Accelerating WASH Systems Strengthening

4-5th October 2023 Meeting in London

Summary

Background to the meeting

The Osprey Foundation and Aguaconsult convened a two-day meeting in London in early October 2023, building on the All Systems Connect conference held earlier in the year and ongoing system strengthening initiatives in the sector. We planned this meeting to provide the space and opportunity for like-minded organisations to come together and hold open and frank discussions about the challenges, barriers and solutions to accelerating systems strengthening efforts for WASH.

We had representatives from 22 different organisations and 11 countries in the room. Our objectives were to identify practical approaches to do our work better, to increase the effectiveness of the key stakeholders who implement and support WASH systems strengthening and to generate new ideas that merit testing and potentially scaling up. *The full list of participants is available in Annex 1.*

 We organised the discussions and group work around three main themes:

- Theme 1. Stimulating and sustaining government leadership in support of systems strengthening.
- Theme 2. Generating stronger evidence to support system strengthening.
- Theme 3. Improving collective action to accelerate system strengthening efforts.

Preparation process

To use the limited two days efficiently and to inform the debates, we prepared in advance by conducting a series of discussions with government, donor and NGO representatives in Ethiopia, Malawi, Nepal and Rwanda. In addition, at the global level we carried out a document review and sent out an e-consultation which was completed by 56 individuals. A package of outputs was developed and shared with participants before the meeting, including:

- A background note setting out global knowledge and key gaps around WASH systems strengthening based on a review of available documentation.
- Four country highlights summarising the status of WASH system strengthening efforts, the main weaknesses and the acceleration needs in Ethiopia, Nepal, Malawi and Rwanda.
- A set of three case studies documenting system strengthening efforts from outside of WASH and international development – including health care for the elderly (Scotland), education reform (USA) and poverty reduction efforts (Canada) – with an analysis of common success factors.

The outputs developed before the meeting are available in Annex 2.

Together, these pre-meeting activities enabled the identification of the three priority areas of acceleration (i.e., the three themes noted above), which formed the basis of the 2- day event.

Programme

Harold Lockwood, Louis Boorstin and Julia Boulenouar welcomed participants and provided opening remarks to kick off the meeting:

- Harold introduced three guiding principles or mindsets for the meeting: i) be forward looking, ii) have hard and honest conversations and iii) think politically and culturally, not technically.
- Louis presented his vision of success for the meeting centered on i) identifying practical approaches to help individuals in their own work, ii) increasing the effectiveness of key stakeholders who implement and support WASH system strengthening and iii) identifying existing approaches or processes that merit broader application and generate new ideas.
- Julia provided a summary of the journey over the last decade, from a focus on infrastructure to systems strengthening and the "next generation of challenges" we're now facing: i) convincing governments that system strengthening is critical whilst addressing the on-going infrastructure gap, ii) agreeing on common language, monitoring and reporting to be more impactful, iii) mobilising additional funding whilst showing results; iii) grappling with the time required to strengthen systems in an environment characterised by short funding cycles and iv) the challenges of achieving collective impact in an environment of constant competition.

Discussions then focused on each of the thematic areas over a half-day period following a similar structure: theme leaders introduced the theme in a short scene setting presentation setting out key definitions, main achievements, challenges, and summary of consultations; providing inspiring examples from different countries; and facilitating group work focused on articulating: i) a vision of success ii) key activities, and iii) roles and responsibilities to implement this vision of success.

Each theme was led and co-facilitated by small teams as follows:

- Theme 1 on government leadership was led by Bill Twyman (Aguaconsult), Sitali Muyatwa (Sanitation and Water for All) and Kate Harawa (Water for People Malawi).
- Theme 2 on stronger evidence was led by Julia Boulenouar (Aguaconsult), Angela Huston (IRC) and Fiona Gore (World Health Organisation).
- Theme 3 on collective action was led by Harold Lockwood (Aguaconsult), Rishi Agarwal (FSG) and Bethlehem Mengistu (Agenda for Change).

