

ANNUAL GENERAL MEETING

5 OCTOBER 2023

TIME: 16:00 TO 17:30

MODALITY: ONLINE (ZOOM)

REVIEW & ADOPTION OF 2022 AGM MINUTES



REVIEW & ADOPTION OF THE 2023 AGM AGENDA

ITEM	RESPONSIBLE	TIME
Welcome	Tikwiza Silubonde (SAMEA Chair)	16h00 to 16h05
Review and adoption of the 2022 AGM Minutes and 2023 AGM Agenda	Eleanor Hazell (SAMEA Operations Lead) - Adoption of 2022 AGM Minutes - Adoption of 2023 Agenda	16h05 to 16h10
Chairperson's report	Tikwiza Silubonde	16h10 to 16h15
Portfolio reports	Portfolio Leads	16h15 to 16h40
	Q&A session	16h40 to 16h50
Treasurer's Report	Mishkah Jakoet (Treasurer) - Finance presentation - Adoption of 2023 Audited Financial Statement	16h50 to 17h00
	Q&A session	17h00 to 17h10
Board elections results	Babette Rabie, Ruth Mojalefa, Jen Norins, Eleanor Hazell, Nana Davis (Elections Committee) - Announcement of 2023 election results	17h10 to 17h20
Closing remarks and gratitude to outgoing board members	Tikwiza Silubonde	17h20 to 17h30



CHAIRPERSON REPORT & BOARD FEEDBACK



WHAT MAKES SAMEA A STRONG ORGANISATION?



VISION & MISSION

SAMEA's vision & mission serves as a guiding compass for decision-making and goal setting.

Vision: Monitoring and Evaluation contribute to equitable and sustainable development in South Africa and more widely.

Mission: SAMEA cultivates a vibrant community that supports, guides and strengthens monitoring and evaluation as an important discipline and instrument for equitable and sustainable development.



Strong Board:

- A balanced board composition in line with KING IV
- Ensure that board members are engaged, knowledgeable, and aligned with the organization's mission
- Maintain added roles of Deputy Operations and Deputy Treasurer for continuity

Talented and Committed Secretariat:

- Recruit and retain a skilled Secretariat
- Develop Secretariat by providing opportunities for growth
- Create a positive and inclusive work environment

Strategic Planning:

- Conduct in-person strategic planning session
- Develop annual workplans
- Conduct mid-term reviews and reflections as an assessment process

Adaptability and Resilience:

- Build an organization that can adapt to change and withstand challenges
- Develop contingency plans and risk management strategies for annual workplans

Financial Management:

- Implement sound financial management practices and process to ensure the organization's fiscal health
- Monitor budgets and control expenditure

Effective Communication (internally and externally):

- Foster open and transparent communication
- Ensure that all stakeholders are informed and engaged in the organization's activities.



WHAT MAKES SAMEA A SUSTAINABLE ORGANISATION?



Financial Viability:

- Manages its finances effectively and maintains a stable financial position
- Generates enough revenue to cover expenses and invests in future growth

Diversified Revenue Streams: Diversifying revenue streams, which may include grants, donations, and earned income

Ethical Practices: The organization operates ethically and transparently, adhering to a strong code of conduct and values that guide decision-making and behaviour

Community Engagement: Engage with and support the local community, fostering positive relationships and contributing to social well-being

Diversity and Inclusion: Promote diversity and inclusion within the organization, recognizing the value of different perspectives and backgrounds

Stakeholder Engagement: Engage with all stakeholders to understand their expectations and concerns and incorporate their input into decision-making

Quality Services: Deliver high-quality products or services that meet or exceed stakeholder expectations. Continuously seek ways to improve and innovate



ACHIEVEMENTS

Strong Board	Balanced composition Diverse expertise and sector representation		
Talented and Committed Secretariat:	 3 full time staff SAMEA coordinator, Administrator, Emerging Evaluator Coordinator 		
Strategic Planning	 Two-day in-person meeting held on the 17th and 18th of January 6 thematic areas to drive the work of SAMEA over the next 3 years. Thematic areas derived from the 2021 Hackathon, 2022 conference strand summaries, SAMEA review and the views of respected figures in the field of M&E 		
Adaptability and Resilience	 Board members developed annual workplans Mid-term review of annual workplans Continued risk assessment procedures 		
Financial Management	 The appointment of an external auditor Budgeting Implementation of internal controls 		
Effective Communication (internally and externally):	 Quarterly newsletters Social media (X, Facebook and LinkedIn) SAMEATalk, EE TIG, Local Government CoP, M&E for JT CoP, MERL Tech, Investing in Impact and SAMEA KZN MERL Listserv. Weekly administration meetings 6 Board meetings for 2023 		
Partnerships and fundraising	 SAMEA Partnership forum - actively exploring opportunities for securing multi-year funding to support our work streams. Sponsorship and grant funding secured. 		

