



United Republic of  
Tanzania  
Prime Minister's Office



# 4<sup>th</sup> TANZANIA MONITORING, EVALUATION & LEARNING (MEL) CONFERENCE

Theme: Community-Led M&E: Building Local Capacity  
and MEL Ownership for Sustainable Impact

10<sup>th</sup> – 13<sup>th</sup> September 2025 | Mwanza City

## Event Report





# ***Tanzania*** ***MEL Week 2025***

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**Theme: Community-Led M&E: Building Local Capacity  
and MEL Ownership for Sustainable Impact**

**10<sup>th</sup> – 13<sup>th</sup> September 2025 | Mwanza City**



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# Executive Summary

The 4th Tanzania Monitoring, Evaluation, and Learning (MEL) Conference, held in Mwanza from September 10th to 13th, 2025, reinforced Tanzania's commitment to evidence-based governance and development. Convened by the Prime Minister's Office – Policy, Parliament and Coordination (PMO-PPC) in partnership with the Tanzania Evaluation Association (TanEA), the conference successfully hosted **1,211 participants**, exceeding the target of 1,000 by 21 percent.

The central theme, **“Community-Led M&E: Building Local Capacity and MEL Ownership for Sustainable Impact”**, emphasized the necessity of citizen-driven, locally grounded approaches to monitoring and evaluation to enhance accountability, transparency, and adaptive learning.

Key outcomes included directives from the Prime Minister, Hon. Kassim Majaliwa Majaliwa, to **expedite the National M&E Policy, finalize the Integrated Government-wide Electronic M&E System, and strengthen M&E units** across all levels of government with adequate resources and staff. Progress was also reported on previous resolutions, including the establishment of M&E units in 26 regional secretariats and 184 district councils, and the development of four core M&E guidelines. The conference also formalized the continuation of the event, with the **5th Tanzania MEL Week scheduled for Dodoma in September 2026**.



# 01 INTRODUCTION & OBJECTIVES

EVALUATION,  
CONFERENCE 2025



## 1. Introduction & Objectives

### 1.1. Introduction

MEL systems are recognized as critical pillars in the governance and development architecture of Tanzania, driving transparency, accountability, and shaping effective policy design and implementation. The institutionalization of MEL systems aligns with national strategies such as **Vision 2025, FYDP III, SDGs, and Agenda 2063**. The government views MEL as vital for public service delivery and invests in results-based MEL systems that evaluate long-term policy impacts. MEL conferences, initiated by **Prime Minister Hon. Kassim Majaliwa Majaliwa** in 2022, supports accountability, evidence-based decisions, policy enhancements, and efficient resource use.

The 2025 conference was the fourth annual MEL Week, building upon the successes of previous events held in Dodoma (2022), Arusha (2023), and Zanzibar (2024). The conference provided a national platform to convene stakeholders from government, civil society, academia, and the private sector to share insights and advance MEL practices.

The conference program was structured into four core components: high-level opening and keynote sessions, panel discussions, paper presentations, and professional training workshops.

### 1.2. Objectives

The objectives of the 4th MEL Conference were multi-faceted, aiming to promote evidence-based policy-making and governance while simultaneously strengthening institutional MEL frameworks. Specifically, the conference aimed to:

1. **Strengthen MEL systems** across local, regional, and national levels.
2. **Promote evidence-based policy-making** and service delivery.
3. **Foster partnerships** in MEL financing and institutional development.
4. **Build capacity** for community-led MEL initiatives.
5. Enable **knowledge-sharing** through case studies and best practices.
6. Enhance the adoption of **artificial intelligence, big data, and digital MEL tools** to modernize evaluation processes.
7. Expand **public-private partnerships (PPP)** to secure sustainable financing and institutionalize MEL practices.
8. Encourage the adoption of **inclusive MEL approaches**.
9. Create a dynamic platform for **knowledge-sharing and professional development**.

# 02 THEME & SUB-THEMES



## 2. Theme & Sub-themes

### 2.1. Main Theme

The main theme for the 4th Tanzania MEL Conference 2025 was: **“Community-Led M&E: Building Local Capacity and MEL Ownership for Sustainable Impact”**.

This theme underscores the need for robust, data-driven decision-making to enhance government performance and sustainable development. The rationale highlights strengthening regional and local MEL systems, aligning MEL with national and global frameworks (Vision 2025, FYDP III, Agenda 2063, SDGs), and leveraging digital innovations for MEL.

### 2.2. Sub-themes and Key Topics

The conference was structured around four key sub-themes:

#### i. Strengthening Community-Led MEL for Policy and Governance

- Decentralizing MEL systems for enhanced local governance and service delivery.
- Strengthening participatory MEL models at the grassroots level project management.
- Empowering communities to use MEL for accountability and policy influence.
- Institutionalizing MEL within policymaking, governance, and national or regional or international plans.

#### ii. Digital Transformation and Innovation in MEL

- Leveraging AI, Big Data, and digital tools for community-led MEL.
- Digital dashboards and real-time data for grassroots decision-making.
- Integrating mobile and geospatial technologies (GIS, remote sensing) for localized MEL.
- Data sovereignty, ethics, and responsible AI in MEL.

#### iii. Climate-Sensitive MEL and Resilience Building

- MEL frameworks for tracking climate adaptation and resilience at the community level.

- Evaluating the effectiveness of Tanzania’s environmental policies and local mitigation efforts.
- Community-driven data collection for climate action (citizen science, participatory GIS).
- Disaster risk reduction and MEL’s role in early warning systems.

#### iv. Sustainable MEL Financing and Multi-Sectoral Partnerships

- Government, private sector, and donor collaboration for community MEL financing.
- Impact investment and MEL: How data-driven evaluations attract social investors.
- Building long-term MEL capacity and institutional sustainability.
- Local resource mobilization strategies to support grassroots MEL initiatives.
- Integrating **4Rs philosophy** (Reform, Rebuild, Reconcile, Resilience) for sustainable M&E Systems.



# 03 PARTICIPATION & REPRESENTATION



### 3. Participation & Representation

#### 3.1. Number of Participants

The event successfully hosted **1,211 participants**, surpassing the target of 1,000 participants by 21 percent. This growth signals increased national and international visibility and stakeholder interest.

#### 3.2. Delegate Categories and Representation

Attendees represented a wide array of stakeholders, including:

- Government representatives (MDAs, LGAs, Regional Secretariats).
- M&E practitioners and experts.
- Academics and researchers (including the Vice-Chancellor of Mzumbe University).
- Private sector organizations and representatives.
- Civil Society Organizations (CSOs) and NGOs.
- Development partners and donors.
- Voluntary Organizations for Professional Evaluation (VOPEs), including TanEA and ZaMEA.
- Young and Emerging Evaluators (YEEs) and students.

International delegates participated from various countries, including Zimbabwe, Cameroon, Ghana, Ethiopia, Uganda, Rwanda, Kenya, South Africa, and Germany.



# 04 CONFERENCE PROCEEDINGS



## 4. Conference Proceedings

### 4.1. Opening

The conference was officially inaugurated by the **Prime Minister of the United Republic of Tanzania, Hon. Kassim Majaliwa Majaliwa**, who represented H.E. Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania.

