availability of stakeholders:** The questionnaire, available in both English and French, was disseminated with the support of the Secretariat and AfrEA. Despite several reminders, the response rate remained low, with only eight respondents.
- **Time constraints:** The preliminary results had to be presented to the Executive Committee less than one month after the launch of the evaluation.
- **Availability and quality of secondary data:** Data contained in project reports and documents were not regular, systematic, or complete, making it difficult to quantify results and identify trends. This limitation also affected administrative data, such as up-to-date contact information for stakeholders, including APNODE parliamentarians.

4. Main findings



This section presents the results of the evaluation of APNODE’s performance in implementing its strategic plan. It examines the main achievements, the challenges encountered, and the lessons learned, highlighting the evolution of the Network over time in terms of structure, governance, membership, and impact. The analysis also identifies the factors that facilitated or hindered progress, thereby guiding future decision-making.

The results are presented in response to the evaluation questions.

4.1 STATE OF IMPLEMENTATION OF STRATEGIC OBJECTIVES

Overall, the findings indicate that significant progress was made in achieving the objectives of the 2017–2020 strategic plan. This assessment is based on the analysis of data collected from stakeholders, as summarised in the data triangulation table below (Table 2).

Table 2: Triangulation matrix

Evaluation questions	Key findings	IDEV	Members of Parliament	VOPE	Partners	Sources	Level of convergence
EQ1. Results achieved	Progress on all 5 axes: expansion, governance, visibility, capabilities, partnerships.	Highlights international expansion and visibility.	Acknowledges progress but slow execution (COVID, follow-up).	Confirms progress in raising awareness.	Valid visibility and partnerships.	Reports 2023–2024 (p.5–8), 2021–2022 (p.7); interview MP2, IDEV1.	
EQ2. Actions undertaken	AGM, webinars, CLEAR-AA training, Morocco-APNODE agreement, newsletters.	IDEV catalyses activities/logistics.	Highlights the parliamentary plea.	Contributes to the dissemination of practices.	Coordinates technical support.	Reports 2022–2023 (p.10–12), 2018–2019 (p.15–16); VOPE3; Part 1.	
EQ3. Challenges and Strengths	IDEV dependence, centralised governance, limited human resources, and weak contribution stimulus.	Recognises structural dependency.	Highlights the slow decision-making process.	Calls for professionalisation.	Risk of disengagement from partners.	2021–2022 Report (p.9); MP4; VOPE2; Part2.	
EQ4. Governance and performance	Active governance, but unclear structure of the Executive Committee/Secretariat.	Highlight IDEV stability.	Desires greater autonomy.	Calls for independent executive leadership.	Recommends a hybrid model.	2017–2020 Plan (p.14–16); Report 2023–2024 (p.9); IDEV0; VOPE1; Part1.	
EQ5. Structure and contributions	Low contributions, incentivising structure; irregular follow-up.	Highlights administrative delays.	Effective but infrequent follow-ups.	Lack of digital tracking tools.	Recommends a digital membership system.	2021–2022 Report (p.10); MP1; VOPE4; Part 2.	
EQ6. Impacts on the community	Capacity building, political influence, and dissemination of practices.	Promotes training and visibility.	Observation of changes in practice.	VOPE ripple effect.	Multiplier effect of partnerships.	Reports 2023–2024 (p.13), 2018–2019 (p.17); MP3; VOPE1.	
EQ7. Hosting and Governance	Consensus on autonomy but disagreement on the model (total vs hybrid).	Advocates maintain the temporary IDEV.	Desires complete autonomy.	Support for rapid independence.	Recommends the co-hosted model.	2017–2020 Plan (p.15); 2021–2022 Report (p.9); IDEV1; MP4; VOPE3; Part2.	

= Strong convergence, = Partial convergence, = Marked divergence.

4.1.1. Implementation of Strategic Objective 1 (SO 1): Network expansion

Ö 4.1.1.1 Key achievements of Strategic Objective 1

The implementation of Strategic Objective 1 resulted in five (5) major achievements, presented below.

i. Strengthened regional partnerships

Since its establishment, APNODE actively developed partnerships with regional institutions to advance its mission. Between August 2016 and July 2017, the Secretariat initiated and strengthened partnerships with key organisations such as the Common Market for Eastern and Southern Africa (COMESA), the West African Economic and Monetary Union (UEMOA), the Southern African Development Community Parliamentary Forum (SADC-PF), and the Pan-African Parliament.

In 2018, outreach efforts were extended to other regional parliamentary bodies, notably the Parliament of the Economic Community of West African States (ECOWAS) and the East African Legislative Assembly. Engagement with the ECOWAS Parliament and the Pan-African Parliament was further strengthened between August 2019 and July 2020. In June 2023, the President of APNODE was elected among the fifteen representatives of national assembly's serving simultaneously in the ECOWAS and Pan-African Parliaments, further consolidating institutional partnerships.

ii. Effective participation in global events and international networking

As part of its expansion strategy, the Network maintained a near-constant level of participation in at least one major international event per year. These events contributed to enhancing APNODE's visibility and integration into international networks.

Between 2019 and 2025, APNODE participated in major international events, including the 64th Commonwealth Parliamentary Conference (CPC 2019) in Kampala, the IDEAS Global Assembly in Prague, the UNDP-NEC Conference in Egypt, the Third Francophone International Forum on Evaluation (FIFE) in Burkina Faso, FIFE 2021 in Luxembourg, and the gLOCAL Evaluation Weeks in 2022, 2023, 2024, and 2025.

iii. Mobilisation of an increasing number of stakeholders through the regular organisation of General Assemblies

Annual General Meetings (AGMs) serve as a key mechanism for attracting new members and re-engaging active members around APNODE’s mission. Participation levels in these meetings, therefore, constitute a proxy for the Network’s visibility and outreach. Since 2019, APNODE has successfully organised its AGMs regularly, with attendance consistently exceeding fifty participants. Between the 5th AGM in 2019 and the 9th AGM in 2024, approximately 344 participants attended these meetings. Excluding the 2023 AGM, which was held online, a general upward trend in participation is observed between 2019 and 2024, with attendance increasing from 60 to 90 participants.

Table 3: Participation in AGMs, 2019–2024

General Assembly	Year	Place	Number of parliamentarians	Number of countries represented
5th Annual General Meeting	August 2019	Abidjan	60	16
6th Annual General Meeting	August 2021	Online	63	17
7th Annual General Meeting	August 2022	Rabat	80	14
8th Annual General Meeting	October 2023	Online	51	11
9th Annual General Meeting	August 2024	Cotonou	90	12

It should be noted, however, that, unlike individual participants, the Network has not succeeded in diversifying the number of countries represented. The number of countries represented declined slightly, from 16 in 2019 to 12 in 2024.

iv. Effective collaboration with political groups at the national level

Collaboration with political and parliamentary groups was a strategic focus to strengthen the Network’s footprint. This collaboration proved effective and has yielded tangible results in some countries. In Kenya, for example, APNODE collaborated with the Parliamentary Group on Evidence-Based Decision-Making (PC-EIDM) between 2019 and 2020. Similarly, the national chapter of APNODE (APNODE-CI) played a decisive role in Côte d’Ivoire in the establishment of the Parliamentary Committee on Public Policy Evaluation (CPEPP) in September 2021. CPEPP actively contributed to drafting the Public Policy Evaluation Act, adopted on 29 June 2022, and developed tools such as an action framework and a practical guide. The finalisation of this committee’s action plan is currently underway. In Benin, a major milestone was achieved with the adoption of Law No. 2024-09 of 20 February 2024, establishing a framework law on development planning and policy evaluation, to which APNODE Benin members contributed by preparing the draft report on the law.

v. Low representation and dynamism of national sections

The geographical expansion of the Network through national sections has been uneven, alternating between an initial period of acceleration at the Network’s launch and a subsequent period of slowdown. This deceleration is reflected in the decline in the number of countries represented at the AGMs, which fell from 16 to 12 between the 5th and 9th AGMs. Between 2015 and 2016, the creation of national chapters got off to a strong start, with eight new chapters established (see Table 4): Uganda and Kenya in 2015, followed by Burkina Faso, Cameroon, Zimbabwe, Benin, Togo, and Côte d’Ivoire in 2016. The pace then slowed, with only two sections created in 2017 (South Sudan and Tanzania), one in 2019 (Zambia), and one recently in 2023 (Morocco). Some initially established sections experienced periods of high inactivity, such as Burkina Faso and Kenya, where individual APNODE memberships became invalid between 2017 and 2018. Consequently, there is uneven momentum among the sections, with recent reports identifying only four sections as fully functional and effective in 2023: Cameroon, Côte d’Ivoire, Zimbabwe, and Benin.

Table 4: Years of creation of national sections

Location	Year
Uganda	2015
Kenya	2015
Burkina Faso	2016
Cameroon	2016
Zimbabwe	2016
Benin	2016
Togo	2016
Côte d’Ivoire	2016
South Sudan	2017
Tanzania	2017
Zambia	2019
Morocco	2023

Ö 4.1.1.2 Explanatory factors of the state of implementation

Enabling factors

The Network’s expansion strategy was based on the following operational choices:

1. Identification and mobilisation of key regional organisations.
2. Targeting relevant international events in Africa and beyond for APNODE participation.
3. Establishing protocols for selecting APNODE representatives at international conferences.
4. Exploring opportunities for engagement with political groups.
5. Appointment of regional representatives and focal points within APNODE.

Although most of these actions have been successfully implemented, the evaluation found no evidence of progress on action point 3.

Constraining factors

Several structural constraints have hindered the expansion of the APNODE Network :

1. Administrative burdens within national assemblies have slowed, or even blocked, institutional membership. Advocacy efforts have often been limited to providing information on membership conditions, without the high-level engagement necessary to convince parliamentary leaders.
2. The absence of a mechanism dedicated to continuous advocacy means that institutional expansion relies largely on individual initiative rather than a concerted strategy led by the Executive Committee.
3. Political instabilities: the creation and maintenance of national sections are directly affected by political factors. For example, the military coup in Gabon delayed the establishment and implementation of activities within

the national section, as the National Assembly had been dissolved.

4. The COVID-19 pandemic has posed a major challenge, disrupted all face-to-face activities and notably forced the postponement of the official launch of the national section in Zambia.

As a result of these limiting factors, the number of institutional members remains low: in a decade of existence, only four parliaments were formally affiliated in 2022, although individual members are present in twenty-nine countries.

4.1.2. Implementation of Strategic Objective 2: Consolidation of the network and securing financial resources

The second strategic objective sought to strengthen the internal cohesion of the Network and ensure the sustainability of its activities through diversified and sustainable financial, technical, and human resources. This strategic orientation responds to a priority regularly identified during the Annual General Meetings: achieving autonomy and reducing dependence on external funding sources (APNODE, 2017).

Ö 4.1.2.1 Achievements of Strategic Objective 2

Table 6 presents the achievements of Strategic Objective 2. The major highlights are as follows:

i. Strategic orientations finalised and membership terms renewed

To consolidate the Network, APNODE finalised its Strategic Plan in 2017 to guide its actions in line with a shared vision. The Strategic Plan (2017–2020) was approved during the 3rd General Assembly. The Executive Committee relied on this Plan to revise and develop the costed work plan for 2021–2023.

On the financial front, the Network adopted new membership terms. Institutional contributions from parliaments were officially increased to USD 5,000, following the recommendation of the 2nd General Assembly and its approval by the 3rd Assembly.

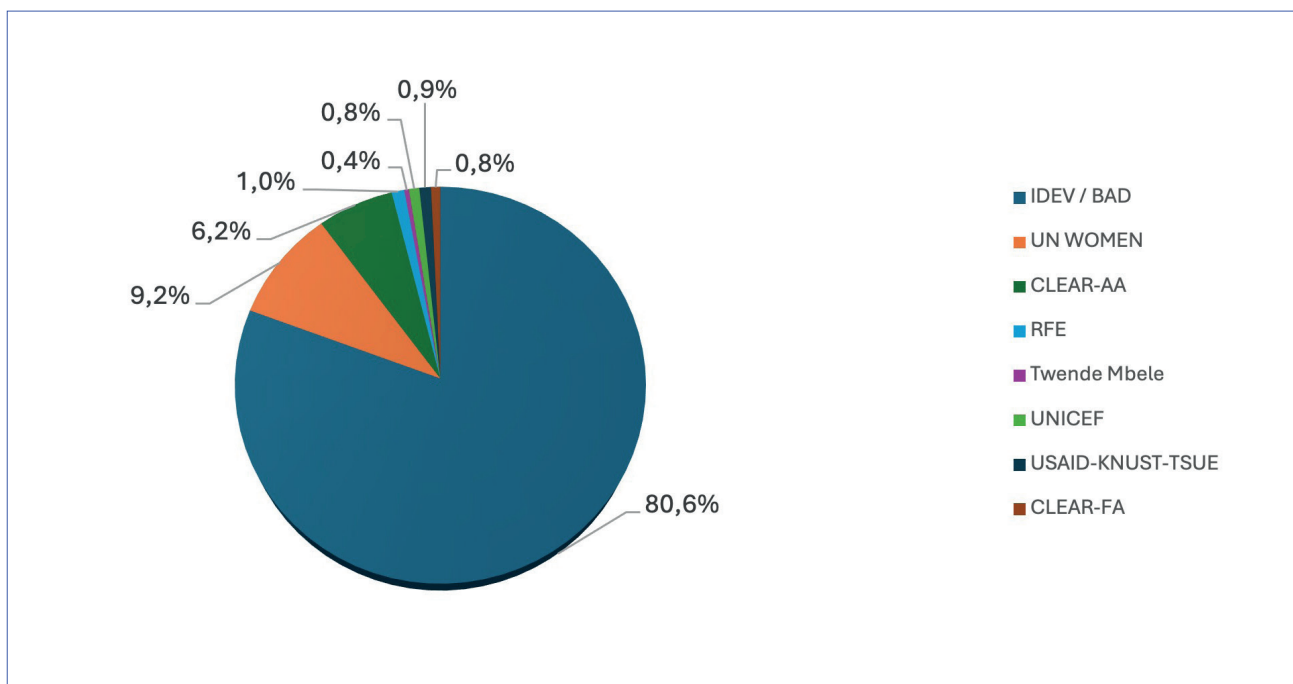
ii. Downward trend in external funding mobilised through partnerships

Overall, there has been a decline in the Network’s capacity to mobilise external resources over the period from 2017 to 2023, with total external funding decreasing from USD 132,256 to USD 65,030. Resource mobilisation exhibited a contrasting trend, increasing between 2017 and 2019, followed by a decline during the COVID-19 crisis in 2020, which was not fully reversed despite periods of post-COVID recovery. In total, the resources mobilised over the period amounted to USD 805,327. Table 5 shows the annual amounts of external funding received and the corresponding levels of effort for each year.

iii. Low diversification of external funding sources

Most of the external funding mobilised between 2017 and 2023 was provided by the African Development Bank (AfDB)/IDEV, which accounted for more than 80% of total funding (see Figure 1). IDEV’s contribution includes the salaries of its personnel, who dedicate between 10% and 20% of their working time to the APNODE Secretariat.