WHO MAKES SAMEA A STRONG AND SUSTAINABLE ORGANISATION?





CURRENT BOARD AND SECRETARIAT

SAMEA Board of Directors 2022-2023 Executive Committee Deputy Chair: Moses Mashingaidze Treasurer: Mishkah Jakoet Operations Lead: Eleanor Hazell Chair: Tikwiza Silubonde **Molupe Matsumunyane** Dr Takunda Chirau **Prof Babette Rabie Prof Ian Goldman** Dr Ruth Mojalefa **Jennifer Norins Mayibongwe Mncube**



Marla Naidoo - SAMEA Coordinator



Sivenati Yami - SAMEA Administrator



Stephan Paulsen - EE Coordinator

AND YOU - SAMEA MEMBERS





FEEDBACK TOPICS - ORGANISATIONAL AREAS

Organisational Area/ Portfolio	Board member providing feedback
Operations, Governance and Finance	Eleanor Hazell (Operations); Mishkah Jakoet (Treasurer - Finance)
Partnerships and Fundraising	lan Goldman
Research, Knowledge production, Content creation	Babette Rabie
Membership & Communications	Jen Norins



FEEDBACK TOPICS — THEMATIC AREAS

Thematic Area/ Portfolio	Board member providing feedback
M&E to support a just transition to climate and ecosystems health	Jen Norins
M&E for continuous adaptive management, reflection and learning	Eleanor Hazell
Made in Africa Evaluation	Takunda Chirau
Investing in impact	Asgar Bhikoo
MERL Tech - data and technology	Asgar Bhikoo
M&E Capacity Building and EEs, including competencies and professionalisation	Nana Davies



ORGANISATIONAL AREAS



BUILDING A STRONGER ORGANISATION

GOVERNANCE & STRATEGY



OPERATIONS

Anticipated outcomes

• **Medium term:** SAMEA is an adaptive, thriving and growing organisation.

• **Short term:** SAMEA operates efficiently, sustainably and effectively.

Achievements

• Strengthened Secretariat







- Policy development (recruitment)
- Strengthened organisational systems

Work in progress

• See above



PARTNERSHIPS & FUNDRAISING

Outcomes	Progress	
Medium-term		
SAMEA has 1-3 year funding and support for its main programmes both thematic and cross-cutting, which include project management and coordination time	 Funded programmes R2,5m+ - UNICEF + hopefully Zenex Developed system of planning for all the priorities so easy to present proposals to potential partners, and to allocate % to overhead. This has helped. R50k contribution to core, plus R60k contribution to Coordinator 	
Active and vibrant partnerships established and maintained	Ran Forum with all main partners in March this year as experiment to brief and encourage partners Institutional collabs with DPME, DSD, MERL Tech, UNICEF, DSI and NDB. Currently 18 institutional members. More work needed to	
	translate these into active collaboration (and encourage more)	
Short-term		
Coherent approach established for identifying and designing new partnerships/collaborations and being implemented	Fundraising strategy developed, to institutionalise this work and make it less around personal contacts. Key is a relationship owner so there is ongoing work on the relationship.	
System operating to track and support partnerships overseen by Partnerships Working Group and run by Secretariat	Systematically following up on partners with Forum way of briefing them all. Awaiting CRM to make even more systematic	





MEMBERSHIP & COMMUNICATIONS

Desired Results	Target for 2023	Progress
Membership in SAMEA grows through recruitment of new members (due to improved communication streams and membership offerings)	Increase Individual by: 80 Increase Institutional to: 20 Increase Student by: 40 Retain at least 75% of existing membership	Individual members: 416 (up from 363 in 10/22) Institutional members: 17 institutions (161 persons) [October 2022: 161] Student members: 94 (down from 101 in 10/22) Total as of 05/10/23: 667 (up from 625 in 10/22)
Increased number of SAMEA members and stakeholders engaging with a revised and dynamic website	Website updated for improved usability and relevance	In the remaining months of 2023 into 2024, iterative process of website updating will take place, improving membership management and usability
A Customer Relationship Management (CRM) package is used to track SAMEA members engagement with SAMEA	CRM identified and implemented	(now covered in website update)