#### 4.1.1. Key Opening Remarks included:

- i. **Mwanza Regional Commissioner, Hon. Said Mohamed Mtanda**, welcomed participants and emphasized M&E's role in ensuring timely, quality, and value-for-money implementation of development projects. He noted that Mwanza benefited from over TZS 5.6 Trillion in investments between 2021 and 2025, including projects like the Kigongo–Busisi Bridge and the Standard Gauge Railway.
- ii. **Dr. Jim James Yonazi, Permanent Secretary of PMO-PPC**, highlighted Tanzania's efforts to institutionalize government MEL systems, including the establishment of a dedicated Department for Government Performance Monitoring and Evaluation.
- iii. **Hon. William Vangimembe Lukuvi, Minister of State, PMO-PPC**, cited the strong leadership of President H.E. Dr. Samia Suluhu Hassan in strengthening M&E, noting the establishment of M&E units in all ministries, 26 regional secretariats, and 184 district councils.
- iv. **Dr. Kapongola Nganyanyuka, President of TanEA**, recognized the event as Tanzania's premier platform for advancing a culture of evidence and stressed that development is strongest when communities actively track and shape policies and services.
- v. **The AfrEA President** highlighted milestones such as the Made in Africa Evaluation Handbook and called for people-centered, culturally grounded systems that shift power to African institutions.
- vi. **The MasterCard Foundation's Mr. Aloo** reaffirmed their partnership with AfrEA on the Made in Africa Evaluation agenda and called for greater investment in youth, who represent 70 percent of the population but only 10 percent of evaluators.
- vii. **Madam Susan Ngongi Namondo, UN Resident Coordinator**, commended Tanzania's progress in advancing evidence-based development and stressed that strong MEL systems are critical to sustaining progress and achieving Vision 2050.
- viii. **Hon. Kassim Majaliwa Majaliwa, Prime Minister (Guest of Honour)**, commended the theme and showcased major Mwanza projects as examples of how strong monitoring systems ensure timely delivery of strategic priorities. He also issued six key directives (see Section 6).

## 4.2. Official Opening Remarks

Mwanza Regional Commissioner, Hon. Said Mohamed Mtanda warmly welcomed participants to Mwanza City for the 4th Tanzania MEL Week and Conference, thanking the Prime Minister for officiating the event. He emphasized the importance of Monitoring and Evaluation (M&E) in ensuring timely, quality, and value-for-money implementation of development projects. He highlighted that Mwanza has benefitted from over TZS 5.6 Trillion in investments between 2021 and 2025, including major projects such as the Kigongo–Busisi Bridge, the Standard Gauge Railway, modern markets, health facilities, water projects, and the new passenger and cargo vessel MV Mwanza. These investments reflect the Sixth Phase Government’s commitment to transforming the region.

The Hon. Mtanda encouraged participants to also explore Mwanza’s unique tourism attractions, including Lake Victoria, Saanane Island National Park, and cultural heritage sites, before departing.

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Mwanza Regional Commissioner  
Hon. Said Mohamed Mtanda  
deliver his welcoming Remarks

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Mwanza has benefitted from over TZS 5.6 Trillion in investments between 2021 and 2025, including major projects such as the Kigongo–Busisi Bridge, the Standard Gauge Railway, modern markets, health facilities, water projects, and the new passenger and cargo vessel MV Mwanza. ”



### 4.3. Opening remarks by Government Officials

#### 4.3.1. Remarks from The Permanent Secretary

Dr. Jim James Yonazi, the Permanent Secretary of the Prime Minister’s Office – Policy, Parliament and Coordination, extended warm greetings and thanked God for good health and the opportunity to gather. He welcomed the Guest of Honor and all participants to Mwanza, a city with rich history and blessed by Lake Victoria.

In his remarks, he expressed gratitude to all stakeholders who contributed to the success of the conference, noting that this was the fourth edition since its inception in 2022 in Dodoma, with subsequent editions held in Arusha and Zanzibar. Dr. Yonazi emphasized the conference’s role in promoting domestic tourism through meeting tourism and noted the participation of stakeholders from government, local authorities, private sector, international organizations, and regional and global experts. He also welcomed leaders and guests from across Africa, highlighting the event as a platform for knowledge exchange and regional collaboration.

He shared what the conference will be featuring including presentations, professional discussions, training, exhibitions, and tourism activities, including visits to attractions like the Serengeti, supporting the Sixth Phase Government’s agenda to promote domestic and international tourism. He highlighted Tanzania’s efforts to institutionalize government MEL systems, including the establishment of a dedicated Department for

Government Performance Monitoring and Evaluation and units within ministries, independent departments, public agencies, regional secretariats, and local authorities. These measures reflect the government’s commitment to efficiency, accountability, and results in the public sector.

He concluded by inviting Hon. William Vangimembe Lukuvi, Minister of State, President’s Office – Policy, Parliamentary Affairs and Coordination, to deliver his speech and formally invite the Guest of Honor, the Prime Minister, to officially open the conference.

Dr. Jim James Yonazi delivering his remarks during the 4th Tanzania MEL Week Conference in Mwanza



### 4.3.2. Remarks from The Minister of State

Hon. William Vangimembe Lukuvi started by thanking the Prime Minister for gracing the occasion despite his national responsibilities. He acknowledged the strong leadership of H.E Dr. Samia Suluhu Hassan, the President of the United Republic of Tanzania, in strengthening government performance evaluation, citing the establishment of Monitoring and Evaluation (M&E) units in all ministries, 26 regional secretariats, 184 district councils, and several public institutions. He further recognized the Prime Minister’s oversight in developing national M&E guidelines and commended the Prime Minister’s Office, led by the Permanent Secretary, for effectively coordinating directives that enhance accountability.

Hon. Lukuvi also applauded development stakeholders for their consistent engagement, noting the growing number of participants since the first conference in 2022. He highlighted progress in capacity building, with training provided by different partners to over 780 officials, and the development of a Government-Wide Monitoring and Evaluation Digital system to strengthen data-driven decision-making.

Hon. William Vangimembe Lukuvi delivering his remarks during the 4<sup>th</sup> Tanzania MEL Week Conference in Mwanza

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Strengthening government performance evaluation, citing the establishment of Monitoring and Evaluation (M&E) units in all ministries, 26 regional secretariats, 184 district councils, and several public institutions. ”



### 4.3.3. Remarks by Partners

Dr. Kapongola Nganyanyuka, President of TanEA, opened the 4th MEL Week by welcoming participants and recognizing the event as Tanzania's premier national platform for advancing a culture of evidence, accountability, and learning since its inception in 2022. He emphasized this year's theme, "Community-Led M&E: Building Local Capacity and MEL Ownership for Sustainable Impact," stressing that development is strongest when communities actively track and shape policies and services.

He outlined priority areas including strengthening community MEL systems, leveraging digital innovations such as big data and AI, building resilience to climate change, and ensuring sustainable financing. He linked these priorities to Tanzania's Fourth Five-Year Development Plan, Vision 2050, Africa's Agenda 2063, and the SDGs. Dr. Nganyanyuka thanked the Prime Minister's Office, AfrEA, and partners for their support, particularly in enabling youth participation, and urged participants to collaborate in generating actionable recommendations.

TanEA reaffirms its dedication to working closely with stakeholders across sectors government, Parliament, academia, civil society, development partners, and the private sector to strengthen the culture of managing for results. We especially recognize the leadership of the Prime Minister's Office – Policy, Parliament and Coordination for championing M&E system development nationwide.



Strengthening community MEL systems, leveraging digital innovations such as big data and AI, building resilience to climate change, and ensuring sustainable financing. ”



Honourable Guest of Honour Handing over the EvalTorch to TanEA Leader Dr. Kapongola Nganyanyuka

The AfrEA President extended his welcome to participants, framing the theme of “Community-Led M&E” as a call for Africa to take ownership of its evaluation journey. Reflecting on AfrEA’s 25th anniversary in Addis Ababa, he highlighted milestones such as the Made in Africa Evaluation Handbook and the Addis Ababa Declaration. He underscored the importance of people-centered, culturally grounded systems that shift power to African institutions and communities, calling for integrated and technology-enabled MEL frameworks rooted in African realities and driven by youth and women. Citing African proverbs, he urged participants to ensure Africa evaluates on its own terms, building systems by Africa, for Africa, with Africa. Also the EvalYouth Global Network Representative handed the EvalTorch to the Prime Minister and then the Pm handed it over TanEA. EvalTorch is an initiative under EvalPartners (the global partnership for evaluation capacity development), and UNFPA is one of the key agencies that has been actively championing it. UNFPA promotes EvalTorch as part of its global role in advancing equity-focused and gender-responsive evaluation. By doing so, UNFPA supports governments, VOPEs (Voluntary Organizations for Professional Evaluation), and young emerging evaluators in building sustainable monitoring and evaluation (M&E) systems.