Figure 1: Partners’ contribution to fundraising



Source: APNODE annual financial reports from 2017 to 2024

Despite the challenges posed by the COVID-19 pandemic, AfDB/IDEV ensured business continuity by financing virtual meetings and events. For instance, both the 6th Annual General Meeting (2021, held virtually) and the 7th Annual General Meeting (2022, held virtually) received full support from IDEV, ensuring that strategic decision-making could continue uninterrupted despite international travel restrictions.

iv. Dependence on external resources

The Network remains heavily dependent on external funding. Membership fees for the period 2017–2023 accounted for only 10% of external funding, totalling USD 82,451 compared with USD 805,327 from external sources. This dependence renders the Network particularly vulnerable to any reductions or withdrawal of external funding.

v. Fluctuations in the volume of membership contributions

Overall, the volume of membership contributions has increased since 2017 (see Table 5). The accession of new members, particularly institutional ones, has contributed to this upward trend. The peak level of contributions was recorded in 2019 (USD 20,865). However, membership fees declined sharply during the COVID-19 crisis in 2020. Since then, contributions have gradually recovered, with fees approaching their 2019 level, amounting to USD 17,032 in 2023.

Table 5: Fundraising trends from 2017 to 2023

Year	Membership fee (USD)	Amount of external financing (in USD)	% annual	Total
2017	6 486	132 256	16.40%	138 742
2018	7 996	148 900	18.50%	156 896
2019	20 865	147 710	18.30%	168 575
2020	0	98 000	12.20%	98 000
2021	15 140	107 782	13.40%	122 922
2022	14 932,29	105 649	16.40%	138 742
2023	17 032,07	65 030	18.50%	156 896

Source: APNODE annual financial reports from 2017 to 2024

4.1.2.2 Factors explaining the status of implementation of Strategic Objective 2

The Network's performance in consolidating and securing financial resources can be attributed to the following factors:

- **Absence of a formalised resource mobilisation strategy:** Unlike other regional parliamentary networks that have adopted multi-year fundraising frameworks (Clarke, 2012; Larouche et al., 2016), APNODE does not yet have a structured plan to diversify

funding sources or to implement incentives to improve the collection of membership fees. This limits the ability to plan and execute systematic, coordinated fundraising actions.

- **Lack of permanent staff dedicated to fundraising:** The absence of dedicated personnel constrains proactive engagement with potential donors and partners. Consequently, membership fee collection remains low, despite the adoption of a membership policy and regular reminders at General Assemblies, notably during the 9th AGM (2024, Cotonou), where the commitment and contributions of members were extensively discussed. Many national chapters still struggle to establish effective systems for mobilising contributions, limiting the growth of equity capital.

Table 6: Achievement of actions planned of Strategic Objective 2

Acts	Achievements (Green = Satisfied; Red = Unsatisfied)	Justification
Finalise APNODE's strategic plan and develop a quantified three-year work plan.		The 2017–2020 Strategic Plan was approved at the 3rd AGM. Its implementation was extended to cover unfinished activities. The Executive Committee used this framework to develop the 2021–2023 budgeted work plan, retaining core objectives to ensure relevance and cost containment.
Prioritise establishing a list of potential international development partners and charitable foundations whose mandates and grant programmes correspond to APNODE's activities.		Although APNODE actively collaborates with partners such as the AfDB (IDEV), CLEAR-AA, RFE, UNICEF, and UN Women, the documents provide no concrete evidence of a formal process for prioritising potential or new partners. Existing reports mention ongoing collaborations, but no strategic exercise aimed at prioritising future engagements with new donors.
Initiate a dialogue with a priority group of potential development partners, based on clearly defined work programmes.		Although no prioritised list of new partners is explicitly presented, APNODE actively collaborates with various development partners on well-defined programmes. Partners such as IDEV/AfDB, CLEAR-AA, RFE, Twende Mbele, and UNICEF regularly provide financial and material support for staff travel and capacity-building activities. APNODE also collaborated with the USAID-funded TSUE project on a parliamentary inquiry and co-organised a dialogue forum.
Explore the demand for capacity-building training for parliamentarians and the opportunities for APNODE to receive a contribution as a capacity-building coordinator between parliaments and appropriate technical partners/higher education institutions.		APNODE regularly organises and facilitates capacity-building training for parliamentarians, demonstrating a clear demand. However, the documents do not explicitly describe the efforts undertaken to address this demand as a distinct strategic action. Nor do they provide examples of APNODE billing its coordinating role, in addition to general membership dues, as the intended strategic action.

Acts	Achievements (Green = Satisfied; Red = Unsatisfied)	Justification
<p>Explore the possibility of increasing the institutional membership fee from \$400 to a more appropriate amount and conduct a dynamic campaign to attract institutional members.</p>		<p>The institutional contributions of parliaments were officially raised to \$5,000 following the recommendation of the 2nd AGM and its approval by the 3rd AGM.</p>
<p>Take the time to detail the benefits of APNODE membership for individuals and institutions.</p>		<p>APNODE has always communicated and presented the benefits of its membership during information sessions and presentations held at each Annual General Meeting. For example, the 5th Annual General Meeting introduced new members to the network's mission and benefits, the 6th (virtual) informed new parliamentarians about the advantages of membership, and the 7th, 8th, 9th, and 9th Annual General Meetings continued to highlight APNODE's objectives, governance, and role in capacity building, as well as the value of membership for individuals and institutions.</p>
<p>Explore a range of collaborative tools and select those you wish to test with the APNODE EC.</p>		<p>Although the Executive Committee adopted collaborative tools such as videoconferencing and WhatsApp, the documents indicate that this choice was primarily aimed at facilitating communication during the COVID-19 pandemic, rather than as part of a deliberate and strategic exploration and experimentation process. There is little evidence of a structured evaluation or formal selection of tools for future use; therefore, the exploration remains quite limited.</p>
<p>Explore the possibility of creating a full-time APNODE secretariat, including realistic and costed options regarding location and staffing.</p>		<p>The 9th AGM recommended a transitional period for the establishment of a dedicated secretariat. Various approaches were considered at the 5th meeting of the Executive Committee in 2024. This evaluation further examines these possibilities.</p>
<p>Survey members on their interest in creating an APNODE forum for women, youth and vulnerable groups and identify among the members those capable of advancing this project.</p>		<p>Although APNODE has taken some steps to consider the interests of women and vulnerable groups, no formal survey or structured process has been implemented to assess member interest in creating such a forum. Recommendations from previous assemblies, such as organising a "Women's Conference," reflect intentions more than concrete and systematically gathered input from members or the identification of resource persons.</p>

4.1.3. Implementation of Strategic Objective 3 - Developing knowledge on best practices

Strategic Objective 3 (SO3) aimed to generate and disseminate knowledge on best practices in parliamentary evaluation to strengthen the effectiveness and influence of parliamentarians in their oversight and legislative functions. This ambition is underpinned by the collection, promotion, and sharing of successful experiences, as well as the strengthening of members' methodological skills, which can be adapted and replicated in national contexts (APNODE Strategic Plan, 2017).

Ö 4.1.3.1 Achievements of Strategic Objective 3

Identification, promotion and sharing of knowledge

During the period under review, APNODE made notable progress in identifying, promoting, and sharing knowledge and best practices. These advances are particularly evident in the organisation of Annual General Meetings (AGMs), which served as forums for knowledge promotion and exchange. AGMs combined training sessions, panel discussions, best practice sharing sessions, and deliberation forums. Relevant themes were selected to enhance the acquisition of knowledge by parliamentarians and other participants. For instance, the 5th AGM (Abidjan,

2019) presented case studies on the use of evaluation in public policy monitoring, including contributions from parliamentarians who had established evaluation committees in their countries. The 7th AGM (Rabat, 2022) focused on results-based approaches, incorporating testimonials of successful national experiences, alongside a high-level panel on parliamentary action in times of crisis, which examined lessons learned from COVID-19 and demonstrated how legislators engaged with citizens and responded to urgent needs. The 9th AGM (Cotonou, 2024) brought together senior parliamentary officials to share institutional models for institutionalising evaluation (see Table 7).

Beyond AGMs, APNODE engaged with regional and international platforms, notably presenting to the ECOWAS Parliament in December 2019. These interventions highlighted innovative parliamentary practices and positioned APNODE as a resource centre for knowledge on evaluation.

The Network has established multiple dissemination channels, including its website, messaging services, Facebook, and LinkedIn, to share key information with members, partners, and the wider evaluation community. These efforts are complemented by APNODE's weekly newsletter, which highlights events and training opportunities, and a quarterly newsletter summarising main developments and achievements.

Table 7: Topics discussed at the Annual General Meetings

Year	Annual General Meetings	Host/organisation	Theme / Key points
2014	-	Yaoundé, Cameroon (7th AfrEA Conference)	Founding meeting: recognition of the role of evaluation in public decision-making, creation of the network, drafting of the provisional Constitution.
2015	1st Annual General Meeting	Abidjan, Ivory Coast / IDEV, AfDB	Implementation of APNODE: adoption of the Constitution, election of the Executive Committee, initial work plan and strategic priorities.
2016	2nd Annual General Meeting	Harare, Zimbabwe / Parliament of Zimbabwe	Adoption of the 2017–2020 Strategic Plan, strengthening of partnerships (AfDB, CLEAR-AA, UNFPA), and expansion of the network to national sections.
2017	3rd Annual General Meeting	Khartoum, Sudan / Parliament of Sudan / National Assembly of Sudan	Adoption (with modifications) of the Strategic Plan and the Action Plan, integrating “women, youth and vulnerable groups” + ICT; capacity building, resource mobilisation, expansion of national sections.
2018	4th Annual General Meeting	Libreville, Gabon / Gabonese Senate	Institutionalisation of evaluation, exchange of experiences between parliaments, regional partnerships (ECOWAS, PAP, EALA), training of members, and involvement of national sections.
2019	5th Annual General Meeting	Abidjan, Ivory Coast / IDEV, AfDB	Shaping the Africa we want: the essential role of parliamentarians in developing evaluation capacities - strengthening the evaluation capacities of parliamentarians for better governance.
2020	-		The annual general meeting is cancelled due to the COVID-19 pandemic.
2021	6th Annual General Meeting	Online (virtual) / IDEV, AfDB	Thematic sessions: 1) Parliamentary action in times of crisis (COVID-19); 2) Strengthening parliamentary control for transformative development.
2022	7th Annual General Meeting	Rabat, Morocco / Moroccan House of Councillors	Effective parliamentary public engagement for inclusive development; Panels: 1) 8 years to achieve the SDGs; 2) Institutionalising evaluation as a governance tool; 3) Rethinking parliamentary engagement and action in times of crisis.
2023	8th Annual General Meeting	Online (virtual) / IDEV, AfDB	Rethinking integration and trade in Africa: what role should national parliaments play? Another session: Parliamentary planning in the face of the unpredictable - is the use of evidence a silver bullet?
2024	9th Annual General Meeting	Cotonou, Benin / National Assembly of Benin and Executive Secretariat of APNODE	A decade to strengthen the capacities of African parliamentarians for better legislation, quality control and public policies; ten-year review, strategic perspectives, inter-parliamentary exchanges.

Ö 4.1.3.2 Production of knowledge products

The following achievements are noteworthy in terms of knowledge production:

- The Secretariat collaborated with CLEAR-AA and other actors involved in evaluation capacity building (ECB) to publish a two-volume work entitled Evidence-based systems in African parliaments, officially launched in 2021 and 2022.
- In partnership with the USAID-TSUE initiative, APNODE conducted a parliamentary survey in ten African countries. The results, disseminated via a policy brief, provided a comprehensive overview of the use of evidence by parliaments and parliamentarians in legislative processes, policymaking, and accountability mechanisms. Survey findings were presented at the 7th AGM in 2022.
- The Network produced and disseminated key reference documents, including the Guidance Note on Governance and the APNODE 2022 Brochure, which compile recommendations and good-practice examples from national chapters and partners. These resources, distributed at AGMs and shared through national chapters, enhanced understanding and ownership of effective practices.
- In 2025, APNODE initiated the development of two guides: one on the use of evidence in parliamentary work and the other on public policy evaluation; in partnership with CLEAR FA. These documents are currently under development.

Ö 4.1.3.3 Factors explaining the status of implementation of Strategic Objective 3

The implementation strategy for SO3 comprised three categories of action :

1. Identify parliamentary success stories among members, which could be documented and used to develop models of good practice.
2. Identify a technical partner capable of compiling, formatting, and producing this information as guidance notes and/or publications.
3. Explore potential channels for publishing and disseminating knowledge products.