Desired Results	Target for 2023	Progress
Revision of Membership policy (inclusive of membership fee structure; role and recognition of volunteers; membership offerings)	Revised membership policy approved by board by Dec 2023	 Proposed membership fee structure: Individual - change from R420 to R450 Student - no change Change Institutional to "Organisational" (packages for organisational membership to be considered) Add in a Multi-year discount for Individual membership - 30% overarching discount, Eg. 450 / 2yrs 750 / 3yr 945
A comprehensive Communications and Marketing Strategy, and updated Communications Policy, developed and implemented	Revised membership policy approved by board by Dec 2023	Awaiting outcome of proposal to Zenex for funding support to enhance SAMEA's Knowledge Management function
Learning Communities	Develop TOR/guideline for different learning communities	Guideline drafted; with Board for input; will share with existing board

EE TIG

137

SAMEA KZN MERL NETWORK

112

LOCAL GOVT M&E COP

194

TECH-ENABLED MERL

154

INVESTING IN IMPACT

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SAMEATALK

1181

M&E4JT COP

215



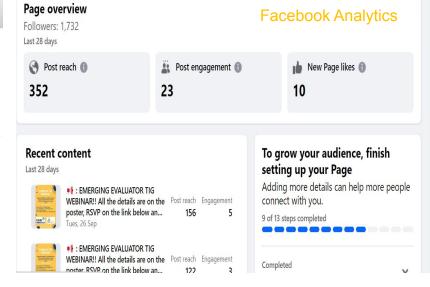
Twitter "X" Analytics

28 day summary with change over previous period

Tweet impressions 777 ↓73.5%

Followers 1,490 ↑8

Comparative membership status			
2017	556 members	12 institutional members	
2018	685 members	12 institutional members	
2019	551 members	16 institutional members	
2020	519 members	16 institutional members	
2021	491 members	14 institutional members	
2022	637 members	16 institutional members	
2023	667 members	17 institutional members	