Then after, Mr. Aloo from the MasterCard Foundation’s reaffirmed the MasterCard Foundation’s partnership with AfrEA in advancing

the Made in Africa Evaluation agenda and underscored the central role of community-led approaches. He reminded participants that M&E is not a checklist but a journey of shared learning, adaptation, and ownership with communities. Highlighting Africa’s demographic challenge, with youth representing 70 percent of the population but only 10 percent of evaluators, he called for greater investment in young professionals to bridge this gap and place youth at the heart of evaluation systems. He urged a rethinking of the evaluator’s role, noting they must serve as facilitators, guardians of ethics, and advocates for justice to ensure evidence drives policy and transformation. For him, **Made in Africa Evaluation** represents context-driven, inclusive methods that amplify unheard voices and reinforce community ownership, contributing meaningfully to Africa’s and the world’s knowledge systems.

Mr. Stephen Aloo (Senior Director Impact Strategy Analytics & Evaluation) at MasterCard Foundation delivered his remarks during the 4<sup>th</sup> Tanzania MEL Week in Mwanza.



#### 4.3.4. Remarks from UN Resident Coordinator

Ms. Susan Ngongi Namondo commended Tanzania's progress in advancing evidence-based development, noting achievements in education, health, infrastructure, and SDGs reporting with data coverage surpassing 55 percent. She stressed that strong Monitoring, Evaluation, and Learning systems are critical to sustaining progress and achieving Vision 2050. She identified three priority areas for investment: improving data quality and availability, deepening a culture of evidence use in policymaking, and strengthening coordination across government, partners, and civil society. Understanding the value of community-led evaluation, she pointed to citizen-driven tools such as scorecards and report cards as effective for accountability and ownership, citing models from Ghana, Uganda, and South Africa. She also highlighted the transformative role of artificial intelligence in data analysis and foresight, and reaffirmed the UN's commitment to supporting Tanzania in building a robust, inclusive, and future-ready MEL system.

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Madam Susan Ngongi Namondo  
UN Resident Coordinator

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Strong Monitoring, Evaluation, and Learning systems are critical to sustaining progress and achieving Vision 2050.”

### 4.3.5. Remarks from Organizing Partner

Speaking on behalf of the sponsors, the Director of Administration and Human Resources on behalf of TPDC CEO expressed gratitude for the opportunity to support the conference and commended the Prime Minister’s Office for its leadership in institutionalizing M&E. He shared TPDC’s experience under the Ministry of Energy, where quarterly performance reviews have strengthened accountability and improved results. This culture of monitoring has enabled TPDC to emerge as a leader among state-owned enterprises, achieving strong profits and issuing dividends of TZS 11.7 billion in FY 2024/25. He credited this success to regular monitoring that drives data-based decisions, good governance, and strategic impact, and encouraged other public institutions to adopt similar practices. He reaffirmed TPDC’s commitment to future conferences while commending sponsors and participants for their collective contributions to national development.



#### 4.4. Official Opening by the Guest of Honour

The opening ceremony was delivered by Hon. Kassim Majaliwa Majaliwa, Prime Minister of the United Republic of Tanzania, on behalf of H.E. Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania. He began by extending greetings from H.E. President Dr. Samia Suluhu Hassan, Vice President Dr. Philip Mpango, and President Dr. Hussein Ali Mwinyi of Zanzibar, all of whom expressed strong support for the conference and its objectives.

The Prime Minister commended the theme, “Community-Led M&E: Building Local Capacity and MEL Ownership for Sustainable Impact”, as highly relevant to strengthening accountability, transparency, and evidence-based decision-making. He emphasized the need to empower communities and practitioners to take ownership of M&E processes to ensure sustainable results.



He highlighted Tanzania’s progress in institutionalizing M&E, including the establishment of a Government Performance Monitoring and Evaluation Department in 2022, the creation of the National Planning Commission in 2023, and the introduction of M&E units across ministries, regions, councils, and agencies. He also recognized similar efforts in Zanzibar through the Zanzibar Planning Commission and the Presidential Delivery Bureau.

The Prime Minister showcased major development projects in Mwanza—such as the Kigongo–Busisi Bridge, MV Mwanza ship, the Standard Gauge Railway, markets, water projects, and mining initiatives—illustrating how strong monitoring and evaluation systems ensure timely and effective delivery of strategic priorities. He applauded the contributions of professional associations such as AfrEA, TanEA, and ZAMEA, noting their role in training, guideline development, and fostering regional collaboration.

The Prime Minister also issued key directives:

- (i) Expedite the development of the National M&E Policy to lay the foundation for an M&E Act.
- (ii) Finalize the Integrated Government-wide Electronic M&E System for better coordination and transparency.

- (iii) Strengthen M&E units by allocating adequate resources, staff, and capacity-building programmes.
- (iv) Invest in digital innovations and ICT for real-time data collection and reporting.
- (v) Ensure M&E evidence informs government decisions and is communicated to the public.
- (vi) Assess institutional readiness and address structural gaps in M&E units across government.

He also acknowledged the contributions of partners and sponsors, including government institutions, academia, private sector, civil society, and development agencies, for their vital role in supporting MEL Week.

The Prime Minister concluded by reminding Tanzania citizens of their constitutional duty to participate in the upcoming October 2025 general elections and called for peaceful, responsible engagement. Finally, he declared the 4th MEL Conference officially open on behalf of the President.

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Hon. Kassim Majaliwa Majaliwa –  
The Prime Minister of the United  
Republic of Tanzania delivering  
opening speech during the 4<sup>th</sup>  
Tanzania MEL Week 2025 in  
Mwanza

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Monitoring and evaluation activities are essential tools for achieving development objectives and require stakeholder collaboration for quicker results ”



## 4.5. Keynotes

Five keynote speakers presented under the theme “Human Evaluation for Sustainable Futures: Local Philosophies and Global Lessons.” Collectively, their addresses underscored the need for evaluation systems that integrate local philosophies, indigenous knowledge, and community-driven evidence with global insights, strong institutions, and transformative African leadership.

The first keynote, delivered by Mr. Gerald G. Mwel, Permanent Secretary at the Ministry of Agriculture, argued that evaluation must go beyond tracking outputs to assess resilience, equity, and long-term well-being. He emphasized that sustainability cannot be imported but must be rooted in local values, drawing on Tanzania’s Swahili cultural lens and the national 4Rs framework (Reform, Rebuild, Reconcile, Resilience), while also connecting to global initiatives such as Eval4Earth. His call was for a dual approach: one that aligns with global sustainability goals while remaining firmly grounded in homegrown philosophies.

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Mr. Gerald G. Mwel, Permanent Secretary of the Ministry of Agriculture delivery his keynote speech with global insights, strong institutions, and transformative African leadership.



Sustainability cannot be imported but must be rooted in local values, drawing on Tanzania’s Swahili cultural lens and the national 4Rs framework (Reform, Rebuild, Reconcile, Resilience), while also connecting to global initiatives such as Eval4Earth. ”



The second keynote, delivered by Dr. Amina S. Msengwa, Statistician General of the National Bureau of Statistics, emphasized the importance of bridging community-led monitoring initiatives with national statistical systems. She argued that such integration creates a virtuous cycle, where local data informs policy decisions and national statistics, in turn, validate grassroots evidence. Realizing this vision, she noted, demands harmonized frameworks, interoperable digital platforms, and strong institutional coordination, supported by both political will and active citizen engagement.