A review of activities indicates that the second and third actions were successfully implemented, while the first action was only partially realised. Nevertheless, a few bottlenecks remain.

Ö 4.1.3.4 Challenges in knowledge management

- The Network did not have a systematic documentation and archiving mechanism to make this knowledge readily accessible.
- There is limited information on how shared knowledge has been utilised. According to participants in the General Assemblies, some practices presented during sessions remained overly general and would benefit from being contextualised according to the political, economic, and institutional realities of the different sub-regions. Moreover, the lack of follow-up on the application of these practices in member countries after the Annual General Assemblies restricts the Network's capacity to assess their actual adoption and impact.

2 Khumalo, L., Morkel, C., Mapitsa, CB, Engel, H. et Ali, AJ (éd.). (2021). Parlements africains, volume 1 : Systèmes de données probantes pour la gouvernance et le développement (1re éd.). African Sun Media. <http://www.jstor.org/stable/j.ctv264f922>

3 Khumalo, LS, Mapitsa, CB, Morkel, C., Masvaure, S. et Semela, MK (éd.). (2022). Parlements africains, volume 2 : Les systèmes de preuve en pratique (1re éd.). African Sun Media. <http://www.jstor.org/stable/j.ctv2gjjwmgf>

4 https://docs.apnode.org/media/images/publication/1675027285.265204_TSUE_-_Rapport_consolidé_TSUE_-_Consolidated_Report_jgnAMxD.pdf

5 https://docs.apnode.org/media/images/publication/1675027436.2354193_TSUE_-_Note_dorientation_TSUE_-_Policy_Brief.pdf

4.1.4. Implementation of Strategic Objective 4 - Improving Communication

Strategic Objective 4 aims to strengthen APNODE's visibility, increase the engagement of its members, and encourage action by key stakeholders through enhanced internal and external communication. In line with the 2017–2020 Strategic Plan, this objective involves :

4. Defining a set of core communication products (both print and electronic) to convey APNODE's values, strategic objectives, and activities.
5. Exploring options for a standalone APNODE website, including realistic cost estimates for its creation and maintenance.
6. Identifying a technical partner to edit and manage the production of communication materials in both print and digital formats.

Ö 4.1.4.1. Achievements under Objective 4

i. Member and stakeholder engagement

APNODE has leveraged its Annual General Meetings (AGMs) as flagship events for external communication, presenting its values, showcasing activities, and mobilising stakeholders. The 6th AGM (Rabat, 2022), the 8th AGM (2023, virtual), and the 9th AGM (Cotonou, 2024) received targeted media coverage, including press releases, social media campaigns, and dissemination of event photos and videos.

The Network also strengthened its international presence, particularly at AfrEA conferences and AfDB/IDEV events, thereby amplifying its

messaging and consolidating its visibility among potential partners.

ii. Standalone website

The establishment of an independent APNODE website represents a major step in enhancing the Network's communication and knowledge dissemination. Initially hosted on the AfDB/IDEV platform, a bilingual, standalone website was created with support from the USAID-TSUE project, implemented by KNUST/URI/USDA, which funded the design, development, and hosting for five years. The website was officially launched at the 9th AGM in 2024, thereby enhancing APNODE's visibility and accessibility. It can be accessed at www.apnode.org.

This platform serves as a key channel for exchanges among members and partners and provides a virtual resource/library with links to publicly accessible content, including briefings, tools, and online training. Membership and status application forms are also downloadable directly from the site.

iii. Virtual internal communication

The Executive Committee and Secretariat intensified virtual meetings, particularly during and after the COVID-19 pandemic, improving the flow of information between governance bodies. Platforms such as Zoom and Microsoft Teams have facilitated broader participation in discussions. Additionally, APNODE has produced and disseminated institutional documents, including guidance notes, brochures, and annual reports, to keep members informed of activities, decisions, and achievements. The Secretariat has actively utilised social media to engage

members and stakeholders, including an APNODE Executive Committee WhatsApp group, a LinkedIn group, and an X account (formerly Twitter).

Ö 4.1.4.2. Factors explaining the state of implementation

APNODE currently lacks a formalised communication strategy, with clearly defined target audiences, key messages, priority channels, and measurable performance indicators.

Moreover, existing systems do not support regular updates to the official website, limiting the visibility of APNODE's activities outside the AGMs. Information from national sections is often under-represented at the continental level, which restricts the promotion of local initiatives.

4.1.5. Implementation of Strategic Objective 5 - Capacity building for APNODE members

Strategic Objective 5 seeks to strengthen the technical, institutional, and strategic skills of members, enabling them to integrate evaluation effectively into parliamentary and legislative functions. This objective is pursued through training, peer exchanges, knowledge transfer, and access to relevant tools and resources (APNODE Strategic Plan, 2017). Key actions include:

1. Conducting a survey to assess members' perceived capacity-building needs.
2. Identifying technical partners to define capacity-building components to address these needs.

3. Collaborating with development partners to develop a capacity-building programme for parliamentarians.
4. Identifying a partner to support the roll-out of regional capacity-building events or an online course during the next strategic period.

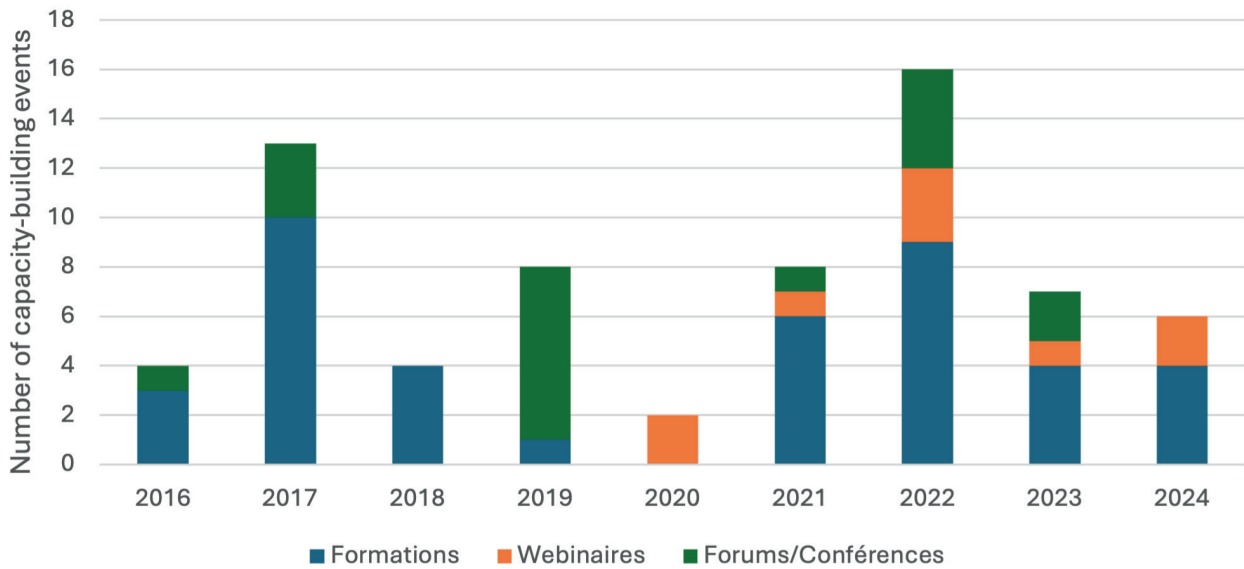
Ö 4.1.5.1. Achievements of Objective 5

i. Strengthened the skills of members

APNODE has organised various events to build the capacities of its members, including workshops, forums, and conferences. Training courses have been the primary vehicle for capacity-building, with peaks in 2017 and 2022 (see Figure 2). These peaks reflect the leverage effect of strategic partnerships (CLEAR-AA, UN Women, IDEV/AfDB, Twende Mbele), which provided resources and technical support. The 2017 peak corresponded to the finalisation of the strategic framework and intensive training for parliamentarians, partly funded by CLEAR-AA, while the 2022 peak resulted from the involvement of a larger number of partners (11 compared with an average of 8).

The year 2020 marked a turning point. The reduction in training events, due to COVID-19 restrictions, coincided with the introduction of webinars. This innovation allowed the programme to continue, expanding the reach of content while reducing logistical costs. While initially modest in scope, webinars became a strategic complement from 2021 onwards, improving accessibility and delivery speed.

Figure 2: Capacity-building activities for parliamentarians



Source: Author, based on annual activity reports

ii. Enhanced access to continental learning platforms

Network members also participated actively in continental learning platforms. Between 2016 and 2019, at least fifteen regional or international events organised by AfrEA, gLOCAL, FIFE, EvalPartners and National Evaluation Weeks mobilised member parliamentarians.

iii. Institutional capacity building through systemic targeting

The evolution of the capacity-building programme reveals a gradual shift towards more systemic targeting of parliamentary actors. The initial interventions in 2016 focused primarily on women parliamentarians in Kenya, Uganda, Ghana and Zimbabwe, contributing to the consolidation of their role in overseeing public action and the use of evaluation. This initial, highly specific targeting has progressively evolved into broader support for national sections and technical teams within parliaments. This shift reflects an improved understanding of institutional dynamics: the institutionalisation of monitoring and evaluation (M&E) does not rely solely on elected representatives, but also on the administrative ecosystem that ensures continuity, technical preparation of dossiers, and the effective use of evaluation reports.

Ö 4.1.5.2. Factors explaining the state of implementation

i. Catalysing factors

* The key role of partners

The Network's partners played a central role in the design and implementation of training programmes.

Contribution of CLEAR centres: The mobilisation of the CLEAR-AA and CLEAR-FA centres constitutes another major pillar of capacity building. Their involvement in more than twenty activities enabled the co-design of educational content tailored to the needs of parliamentarians, covering topics ranging from the fundamentals of M&E to more advanced areas such as African POT and gender-sensitive evaluation. This technical collaboration demonstrates the coherence of the partnerships and the Network's commitment to drawing on recognised expertise to ensure the quality of training interventions.

Contribution of AfCOP, IDEV, UEMOA and UNFPA: With the support of these institutions, APNODE gradually integrated cross-cutting issues related to governance, public finance and the Sustainable Development Goals (SDGs). Since 2017, these partners have offered the Network training opportunities in public financial management, the use of evidence in decision-making, and SDG monitoring frameworks. This diversification illustrates a significant shift in priorities, from basic technical capacity strengthening towards more strategic support for parliamentary functions.

* The Twende Mbele parliamentary programme

This programme constituted one of the Network's most transformative interventions. Its first phase (2016–2018) involved the parliaments of Benin, Tanzania, Ghana and Uganda, as well as the ECOWAS Parliament, through training-of-trainers initiatives, national workshops and systematic exposure to continental platforms such as Kenya's National Evaluation Week and African General Assemblies. The second phase, launched in 2018, focused on parliamentary committees, particularly in Tanzania and Uganda. This refocusing strengthened teams that play a critical role in reviewing bills, budgets and government reports. In Tanzania, for example, the training specifically supported the finance committee in interpreting complex budget indicators, thereby enhancing the quality of parliamentary debates and oversight.

* The use of AGMs as a training framework

Annual General Meetings (AGMs) gradually assumed a central role within the training system. A comparative review of their content indicates increasing structuring over time: the 2019 AGM focused on the use of evaluation in public action; the 2022 AGM addressed results- and performance-based M&E; and the 2024 AGM emphasised the institutionalisation of evaluation and the strategic role of parliamentary committees. This progression reflects a deliberate effort to transform AGMs into genuine platforms for continuous learning, extending beyond their statutory function.

ii. Limiting factors

The Network's performance in implementing this objective has been constrained by the following factors:

- The absence of a structured and continuous training programme, as well as systematic post-training follow-up, limits APNODE's ability to assess the actual impact of its capacity-building initiatives. The evaluation found no evidence of a formal needs-assessment survey to identify members perceived capacity-building requirements. Needs assessment has instead been conducted implicitly through successive collaborative initiatives and feedback mechanisms integrated into training sessions.
- The absence of a formal mechanism to monitor how parliamentarians apply newly acquired skills.
- Technological and connectivity challenges reduced effective participation in virtual activities. The use of virtual formats highlighted difficulties related to internet access and bandwidth, preventing some members from fully participating in webinars and technical sessions. These constraints were particularly evident during flagship events, such as the 6th virtual AGM in 2021, where connection disruptions affected the continuity of discussions.

4.1.6. Implementation of Strategic Objective 6 – Organisational Structure and Human Resources

Strategic Objective 6 of APNODE's Strategic Plan seeks to optimise the organisational structure and strengthen human resources in order to ensure effective governance and the smooth implementation of strategic decisions. This objective encompasses clarification of the roles of governing bodies (General Assembly, Executive Committee and Secretariat), improvements in internal coordination, and the strengthening of operational capacities through adequate human and logistical resources (APNODE Strategic Plan, 2017).

Ö 4.1.6.1. Achievements

APNODE's organisational structure functioned relatively well during the period under review, despite a clear shortage of human resources.

- The Annual General Meeting (AGM), the Network's supreme governing body, was held regularly, with nine AGMs organised between 2015 and 2024. These AGMs played a critical role in the adoption of major structural decisions, notably the periodic renewal of the Executive Committee (in particular in 2017, 2021 and 2023) and the approval of activity and financial reports.
- The Executive Committee, elected by the General Assembly, provided strategic oversight and defined the Network's policy orientations. Between 2016 and 2023, the APNODE Executive Committee held 45 meetings, significantly exceeding the two annual meetings required by the statutes. The annual frequency ranged from five to ten meetings, combining

virtual and face-to-face formats, thereby ensuring continuity of governance.

- The Secretariat, hosted by the AfDB/IDEV, ensured day-to-day coordination of activities and served as the primary interface between governance bodies. However, it continues to operate with limited human resources and without a permanent staff fully dedicated to the Network. This structural weakness, highlighted on several occasions during the 8th AGM (2023) and the 9th AGM (Cotonou, 2024), led to a recommendation to establish an autonomous Secretariat with its own staff and logistical resources.