INSTITUTIONAL MEMBERS



















higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

















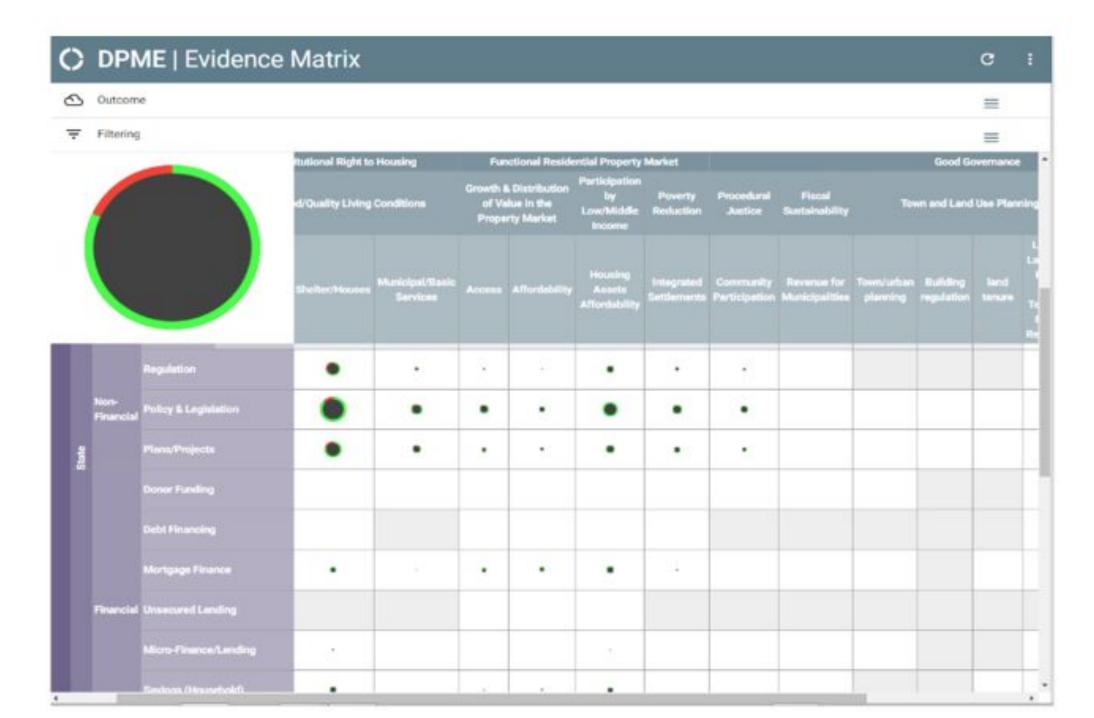


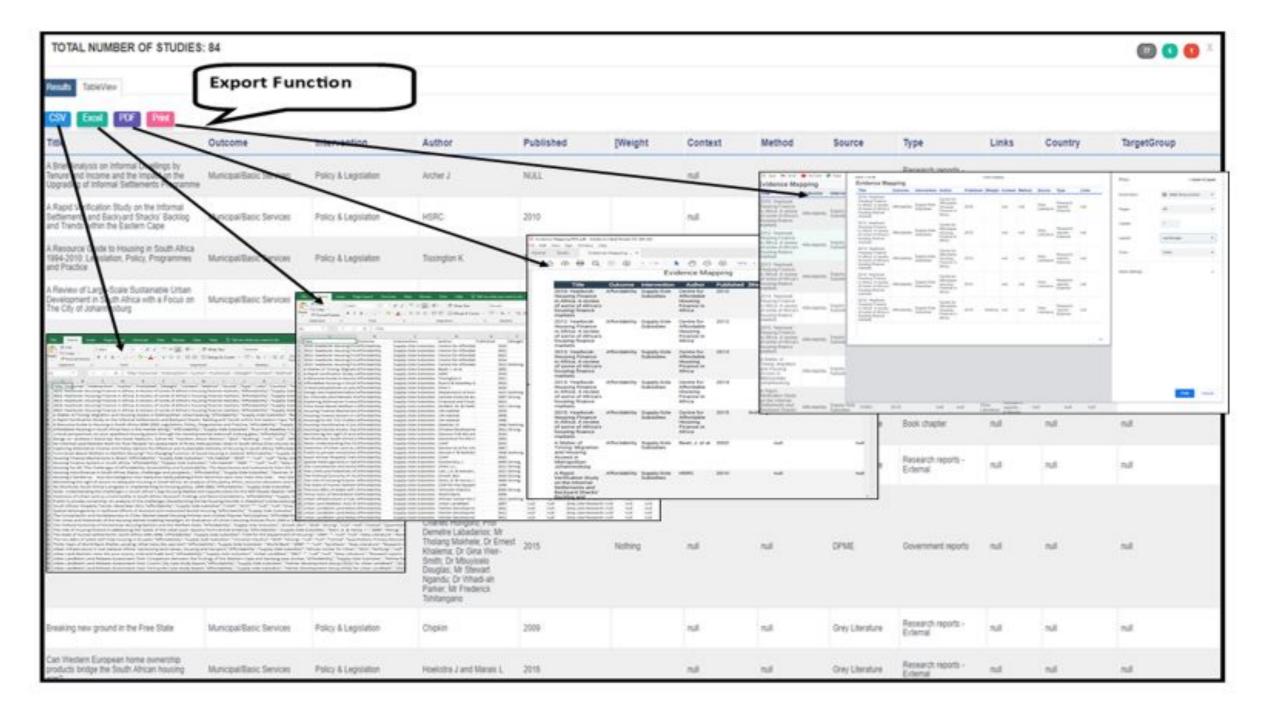
RESEARCH, KNOWLEDGE PRODUCTION, CONTENT CREATION

Continuing the work that started in the Hackathon.

- December 2022 workshop to strengthen the capacity for systematic analysis in South Africa 20 SAMEA EEs participated in the workshop
- DPME is moving forward with the development of the evaluation evidence map. Evidence maps show where evidence is available, and help to identify evidence gaps. Raise awareness, interest and potential use of available studies, and identify priorities to address information gaps
- The systematic review and information provided by government department and other evaluation stakeholders have rendered 11 000 academic studies and 1337 pieces of grey literature.
- Three SAMEA EE's who attended the capacity building workshop are contracted to support the extraction process, with support from UNICEF.
- The EEs are delivering well and have mapped 350 of the grey literature studies to date. EEs will continue to support the work in October and November.