For each of the two days, a keynote speaker opened the day. The education consultant the *real* David Cameron kick-started the first day with an inspiring talk about the importance of developing a sense of purpose and a positive story. He urged us to make a *difference* rather than a *change*, and he drew parallels between the WASH sector and the education sector in the UK. On the second day, the Deputy Director and Head of Human Development Department at the UK's Foreign, Commonwealth & Development Office, Chris Carter, shared reflections and lessons on the risks associated with strengthening systems and practical approaches to overcoming these from a bilateral funder's perspective. For example, he explained the advantages of adopting a portfolio approach to programme design combining low-risk/traditional infrastructure-heavy programmes showing short term impact with higher-risk, longer-term system strengthening programmes. *The detailed programme is available in Annex 3.*

Theme 1: Stimulating and sustaining government leadership in support of system strengthening.

Theme 1 focused on **"stimulating and sustaining government leadership in support of systems strengthening"**. It began with a presentation by Muyatwa Sitali (SWA) that detailed the importance of government leadership and outlined what it looks like in practice. He emphasised the different types of government leadership that exist and the need to recognise the varying capacities to influence differing aspects of government leadership that are required (i.e., using diagnostics and data to inform decisions vs. the overall economic and political stability of the country). Sitali then outlined three core components of government leadership:

- Understanding the gaps in institutions and processes.
- Setting the vision and priorities and developing strategies and processes to plan for, track and follow-up on these.
- Mobilising, coordinating and influencing stakeholders within and outside the sector to support achieving this vision and priorities.

Sitali then concluded by asserting the importance of considering government leadership in relation to the "what" (building blocks) and the "how" (behaviours).

Bill Twyman (Aguaconsult) then reflected on the sector's progress in stimulating and sustaining government leadership in support of systems strengthening. He began by outlining the mixed views of the workshop's participants (expressed in a pre-workshop e-survey), with 59% stating that there was 'strong demand' from government for strengthening the WASH system and 41% that there was 'low demand'. Bill then reflected on the reasons for this, noting the high degree of variance that we see between countries and sub-sectors concerning government demand for – and leadership in support of – systems strengthening. For topics such as professionalising rural and small-town water supply services and regulation, he noted that we have seen considerable progress in many governments' understanding of key systemic weaknesses, their prioritisation of these, and in some cases the development and implementation of clear and detailed strategies for achieving their visions. Conversely, there is generally much

less demand for systems strengthening and explicit government leadership for sub-sectors such as rural sanitation.

Kate Harawa (Water for People) then facilitated a session on leading efforts to develop and sustain government leadership on WASH systems strengthening. This began with a presentation from Patrick Moriarty (IRC) on the Heads of State Initiative, which seeks to boost political leadership to the very highest level for WASH through creating long-lasting national commitments, reinforcing links with other sectors, priorities, and policy interests, and mobilising and aligning government bodies and development partners. Bruce Uwonkunda of Water for People then presented on Water for People's efforts in Rwanda to build government leadership on WASH systems strengthening. He reflected on how this was a long-term process, outlined a series of triggering actions (i.e., collective action, long-term technical support of permanent staff in the Ministry of Infrastructure, and building out from pilots), and noted the further steps and priorities moving forward.

Participants then reflected on the key elements of a vision of success for government leadership on WASH systems strengthening. The table below details key elements emerged from the discussion.

Non-Linear Process of Increasing and Sustaining Government Leadership	Characteristics of Effective Government Leadership
1. Government has a clear understanding of the systemic challenges in the WASH sector and how these relate to broader structural weaknesses. 2. Government has prioritised the systemic challenges (recognising that not all challenges can be addressed at once), linked these to its wider developmental agenda and built consensus on the importance of addressing these. 3. Government has articulated a clear vision for what the WASH sector or aspects of the WASH sector should look like and formulated strategies and plans to achieve this vision, including short-, medium- and long-term objectives. 4. Government is able to mobilise funding and ensure the alignment of different arms and levels of government as well as development partners behind this vision.	• Adaptation is a crucial element of government leadership on WASH systems strengthening – robust and collaborative monitoring and learning mechanisms and a willingness to course correct are vital. • Sustained government leadership is the objective – we should not consider one-off or ad-hoc activities as true government leadership and our objective in this area. • Success does not just involve leadership from a few 'champions' within government but involves broad and sustained leadership from a range of government institutions and agencies (i.e., ministries responsible for water and sanitation, ministries for related sectors, regulators) and levels of government (i.e., national, regional or provincial, local).