Ö 4.1.6.2. Factors explaining the state of implementation

The availability and management of human resources constitute a major challenge. APNODE has largely relied on ad hoc technical assistance from partners (e.g. experts in training, communication and logistics). However, it does not yet have a stable internal structure with clearly defined job descriptions, formalised procedures and a personnel management framework. The absence of such a system limits the Network's ability to ensure continuity in the implementation of decisions, to monitor projects consistently over the long term, and to professionalise its operations.

4.1.7. Implementation of Strategic Objective 7 - Technical Resources

Strategic Objective 7 (SO7) aims to equip the Network with the technical resources required to effectively support its activities, strengthen operational capacities and facilitate the implementation of strategic priorities. These resources include

methodological tools, physical infrastructure, digital platforms, databases and logistical systems to support governance, training and advocacy actions (APNODE Strategic Plan, 2017).

Ö 4.1.7.1. Achievements of Strategic Objective 7

With the support of its partners, the Network developed three assessment tools, including the Public Policy Assessment Guide and the two-volume publication African Parliaments: Evidence Systems for Governance and Development (Volumes 1 and 2), produced training materials, and mobilised eighteen experts to facilitate capacity-building sessions.

In terms of infrastructure, APNODE relied on the facilities and logistical support of the AfDB/IDEV, as well as digital platforms (Zoom and Microsoft Teams), to ensure the continuity of its activities, particularly during the COVID-19 pandemic. Reference documents, such as the Guidance Note on Governance and the APNODE 2022 brochure, served as internal technical resources for training parliamentarians and promoting the Network's work.

Ö 4.1.7.2. Factors explaining the state of implementation

The Network does not yet have a centralised and permanently accessible repository of technical resources (e.g. a digital library, shared database or online collaborative platform).

4.2. STRENGTHS, WEAKNESSES AND CHALLENGES OF THE CURRENT STRATEGIES

The implementation of the Strategic Plan has generated essential lessons to inform continuous improvement and strengthen the Network’s effectiveness.

4.2.1. Strengths

- **Strategic relevance**

APNODE’s strategic relevance remains one of its major strengths. Its objectives are closely aligned with the priorities of African parliamentarians and global development agendas, including the 2030 Sustainable Development Goals (SDGs) and the African Union’s Agenda 2063. The focus on strengthening national evaluation capacities resonates strongly with development partners such as UNFPA, which view parliamentarians as key actors in the legislative process and essential users of evaluation data. This alignment ensures that APNODE’s mission remains timely and context appropriate.

- **Regular governance meetings, including the AGM**

Since 2019, the Network has successfully organised its Annual General Meetings (AGMs) regularly. These meetings have also provided a forum to address pressing strategic and organisational issues. Figure 3 presents the main meetings organised and the topics discussed.

- **Partnership development**

APNODE has established strong and lasting partnerships with organisations such as AfDB/IDEV, CLEAR-AA, CLEAR-FA, AfrEA, AGDEN, UNFPA, USAID/TSUE and RFE. These partnerships have provided diverse forms of support, including technical assistance, financial resources, in-kind contributions (such as expert time and logistical support), and the hosting of the Secretariat. Another major strength of APNODE lies in its ability to mobilise influential parliamentarians, true “champions”, who have promoted evidence-based

policy-making at both national and international levels. These champions have raised public awareness, inspired peers in other regions, and positioned APNODE as a credible actor within the global evaluation community. For example, in 2018, the APNODE Chair addressed the ECOWAS Parliament to present the Network’s objectives and structure and to invite member parliaments to join. This high-level advocacy led to discussions and the ECOWAS Parliament’s commitment to join APNODE in 2019. Similarly, in 2022, APNODE’s Treasurer, from Zimbabwe, was invited to present the development of a monitoring, evaluation and performance reporting mechanism for the Pan-African Parliament (PAP), illustrating the Network’s recognition at the continental level. In 2017, the APNODE Secretariat, in collaboration with the African Community of Practice for Results-Based Management in Development (AfCoP), organised a training session for members of the finance and budget committees of WAEMU parliaments on the new harmonised public finance framework.

- **Capacity building**

The Network’s capacity-building efforts, delivered through Annual General Meetings, workshops and training sessions, have enabled parliamentarians to acquire essential evaluation skills and fostered a culture of evaluation within legislative assemblies. Activities have been conducted in both English and French, promoting greater inclusiveness, while more than a decade of sustained engagement has strengthened APNODE’s legitimacy and recognition across the continent.

4.2.2. Weaknesses and operational challenges

Despite these achievements, APNODE faces several structural and operational constraints that limit its effectiveness and long-term sustainability:

- **Deficit in governance frameworks**

Although APNODE’s Constitution was amended in 2017 to clarify membership categories, define partners, strengthen the role of the Executive Committee and establish a membership fee for associated parliaments, the founding documents do not yet fully reflect the Network’s current scope and mandate (see Section 4.3 below). The respective roles and responsibilities of the Executive Committee, the Secretariat and national sections remain insufficiently defined in practice, with decision-making often concentrated among two or three active members due to limited engagement by committee members. This situation undermines collective ownership, gender balance and geographical representation.

- **Operational constraints**

The Secretariat, hosted by AfDB/IDEV, was initially intended to operate for one year voluntarily, without permanent staff or an independent Executive Secretary. This temporary arrangement has persisted for nearly ten years, resulting in enduring structural limitations.

- **Financial dependence**

The collection of member contributions remains low, and the absence of a diversified resource-mobilisation strategy leaves the Network highly dependent on external funding. APNODE does not have its own bank account and continues to face financial constraints affecting both activities and member participation.

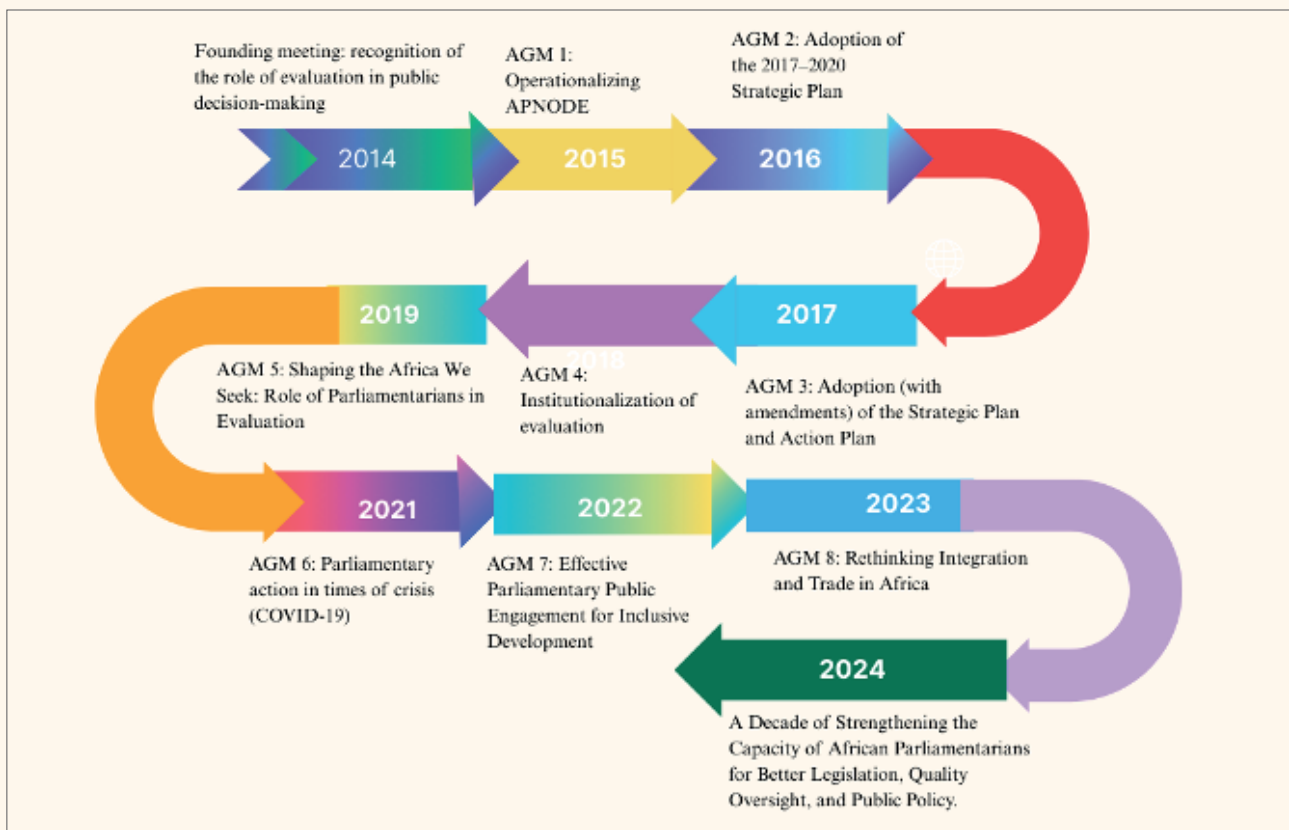
- **Communication weaknesses**

The lack of a formal communication strategy limits effective audience targeting and the ability to measure the impact of activities. The website is not updated regularly, newsletters are issued irregularly, and peer-learning opportunities remain under-exploited. Successes achieved at the national level are insufficiently documented and disseminated.

- **Participation challenges**

Many national sections remain weak or inactive. Participation in international events is sporadic, constrained by financial limitations and administrative hurdles. Moreover, electoral turnover among parliamentarians disrupts the continuity of APNODE’s actions and weakens institutional memory when members leave office.

Figure 3: Main events and themes of APNODE Annual General Meetings



Source: Authors’ elaboration based on a documentary review

4.3. TO WHAT EXTENT HAVE THE NETWORK'S GOVERNANCE STRUCTURE AND POLICIES CONTRIBUTED TO ITS PERFORMANCE?

4.3.1. Strengths

APNODE's governance is based on a structured framework comprising the Annual General Meeting (AGM), the Executive Committee, and the Secretariat. The AGM, as the supreme decision-making body, meets regularly, even during periods of crisis, to renew leadership, adopt strategic decisions, and approve financial and activity reports. For example, the 9th AGM (Cotonou, 2024) brought together 90 delegates from 12 African countries, including parliamentarians, senators, and representatives of partner organisations such as AfDB/IDEV, CLEAR-AA, AfrEA, and Twende Mbele.

The Executive Committee, composed of eleven elected members, provides strategic oversight and policy guidance. The frequency of its meetings has increased significantly with virtual formats; for instance, ten online meetings were held in 2021, thereby ensuring continuity and responsiveness to emerging challenges.

The Secretariat, hosted by AfDB/IDEV, has been an asset, providing infrastructure, administrative services, technical support, and secure financial management. This arrangement enabled the successful organisation of large-scale events, such as the 6th Annual General Meeting (Rabat, 2022) and several regional training workshops. The governance framework has also facilitated the development of strong partnerships with actors such as CLEAR-AA, AfrEA, AGDEN, UNFPA, and USAID/TSUE, thereby enhancing APNODE's credibility and visibility.

4.3.2. Weaknesses

Despite these strengths, structural weaknesses constrain the effectiveness of APNODE's governance.

- **Outdated regulations**

The statutes and founding documents, originally adopted in 2014, were amended in 2017. These amendments introduced several clarifications, including the recognition of parliaments as associate members, the definition of the concept of "partner", the strengthening of Executive Committee members' commitments, authorisation for the Executive Committee to establish partnerships, and the establishment of a membership fee of USD 5,000 for associate parliaments. However, despite these revisions, the need for a further update of APNODE's statutes remains evident.

The governance structure is formally based on a General Assembly, an Executive Committee, a Secretariat, and members, to ensure representativeness and oversight. In practice, however, this arrangement has led to a blurring of roles, with the Secretariat assuming responsibilities that should fall to the Executive Committee. This situation limits the proactive engagement of elected leaders. Communication and coordination between the Secretariat and national sections remain insufficient and are often confined to General Assembly meetings, without regular dialogue or formalised mechanisms, thereby constraining responsiveness and integration.

As acknowledged during the 9th AGM (2024), constitutional and structural challenges persist, calling for a comprehensive review of the Statutes and related policies, accompanied by a transition period to realign the Network's governance and strategic direction. This disconnect generates operational rigidities and leaves gaps in provisions relating to leadership rotation, gender balance, equitable geographical representation, and the retention of former parliamentarians, whose departure results in a loss of institutional memory.

The internal dynamics of the Executive Committee also reveal weaknesses. Although the Committee comprises eleven members, the bulk of the workload is often borne by only two or three individuals. This concentration slows the implementation of decisions and limits the diversity of strategic perspectives. The absence of a permanent Executive Secretary and an independent Secretariat remain a recurring weakness, highlighted in the reports of both the 8th AGM (2023) and the 9th AGM (2024). While the Secretariat, hosted by AfDB/IDEV, manages operations and finances, personnel and administrative decisions are taken by IDEV, thereby reducing APNODE's internal autonomy. This structural dependence also generates administrative bottlenecks.

- **Financial management constraints**

The smooth execution of financial operations constitutes another major constraint. The Network does not have an independent bank account in any member country, and all transactions are processed through IDEV accounts. This arrangement creates administrative burdens and delays in the disbursement of funds.

- **Weak coordination with national sections**

Another significant weakness lies in the limited communication and coordination with national chapters. At present, there is no regular mechanism for collecting annual work plans or monitoring the activities of national sections, which partly explains the general and sporadic nature of communication. Membership engagement is often spontaneous and concentrated around the period preceding the AGM, a situation exacerbated by the absence of institutionalised processes.