THEMATIC AREAS



M&E TO SUPPORT A JUST TRANSITION TO CLIMATE AND ECOSYSTEMS HEALTH

CEI/WATE ATTO ECOOTOTE/WOTTE/AEITT			
Short-term Outcomes	Outputs	Target for 2023	Progress
Outcome 1. Growing cohort of M&E practitioners/ specialists who are more aware, committed and able to apply CEH/equity in monitoring and evaluations	M&E4JT CoP continues to promote knowledge development and capacity building for M&E sector	Monthly CoP meetings with growing engagement	 ★ Listserv set up for CoP ★ Monthly meetings facilitated ★ Presentations by CoP members - e.g. M&E framework development for Presidential Climate Commission; M&E processes under discussion for JET-IP; indicators developed for green economy jobs → Need to expand steering committee for better planning and coordination
Outcome 2. Increase in application of the CEH and equity criteria and guidelines in Evaluation TORs and evaluation processes undertaken	SAMEA and partners to deliver training on JT in M&E for Evaluators, M&E practitioners, programme and M&E staff Pilots carried out on CEH/Equity guidelines in new sectors (e.g. provincial; non-government settings)	2 trainings in 2023 Update training materials	 ★ 1 Capacity Building Workshop on M&E for JT (Aug & Oct) - 28 participants ★ CEH and Equity guidelines issued by DPME. Promoted the launch. ★ No new evaluations using guidelines; DSI making good progress with applying guidelines to Implementation Evaluation of Water RDI Roadmap and changed their evaluation policy to account for these.

M&E TO SUPPORT A JUST TRANSITION TO

CLIMATE AND ECOSYSTEMS HEALTH cont'd

Short-term Outcomes	Outputs	Target for 2023	Progress
Outcome 3. Increasing evidence of organisations institutionalising JT concepts and principles into their planning and monitoring processes and systems	Pilot of planning/ monitoring systems for JT, e.g. linked to PCC Supplementary tools to enable better use of criteria and guidelines (linked to M&E for adaptive management)	Support PCC M&E Working Group as needed Engage with Planning Unit of DPME on JT Indicators for APPs and MTSP Mapping of available tools and guides	 ★ Members of M&E Working Group, attend quarterly meetings of PCC M&E WG ★ DSI institutionalising just transition. Also sessions with DSD → Initial discussions on how to integrate CEH and equity concepts to planning. Ian participating for SAMEA for MTSP. First meeting October → Mapping not started in systematic approach; key activity for CoP for 2024
Outcome 4. Knowledge developed, shared and made available to support application of and advocacy for JT in M&E systems (and management)	Learnings from piloting processes in planning/M&E documented Sharing nationally and internationally on M&E for JT targeting strategic spaces	1 article on bringing in JT into evaluation in gov't 2 case studies from pilots Session at gLocal Sharing through different fora	 ★ Session at gLocal with Footprint Evaluation ★ Chapter on equity criterion developed for CLEAR-AA edited book (2024) → Learnings through pilots need to be documented and developed into knowledge pieces

M&E FOR CONTINUOUS ADAPTIVE MANAGEMENT, ANTICIPATED OUTCOMES

Overarching: M&E practices integrated into implementation as part of adaptive management.

Medium term:

- Rapid Evaluation (RE) undertaken more widely in SA, using a hybrid/facilitated model.
- Virtual Evaluation (VE) being utilised appropriately and effectively in SA.
- VE guideline is influencing practice.
- Trainees apply acquired knowledge and skills in their jobs
- Learning and responsive adaptive management approaches being applied in SA, infused into all stages of programme diagnosis, design, implementation.

Short term:

- Trainees have greater capacity to undertake RE/VE
- SAMEA has identified and documented an approach to adaptive management and the contribution of M&E to adaptive management in SA, and a plan on how to take this forward



M&E FOR CONTINUOUS ADAPTIVE MANAGEMENT: RAPID EVALUATION

Achievements

- Finalising 3x rapid evaluations
- Supporting Mpumalanga Office of the Premier with recruitment of rapid evaluation facilitators.
- Rapid evaluation training 21-23 August & 26 October 2023.

Work in progress

• Rapid evaluation lessons learned documented in an article

for eVALUation matters







M&E FOR CONTINUOUS ADAPTIVE MANAGEMENT:

VIRTUAL EVALUATION, M&E FOR LEARNING & ADAPTIVE MANAGEMEN

Work in progress

- Rapid evaluation guideline finalisation.
- Virtual evaluation training 30/31 October 2023.
- Planning for an event to conceptualise an approach towards adaptive management.





MADE IN AFRICA EVALUATION

ACHIEVEMENTS:

- Launch of the African Evaluation Blog (incorporated into the SAMEA website under Engage tab)
- Hackathon outputs, Case studies of Indigenous Knowledge
 Systems (IKS) incorporated into the book chapter, book edited by CLFAR-AA

WORK IN PROGRESS:

- Writing a call for blogs related to Made in Africa and Indigenous Knowledge Systems
- Quality assurance mechanisms for blogs to be deposited on the African Evaluation Blog

CHALLENGES:

- Time constraints
- Funding to attract scholars to write blogs for Made In Africa as a form of awareness raising and the value for context and domestication of methods and theories in African context

AFRICAN EVALUATION BLOGS

By Janvier Ndagijimana

EVALUATION FOR AFRICA – A YOUNG EVALUATOR'S WISH

Evaluation is important for our continent. Many things prompted me to take an interest in a career in evaluation. After my university studies, I enjoyed being involved in project and program management. This experience showed me that projects are frequently undertaken without any study that clearly indicates their relevance to people's wellbeing. Evaluation can address this – one of its many benefits.