Participants then split into three groups to brainstorm required practical actions to achieve this vision. The table below summarises the three main aspects that were identified as needing to be achieved (*the what?*) as well as related activities (*the how?*) to achieve these. The table below details these.

Government Leadership: Opportunities for Acceleration	
What?	**How?**
Align behind and build on existing initiatives	• Complement the Heads of State Initiative by generating necessary data and evidence and linking it with bottom-up forms of accountability. • More explicitly target the roll-out of IRC's WASH Systems Academy to maximise its utilisation by a broader set of governmental stakeholders (inc. those not directly within the WASH sector), for example, supporting its integration it into university and TVET courses.

	• Develop case-studies on examples of sustained government leadership and the processes that helped to generate this leadership to identify common features and actions that helped to develop government leadership and overcome key barriers. For example, case-studies on the One WASH National Programme in Ethiopia and the development of explicitly defined visions and strategies for aspects of the WASH sector in Uganda and Zambia. • Ensure alignment behind the Sanitation and Water for All collaborative behaviours and ministerial process.
Build the leadership skills of a wide-ranging set of actors	• Expand existing initiatives and develop additional mechanisms for peer-to-peer support between key actors such as utilities, ministries, regulators, districts and municipalities and CSO networks, including actors outside of the WASH sector (i.e., Ministry of Finance). • Hold leadership side sessions with governmental actors from within and outside the WASH sector (i.e., such as the government sprints from All Systems Connect) at other conferences and events (e.g., UNC, SWWW, SWA meetings, AMCOW). • Support the development and roll-out of courses on leadership development, including the one under preparation by IRC and one in proposal stage by SWA. • Conduct a study on the barriers to the implementation and support requirements for the implementation of some of the explicitly defined visions and strategies that have been developed for aspects of the WASH sector (i.e., rural water O&M in Uganda, regulation in Zambia, and financing in Malawi). • Modify existing tools such as those for joint sector reviews and building block and sector diagnostics so that they result in a clearer prioritisation of challenges and next steps.
Identify and create new allies and alliances for WASH systems strengthening	• Map the other actors that should be brought into the WASH systems strengthening space, with a focus on different types of organisations and southern organisations (i.e., private sector, CSOs) those that actively foster peer-to-peer exchange and learning and have key skills that are currently lacking (i.e., financing, regulation, utility strengthening). • Actively work to empower and bring these organisations into the WASH systems strengthening space through partnering for programme implementation, learning and advocacy efforts. • Where existing organisations and alliances do not exist and there would be a clear 'value add' to the sector, look to establish these.

Theme 2: Generating stronger evidence on system strengthening.

The theme "strengthening evidence for WASH system strengthening" started out with an introduction of **key terms and concepts** by Angela Huston (IRC). She emphasised the diversity of evidence required for a wide range of stakeholders and decision-making processes and stressed the importance of considering evidence as one of several factors coming into play in broader decision-making. She defined evidence as "*the information, facts and insights that are drawn from research, data analysis and evaluation*" and highlighted the importance of gathering and analysing evidence to document the inputs (what we and others do), the outputs (activities to strengthen and change systems), the processes (strong, effective and appropriate systems) the outcomes (resilient, equitable and safe services) and impacts (health and wellbeing) and the link between all these elements to learn, adapt and improve.

Julia Boulenouar (Aguaconsult) then shared an overview of **sector achievements** during the last 10 years. She highlighted the growing – but still not definitive – body of evidence linking stronger systems and more sustainable service delivery, the availability of multiple national and sub-national sector

assessments (e.g., WASH BATs, WASH Accounts, building block diagnostics) which feed into sector performance reviews; the GLAAS which provides key information on inputs and processes in a growing number of countries and the ongoing organisational efforts to develop similar monitoring frameworks and define a research agenda to continuously learn and adapt.