Moreover, national sections, particularly those not represented on the Executive Committee, lack clear channels to communicate their information or needs to the Secretariat or the Executive Committee. This fragmented approach, combined with the absence of a dedicated, full-time Secretariat structure, constrains APNODE's ability to effectively coordinate, support, and promote the work of its national sections, thereby undermining the Network's cohesion and overall impact.

4.4. TO WHAT EXTENT HAVE THE STRUCTURE, MEMBERSHIP TYPES, AND FEES BEEN SUCCESSFUL IN GENERATING MEMBERSHIP DUES?

4.4.1. Strengths

APNODE's membership structure is designed to accommodate both individual parliamentarians and institutional members (national parliaments). This dual approach offers significant flexibility, enabling committed individuals to remain engaged even when their national parliament is not formally affiliated. The framework also provides for different membership categories, thereby promoting inclusiveness across diverse political and institutional contexts.

1. **Founding Members:** Signatories of the Yaoundé Declaration (4 March 2014).
2. **Full Members:** Sitting African parliamentarians who join APNODE and pay membership dues.
3. **Associate Members:** Former parliamentarians (African or non-African), non-parliamentarians, institutions, organisations, national parliaments, APNODE sections, or working groups that join and pay membership dues. Institutions in this category have one vote at the AGM.
4. **Affiliate Members:** Committed non-African parliamentarians who share APNODE's objectives and do not have voting rights.
5. **Partners:** Organisations, institutions,

businesses, NGOs, or individuals of exceptional value to APNODE, expressly approved by the AGM, who provide financial or technical support.

In practice, membership fees vary by category: founding members and full members pay USD 250; associate members range from USD 150 (individuals) to USD 5,000 (parliaments); affiliate members are exempt from fees; and partners contribute USD 500.

4.4.2. Weaknesses

Despite its potential, the membership and dues system has proved largely ineffective in generating stable financial resources. The evaluation identified several constraints:

1. **Low institutional representation:** Only four parliaments (Zimbabwe, Benin, Morocco, and South Sudan) have joined as institutional members. APNODE’s presence, therefore, relies mainly on individual parliamentarians, whose contributions are irregular.
2. **Administrative and political obstacles:** Lengthy parliamentary procedures for approving memberships and releasing funds frequently result in delays or non-payment of dues.
3. **High parliamentary turnover:** Frequent changes due to elections and political instability disrupt continuity, leading to unpaid or expired memberships. Former parliamentarians often disengage at the end of their mandate due to the absence of retention mechanisms.
4. **Financial dependence and collection challenges:** According to several parliamentarians, the absence of a bank account under APNODE’s direct control complicates the collection of dues and contributions. Payments are currently made to AfDB treasury accounts, one outside Africa and another within an African country, before being transferred to APNODE’s budget line or cost centre. While this mechanism ensures compliance with fiduciary standards within the Bank’s financial system, the use of an

offshore account has raised concerns among some parliaments and partners regarding transparency, trust, and APNODE’s financial autonomy.

5. **Insufficient monitoring:** There is no systematic invoicing or reminder system for the collection of membership fees. Some members reported not receiving calls for contributions, which are often issued on an ad hoc basis.
1. **Uneven member participation:** Although 29 countries are represented, only a limited number of national sections are active, and coordination remains inconsistent. Work plans and activities are not systematically monitored at the continental level. Budgetary constraints, combined with the perception that IDEV already covers APNODE’s needs, also generate a “crowding-out effect”, reducing incentives for members and partners to contribute financially.

4.5. WHAT ARE THE IMPACTS OF APNODE?

APNODE’s experience demonstrates that parliamentarians can serve not only as beneficiaries, but also as ambassadors and opinion leaders.

Lesson: APNODE’s experience shows that when parliamentarians are adequately prepared and supported, they can effectively represent the Network in global evaluation forums, ensuring visibility, credibility, and continuity of high-level contributions to international evaluation discourse.

4.5.1. Spillover effects beyond parliaments

APNODE’s influence has extended to ministries, civil society organisations, and academia, where its members act as resource persons and facilitators.

Lesson: These spillover effects highlight the importance of deliberate cross-sectoral engagement strategies to strengthen coalitions with non-parliamentary actors and broaden the inclusiveness of the evaluation ecosystem..

4.5.2. Inclusivity of the evaluation ecosystem

APNODE operates within a diverse ecosystem comprising civil society organisations, VOPEs, academic institutions, and technical partners. APNODE's experience demonstrates that fostering inclusion and collaboration with civil society organisations, national evaluation associations (VOPEs), and academic institutions enhances the relevance and sustainability of its initiatives and contributes to their success.

4.5.3. Challenges

The sustainability of APNODE's impact will depend on its capacity to address persistent structural and operational constraints.

High parliamentary turnover means that gains in capacity building are often short-lived unless embedded within institutional mechanisms capable of preserving and transferring knowledge across electoral cycles.

The limited resources of national chapters constrain their ability to undertake sustained advocacy, awareness-raising, and visibility activities at the national level.

Weak documentation and capitalisation of experiences further limit impact. Actions undertaken are insufficiently documented, largely due to the absence of a systematic mechanism for monitoring and evaluating results at the continental level.

Moreover, the engagement of former parliamentarians remains limited. The 3rd AGM (Khartoum, July 2017) emphasised the need to retain outgoing members, and the 4th AGM (Libreville, August 2018) encouraged continued engagement. Despite these efforts, participation has remained low. Interviews point to the underutilisation of former members, whose involvement could significantly advance APNODE's mission.

Finally, the lack of financial autonomy remains a critical challenge. While IDEV/AfDB support has been essential to APNODE's creation and

operational continuity, the Network has made limited progress in diversifying its partnerships. During the 9th AGM (2024), members stressed the need to transition towards a more autonomous model that would enable diversified funding sources and reduce dependence on AfDB/IDEV. In summary, APNODE has established itself as an influential catalyst for the promotion of evaluation in Africa. However, its overall impact remains fragmented and requires consolidation, systematisation, and stronger institutional anchoring to ensure sustainability and transformative influence.

4.6. WHAT ARE THE POTENTIAL HOSTING AND GOVERNANCE OPTIONS FOR THE SECRETARIAT??

The question of hosting the APNODE Secretariat has elicited differing views (see Table 5). The sections below present the various options considering the results of data triangulation.

4.6.1. Current hosting and governance

The current governance structure comprises:

- **The Annual General Meeting (AGM)**

The AGM is APNODE's supreme decision-making body. It is responsible for electing the Executive Committee every two years and for approving the EC's annual activity and financial reports.

- **The Executive Committee**

Composed of parliamentarians and representatives of partner organisations, the Executive Committee provides strategic direction, oversees APNODE's day-to-day operations, and supervises the Secretariat, to which it reports.

- **The Secretariat**

The Secretariat provides administrative and operational services for the Network. It implements activities under the authority of the Executive Committee and serves as the main point of contact between members and partners.

- **National Sections**

National sections operate as semi-autonomous entities. Their establishment must be approved by the Annual General Meeting (or by the Executive Committee, subject to subsequent confirmation by the AGM). These sections work closely with the Secretariat to promote APNODE’s objectives at the national level and to ensure that regional and continental initiatives are adapted to local contexts.

To strengthen governance, the following proposals emerged from interviews conducted as part of this evaluation:

- Establish a permanent and autonomous Secretariat, fully dedicated to APNODE:
 - Staffed by an Executive Secretary recruited by the Executive Committee and supported by a regional team (ideally four to five staff members covering linguistic and geographic areas), this Secretariat would improve operational and financial management, strengthen coordination with national sections, and ensure systematic monitoring of activities.
 - Restructure the Executive Committee by introducing regional vice-presidents (West, East, Central, North, and Southern Africa) and a rotating presidency to ensure balanced representation, broaden participation, and prevent the concentration of power.
 - Open an official bank account in APNODE’s name to improve financial transparency, facilitate the payment of membership fees, and streamline fund disbursement.
 - Comprehensively revise the founding documents to formalise these reforms, incorporate eligibility criteria, guarantee gender parity, allow for seat mobility where necessary, and establish mechanisms to retain the expertise of former parliamentarians.
- Appoint regional ambassadors to mobilise parliaments, support national sections, and enhance the Network’s visibility at the national and regional levels.

These proposals were benchmarked against the experience of other parliamentary networks to develop feasible and actionable recommendations for APNODE.

4.6.2. Best practices in governance from ten parliamentary networks

Table 9 presents the weaknesses and challenges of APNODE’s current governance structure and identifies best practices drawn from other parliamentary networks. Considering these weaknesses and APNODE’s specific characteristics, a set of proposals has been formulated to inform discussions on governance structures and operational arrangements.

Each option is intended to foster structured and informed deliberation among stakeholders, thereby laying the foundation for dialogue and reflection on ways to enhance governance effectiveness, accountability, and operational efficiency. Before implementation, these proposals will require thorough analysis, including a rigorous assessment of feasibility, risks, resource implications, and alignment with APNODE’s strategic objectives.

Table 8: APNODE's challenges and best practices from other parliamentary networks

Weaknesses and challenges of APNODE	Practices of other parliamentary networks	Proposals for APNODE
Obsolete founding texts (2017): Lack of a rotating presidency, unclear roles, loss of institutional memory	The Global Organisation of Parliamentarians Against Corruption (GOPAC) and the World Bank and IMF Parliamentary Network regularly update their statutes, with rotation of posts and clear succession rules.	Revise the constitution: include a rotating presidency, regional vice-presidencies, clear eligibility rules and an advisor status for former parliamentarians.
Dependence on the Secretary: Dependence on IDEV, absence of a dedicated executive secretary	The PNWBIMF and the GPFE have an autonomous international secretariat managing daily operations independently of partners.	Establish an autonomous secretariat with a permanent executive secretary and 2 to 3 staff members recruited by APNODE, funded by temporary support (e.g., the offer from Morocco).
Financial problems and administrative burdens: Lack of an APNODE bank account, disbursement delays, dependence on the AfDB/IDEV	Most networks (PNWBIMF, IPU, GPFE) have their own bank accounts and diversified funding sources: voluntary contributions, donations, and private/public support.	Open an APNODE bank account; introduction of symbolic contributions + targeted fundraising by project; development of partnerships (banks, foundations).
Low institutional membership: Only parliaments with 4 members (compared to 29 countries with individual members)	The Parliamentary Assembly of the Francophonie (APF) and the PUI work directly with parliaments as institutional members, thus ensuring continuity beyond individual mandates.	Strengthening institutional buy-in by using current members to sponsor their parliaments, formalise a clear value proposition for parliaments (visibility, expertise, advocacy).
Poor coordination with national sections: lack of systematic follow-up, spontaneous communication.	<ul style="list-style-type: none"> - SADC-PF (Parliamentary Forum of the Southern African Development Community): standardised annual reports of sections. - PNAfrica: digital platform for monitoring and collaboration. 	Implement standardised annual work plans and a digital platform for monitoring the activities of national sections
Loss of experienced former parliamentarians: no mechanism to retain them	GOPAC and GPFE create "emeritus chairs" or advisory committees of former parliamentarians to retain their expertise and networks.	Create a Committee of Former Members (advice, mentoring, external representation); finance their occasional participation through projects or special funds.
Irregular participation and engagement of members: busy schedules, electoral mandates, and insufficient monitoring of national sections	PNAfrique and SADC-PF use digital platforms (Zoom, collaborative portals) and ensure regular monitoring of national sections with annual reports.	Develop a digital monitoring system (simplified online reporting platform), implement mandatory annual work plans for national sections and organise additional hybrid meetings.
Limited visibility and weak communication: little promotion of results	The Inter-Parliamentary Union (IPU) and GLOBE International regularly publish policy notes, newsletters, and actively use social media.	Develop a communication and advocacy strategy: summary notes of 2 to 5 pages for parliamentarians, quarterly newsletters, strengthened presence on social networks.
Limited use of evaluation results: reports that are too technical and too long	The GPFE produces short and simplified policy summaries to facilitate their use by parliamentarians.	To systematically produce concise, multilingual summary notes adapted to parliamentary language.

4.6.3. Five hosting and governance options for the APNODE Secretariat

Based on the evaluation findings, five options are proposed for the hosting and governance of the Secretariat (see Table 9)

Table 9 : Five hosting and governance options for the APNODE Secretariat

Options	Strengths	Weaknesses / Challenges	Strategic fit for APNODE
1. Continued hosting at AfDB/IDEV (Status quo)	<ul style="list-style-type: none"> AfDB's infrastructure and trust systems - Strong credibility with partners - Reduced start-up costs 	<ul style="list-style-type: none"> - Limited autonomy in terms of personnel and finances - Administrative bottlenecks (delays in disbursement of funds) - The network is perceived as being controlled by the AfDB, which reduces ownership 	Good for short-term continuity, but not viable for long-term autonomy
2. Independent secretariat (legal entity)	<ul style="list-style-type: none"> - Complete control over personnel, finances, and governance - Strengthened shareholding and legitimacy - Flexibility to diversify funding sources 	<ul style="list-style-type: none"> - Requires strong administrative skills - Higher operating costs (HR, rent, logistics) - Risk of instability in the event of unsecured financing 	Strong long-term potential but requires gradual transition and solid funding.
3. Hybrid model- Accommodation with greater autonomy	<ul style="list-style-type: none"> - Creates a semi-independent unit with its own executive secretary and bank account - Reduces the risk of dependency while ensuring continuity 	<ul style="list-style-type: none"> - Still subject to certain administrative constraints of the host country - Requires a clear memorandum of understanding to avoid conflicts 	The most realistic option in the short and medium term; it combines autonomy and stability.
4. Rotating reception (Parliaments/Regional bodies)	<ul style="list-style-type: none"> - Anchors APNODE in parliamentary institutions - Strengthens political ownership and legitimacy - Establishes links with regional bodies (ECOWAS, Pan-African Parliament, etc.) 	<ul style="list-style-type: none"> - Risk of politicisation - Logistical and financial instability due to frequent staff turnover - Weak institutional memory 	Symbolic on a political level, but fragile on an operational level; to be prioritised as supplementary support.
5. Regional Decentralised Model (Zonal Secretariats)	<ul style="list-style-type: none"> - Promotes regional balance and inclusion - Brings the Secretariat closer to its members - Improves the consideration of local contexts 	<ul style="list-style-type: none"> - Complex coordination and higher costs - Risk of fragmentation and uneven performance 	A useful long-term complement to a central secretariat; it cannot be used alone.