By Glowen Kyei-Mensal

MY NINE MONTHS OF IMMERSION IN PARTICIPATORY IMPACT ASSESSMENT & LEARNING (PIALA) IN AFRICA

Sitting across the table from two representatives of soon to be clients, I didn't think that this evaluation would be much different from many others we had worked on over the years. I knew that it would involve many days of participatory fieldwork but participation was the name of the work we constantly did – this was going to be business as usual.

By Nombeko Mba

PERCEPTIONS OF AN EVALUATION STUDENT I AFRICA



My interest in evaluation is sparked - I did not initially consider evaluation as a career. Having worked in the private sector for more than a decade, I became increasingly disillusioned. My main work was, in my perception, contributing primarily to shareholder value and the profit motive that underlies the private sector, with little or no apparent societal benefit.

READ



INVESTING IN IMPACT

- Formed a partnership with Impact Investing South Africa
- Identifying opportunities for collaboration
- Identifying opportunities for capacity building
- Identifying opportunity for developing sector guides
- Has hosted its first CoP in June
- In the process of planning a CoP for November (TBC)

INVESTING IN IMPACT

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MERL TECH - DATA AND TECHNOLOGY

- Has hosted three CoPs this year
- Has formed partnerships with MERL Tech and European Evaluation Association
- Has developed a Slack Channel and WhatsApp group for members to participate in
- Has participated in a Podcast focusing Data Storytelling with the EES in March
- Will be hosting a workshop on 24 October (full day event) as part of the capacity building series
- Is in the process of running a competition for SAMEA members details to be confirmed



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M&E CAPACITY BUILDING AND EEs, INCLUDING COMPETENCIES AND PROFESSIONALISATION

Outcomes	Progress	
Medium-term		
Broader diverse group of M&E practitioners	As at October 2023, there are 94 student members out of a total 667 members (14% of total members)	
SAMEA facilitated ongoing growth in capacity and professionalism of SAMEA members and other stakeholders	There are currently 6 CoPs/TIGs and one of the TIGs is led by emerging evaluators	
in the sector to practice M&E that makes a difference and uses M&E evidence	A capacity building series with 6 courses of which 3 courses have been held.	
Short-term		
EEs have gained practical M&E experience through a formalised EE programme and facilitated opportunities.	 Of the 6 emerging evaluators who were in a cohort 1 of the UNICEF/SAMEA EE Programme, 4 are in a M&E position and 2 is studying further. We have received funding for the portfolio work from UNICEF and New Development Bank (NDB) SAMEA is in the process of selecting 7 new emerging evaluator for the cohort 2 UNICEF/SAMEA EE Programme To date,63 EEs out of 140 in our EE database have participated in SAMEA opportunities 3 EEs are currently working on Evaluation Evidence Mapping 	
SAMEA members and the broader M&E community have their capacity developed based on their level in the South African evaluation competency framework	 A total of 76 participants have been trained in the August workshops, and this will increase once the October workshops have been concluded; 38 EEs have registered and paid for training and have or will be trained. Initial meeting held with DPME on professionalisation. SAMEA does not want to be an accreditation board or exclusive but rather focus on agreed core competencies, standards and capacity strengthening. A working group is proposed with the DPME, DPSA, NSG, DHET, SAMEA and SAPA 	