She then stressed the **challenges** linked to generating robust, cross-organisational, and clearly communicated evidence. She linked these challenges to the combination of the complex nature of system strengthening activities,[1] short-project cycles, donor reporting requirements, territory among competing organisations and the lack of a common conceptual and monitoring framework all leading to fragmented and hard-to-interpret evidence. She further highlighted the lack of interconnected analysis in current sector assessments, the current fragmentation of evidence and the broader focus on describing the input and output ("what") rather than investigating the effectiveness of approaches to strengthening the WASH system ("how"). She ended the presentation by stressing the diverse perspectives on evidence needed to shift the needle, emerging from the pre-meeting e-consultations.

Stephanie Ogden (CARE), Bruce Uwonkunda (Water for People), and Paul Deverill (FCDO) were invited to put these thoughts into perspectives and share reflections on **who they are trying to influence** and **the type of evidence** that is required to support these efforts. Key messages included the following:

- National and local governments still need to be convinced of the importance of system strengthening and the like-minded organisations need to better understand what it takes to strengthen systems effectively.
- Evidence should also focus on documenting the key milestones of system strengthening; assessing the models that work; supporting a better understanding of the progress curve of strengthening systems and of the political economy to inform adaptations; and manage expectations on progress and results.
- There is a need for the WASH community to develop simple ways of visualizing and communicating around system strengthening. Case studies and photos would also support communication around what system strengthening means and what it looks like concretely.

Fiona Gore (WHO) then shared a proposal to develop **a common set of core indicators** for monitoring WASH system strengthening. She drew parallels with efforts in the health sector over the last 15 years which resulted in the adoption of a common framework covering inputs, processes, outputs, outcomes, and impacts. Although the process has not been smooth, the framework has been widely adopted by the health sector with consensus on key indicators, methods, and measure of health systems capacity to a large degree, all of which have evolved over time. She called for a similar effort to be undertaken in the WASH sector to address the current fragmentation of concepts, monitoring efforts and evidence and indicated a prior agreement to move forward during the last Stockholm World Water Week where a similar presentation was given and discussed with panellists from UNICEF, the World Bank, SWA, IRC and WaterAid.

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[1] Strengthening the WASH system requires long-term commitment, is not linear, requires adaptation and does not always lead to tangible and visible results.

Participants were then asked to identify the key elements of a vision of success related to producing stronger evidence for WASH system strengthening and the following elements emerged from the discussions:

- Producing evidence to convince decision makers of the importance of system strengthening, which would speak to different political priorities. These priorities may differ over time and across different levels of decision making but would link to the climate, health, and nutrition agendas.
- Agreeing on a common set of core indicators for monitoring WASH system strengthening. This would provide a common framework that organisations could rally behind, which would focus on both the outcomes of strong systems and the process of strengthening them.
- Generating complementary evidence on approaches to strengthening WASH system would be valuable to the sector.
- Developing clear and visual communication with simple messages around WASH systems and system strengthening processes.
- Applying collaborative behaviours to evidence generation (more cross-organisational, less branding, greater openness to sharing failure).

The participants then split into groups to discuss this vision, identify barriers to achieving it and brainstorm about more practical, tangible next steps in terms of addressing these bottlenecks. A summary of the most pressing practical actions (*"what"*) and related activities (*"how"*) are provided in the following table.

Stronger Evidence: Opportunities for Acceleration	
What?	**How?**
1. **Commit to developing a common set of core indicators for WASH systems.** • Get it right to reflect the theory of change of system strengthening but be realistic. • Build on what is already in place but leaving space for new key aspects (political economy, public governance). • Focus on the outcome as well as the process of strengthening WASH systems.	• WHO to develop a concept note in October 2023 and share with sector stakeholders. • Discuss approaches to conduct a stocktaking exercise, identify "vital" signs (what really matters) • Consider other monitoring initiatives to borrow indicators on public governance without re-collecting the same information twice.
2. **Develop a compendium of stories of change (successes and failures)** • Consider un-branded stories. • Clarify the audience of such stories. • Ensure the process is led by a collective and is co-designed.	• Take up the discussion on an existing platform to gauge appetite and traction for the idea.
3. **Agree on common research principles:** • Consider more action-research and documentation of processes. • Identify principles for designing and implementing research	• Take up the discussion on existing related platforms such as the SWA research and learning constituency and the global research agenda of WASH systems for health.