The third keynote, delivered by Prof. William Mwegoha, Vice Chancellor of Mzumbe University, linked Tanzania's DIRA 2050 to the country's evaluation capacity, highlighting the pivotal role of higher learning institutions. He stressed that universities must innovate in curriculum design to integrate digital MEL, data science, and indigenous evaluation approaches, while forging strong partnerships with government institutions. For Prof. Mwegoha, investing in skilled professionals is not merely a technical requirement but a strategic imperative for good governance and sustainable development.



Dr. Amina S. Msengwa, Statistician General of the National Bureau of Statistics



Prof. William Mwegoha, Vice Chancellor of Mzumbe University deliver his keynote speech

The fourth keynote, delivered by Dr. Linda Margareth Ezekiel, Deputy Executive Secretary of the National Planning Commission, highlighted the limitations of linear evaluation models in addressing complex challenges such as climate change, inequality, and cultural diversity. She called for indigenous approaches that value relationships, storytelling, and intergenerational well-being. By reclaiming local knowledge systems, she argued, evaluation can better reflect the complexity of development processes and redefine rigor in culturally relevant and contextually innovative ways.



Table 1: Keynote Speakers, Focus Areas, and Main Messages from the 4th Tanzania

Speaker	Title/Focus Area	Key Message Highlights
i. Mr. Gerald G. Mweli (PS, Ministry of Agriculture)	Evaluation for Sustainable Futures: Local Philosophies and Global Lessons	Evaluation must assess resilience and equity, moving beyond outputs. Sustainability must be rooted in local values like the Swahili cultural lens and the national 4Rs framework (Reform, Rebuild, Reconcile, Resilience).
ii. Dr. Amina S. Msengwa (Statistician General, NBS)	Building an Integrated MEL System: From Community Evidence to National Statistics	Bridging the gap between community-led monitoring and national statistical systems creates a virtuous cycle. Requires harmonized frameworks, interoperable digital platforms, and institutional coordination.
iii. Prof. William Mwegoha (VC, Mzumbe University)	DIRA 2050 and the Future of Evaluation Capacity	Higher learning institutions must innovate curricula to embed digital MEL, data science, and indigenous evaluation approaches to support Tanzania's DIRA 2050.
iv. Dr. Linda M. Ezekiel (Deputy Executive Secretary, NPC)	Indigenous Evaluation Approaches for Complexity	Advocated for indigenous evaluation approaches that emphasize relationships, storytelling, and intergenerational well-being, arguing that this redefines rigor in culturally relevant ways.
v. Mr. Serge Eric (Chairperson - EvalIndigenous Network)	Shifting Power in Evaluation: From Technology to Youth-Led Agendas	Shared his paper on shifting power dynamics in evaluation.

## 4.6. Panels

The conference featured several panel discussions, addressing both strategic and technical MEL areas, including policy frameworks, data systems, capacity development, and evidence use. The following are the topics discussed during the panels:

### I. Topic on “The Made in Africa Evaluation Agenda: Empowering YEEs as champions for a context-driven future.”

**Moderator: Dr. Godfrey Kacholi (Tanzania)**

Panelists: Ms. Gladness Kampa (Tanzania) Mr. Mark Mulobi (Kenya) Dr. Ayabulela Dlakavu (South Africa)

The key takes away from the discussion included:

- Africa needs evaluation approaches that reflect its own realities, contexts, and knowledge systems.
- Youth and Emerging Evaluators (YEEs) are central to shaping a future-oriented, innovative, and inclusive evaluation profession.
- Strong institutional frameworks, mentorship, and investment are required to build sustainable evaluation capacity for YEEs.
- Context-driven and youth-empowered evaluation practices can enhance accountability, inform policy, and accelerate progress toward Agenda 2063 and the SDGs.

### II. Topic “Indigenous evaluation as approach to address complexity: case study of EevalIndigenous experience in Africa, Latin America, Asia and Pacific.

**Moderator: Dr. Almas Fortunatus Mazigo (Tanzania)**

Panelists: Dr. Steven Masvaure (South Africa) Assoc Prof. Francis Mwaijande (Tanzania) Mr. Solomon M. Waiyego (Kenya) Prof. Mackfallen A. Mrema (Tanzania)

The key takes away from the discussion included:

- Valuing Indigenous Knowledge by recognizing community knowledge, cultural practices, and traditions as valid evidence, capturing realities often missed by conventional evaluation.
- Need to provide holistic, adaptable methods suited for addressing complex social, cultural, and environmental challenges.
- Engages communities in defining indicators and outcomes, fostering local ownership, trust, and accountability.
- Global Learning and Cross-Regional Insights. Experiences from multiple regions enhance decolonized evaluation practices and facilitate shared learning globally.

### III. Topic: Mainstreaming the 4Rs Philosophy in Tanzania’s M&E Systems: Institutionalizing Reform, Rebuild, Reconcile, and Resilience

**Moderator: Ms. Sakina Mwinyimkuu (Tanzania)**

Panelists: Mr. Herbert Maximillian Lyimo (Tanzania) Ms. Evodia Kiwale (Tanzania) Mr. Charlton Meena (Tanzania) Mr. Pantaleon Shoki (Tanzania) Mr. Andrew Mntambo (Tanzania)

The key takes away from the discussion included: -

- The 4Rs philosophy can be applied to strengthening Countries M&E Systems;
- High-level political leadership and commitment are crucial for driving M&E reforms and setting a culture of accountability;
- A unified national M&E framework aligned with Vision 2050 provides common goals and standards for institutionalizing evaluation practices;
- Broad stakeholder participation at all levels (national to community) ensures inclusivity, fosters trust, and enhances the use of findings;
- Continuous capacity development and partnerships (domestic and international) are strengthening national evaluation capabilities and sustainability;

- The realization of the country’s Vision 2050 solely depends on the existence of a robust M&E System; and
- Leveraging technology and adaptive learning (e.g., integrated data) Builds a resilient M&E system that is responsive to emerging challenges.

### IV. Topic: Institutionalizing Results-Based M&E in Tanzania: Experiences, Lessons, and Systems Innovations

**Moderator: Neema Kilembe (Tanzania)**

Presenters: Herbert M. Lyimo (Tanzania) Abdillah Mussa (Tanzania) Brown Pentaleo (Tanzania) Menrad Seluhinga (Tanzania)

The key takes away from the discussion included: -

- Integration into Government Structures by embedding results-based M&E strengthens accountability and policy implementation.
- Data-Driven Decision Making by having reliable data supports evidence-based planning and resource allocation.
- Technology and Systems Innovation by leverage on digital tools improve efficiency, transparency, and reporting.
- Capacity and Sustainability, Continuous training and stakeholder engagement ensure long-term M&E institutionalization.

## V. Topic: Harnessing Artificial Intelligence for Community-Led Monitoring, Evaluation, and Learning: Opportunities, Challenges, and Pathways for Sustainable Impact

**Moderator: Mr. Eugene M. Swinnerstone (Uganda)**

Panelists: Mr. Ayabulela Dlakavu (South Africa) Mr. Lubulwa Matthew (Uganda) Mr. Pantaleon Shoki (Tanzania) Mr. Innocent Chamisa (Zimbabwe) Ms. Chipeta Kettie (Tanzania) Ms. Kezia Yuri Oforiwaa Poku (Ghana)

The key takes away from the discussion included: -

- Enhanced Data Collection and Analysis – AI enables faster, more accurate processing of large datasets, helping communities track progress and identify trends in real time.
- Community Empowerment – Integrating AI with community-led MEL strengthens local participation, ownership, and decision-making.
- Addressing Challenges and Risks – Considerations around data privacy, bias, and digital literacy are crucial to ensure equitable and ethical AI adoption.
- Pathways for Sustainable Impact – Combining AI tools with contextual knowledge and human judgment enhances the relevance, effectiveness, and sustainability of MEL initiatives...