TREASURER'S REPORT

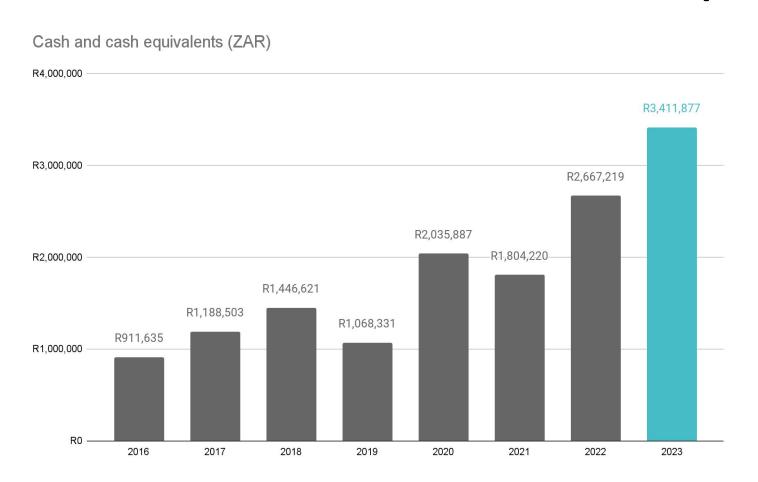


Financial review for year ending 28 February 2023

- SAMEA had a healthy bank balance of R3.4 million in FY2023, which is significantly higher than FY2022 (R2.6 million) due to diversified income from the conference and workshops, grants funding, membership fees and sponsorship income.
- Even though this year provided conference income, SAMEA has prioritised diversifying income sources as a means of improving financial sustainability. This has continued to be a focus as we move into the 2024 FY.
- Treasury Management Guidelines continue to be followed, including working alongside the Secretariat, developing key financial management policies and setting up a small working group for Governance, Operations and Financial Management.
- BVSA continued to serve as the SAMEA bookkeepers and prepares the financial statements for audit purposes
- **BVA Inc.** are the **SAMEA** auditors, which is part of the same group of companies as BVSA, but not the same company



Financial review for year ending 28 February 2023 Cash and cash equivalents



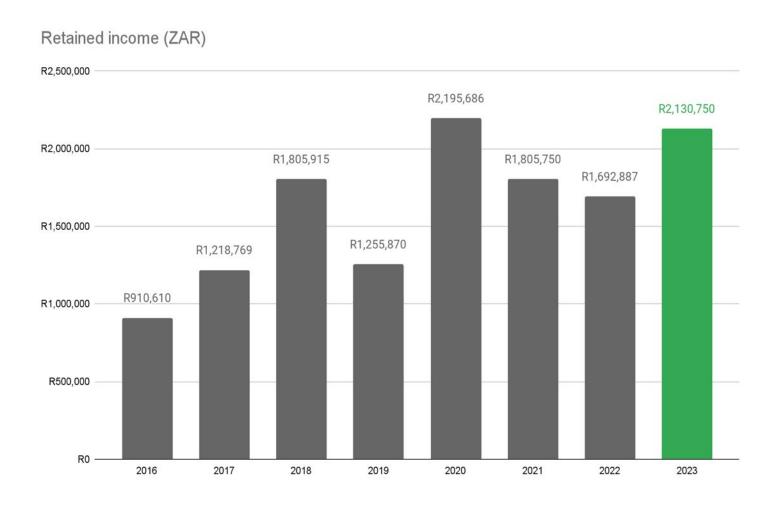
SAMEA continued to have a healthy bank balance. FY2023 saw us continue to maintain an above target amount and diversify sources of funding.

This allows SAMEA to pursue strategic imperatives such as maintaining the EE programme, stabilising the Secretariat and pursuing varied ways to engage members (including a regional round robin).

All of these efforts enable value creation for SAMEA's membership base and enable key pathways in SAMEA's theory of change.



Financial review for year ending 28 February 2023 Retained income



SAMEA has retained income above the original target of R1 million.

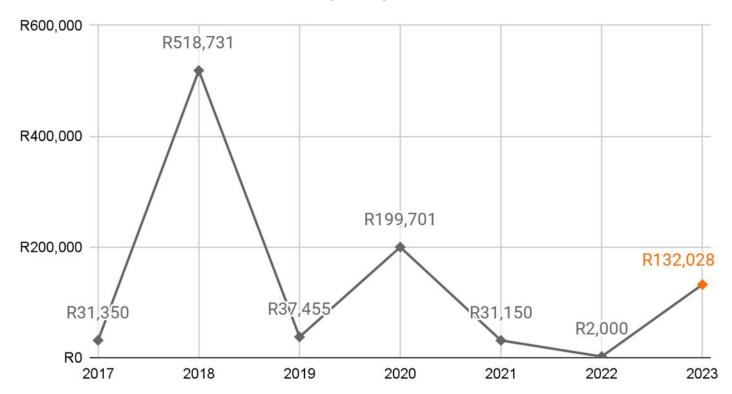
It should be noted, however, that the Secretariat staff have been retained at full time capacity which is critical to deliver services and for board sustainability. This has been identified as critical for SAMEA's organisational sustainability.