The Annual General Meeting should determine the most appropriate option for the Network. Development partners may support APNODE in assessing governance, fundraising, and policy implications associated with each option. Among the proposed alternatives, Option 3 appears realistic. Its implementation would require the following phased approach:

Step 1: Hybrid model with increased autonomy

The objective of this step is to enhance operational efficiency. This would require the following actions:

- Maintain hosting by AfDB/IDEV, while establishing a formal Memorandum of Understanding that clearly defines roles and responsibilities.
- Open a dedicated APNODE bank account in a member country to facilitate the collection of membership fees and partner contributions.
- Recruit a full-time Executive Secretary and a minimum core staff (finance, administration, communications) under the direct authority of the Executive Committee.
- Implement a clear accountability system, including regular reporting and strengthened financial transparency.
- Develop an annual work plan and budget, clearly specifying the roles and responsibilities of all stakeholders.

Expected results include: (i) reduced operational bottlenecks; (ii) increased member engagement; and (iii) enhanced credibility with partners.

Step 2: Independent Secretariat

The objective of this step is to ensure institutional autonomy and professionalisation. Key actions include:

- Register APNODE as a legal entity and international network or association in a host country offering favourable legal, fiscal, and diplomatic conditions.
- Develop internal human resources and financial management frameworks, including job descriptions, personnel policies, and financial rules.
- Diversify funding sources through:
 - strengthened collection of membership dues.
 - the development of a resource mobilisation strategy targeting development partners, regional organisations, and foundations.
- Formalise mechanisms for engaging former parliamentarians as advisers or “ambassadors”.

Expected results at this stage include institutional independence, staff stability, diversified funding, and improved continuity of activities beyond electoral cycles.

Stage 3: Consolidated Secretariat with regional anchors

Stage 3 aims to expand APNODE's continental reach and long-term sustainability through a hybrid centralised and decentralised model. This would involve:

- Consolidating an autonomous central Secretariat with full staffing, strong internal governance, and robust accountability mechanisms.
- Establishing regional hubs or focal points (West, East, Central, Southern, and North Africa), hosted by national parliaments or regional parliamentary bodies, in coordination with the central Secretariat.
- Strengthening partnerships with pan-African and regional institutions, including the Pan-African Parliament, ECOWAS Parliament, SADC Parliamentary Forum, and WAEMU.
- Developing an evaluation resource centre or digital platform to serve as a continental reference point for APNODE, parliamentarians, and partners.

4.7. ADDRESSING ENVIRONMENTAL AND SUSTAINABILITY ISSUES

The evaluation of APNODE's strategic plan highlights a partial but significant consideration of environmental criteria, as defined by Capron and Quairel (2006) and Kourouma (2005), understood as the integration of ecological concerns and the incorporation of sustainability considerations into organisational strategies. Although the network has not explicitly included environmental issues among its areas of intervention, several direct and indirect manifestations can be identified in its activities and operations. On the one hand, the personal commitment of certain leaders, most notably the President of APNODE, who also chairs a parliamentary network on climate and another on water and sanitation, introduces an ecological awareness at the core of strategic orientations and institutional discourse.

Furthermore, several panels organised during the General Assemblies address, through the lens of multidimensional crises, climate vulnerabilities and the environmental implications for parliamentary action. On the other hand, sustainability, understood in its organisational dimension, constitutes a central element of the evaluation.

This includes the consolidation of national chapters, the implementation of long-term tools such as a dedicated website, and in-depth reflection on the financial sustainability and governance of the network. APNODE faces several major challenges that compromise its sustainability, including structural dependence on IDEV, weak institutional support from parliaments, the absence of an independent secretariat, and the rapid turnover of parliamentarians resulting from electoral cycles.

Finally, the network is undertaking capacity-building and knowledge dissemination efforts that indirectly contribute to social sustainability through the continuity of skills, despite recurrent losses linked to the renewal of elected officials. Thus, while environmental concerns are not a structured component of the strategic plan, the evaluation indicates that APNODE implicitly integrates environmental dimensions and, above all, treats institutional, financial, and human sustainability as cross-cutting issues essential to the network's long-term viability.

5. Recommendations



Ten years after the adoption of its founding documents, APNODE stands at a critical juncture in its development. To remain relevant and effective, the network must consolidate its governance arrangements, ensure sustainable funding, and strengthen the commitment of its members. The recommendations below are structured around four strategic pillars: governance and institutional organisation, financial model, membership and engagement, and capacity building and knowledge production. Collectively, they aim to provide APNODE with a stronger institutional foundation, enhanced visibility, and increased impact in support of African parliaments.



1



Key observations

PILLAR 1: GOVERNANCE AND INSTITUTIONAL ORGANISATION

The evaluation indicates that APNODE's current governance and operational framework present several limitations considering its evolving mandate and continental ambitions. The founding statutes adopted in 2014, which were designed for a network in its start-up phase, require revision to include clearer provisions on leadership rotation, gender parity, regional representation, and eligibility criteria. The functioning of the Executive Committee would benefit from improved structuring to clarify roles and strengthen collegial decision-making. In addition, the Secretariat's strong reliance on AfDB/IDEV and the absence of permanent staff constrain its autonomy and responsiveness. Communication between governance bodies and national chapters remains uneven, affecting the coherence and visibility of initiatives. Finally, the absence of a systematic monitoring and accountability mechanism limits the network's ability to document progress, showcase achievements, and build credibility with members and partners.

1

Review of Founding Documents

Conduct a comprehensive review of the 2014 statutes and regulations to align them with current realities and APNODE's future ambitions.

This review should:

- Redefine the composition and roles of governing bodies.
- Ensure balanced regional representation (e.g. vice-presidencies by region and a rotating presidency).
- Promote gender parity.
- Clarify eligibility criteria for leadership positions, ensuring that these are reserved for sitting parliamentarians.

2

Clarification of Executive Committee Mandates

Clearly define the responsibilities of each Executive Committee member and establish a formal accountability and reporting system to strengthen effective leadership. The RACI model (Responsible, Authority, Consulted, Informed) may be used for this purpose.

3

Establishment of a Permanent Secretariat

Establish a permanent executive structure, headed by an Executive Secretary and supported by a team of professionals recruited based on their technical and administrative expertise. The Secretariat would be responsible for coordination, day-to-day management, and the implementation of strategic decisions under the authority of the Executive Committee.

4

Development of a Standardised Communication Protocol

APNODE should establish clear and predictable communication procedures to strengthen coordination between the Secretariat, the Executive Committee, and national chapters. This protocol should define the frequency, channels (e-mails, collaborative platforms, virtual meetings), and formats for information sharing, thereby ensuring consistent, transparent, and harmonised communication across all levels of the network.

5

Improved Coordination and Visibility of National Chapters

APNODE should introduce standardised annual work plans and develop a digital platform to enable systematic monitoring of national chapter activities, thereby enhancing collaboration within the network. In addition, a dedicated section on APNODE’s website and communication channels should highlight the activities, innovations, and good practices of each chapter, increase visibility and promote peer learning.



2

PILLAR 2: FINANCIAL MODEL



Observations

APNODE’s financial operations are currently subject to AfDB procedures, which ensure compliance with control and audit standards. However, alignment with the Bank’s administrative cycles can result in cumbersome processes and delays, affecting operational responsiveness. In addition, membership dues, the primary source of internal funding, remain irregular, and growth in institutional membership is slow, potentially threatening continuity. These factors influence partners’ perceptions and underscore the need for adjustments to strengthen resource mobilisation and operational efficiency.

6

Opening of an Independent Bank Account

Open an APNODE bank account in a member country to enhance financial transparency, credibility, and ownership, while simplifying financial transactions.

7

Diversification of Funding Sources

Develop a proactive resource mobilisation strategy targeting parliamentarians and national committees to significantly increase institutional membership. Strengthening institutional membership is essential to reducing reliance on individual parliamentarians and ensuring sustained engagement beyond electoral cycles.



3

PILLAR 3: MEMBERSHIP AND ENGAGEMENT



Key observations

The evaluation highlights persistent challenges related to APNODE's membership structure. While the network has demonstrated resilience and achieved notable growth over more than a decade, institutional membership remains limited, with only a small number of parliaments formally affiliated. This reflects a strong dependence on individual parliamentarians, which constrains continuity and limits expansion. Insufficient proactive advocacy with parliamentary leadership has restricted institutional membership, resulting in uneven network development. Furthermore, post-election turnover among members leads to the loss of institutional memory.

8

Strengthening Institutional Membership

Strengthen institutional membership through targeted, high-level advocacy with parliamentary bodies and strategic committees to promote stability, continuity, and sustained engagement. APNODE should design and implement a proactive advocacy strategy that emphasises its institutional value and leverages the unique legitimacy of parliamentarians as advocates, thereby enhancing credibility and influence. The network should also systematically capitalise on opportunities offered by international and regional platforms to expand its membership base.

9

Strengthening Collaboration with National Evaluation Associations

Engage national evaluation associations as strategic partners to raise awareness among parliamentarians, support advocacy for institutional membership, and facilitate capacity-building initiatives. This collaboration will reinforce APNODE’s presence at the national level.

10

Establishment of a Status for Former Members

Create a dedicated membership category for former parliamentarians to leverage their expertise, maintain engagement, and expand APNODE’s pool of experienced human resources.



PILLAR 4: CAPACITY BUILDING, KNOWLEDGE PRODUCTION, AND SHARING

Key observations

The evaluation indicates that while APNODE has made progress in knowledge production and dissemination, significant gaps persist in information accessibility and sharing. Although Annual General Meetings provide opportunities for experience sharing, there is no systematic mechanism for documenting, archiving, and disseminating good practices from national chapters, nor is there a structured training programme to strengthen members’ skills. These limitations constrain peer learning and the broader adoption of innovative approaches within the network.

11

Production of Appropriate Materials

Develop and disseminate concise and accessible summaries of reports and evaluations, translated into several African languages. This will improve accessibility, promote data ownership, and encourage use by parliamentarians.

12

Dissemination of Good Practices

Institutionalise the collection and dissemination of successful experiences from national chapters through case studies, briefing notes, and webinars. These exchanges will foster innovation, strengthen cross-learning, and consolidate APNODE’s role as a continental knowledge hub. APNODE should also actively engage in knowledge production and strategic reflection, including the systematic development and dissemination of analyses, comparative studies, and research on parliamentary evaluation practices. The network should leverage international platforms, South-South partnerships, and research collaborations to share knowledge and develop common advocacy positions.

Concluding remarks



This evaluation demonstrates that APNODE has played a pivotal role in promoting evaluation within African parliaments and in advancing evidence-based governance. The Network's mission remains highly relevant in a context where evaluation is increasingly institutionalised across the continent and where parliaments are expected to strengthen their oversight, legislative, and representative functions. In terms of effectiveness, APNODE has succeeded in expanding its membership, mobilising parliamentarians, and forging partnerships that have enhanced its visibility and legitimacy. However, the evaluation indicates that the translation of these achievements into sustainable results at the national level remains uneven, with dynamic chapters in some countries and limited activity in many others.

From a governance and institutional perspective, APNODE's founding statutes have not kept pace with the Network's growth, resulting in blurred role delineation between the Executive Committee, the Secretariat, and national chapters. Decision-making has frequently been concentrated in the hands of a limited number of individuals, thereby weakening collective ownership and inclusiveness. The Secretariat, which continues to be hosted by AfDB/IDEV without permanent staff or financial autonomy, faces structural constraints that limit its effectiveness and responsiveness. Regarding funding, the Network remains heavily dependent on a single donor, while the irregularity of members' financial contributions exposes APNODE to significant sustainability risks. Finally, in terms of sustainability, although APNODE has aligned itself with global and continental agendas such as the Sustainable Development Goals (SDGs) and Agenda 2063, its institutional fragility and exposure to external risks, particularly political instability and fragile democratic contexts, pose threats to its long-term impact.

Several lessons emerge from this trajectory for APNODE and its partners. First, the sustainability of a continental parliamentary network cannot rest solely on goodwill and reliance on a single external partner; APNODE must diversify its resource base, strengthen member contributions, and cultivate a broader partnership ecosystem. Second, governance frameworks must evolve in parallel with institutional growth, as outdated statutes undermine not only clarity but also accountability and inclusiveness. Third, APNODE's effectiveness ultimately depends on the vitality of its national chapters, which require clearer mandates, structured support, and effective peer-to-peer exchange mechanisms. Fourth, enhanced visibility and influence depend on consistent communication and knowledge management strategies that clearly demonstrate APNODE's added value to both members and external stakeholders. Finally, resilience in volatile political and financial environments requires institutional autonomy and robust internal systems capable of absorbing external shocks.

Overall, the findings underscore both APNODE's considerable potential and its underlying fragility. The forthcoming Strategic Plan (2026–2030) offers a critical opportunity to translate the lessons learned into structural reforms that will enable the Network to consolidate its achievements and position itself as a more autonomous, resilient, and influential actor within the African evaluation ecosystem. By modernising its governance arrangements, diversifying funding sources, strengthening its national chapters, and investing in communication and monitoring systems, APNODE can address its current limitations and sustain its contribution to stronger parliaments, improved governance, and more effective development outcomes across the continent.

Action Plan



To ensure the effective implementation of its strategy and to strengthen its institutional credibility, the organisation has identified a set of priority recommendations covering governance, financing, communication, monitoring and evaluation, and support to national chapters. The table below summarises the key actions, assigned responsibilities, indicative timelines, and expected results.