## VI. Topic: Operationalizing the Swahili Evaluation Approach: Lessons from Community-Led Evaluations of TPP Supported Water and Animal Health Interventions in Naitolia Village, Tanzania.

**Moderator: Dr. Almas Fortunatus Mazigo (Tanzania)**

Panelists: Mr. Djax Biria (Tanzania) Ms. Miriam Mkombozi (Tanzania) Ms. Agnes Maganga (Tanzania) Ms. Dorothea Lyamba (Tanzania) Dr. Estella Mgala (Tanzania)

The key takes away from the discussion included: -

- Community-Led Evaluation Strengthens Ownership – Engaging local residents in designing and implementing evaluations enhances trust, relevance, and accountability.
- Culturally Relevant Methodologies – The Swahili Evaluation Approach leverages local knowledge, language, and cultural practices to capture nuanced insights often missed by conventional methods.
- Practical Lessons for Program Improvement – Community-led evaluations provide actionable feedback that directly informs the design, implementation, and scaling of interventions.
- Sustainability Through Local Participation – Continuous involvement of communities ensures interventions are contextually appropriate and sustainable over time.

### VII. Topic: From Participation to Ownership: Strengthening Community-Led MEL for Accountability and Sustainability in Tanzania

**Moderator: Mr. Baraka Mfilinge (Tanzania)**

Panelists: Ms. Hamida M. Juma (Tanzania) Eng. Benjamin Magege (Tanzania) Dr. Thina Nzo (South Africa) Ms. Sinenhlanhla Tsekiso (South Africa) Mr. Simon Mlotshwa (South Africa)

The key takes away from the discussion included: -

- Need to Move beyond token involvement, communities actively shape MEL processes, fostering accountability and meaningful engagement.
- There is a need to enhance Local Capacity by building skills and knowledge within communities strengthens their ability to monitor, evaluate, and learn effectively.
- Need to promote Accountability as Community-led MEL ensures transparency in program implementation and reinforces local responsibility for results.
- Sustainability Through Engagement – Continuous community involvement in MEL supports long-term program relevance, adaptability, and impact.

### VIII. Topic: Whole-of-Government MEL: Aligning Planning, Monitoring, and Evaluation Across MDAs, RSs, and LGAs.

**Moderator: Dr. Christopher Awinia (Tanzania)**

Panelists: Mr. Mussa Otieno (Tanzania) Mr. Kiomoni Kibamba (Tanzania) Mr. Charlton Meena (Tanzania) Ms. Anitha Ishengoma (Tanzania) Mr. Tinashe C. Kambarami (Zimbabwe)

The key takes away from the discussion

- Integrated MEL strengthens coordination and coherence across government levels,
- Ensuring that planning, monitoring, and evaluation processes are aligned,
- Data-driven, and support evidence-based decision-making for improved national performance.



### IX. Topic: Institutionalizing Evidence-Based M&E – Reflections from the President’s Office (Planning and Investment) M&E Framework

**Moderator:** Mr. Herbert Maximillian Lyimo (Tanzania)

**Panelists:** Mr. Lwitiko Mwalukasa (Tanzania); Ms. Fortunata Soka (Tanzania); Mr. Ekingo Maghembe (Tanzania); Mr. Innocent Umbulla (Tanzania)

#### The key takes away from the discussion

Embedding evidence-based M&E within the President’s Office framework strengthens policy implementation, enhances accountability, and ensures that planning and investment decisions are informed by reliable data and measurable results.



### X. Topic: Scaling INCE Evaluation in Africa: Insights from Tanzania’s Pilot

**Moderator:** Juan Carlos Sanz - (Germany)

**Presenters:** Prof. Francis Mwaijande (Tanzania) and Abdillah Mussa (Tanzania)

#### The key takes away from the discussion

Tanzania’s pilot demonstrates that scaling Indigenous and Contextualized Evaluation (INCE) strengthens locally relevant evaluation practices, fosters community ownership, and provides actionable insights that can guide evidence-based policy and program improvements across Africa.



The panel discussions provided diverse insights into strategic and technical dimensions of MEL, with each session generating actionable takeaways for practice and policy.

Table 2: Summary of Panel Discussions and Key Takeaway Highlights

Panel Topic	Key Takeaway Highlights
i. The Made in Africa Evaluation Agenda: Empowering YEEs...	Africa needs evaluation approaches reflecting its own realities. YEEs are central to an innovative and inclusive evaluation profession. Investment in institutional frameworks and mentorship is vital.
ii. Indigenous evaluation as approach to address complexity...	Recognizes community knowledge and cultural practices as valid evidence. Provides holistic methods suited for complex social, cultural, and environmental challenges.
iii. Mainstreaming the 4Rs Philosophy in Tanzania's M&E Systems...	The 4Rs (Reform, Rebuild, Reconcile, Resilience) philosophy can strengthen M&E systems. High-level political leadership is crucial for driving M&E reforms. Vision 2050 realization depends on a robust M&E system.
iv. Harnessing Artificial Intelligence for Community-Led Monitoring...	AI enables faster processing of large datasets and real-time trend tracking. Integration strengthens local participation and ownership. Addressing challenges like data privacy, bias, and digital literacy is crucial.
v. Institutionalizing Results-Based M&E in Tanzania...	Embedding results-based M&E strengthens accountability. Leveraging digital tools improves efficiency and transparency.
vi. Operationalizing the Swahili Evaluation Approach...	Engaging local residents enhances trust and accountability. Leveraging local knowledge, language, and cultural practices captures nuanced insights.
vii. From Participation to Ownership: Strengthening Community-Led MEL...	Need to move beyond token involvement to active community shaping of MEL processes. Continuous community involvement ensures long-term program relevance.

<p>viii. Whole-of-Government MEL: Aligning Planning, Monitoring, and Evaluation Across MDAs, RSs, and LGAs</p>	<p>Integrated MEL strengthens coordination and coherence across government levels. Aligns planning, monitoring, and evaluation processes to support national performance.</p>
<p>ix. Institutionalizing Evidence-Based M&amp;E – Reflections from the President’s Office (Planning and Investment)</p>	<p>Embedding evidence-based M&amp;E within the President’s Office framework strengthens policy implementation and ensures decisions are informed by reliable data and measurable results.</p>
<p>x. Scaling INCE Evaluation in Africa: Insights from Tanzania’s Pilot</p>	<p>Scaling Indigenous and Contextualized Evaluation (INCE) strengthens locally relevant evaluation practices and fosters community ownership.</p>

#### 4.7. Papers

The review committee received 79 abstracts and selected **17 papers** for presentation by both local and international authors. These papers covered diverse topics, including grassroots MEL models, financial sustainability, digital data management, and institutional capacity development.