4. Become more effective at communication. • Get the language right. • Work with marketing teams to develop good visuals.	

Theme 3: Improving Collective Action to accelerate systems strengthening

The theme "improving collective action" (CA) started out with a presentation defining what we mean by this term and how it is understood both within the WASH sector and more broadly. Rishi Agarwal (FSG India) set out the spectrum of working on CA which he defined as: *"the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem at scale".* He went on to present the principles of CA and an example from the cocoa industry in west Africa called **CocoaAction** involving nine large corporates and the governments of Ghana and Côte d'Ivoire, seeking to accelerate cocoa sustainability and improve livelihoods of 300,000 cocoa farmers. He closed with the challenges facing many CA efforts, most notably the exclusion of government, organizational egos and 'echo chambers' created through the exclusion of dissenting voices.

Bethlehem Mengistu, global coordinator of the WASH Agenda For Change, went on to set out the progress we have made as a sector, highlighting advances more globally in efforts to scale up system strengthening efforts and the uptake in language and recognition of the concepts, including:

- Progress from *talking about it to more of us doing it*, with increased recognition and uptake of systems strengthening from a small number of champions to more diverse actors e.g.: GLASS, AfricaSan7, Agenda for Change, MWA
- Scaling applicability of systems strengthening from the rural water supply space to experiences in urban and fragile contexts with greater experience and stronger proof of concept.
- Increased donor buy-in, for example with USAID, FCDO, DGIS all supporting flagship WASH systems strengthening programmes; greater adoption by IFIs such as the World Bank, African Development Bank and Asian Development Bank all adopting systems language.
- Government leadership through increased recognition and appreciation for systemic weaknesses affecting universal access e.g.: engagement in collective analysis (Uganda, Ethiopia and Malawi), strategy development (Central African Republic), commitments (Ghana).

We then moved to a specific example of CA from Ethiopia, hearing from Lemessa Mekonta, Country Director for IRC WASH, who presented the case of the OneWASH National Programme, or OWNP. This is a widely cited example of government-led multi-stakeholder collective action across the WASH sector based on a common vision and integrated and harmonized actions: "one plan, one report, one budget". Lemessa highlighted many of the concrete successes, but also the remaining challenges and barriers, including lack of capacity at different levels, lack of accountability between partners and some cases of donors working outside agreed frameworks.

As a segue into the group work, Harold Lockwood of Aguaconsult presented a quick summary of the outputs of the e-consultation regarding what elements of CA people found important, as well as the main barriers, which highlighted common themes from the preceding speakers including the competitive nature of aid, organizational egos, lack of financing and fragmentated, siloed approaches to working together.

Rishi and Bethlehem outlined our **vision of success** for improving Collective Action with a central focus on supporting government leadership and attaining sector vision. Attaining this vision means:

- Being explicit about 'who is in the room' to avoid creating echo chambers and having those stakeholders other than the 'usual suspects' or fair-weather friends always engaged.
- Being comfortable with changing coalitions as the strategy evolves.
- Working with existing sector backbone organizations such as SWA and Agenda for Change to bring the right people to the table, rather than duplicating or creating new coalitions.

Results of e-consultation: Barriers to Collective Action
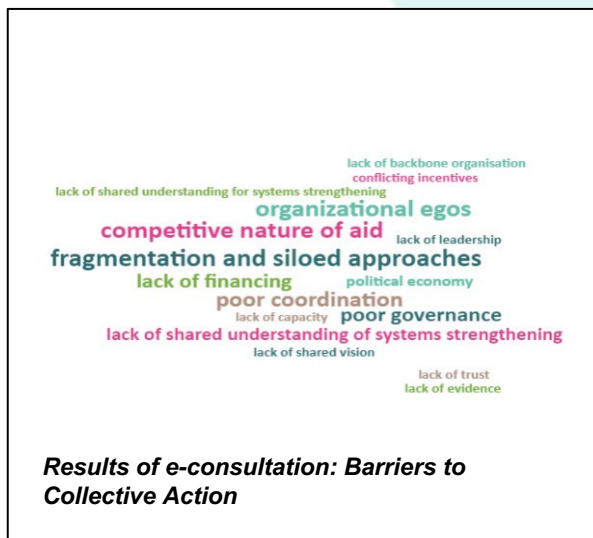
In terms of how we need to work to promote better, more effective CA, Bethlehem and Rishi went on to explain: the need to ensure that there is internal leadership for collective action within participating organisations (rather than an external push); the need for "skin in the game" on behalf of stakeholders – translating as real, long-term commitment to the country and the communities; the need to move from common visions to common values; the need to take risks; and the need to let the purpose (i.e. reaching the vision of a strong WASH system) drive the process.