Table 10: Strategic Implementation Plan

Findings	Recommendation	Key actions	Responsibility	Timeline
The secretariat reports to the AfDB/IDEV, enjoys limited autonomy and is subject to the bank's administrative rules.	Establish an autonomous secretariat system	<ul style="list-style-type: none"> - Develop and adopt a legal framework. - Recruit the management team (e.g., executive secretary, finance manager, programme manager, and communications manager) - Open an independent bank account with a financial procedure manual 	Executive committee with the AfDB/IDEV (transition support)	2025–2026
The 2014 statutes are obsolete, the roles are unclear and there are no provisions regarding gender parity, team rotation or the preservation of institutional memory.	Review governance instruments	<ul style="list-style-type: none"> - Launch a constitutional review after extensive consultations. - Clarify the mandates of the Executive Committee, the Secretariat, and the sections. - Create regional vice-presidencies. - Establish gender balance and mechanisms to retain former members of parliament. 	Governance Reform Working Group (appointed by the Annual General Meeting)	Draft legislation mid-2025; adoption at the 2025 Annual General Meeting
Over 80% dependence on the AfDB/IDEV, low member contributions, lack of a structured fundraising strategy.	Diversify resource mobilisation	<ul style="list-style-type: none"> - Develop a 5-year fundraising strategy with clear objectives. - Formalise contributions through a digital payment system and its application. - Establish partnerships with the AU, RECs, and foundations. - Seek project-based funding from United Nations agencies, bilateral donors, and regional banks 	Secretariat (Executive Secretary and Head of Finance), under the direction of the EC	Adoption planned for early 2026; implementation underway
Uneven participation and weak coordination of national sections; lack of systematic follow-up.	Strengthen the national sections	<ul style="list-style-type: none"> - Distribute the standard toolkit (constitution template, work plan template, report format) - Provide small, performance-related grants. - Organise quarterly virtual peer learning exchanges. - Launch of the annual award for the best-performing chapter 	Secretariat with regional vice-presidents	Pilot project 2026; large-scale deployment 2027–2030
Website not updated, low visibility of national section activities.	Adopting the communication and knowledge strategy	<ul style="list-style-type: none"> - Redesign of the interactive website with regular updates - Publish policy notes and quarterly newsletters. - Create a digital repository of results and best practices. - Implementation of a media relations strategy (press, social media, regional press briefings) 	Secretariat (Communications Officer)	Adoption planned for 2026; implementation underway
Lack of systematic follow-up on the resolutions of the annual general meetings and the activities of the national sections.	Develop a results-linked monitoring system	<ul style="list-style-type: none"> - Define key performance indicators (KPIs) linked to strategic objectives. - Set up a monitoring dashboard - Key points from the chapter on training in reporting - Prepare annual results reports. - Organise a mid-term review (2028) and a final evaluation (2030). 	Secretariat (responsible for monitoring and evaluation), under the supervision of the EC	Framework in 2026; annual reports thereafter

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Appendix



APPENDIX 1: STAKEHOLDERS INTERVIEWED

Category of actors	Profiles	Method	Sample size	Country
Current members of the Executive Committee	<ul style="list-style-type: none"> ▪ APNODE Secretariat ▪ President ▪ Treasurer ▪ Other members 	Individual interview	6	-
Former members of the Executive Committee	<ul style="list-style-type: none"> ▪ CLEAR AA ▪ AfrEA ▪ General Auditor BAD / Former IDEV.3 Manager 	Individual interview	3	-
National sections	<ul style="list-style-type: none"> ▪ Section President / Members 	Individual interview	3	<ul style="list-style-type: none"> ▪ Benin¹ ▪ Morocco² ▪ Cameroon³
		Investigation	8	<ul style="list-style-type: none"> ▪ Burkina Faso ▪ Congo ▪ Djibouti ▪ Nigeria ▪ Malawi ▪ Uganda ▪ Senegal ▪ South Sudan
Partners	UNFPA, CLEAR AA	Individual interview	2	-
Non-members	Former parliamentarian	Individual interview	1	Burkina Faso
VOPE	Seneval, RFE, AfrEA	Individual interview	3	

¹ This respondent, who is also a member of the executive committee (chair), shared his experience both as a former chair of the network and as a representative of his country.

² This respondent, also a member of the executive committee, shared his experience both as a former chairman of the network and as a representative of his country.

³ This respondent, also a member of the executive committee, shared his experience as a representative of his country.

APPENDIX 2 : TRIANGULATION MATRIX

Evaluation questions	Key findings	IDEV	Members of Parliament	VOPE	Partners	Sources	Level of convergence
EQ1: What results has APNODE achieved in relation to its strategic objectives?							
EQ2: What actions were taken and with what results?							
EQ3: What were the challenges, weaknesses, and strengths of the current strategies?							
EQ4: To what extent do the structure and governance policies promote network performance?							
EQ5: How effective is the membership structure, including membership types and contributions, at mobilising contributions?							
EQ6: What are the impacts of APNODE on the African evaluation community?							
EQ7: What governance and hosting options are available for the Secretariat?							

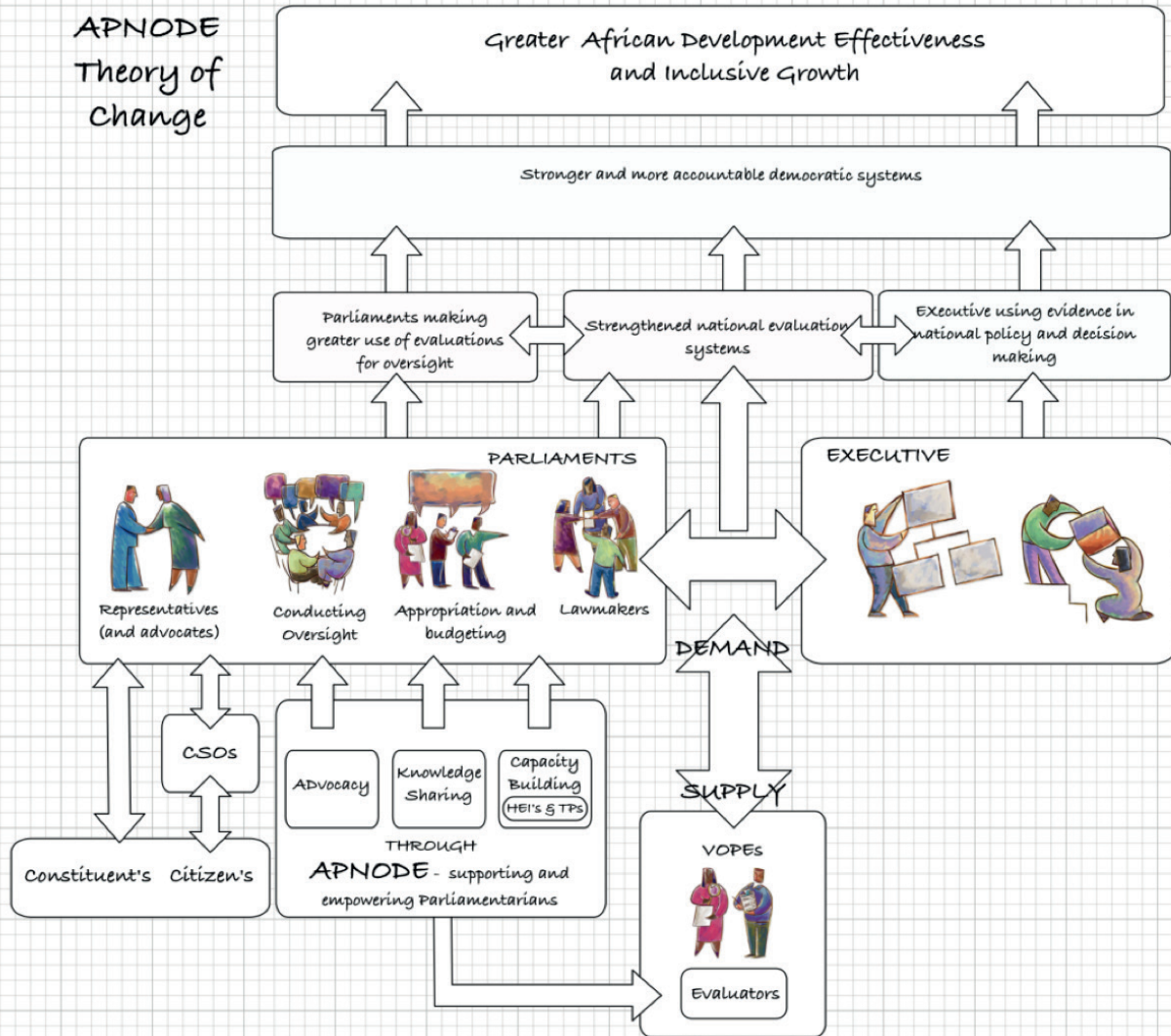
APPENDIX 3 : TRIANGULATION BETWEEN IDEV AND PARLIAMENTARIANS

Topic / Assessment Question	IDEV position	Parliamentary Position (MP)	Convergence/ divergence analysis	Level of convergence
EQ1. Results obtained	Emphasis on international visibility, recognition in the GEI, AfrEA, Twende Mbele forums.	Progress acknowledged, but slow execution of the 2017–2020 plan (COVID, lack of follow-up).	Agreement on the results, disagreement on the speed and depth of implementation.	●
EQ2. Actions taken	Highlights key events (AGM, masterclass, webinars).	Highlights advocacy activities and parliamentary outreach.	Agreement on the efforts, but different indicators of success (visibility vs ownership).	●
EQ3. Challenges and weaknesses	Acknowledges the administrative burden and dependence on IDEV but considers it manageable.	Views dependence as a hindrance to the legitimacy and autonomy of the network.	Agreement on the diagnosis, disagreement on the interpretation of the causes and solutions.	●
EQ4. Governance and performance	Supports the CE–IDEV model as efficient and controllable.	Desires for an autonomous executive leadership and more transparency.	They agree on the need for clarity but disagree on the governance structure.	●
EQ5. Contributions and financial viability	Identifies the lack of follow-up and a regular payment mechanism.	He points out that contributions arrive as soon as reminders are sent, a problem of follow-up rather than a lack of will.	Agreement on the weakness of the system, disagreement on the cause (management vs inertia).	●
EQ6. Network Impacts	Emphasises the institutional impact and recognition of evaluation policies.	Highlights practical changes within parliaments and budget debates.	Complementarity: IDEV = macro-impact, MP = micro-institutional impact.	●
EQ7. Hosting and governance of the secretariat	Advocates for the temporary maintenance of IDEV hosting for stability.	Desires an autonomous secretariat with independent executive management.	Clear divergence: stability vs autonomy.	●

APPENDIX 4 : THEMATIC CODING GRID FOR TRIANGULATION (IDEV-MP-VOPE-PARTNERS)

Code / Analysis Theme	Corresponding evaluation Question (EQ)	Observable subcategories	Coding criteria and interpretation	Possible levels of convergence
GOUV-STRUC (Gouvernance et structure)	EQ4 - EQ7	Roles of the Works Council/secretariat/IDEV, election of bodies, coordination, and transparency.	Agreement between ≥3 actors → ● Agreement between 2 actors → ●● Clear divergence → ●●● Only one actor → ●●●●	●●●●●
HEB-AUT (Hébergement et autonomie du secrétariat)	EQ7	Hosting model, transition plan, dedicated human resources.	Alignment on the need for autonomy + consensus on the schedule = ●● ; divergence on pace or model = ●●● ; head-on opposition = ●●●●	●●●●●
FIN-COT (Financement et cotisations)	EQ5	Membership fees, subscriptions, diversification of resources, and payment tracking.	Agreement on weakness + common tracks = ●●● ; agreement but divergence on cause = ●●●● ; contradiction = ●●●●●	●●●●●
RESU-PLAN (Résultats du plan stratégique)	EQ1	Implementation of the 2017-2020 plan, alignment with the vision, and perceived effects.	Agreement of 3+ actors on progress = ●●● ; nuances on scope = ●●●● ; disagreement on results = ●●●●●	●●●●●
ACT-MISE (Actions entreprises)	EQ2	Training, advocacy, AGMs, webinars, partnerships.	Agreement if actors cite same activities = ●●● ; minor differences = ●●●● ; disagreement on relevance = ●●●●●	●●●●●
DEF-FAIB (Défis et faiblesses)	EQ3	Dependence on IDEV, internal communication, and financial mobilisation.	Convergence if 3 actors cite the same challenge = ●●● ; 2 actors = ●●●● ; contradictions = ●●●●●	●●●●●
IMPACT-COM (impacts et communauté)	EQ6	Evaluative culture, institutionalisation, continental diffusion.	Agreement on positive effects = ●●● ; disagreements on magnitude = ●●●● ; contradiction = ●●●●●	●●●●●
COM-VISI (Communication et visibilité)	EQ1 - EQ6	Website, newsletters, distribution, languages, media.	Agreement on progress communication = ●●● ; linguistic nuances = ●●●● ; disagreement / silence = ●●●●● / ●●●●●	●●●●●
CAP-DEV (Renforcement des capacités)	EQ6	CLEAR-AA and GEI training, and appropriation of tools.	General agreement = ●●● ; regional differences = ●●●● ; absence or contradiction = ●●●●●	●●●●●