Table 3: Summary of Papers presented and Key Focus Areas

Paper	Author(s)	Focus
<p><b>1. Beyond Donor Dependency: Mobilizing Local Resources to Sustain Grassroots MEL Systems in East Africa</b></p>	<p>Anna Elsie Luyiggo, Ritah Nanjobe, &amp; Juliana Nakiwanda</p> <p>Uganda Evaluation Association, Uganda</p>	<p>An analysis of context-appropriate strategies for mobilizing financial and non-financial local resources to support grassroots MEL, highlighting the institutional conditions for their success and the integration of MEL systems into local governance and development planning.</p>
<p><b>2. Community Driven Monitoring Evaluation and Learning for Accountability and Policy Impact: Lessons from ZADEP Mid-Term Review</b></p>	<p>Dr. Addi Juma Faki</p> <p>Zanzibar Planning Commission, Tanzania</p>	<p>An examination of M&amp;E challenges within the Zanzibar Development Plan (ZADEP 2021–2026) reveals limitations in participatory practices, particularly gaps in stakeholder engagement, feedback mechanisms, and use of findings, underscoring the need for stronger participation, capacity, and coordination.</p>
<p><b>3. Strengthening Policy Analysis and Monitoring &amp; Evaluation Capacity in Africa: Reflections from a Professional Attachment at CLEAR-AA</b></p>	<p>Emanoel Alfred</p> <p>Institution: UONGOZI Institute</p> <p>Tanzania</p>	<p>An analysis of MEL system development in Uganda, Nigeria, and Lesotho identifies institutional and political challenges while highlighting innovative practices that enhance governance, improve service delivery, and embed MEL within national planning.</p>

<p><b>4. Introducing and Implementing a Regional Health Performance Scorecard, A Case of Lindi</b></p>	<p>Dr. Charles M. Mtabho Regional Secretariat- Lindi Region Tanzania</p>	<p>An examination of digital transformation in Africa’s M&amp;E data management assesses the use of digital tools, highlights challenges such as weak integration and underutilization, and draws on practitioner experiences to identify solutions that build inclusive, tech-enabled, and community-owned MEL systems for real-time decision-making and sustainable development.</p>
<p><b>5. Examining M&amp;E Data Management Practices: Insights from M&amp;E Professionals Across Africa</b></p>	<p>Dr Isaack Michael Nguliki DERICH Consulting Limited Tanzania</p>	<p>An assessment of digital transformation in Africa’s M&amp;E data management examines the use of digital tools, highlights challenges such as weak integration and underutilization, and draws on practitioner insights to identify solutions that foster inclusive, tech-enabled, and community-owned MEL systems for real-time decision-making and sustainable development.</p>
<p><b>6. Importance of, Five Year Development Plan (FYDP) 155 (2021/22–2025/26), National Development Vision (NDV) 2025 and Agenda 2063 From an M&amp;E Perspective</b></p>	<p>Caroline Makuvire Office of the President and Cabinet Zimbabwe</p>	<p>An emphasis on developing and institutionalizing national MEL frameworks aligned with SDGs 2030 and AU Agenda 2063 underscores their role in strengthening evidence-based decision-making and policy governance, while highlighting the importance of community ownership, institutional capacity, and integrated data systems for effective implementation, accountability, and inclusive development at all levels.</p>

<p><b>7. Strengthening Participatory MEL Models at the Grassroots Level Project Management.</b></p>	<p><b>Arch. Chagu M Nghoma</b></p> <p><b>Mwanza Regional Commissioner's Office</b></p> <p><b>Tanzania</b></p>	<p>An assessment of participatory M&amp;E models in project management across community, district, regional, and national levels highlights the challenges and opportunities of decentralizing supervision while proposing strategies to strengthen stakeholder involvement and ownership in monitoring and evaluation processes.</p>
<p><b>8. Telling our Contribution Story: A Policy Research Organization's Journey towards Integrating Contribution Analysis and Elements of Outcome Mapping in its Monitoring and Evaluation Framework</b></p>	<p><b>Neema Ndunguru and Shani Kahelo</b></p> <p><b>REPOA</b></p> <p><b>Tanzania</b></p>	<p>An illustration of how Contribution Analysis and elements of Outcome Mapping are integrated into REPOA's MEL system demonstrates how development actors can be empowered to use monitoring, evaluation, and learning for accountability and policy influence through intentional data collection and outcome tracking.</p>
<p><b>9. Scaling INCE Evaluation in Africa: Insights from Tanzania's Pilot</b></p>	<p><b>Assoc Prof. Francis Mwaijande - Mzumbe University</b></p> <p><b>Juan Carlos Sanz - DEval / INCE Coordinator</b></p> <p><b>Abdillah Mussa - Prime Minister's Office – Policy, Parliament, and Coordination,</b></p> <p><b>Tanzania</b></p>	<p>An overview of the National Evaluation Capacity Index (INCE) as a tool for strengthening Tanzania's national evaluation system engages stakeholders through the MEL platform to gather input on contextual adaptability and explore pathways for scaling INCE nationally.</p>

<p><b>10. Enhancing Financial Sustainability and Governance through MEL: A Case Study of Mwalimu Commercial Bank PLC's Audited Financial Performance</b></p>	<p><b>Richard L. Makungwa - Mwalimu Commercial Bank Plc</b></p> <p><b>Pantaleon Shoki-Tanzania Evaluation Association (TanEA)</b></p> <p><b>Tanzania</b></p>	<p>An assessment of MCB's 2022–2024 performance demonstrates how MEL frameworks can be applied to audited financial statements to strengthen governance, attract impact investment, and inform best practices in the banking sector, while proposing actionable recommendations for embedding MEL in financial reporting to promote sustainable growth, resilience, and stakeholder accountability.</p>
<p><b>11. Economic Efficiency of Small-Scale Sunflower Farmers in Tanzania: Stochastic Profit Frontier Approach</b></p>	<p><b>Mary Richard Kimaru, Meru District</b></p> <p><b>Council</b></p> <p><b>Tanzania</b></p>	<p>An analysis of the socio-economic activities of sunflower farmers provides empirical evidence on their level of economic efficiency and profitability using the stochastic profit frontier method.</p>

## Workshops

One specialized training workshop was conducted during the 4th MEL Conference:

- **Topic:** Equitable Evaluation in Africa: Approaches and Methods for Advancing Equity.
- **Trainers:** Dr Hlanganani Mnguni and Ms Tebogo Fish (Clear Evaluation Anglophone Africa, South Africa).
- **Focus:** How context-sensitive and culturally grounded evaluation practices address structural inequalities, amplify marginalized voices, and promote a just social order through inclusive methodologies.

### 4.8. Side Events & Exhibitions

As part of the conference program, participants took part in exhibitions and excursions. The exhibitions provided a platform for organizations to showcase their work, innovations, and lessons learned, while the excursions offered practical exposure to ongoing initiatives and created opportunities for informal networking. Together, these activities complemented the formal sessions by deepening learning and fostering collaboration among participants.

- i. **Exhibitions:** The conference featured 12 exhibition booths outside the conference hall. Exhibitors included Government institutions, INGOs, NGOs, and private companies. Key exhibitors were: PMO PPC (Government Performance M&E and Disaster Management Divisions), TFS, TPDC (Main Sponsor), TanEA, e-GA, OSHA, NAOT, TASAF, Open University of Tanzania, Agha Khan Hospital, Ngorongoro Conservation Area Authority, and Dar es Salaam Marine Institute (DMI). Exhibitors were also given the opportunity to showcase their services and present through panels.
- ii. **Excursions/Tourism:** The conference integrated tourism promotion to Mwanza’s natural attractions. Pre-arranged activities included visits to:
  - Wag Hill.
  - Saanane Island National Park.
  - Serengeti National Park, Mara.

### 5. Key Outcomes & Resolutions (2025)

The 4th Tanzania Monitoring and Evaluation (M&E) Week and Conference facilitated major discussions, highlighting issues that require both **policy-level attention from the Government** and **operational action from stakeholders**.

#### 5.1. Operational issues

The priority areas identified include:

- i. **Establish and Strengthen M&E Units:** Ensure that all Ministries, Departments, Agencies, and Local Government Authorities (LGAs) establish dedicated M&E units, and strengthen existing ones.
- ii. **Operationalize the Government-wide Electronic M&E System:** Complete and roll out the electronic M&E system to enable real-time reporting, transparency, and improved decision-making.
- iii. **Allocate Adequate Resources:** Secure sufficient financial and human resources for M&E activities across all sectors.
- iv. **Promote Community-Led Monitoring:** Expand the use of community-led monitoring approaches to improve accountability and strengthen citizen engagement.
- v. **Invest in Digital Innovation:** Leverage digital technologies such as AI, Big Data, and GIS to improve data collection, analysis, and reporting.