The participants then split into groups to discuss this vision, identify barriers to achieving it and brainstorm about more practical, tangible next steps in terms of addressing these bottlenecks. A summary of the most pressing practical actions (*the what?*) and related activities (*the how?*) are provided in the following table.

Collective Action: Opportunities for Acceleration	
What?	**How?**
Commit to being accountable for our work on systems strengthening	• Build on what's already there and avoid parallel processes or systems! – e.g., SWA's existing Mutual Accountability Mechanism and A4C platforms. • Encourage organizations to 'de-brand' - reinforce and encourage a less brand-conscious/competitive culture of working. • Improve organisational accountability for Collective Action. • Develop a code of conduct/behaviours for Collective Action • (Re) Introduce principles and objectives of Collective Action • Look at challenges together and collectively align to one common goal (recognizing some activities will always be tackled unilaterally by some actors in the sector) • In countries where 'we' are present, let's work together to support one bigger plan.
Develop and share language and tools for local level (district) process and use	• Invest in researching, 'listening' and documenting how stakeholders work together at local levels • Develop further guidance and content in the WASH Systems Academy for local Collective Action – animate the building blocks alongside changing service levels • Develop communication materials in innovative ways (i.e., Shit Flow Diagram-type visuals to explain Collective Action) and work with graphic designers • Funders support investment in the above

Broaden group with inclusivity in collective action and to avoid the 'usual suspects' syndrome	• Identify and grow new partners and a pool of experts from outside our core group • Identify positive deviants through case studies and anecdotes to identify existing leaders working on system strengthening • Make this an explicit learning agenda to avoid echo chambers • Provide guidance on how to support Collective Action • Build capacity in local actors and systems for Collective Action
Involve government at all levels especially in reflection meetings and creating join action plans	• Plan future meetings at country level, closer to system stakeholders and desired impact. • Develop stronger, long term and exploratory partnership approaches with government • Practice enabling behaviours and unlearn unhelpful ones • Ensure national-level engagements are in line with government priorities • Continue to support government-to-government, south-to-south peer-to-peer engagement • Be clear about the role and value-add of NGOs, which is to support, enable and catalyse but not replace the systems and those with legitimate authority to deliver sustainable services • Commit to operating in the background and not the foreground
Prepare for 'Planned Serendipity'.	• Recognise that impetus for collective action might come at the unlikeliest times from the most uncommon sources • Ensure we are prepared to seize the moment by remaining open and flexible • Identify processes that go beyond WASH (such as government procurement) which might need to be addressed to work on collective action. • Explore how to tackle 'nuts and bolts' of the operational aspects of WASH services i.e. contracting, procurement, HR etc as they affect the delivery of services.

Next steps

This meeting was an unusual opportunity to step outside of our 'day jobs' and collectively to reflect and brainstorm on opportunities and approaches to WASH systems strengthening. The three summary boxes at the end of each thematic discussion above present some practical actions that can contribute to the acceleration of systems strengthening. We hope that the organizations participating in the meeting, as well as others in the WASH sector – and those outside the sector whose actions influence WASH policies, funding, and services – will consider incorporating some of these approaches into their work. Together, such efforts could significantly improve the impact and sustainability of WASH services for all.

Participants agreed that it would be counterproductive to form a new group to take these actions forward but did acknowledge the value of such moments for taking a step back. Such meetings would be valuable to organize again in future, but with the involvement of non- usual suspects at global level, as well as in specific countries to be closer to national stakeholders and decision-makers.