APPENDIX 5 : THEORY OF CHANGE



APPENDIX 6 : GRID LITERATURE REVIEW

Analysis criterion	Dimensions	Description
Organisational structure and governance roles	General Assembly	Role, composition and frequency of meetings
	Executive Committee	Composition, frequency of meetings, strategic responsibility, ability to guide, supervise and ensure the implementation of decisions at the continental level, relations with other members.
	Secretariat	Daily operations, coordination of activities, technical support to organisations, operational capacity in terms of human resources, logistics and accommodation.
	Members of Parliament (Parliamentary Members, Parliaments)	The involvement of parliamentarians in the network's activities, their role in promoting evaluation, participation in decision-making and institutional mobilisation.
	Partners	Type of support (financial, technical, logistical), alignment with APNODE priorities, and contribution to the governance and strategic visibility of the network.
Implementation	Goals	Strategic objectives of the network
	Achievements	Actions implemented
	Success Factors	Elements that contributed to the success of the activities
	Challenges	Identification of the main difficulties encountered during the implementation of activities, whether organisational, financial or related to member engagement.
Governance effectiveness process	Monitoring and implementation of decisions	Monitoring mechanisms, effective implementation of resolutions and the level of enforcement of decisions
Executive Housing Committee	Advantages of the accommodation	Positive elements related to hosting the Secretariat within IDEV/AfDB.
	Limitations of the hosting model	Constraints or shortcomings related to the current configuration.
	Other accommodation options	Other hosting scenarios to consider for the future: hosting within an African parliament, a university, or a pan-African think tank, or the establishment of an autonomous secretariat.
Sustainability of the economic and governance model	Current Sources of Funding	Diversity, stability and predictability of the network's financial resources
	Self-financing potential	The network's ability to generate its own resources to strengthen its financial autonomy

APPENDIX 7 : CAPACITY BUILDING INITIATIVES FROM 2016 TO 2024

Date	Capacity building initiative	Key partner(s)	Event
August 2016	Evaluation training session: Introduction to the concept and methods; role of parliamentarians; application of the results-based approach to control.	CLEAR-AA, UN Women	2nd Annual General Meeting (AGM), Harare, Zimbabwe.
November 2016	Participation in Development Assessment Week.	BAD	Conference in Abidjan, Ivory Coast.
November 2016	Participation in Kenya's Assessment Week.	Partner organisations	Mombasa, Kenya.
December 2016	Participation in the Francophone International Evaluation Forum (FIFE).	RFE	International event.
March 2017	"Training of trainers" session on parliamentary oversight and monitoring, and evaluation (25 participants).	CLEAR-AA	Organised in Ghana for newly elected parliamentarians.
March 2017	A "training of trainers" session on parliamentary oversight and monitoring and evaluation, followed by training for 31 parliamentarians.	CLEAR-AA	Capabilities in Uganda.
March 2017	Participation in two sessions of the 8th AfrEA Conference: "African Regional Consultation on Equity and Gender-Based National Evaluation Policies" and "Parliamentarians in the Implementation of the SDGs: Agents of Change".	AfrEA, partners (funding from the ADB/Korean Federal Fund)	AfrEA in Kampala, Uganda.
April 2017	Participation in the EvalPartners Global Forum.	EvalPartners	Bishkek, Kyrgyzstan.
May 2017	Training session for members of the finance and budget committees of the parliaments of the WAEMU member states.	AfCOP and APNODE Secretariat	Training on the new harmonised framework for public finances in the member countries of the WAEMU.
June 2017	Training session on parliamentary oversight and monitoring and evaluation	CLEAR-AA	Training in Tanzania.
July 2017	Training on "Exploring Evidence Entry Points in African Parliaments".	CLEAR-AA	3rd Annual General Meeting of APNODE, Khartoum, Sudan (abbreviated session).
September 2017	Training: Parliamentary control, monitoring and evaluation.	CLEAR-AA	Ouidah, Benin.

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October 2017	Presentation on "The factual evaluation of budget execution" during a pre-budget workshop.	Zimbabwe National Section	Pre-budget information workshop in Zimbabwe
October 2017	Presentation on "The use of evidence in government decision-making".	SAMEA	6th SAMEA Biennial Conference, Johannesburg, South Africa.
October 2017	Participation in the MENA regional consultation on national evaluation policies focused on equity and gender.	MENA Consultation	Amman, Jordan.
November 2017	Training: Evidence for parliamentarians.	CLEAR-AA, Twende Mbele	Mombasa, Kenya.
December 2017	Training: Content development.	CLEAR-AA	Johannesburg, South Africa.
February 2018	Training workshop on the evaluation of gender-responsive and equitable public policies.	UN Women, RISE, 2IEVAL, IDEV	Official launch of APNODE-CI in Grand-Bassam, Ivory Coast.
August 2018	Training: The role of evaluation in monitoring gender issues as a cross-cutting theme.	UN Women, ACEPA, GIMPA, CLEAR-AA	4th Annual General Meeting of APNODE, Libreville, Gabon.
August 2018	Introductory session for new members and novice participants.	APNODE Secretariat	Pre-General Assembly of the 4th Annual General Meeting, Libreville, Gabon.
December 2018	Participation in the workshop "Towards an evidence-based report on the SDGs and Agenda 2063".	UNECA, UNICEF, African Union,	Addis Ababa, Ethiopia. Objective: to strengthen national evaluation capacities.
March 2019	Participation in sessions (panel members, chairs) to promote the demand for and use of evaluation.	AfrEA, Zimbabwe national section	9th AfrEA Biennial Conference, Abidjan, Ivory Coast.
August 2019	Training: Introduction to development assessment.	CLEAR-AA	5th Annual General Meeting of APNODE, Abidjan, Ivory Coast.
August 2019	Panel: Evaluations of country strategies and the role of the legislative branch.	APNODE CE	5th Annual General Meeting of APNODE, Abidjan, Ivory Coast.
August 2019	Panel: Diversifying the APNODE resource pool - A conversation.	APNODE CE	5th Annual General Meeting of APNODE, Abidjan, Ivory Coast.

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August 2019	Panel: APNODE, parliamentary control and the African Continental Free Trade Area (AfCFTA).	APNODE CE	5th Annual General Meeting of APNODE, Abidjan, Ivory Coast.
October 2019	Participation in the UNDP NEC conference: Panel on "Strengthening demand for and use of national evaluation systems".	UNDP (NEC)	Conference on National Capacity Assessment, Hurghada, Egypt.
November 2019	Participation in the workshop on "The institutionalisation of evaluation in French-speaking countries".	Members of RFE and APNODE	3rd edition of FIFE, Ouagadougou, Burkina Faso.
December 2019	Conference on strengthening national assessment capacities for voluntary national examinations (VNEs).	UNICEF, ECA, Hon. Mpagi-Kaabule	2nd UNICEF-ECA Conference, Addis Ababa, Ethiopia.
June 2020	gLOCAL, webinar on the theme "Building a culture focused on Results in the Zambian Parliament »	National Assembly of Zambia, in collaboration with the ministry of the National Development Planning and the Zambian Association	The webinar, part of the gLOCAL initiative, discussed how M&E could contribute to improving the country's performance in relation to The implementation of commitments related to the SDGs.
June 2020	gLOCAL: "Implementation of the United Nations 2030 Agenda and its SDGs: what are African parliaments doing?"	CLEAR-AA Secretariat, APNODE/IDEV	gLOCAL 2020. Theme: The role of parliaments in the integration of the SDGs.
August 2021	Introducing APNODE - Who are we, what do we do?	APNODE Secretariat	Pre-general meeting of the 6th general meeting (virtual).
August 2021	Masterclass: "Strengthening parliamentary oversight and capacity through digitalisation: development and piloting of the African Parliamentary Oversight Tool (African POT)".	CLEAR-AA, Parliament of Zambia	Pre-general meeting of the 6th general meeting (virtual).
August 2021	Panel I: Parliamentary action in times of crisis: mobilising voters and responding to citizens' needs - Lessons learned from the COVID-19 pandemic.	APNODE CE	6th AGM (virtual).
August 2021	Panel II: Strengthening parliamentary oversight for transformative development - What are the strategic imperatives?	APNODE CE	6th AGM (virtual).
August 2021	SAMEA webinar on technological innovation: rethinking evaluation in Africa.	SAMEA (South Africa)	The APNODE project manager participated as a panellist.

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October 2021	Presentation on "The request for evaluation and the need for an appropriate budget tailored to the objective".	Zimbabwe National Section	2021 Pre-Budget Seminar in Zimbabwe.
November 2021	Seminar: "Development assessment at the heart of modern government action".	Cameroon National Section, UNICEF, RFE	Capacity building seminar for parliamentarians in Cameroon.
December 2021	Participation in the FIFE 2021 virtual conference.	RFE (Sponsorship of 20 registrations)	Virtual conference of the Francophone Evaluation Network.
February 2022	Workshop: Strengthening the evaluation capacities of actors in the General Inspectorate of the State.	2iEval (Mr. Kouakou)	Training of civil servants at the General Inspectorate of the State in the Ivory Coast.
March 2022	Launch of the book "African Parliaments: Systems of Evidence for Governance and Development" (Masterclass).	CLEAR-AA	Launch of the two-volume publication of CLEAR-AA.
April 2022	CLEAR-FA Webinar: Decision-making based on evaluation results in a context of competition and political instability.	CLEAR-FA	A platform for exchanging and sharing experiences.
April 2022	Training and awareness workshop for parliamentarians on "the evaluation of public policies".	CLEAR-FA	Lomé, Togo.
May 2022	Participation in the WAAPAC conference and annual general meeting on post-COVID-19 recovery mechanisms.	CLEAR-FA	Lomé, Togo (West African Association of Public Accounts Committees).
June 2022	gLOCAL: "From COVID-19 to the SDGs: Leveraging Evidence."	USAID-TSUE Secretariat, APNODE/IDEV	gLOCAL 2022. Dialogue to improve governance.
June 2022	Training session: preparation of an initial report for project evaluation.	2iEval	2iEval's contribution to gLOCAL Evaluation Week 2022.
June 2022	Participation in the 2022 conference of the Canadian Evaluation Society	Canadian Assessment Society	Workshop on adapting capacity building.
July 2022	Capacity building workshop for 26 chairpersons and committee members.	Zimbabwe National Section	Recruitment and training campaign in Zimbabwe.
August 2022	Virtual training: "Using evidence in policy and practice: lessons learned from Africa".	CLEAR-AA	Preparatory meeting for the 7th Annual General Meeting, Rabat. Objective: to inform policies in Africa.

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August 2022	Training session on "Results-based budgeting in Francophone Africa".	CLEAR-FA	Training for the Finance Committee of the National Assembly of Togo.
August 2022	Presentation on "The development of a monitoring, evaluation and performance reporting mechanism for the Pan-African Parliament".	APNODE	Pan-African Parliament (PAP) Strategic Orientation Workshop.
September 2022	Participation in the AfDB Evaluation Week 2022.	BAD/IDEV	The Honourable Adomahou shared Benin's experience in evaluation for effective public policies.
September 2022	Webinar: "The role of parliamentarians in the implementation of the commitments of ICPD 25".	APNODE	Discussion on the evaluation of public policies relating to population and development.
October / November 2022	Participation in the 4th Symposium of the African Organisation of Public Accounts Committees (WAAPAC).	WAAPAC	Monrovia, Liberia. Exchange of ideas and experiences.
November 2022	Café debate on "Meta-evaluation of public policies and the quality of evaluations".	2iEval, APNODE	Abidjan, Ivory Coast. Strengthening skills in meta-evaluation.
April 2023	Participation in the Benin Evaluation Day (JBE).	APNODE Benin	Panel on "The use of evidence in decision-making".
June 2023	gLOCAL: Virtual Round Table on strengthening national monitoring and evaluation (M&E) systems was co-organised by partners (ENAP and CLEAR-FA),	APNODE; CLEAR FA and ENAP	Activity within the framework of the week gLOCAL
June 2023	Seminar: "The responsibility of parliamentarians in the implementation of public policies in Cameroon."	National section of Cameroon	Capacity building for parliamentarians in Cameroon.
June 2023	First week of evaluation in Cameroon: workshops, seminars, and discussions on governance and decentralisation.	APNODE - Cameroon Section, CaDEA	Large-scale knowledge-sharing event in Cameroon.
October 2023	Online training: "Evidence-based decision-making: Empowering parliamentarians to use it."	CLEAR-AA, UNFPA, 2iEval, AGDEN	8th Annual General Meeting (virtual). Theme: Use of empirical and relevant information (example from the Ivory Coast).
October 2023	Panel I: Rethinking integration and trade in Africa: what role should national parliaments play?	APNODE CE, IDEV	8th Annual General Meeting (virtual). Dialogue on the challenges of trade and integration.

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October 2023	Panel II: Preparing for the unpredictable: is the use of evidence a panacea?	APNODE CE	8th Annual General Meeting (virtual). Discussion on obstacles to the systematic use of evidence.
October 2023	Introducing APNODE - Who we are, what we do, our goals and our vision.	APNODE Secretariat	Pre-general meeting of the 8th general meeting (virtual).
May 2024	Webinar: "Strengthening the evaluation capacities of parliaments: the case of the Philippines, Uganda and APNODE".	Twende Mbele	A platform aimed at advocating for increased investment in assessment capabilities.
June 2024	gLOCAL: "The influence of parliamentary networks like APNODE on transformative change policies."	APNODE, IDEV, APNODE-CI	gLOCAL 2024. Focus on training tools and funding.
August 2024	Training session: "The use of evaluative evidence for quality control".	Twende Mbele, Africa	9th Annual General Meeting, Cotonou. Objective: to improve the quality of parliamentary oversight.
August 2024	Training session: "APNODE in a digital world and the challenge of artificial intelligence".	CLEAR-AA	9th Annual General Meeting, Cotonou. Analysis of the impact of digital technologies and AI on development assessment.
August 2024	Panel II: "Rethinking the network: reflections, collaborations and perspectives".	APNODE CE, AfrEA	9th Annual General Meeting, Cotonou. Discussion on achievements, challenges and future capacity building.
August 2024	Panel I: Institutionalisation of evaluation: sharing of experiences.	APNODE CE	9th Annual General Meeting, Cotonou. Dialogue on countries' progress towards institutionalisation.

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