**vi. Enhance Capacity Building:**

Expand training and professional development for M&E practitioners, with deliberate support for youth and Young and Emerging Evaluators (YEEs).

**vii. Institutionalize MEL Week:**

Sustain MEL Week as an annual platform for knowledge exchange, accountability, and learning at national and regional levels.

**5.2. Major Conference Resolutions**

The Conference concluded with the following resolutions:

**i. National M&E Policy:** Expedite the development of the National Monitoring and Evaluation Policy to provide a clear implementation framework, strengthen resource management, and ensure the effectiveness of Tanzania's development plans.

**ii. Inclusive Strategy:** Ensure the Policy's Strategy is inclusive by engaging all stakeholders, including youth and Young and Emerging Evaluators (YEEs), to make Tanzania's MEL agenda participatory and equitable.

**iii. Community Participation:**

Fully involve communities in monitoring and evaluation processes, respecting local traditions, customs, and languages, so that decisions are guided by African cultural values.

**iv. Integrated Electronic M&E System:**

Finalize the establishment of an Integrated Electronic Monitoring and Evaluation System to give decision-makers and citizens timely, accurate information on programme implementation by both Governments.

**v. Institutionalizing the 4Rs:**

Embed the Four Reconciliation Principles (4Rs) into ministerial and institutional M&E frameworks to strengthen social cohesion and foster sustainable development.

**vi. M&E Units in Public Institutions:**

Require all Ministries, Independent Departments, Government Agencies, Public Corporations, Regional Secretariats, and Local Government Authorities to establish M&E Units. Institutions with existing Units should strengthen them with adequate resources, tools, and capacity-building training for experts.

**vii. Investment in Technology:**

Encourage Ministries and institutions to invest in modern technologies to improve the availability, accuracy, and quality of data for evidence-based decision-making.

**viii. Use of Findings and Public Engagement:**

Call on stakeholders to apply M&E findings in decision-making and develop strategies to inform the public of Government performance results, including through active engagement with the media.

**ix. Role of TanEA and ZAMEA in Guidelines:**

Ensure TanEA and ZAMEA fully participate in developing and implementing MEL guidelines for development projects on both the Mainland and Zanzibar, while sustaining this work.

**x. Strengthening TanEA and ZAMEA:**

Reinforce the institutional capacity of TanEA and ZAMEA and accelerate efforts to connect key stakeholders for experience-sharing and best practices in MEL, thereby strengthening their national and regional influence.

**xi. Regional and International Partnerships:**

Encourage TanEA and ZAMEA to leverage collaboration with AfrEA to build internal capacity and strengthen regional and international M&E partnerships, guided by “Made in Africa Evaluation” approaches.

**xii. Annual Conference:**

Institutionalize this Conference as an annual event, with the 2026 Conference to be held in Dodoma Region.

Further, Table 1 below maps the adopted conference resolutions to the stated objectives, showing how each resolution contributes to advancing Tanzania’s MEL agenda.”

Table 4: Alignment of Conference Resolutions with the Conference Objectives

Resolution	Alignment with Conference Objectives
i. Expedite National M&E Policy	Objective 1: Strengthens national MEL framework and systems.
ii. Inclusive Policy Strategy (youth, YEEs, stakeholders)	Objective 2: Advances inclusivity and equitable participation.
iii. Community participation rooted in traditions and values	Objective 3: Embeds cultural relevance and community ownership.
iv. Integrated Electronic M&E System	Objective 4: Promotes technology-driven data systems for better decision-making.
v. Institutionalizing the Four Reconciliation Principles (4Rs)	Objective 3 & 5: Anchors MEL in cultural values while fostering social cohesion.
vi. Establishing/strengthening M&E Units across institutions	Objective 1 & 5: Builds institutional MEL structures and capacity.
vii. Investment in modern technologies for data	Objective 4: Expands data quality, availability, and accuracy for evidence use.
viii. Use of findings and public communication (media engagement)	Objective 6: Promotes evidence-based decisions and accountability to citizens.
ix. TanEA & ZAMEA in MEL guidelines (Mainland & Zanzibar)	Objective 1 & 5: Strengthens institutional role in national MEL systems.
x. Strengthening TanEA and ZAMEA capacity and influence	Objective 5 & 7: Enhances institutional capacity and creates a collaborative MEL community.
xi. Leveraging AfrEA partnerships (Made in Africa Evaluation)	Objective 5 & 7: Builds regional and international collaboration aligned with African approaches.
xii. Institutionalize annual MEL Conference (2026 Dodoma)	Objective 7: Ensures sustained dialogue, learning, and knowledge exchange.

## 6. Status of Previous Resolutions (2024)

The conference report provided a summary of the implementation progress on resolutions and directives issued during previous MEL Weeks (since 2022):

Table 5: Alignment of Previous Conference Resolutions with the Implementation status

Previous Resolution	Implementation Status	Supporting Details
i. Development of Guidelines for M&E Coordination	<b>Achieved.</b> Four comprehensive guidelines have been developed to strengthen M&E coordination and implementation.	These include the 2024 Integrated M&E Guideline, the 2024 Evaluation Manual (Government Interventions Evaluation Guide), the 2024 Evaluation Management Guideline, and the 2024 Institutional Readiness Assessment Guideline.
ii. Establishment of M&E Units	<b>In Progress.</b> M&E Units have been established across all ministries, 26 regional secretariats, and 184 district councils.	Some public corporations, government agencies, state-owned enterprises, and independent departments are yet to complete the process. These units support performance reporting and timely decision-making.
iii. National M&E Policy Preparation	<b>In Progress.</b> Preparatory work has begun, and the baseline data collection phase is complete.	A presentation was made to the National Policy Committee. The next step is developing the Policy itself, which will form the basis for drafting an M&E Act.
iv. Budgetary Allocations for M&E	<b>Allocated.</b> All ministries, public institutions, regions, and LGAs have allocated budgets for M&E activities.	More funds are anticipated to strengthen follow-up and evaluation.

Previous Resolution	Implementation Status	Supporting Details
v. Development of Institutional M&E Documents	<b>Ongoing.</b> Institutional-level M&E documents are being developed in collaboration with academic institutions.	These include M&E Operational Manuals, Annual M&E Plans, Institutional Performance Models, and Institutional M&E Strategies. Readiness assessments are being conducted alongside.
vi. Capacity-Building and Training	<b>Significant progress.</b> Training has been provided to 781 officers from various government levels.	Training was delivered through the Open University of Tanzania (423 officers), Mzumbe University (102 officers), CLEAR-AA (138 officers), and Vantage Africa School of Leadership (118 officers).
vii. Institutional Capacity Assessment	<b>Assessed.</b> Tanzania scored 6 out of 10 on the National Evaluation Capability Index (INCE), indicating moderate but promising national capacity.	Findings show that about 40% of institutions are at the initial learning stage, 50% lack sufficient data analysis skills, and there is limited culture of reporting M&E results.
viii. Linking Government M&E with Universities	<b>Partnerships underway.</b> Preparations are ongoing to establish the Tanzania Center of Evaluation Excellence (TCEE) with UDOM.	Mzumbe University introduced a Bachelor's in Health Systems M&E, with the first cohort of 70 students expected to graduate this year.
ix. Annual M&E Conferences	<b>Sustained.</b> Conferences have been held annually with increasing participation.	Attendance grew from 340 participants in the first conference to over 1,200 in the fourth. More than 400 Tanzanian M&E professionals also represented the country at AfrEA conferences in Rwanda (2023) and Ethiopia (2025).