Annex 1: List of participants

Organisation	Individual
Aguaconsult	Bill Twyman
	Harold Lockwood
	Julia Boulenouar
A4C secretariat	Bethlehem Mengistu
CARE	Stephanie Ogden
	Suraj Shrestha
Conrad. N. Hilton Foundation	Nabil Chemaly
FCDO	Chris Carter
	Lisa Rudge
	Paul Deverill
FSG	Rishi Agarwal
GIZ	Maren Heuvels
IRC	Angela Huston
	Lemessa Mekonta
	Patrick Moriarty
Osprey Foundation	Louis Boorstin
Sanitation and Water for All	Sitali Muyatwa
SNV	Antoinette Kome
UNICEF	Jorge Alvarez Sala
USAID	Brian Banks
Vitol Foundation	Regis Garandeau
WaterAid	Erik Harvey
	Hannah Crichton-Smith
Water for People	Bruce Uwonkunda
	Kate Harawa
	Samson Bekele
WHH	Stephan Simon
	Sam Drabble
WSUP	Yaver Abidi
WHO	Fiona Gore
RHGI	Henry Northover

Annex 2: Package of outputs

1. Background note: "Accelerating WASH Systems Strengthening: Background Note for 4-5th October 2023 Meeting in London"

2. Country highlights: Accelerating System Strengthening in the WASH Sectors:
   a. Ethiopia Highlight
   b. Malawi Highlight
   c. Nepal Highlight
   d. Rwanda Highlight

3. Case studies on systems strengthening and collective action from outside of the WASH sector:
   a. The SHINE Programme, Scotland: transforming paradigms in approaches to healthcare for the elderly.
   b. Learn to Earn, Dayton, Ohio, USA: tackling systemic disparities in educational attainment and racial equity.
   c. TransForm, Canada: combatting long-standing poverty challenges through a comprehensive community-based approach.

Annex 3: Full programme

WEDNESDAY, OCTOBER 4TH	
9.30- 10.00	Gathering with coffee and breakfast
10.00- 10.30	Welcome, introductions and programme overview *(Harold Lockwood, Louis Boorstin, Julia Boulenouar)*
10.30- 11.30	**Keynote address and discussion:** perspectives on change from the British education sector (*The Real David Cameron*)
11.30- 12.00	*Coffee break*
12.00- 13.00	Discussion on incentives and drivers (unplanned in original agenda)
13.00- 13.30	*Lunch break*
13.30- 15.00	**Theme 1**: Stimulating and sustaining government leadership in support of systems strengthening. • Session overview, scene setting and summary of consultations *(Bill Twyman, Muyatwa Sitali, Kate Harawa)*
	• Are presidential compacts effective mechanisms for stimulating government leadership? *(Patrick Moriarty)* • Stimulating government leadership in practice in Rwanda *(Bruce Uwonkunda)*
15.00- 15.30	*Coffee break*
15.30- 17.30	Group work reflection, roadmap development and debrief in plenary
17.30- 18.00	Debrief with thematic leaders
THURSDAY, OCTOBER 5TH	
9.45- 10.15	Welcome and introduction of the day *(Harold Lockwood)*
10.15- 10.30	**Keynote address and discussion:** Accelerating systems strengthening for public service delivery *(Chris Carter, FCDO)*
10.30- 11.00	*Coffee break*
11.00- 13.00	**Theme 2**: Generating Stronger evidence on system strengthening. Session overview, scene setting and summary of consultations *(Julia Boulenouar, Angela Huston and Fiona Gore)*
	What evidence does the sector need? *(Stephanie Ogden, Bruce Uwonkunda, Paul Deverill)*
	Identifying a core set of system strengthening indicators for system strengthening *(Fiona Gore)*
	Group work reflection, roadmap development and debrief in plenary
13.00- 13.30	*Lunch break*
13.30- 14.30	**Theme 3: Improving Collective Action** • Session overview, scene setting and summary of consultations *(Harold Lockwood, Rishi Agarwal, Bethlehem Mengistu)*
	• Experience of collective action in Ethiopia *(Lemessa Mekonta)*
14.30-16.00	Group work reflection, roadmap development and debrief in plenary
16.00- 16.30	Gallery walk to refine all thematic priority action list and next steps