Previous Resolution	Implementation Status	Supporting Details
x. Annual Government Performance Reports	<b>Initiated.</b> The first Government Performance Report (FY 2023/24) has been completed, and the 2024/25 report is being finalized.	Reports track progress under the Third National Development Plan (2021/22–2025/26), highlight gaps, and show alignment with TDV 2025 and the SDGs.

## Lessons & Recommendations

### 6.1. Lessons Learned (2025)

The conference provided key insights concerning the MEL ecosystem:

- i. **Capacity Building:** Continuous and effective capacity building for M&E officers and champions across government institutions is critical for sustainable M&E execution at all levels.
- ii. **Community Engagement:** Active involvement of community members strengthens transparency, accountability, and ownership of government interventions.
- iii. **Cultural Relevance:** Traditional proverbs and indigenous knowledge emphasize the value of participatory M&E, stressing the importance of culturally sensitive approaches.
- iv. **Alignment with National Vision:** The successful realization of the Tanzania Development Vision (TDV) 2050 depends on the proper alignment and integration of national, sectoral, and institutional planning, coordination, budgeting, monitoring, and evaluation frameworks.
- v. **Use of Electronic Systems:** Modern electronic systems are central to M&E as they enable timely data collection, analysis, interpretation, and dissemination, enhancing evidence-based decision-making.

### 6.2. Recommendations (Derived from 2025 Resolutions)

Based on the official outcomes and lessons, key recommendations for stakeholders include:

- i. **Resource Allocation:** Ministries, Departments, Agencies, and LGAs must allocate **adequate financial and human resources** to operationalize M&E units established across sectors.

- ii. **Technological Investment:** Institutions should actively invest in **digital innovation (AI, Big Data, GIS)** for MEL data collection and analysis to support real-time reporting.
- iii. **Strengthen Accountability:** Promote the use of **community-driven monitoring approaches** to improve accountability and ensure full community engagement, respecting local customs and traditions.
- iv. **Policy Integration:** TanEA and ZaMEA should fully participate in facilitating the implementation of MEL guidelines in development projects across Mainland Tanzania and Zanzibar.
- v. **Regional Collaboration:** TanEA and ZaMEA must leverage collaboration with **AfrEA** to build local capacity and strengthen regional and international relations in M&E, aligned with the **Made in Africa Evaluation** approach.

## 7. Conference Closing Ceremony

### 7.1. Remarks by Dr. Jim James Yonazi, Permanent Secretary at the Prime Minister's Office – PPC

On the final day, the Deputy Permanent Secretary, Dr. James Henry Kilabuko, speaking on behalf of Dr. Jim James Yonazi, Permanent Secretary at the Prime Minister's Office – Policy, Parliament and Coordination, noted that the 4th Tanzania MEL Week and

Conference brought together 1,211 participants from Tanzania and other countries, including Uganda, Kenya, Zimbabwe, and South Africa, out of 1,575 registered.

He expressed sorrow over the road accident of 9<sup>th</sup> September 2025 involving staff of the Tanzania's National Planning Commission (NPC), which resulted in one fatality and three injuries, with survivors now recovering.

Dr. Kilabuko reiterated the Prime Minister's directives given during the opening session:

- i. The 5th Tanzania MEL Week and Conference will be held in Dodoma on 16–18 September 2026.
- ii. The National MEL Policy must be finalized to provide a legal framework for practice.
- iii. The Government-wide electronic M&E system should be completed without delay.
- iv. All public institutions must establish M&E units and ensure adequate resourcing.
- v. Institutions should invest in technology to strengthen MEL.
- vi. M&E findings must be systematically applied in decision-making.
- vii. The Public Service Management Office, in collaboration with the Prime Minister's Office, is tasked with assessing structural needs of institutional M&E units.

## 7.2. Remarks by Hon. Stanslaus Nyongo, Deputy Minister of State – Planning and Investment

Before the official closing, Hon. Stanslaus Nyongo expressed deep appreciation to all participants and partners for their contributions to the success of the 4th Conference. He commended the growth in participation, rising from 954 attendees in Zanzibar to 1,211 this year.

Hon. Nyongo reaffirmed the Government’s commitment under the Sixth Phase Administration to institutionalize M&E through national guidelines, capacity building, and the establishment of M&E units

across ministries and agencies. He encouraged the adoption of African-rooted evaluation approaches, using local proverbs to illustrate the value of self-assessment and timely interventions.

He acknowledged the contributions of the Prime Minister’s Office, Tanzania Evaluation Association (TanEA), Mzumbe University, and other partners, and highlighted ongoing efforts to establish a professional cadre of M&E officers and advance the National MEL Policy.



Hon. Dotto Mashaka Biteko (on the right side)– The Deputy Prime Minister and Minister of Energy, receive an appreciation trophy from the Deputy Minister of State – Planning and Investment, Hon. Stanslaus Nyongo for his heartfelt support on strengthening Tanzania M&E Systems during the 4<sup>th</sup> Tanzania MEL Week 2025 in Mwanza.

### 7.3. Guest of Honour Remarks

**Hon. Dr. Dotto Mashaka Biteko**, Deputy Prime Minister and Minister of Energy, delivered the official closing of the 4th Tanzania Monitoring, Evaluation, and Learning (MEL) Conference on behalf of **H.E. Hemed Suleiman Abdulla**, Second Vice President of Zanzibar. He conveyed greetings from the Second Vice President, **H.E. Dr. Samia Suluhu Hassan**, President of the United Republic of Tanzania, and **H.E. Dr. Philip Mpango**, Vice President.

In his remarks, the Guest of Honour applauded the growth of MEL Week since 2022, highlighting the increase from 340 participants in the inaugural conference to over 1,300 delegates in 2025, including regional and international participants. He underscored MEL as a critical tool for effective policy implementation, programme accountability, and quality service delivery, likening evaluators to “referees” in development processes.

He commended the conference theme, “Community-Led M&E: Building Local Capacity and MEL Ownership for Sustainable Impact”, as timely and aligned with Tanzania’s development aspirations. He urged participants to implement the resolutions adopted, including directives from the Prime Minister’s opening session, and called for positioning Tanzania as a regional hub for learning in MEL.

Hon. Dr. Biteko stressed MEL’s role in advancing Vision 2050 and urged leaders to institutionalize monitoring and evaluation across all sectors.

He praised participants for their commitment to knowledge exchange, capacity building, and accountability, which strengthen adaptive learning.

Special recognition was extended to sponsors, particularly the Tanzania Petroleum Development Corporation (TPDC) as the main sponsor, alongside development partners, academia, professional associations, and international participants. He welcomed delegates to continue visiting Tanzania for conferences, tourism, and investment.

In conclusion, Hon. Dr. Biteko urged MEL professionals to uphold transparency, integrity, and responsibility, ensuring that monitoring and evaluation consistently add value to Tanzania’s development. On behalf of the Second Vice President, he formally declared the 4th Tanzania MEL Conference closed.



Hon. Dr. Doto Mashaka Biteko, Deputy Prime Minister and Minister of Energy delivering his closing speech during MEL WEEK 2025 held in Malaika Beach Resort in Mwanza.

## 8. Conclusion & Way Forward

The 4th Tanzania MEL Conference 2025 successfully served as a vital platform to celebrate progress, confront challenges, and collectively envision the future of MEL in Tanzania. The event catalyzed national efforts toward institutionalizing MEL, emphasizing the localization of MEL practices and the empowerment of community actors as central to achieving sustainable development outcomes.

The dedication to continuous capacity building, digital transformation, and cultural relevance signals a robust path toward institutionalizing results-based management in alignment with Vision 2050.

The official way forward is the commitment to institutionalize the conference annually, with the 5th Tanzania MEL Week and Conference scheduled to take place in Dodoma in September 2026. This continuity will ensure sustained momentum for institutional reform and the consistent use of MEL findings to guide national decisions.





***Tanzania***  
*MEL Week 2025*