Given this increase in staff costs, SAMEA will continue to prioritise increasing its retained income to enable the usual two-year runaway



Financial review for year ending 28 February 2023 Trade and other receivables

Trade and other receivables (ZAR)

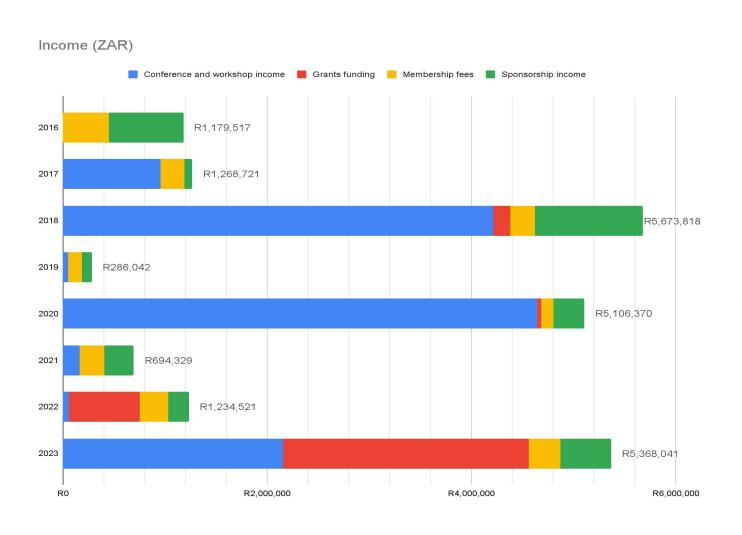


We have consistently done well with **collections** of conference and workshop proceeds by the end of the subsequent financial year.

The remaining receivables are in keeping with previous conference years



Financial review for year ending 28 February 2023 Income



SAMEA has experienced the largest **growth** in grants funding, amounting to R2,4 million. This has helped to increase and sustain Secretariat capacity, and decreased reliance on conference and workshop income.

Membership fees has also continued to grow year on year. Member tracking and engagement will be a focus for the current financial year.



Looking ahead...

Funding priorities:

- Conference income: managing expenses, attracting sponsorship income and collecting on conference fees
- Membership: tracking current members, continuing to grow institutional members including through differentiated institutional membership options
- Grant funding: Maintain good standing with current funders, continue to explore new funding opportunities

Financial management:

- Adherence to new financial policies
- Expense management
- Risk management



Review and approval of FY2023 AFS



2023 SAMEA Board Elections



2023 BOARD ELECTIONS

2023 Elections Committee: Ruth Mojalefa, Babette Rabie, Jen Norins, Eleanor Hazell and Nana Davies

The 2023 elections results are as follows:

• Number of nominations: 40

Number members nominated: 33

Number of nominations accepted: 21 (including 10 confirmed)

Number of nominations confirmed: 10

Number of voters: 130

• Number of votes cast: **399**

The SAMEA elections were conducted online and was managed by an external IT management company, Development IT Solutions

Only members with an active paid up membership could participate in the elections

Nominations took place from 1 June - 31 August 2023

The formal voting process took place from 18 - 29 September 2023



INCOMING BOARD MEMBERS



Jeffrey Tshisevhe



Anniza De Wet



Zulaikha Brey



Khumo Pule



Sinenhlanhla Tsekiso



Mutsa Chinyamakobvu



THANK YOU TO THE OUTGOING BOARD MEMBERS

"It is painful to lose you. However, all the best."

- Ruth

"I am so glad that I joined the SAMEA board when I did last year and was able to collaborate with and learn from you in this past year. You have been a great asset to SAMEA. We look forward to the new way we can learn and engage with you going forward. Be well"

- Jen

Thank you for offering your time, skills and leadership and so much more during your 3-year tenure. I wish to adopt some of those skills in strengthening my work and self. You all leave a fantastic legacy for SAMEA to move forward!

- Marla

"I wanted to take a moment to express our heartfelt gratitude for your dedicated service. Your insights, wisdom, and tireless efforts have helped shape the direction of our organization and made a positive impact on the lives of those we serve. Your legacy within SAMEA will continue to inspire us and guide our efforts."

Molupe

"Thank you for your dedication and service to the Monitoring and Evaluation community in South Africa and beyond. I wish you all the best in your future endeavours"

- Stephan

"To the outgoing board, thank you for your hard work, foresight, and strategic guidance. You have contributed significantly to increasing the value that SAMEA offers to its members. You have also left behind systems and processes that enable the current board to build upon in future. I wish you every success in your future endeavours and forever grateful for the mark you have left"

- Asgar

Thank you for your bright comments, Takunda; your strategic knowledge and guidance, Ian; your emphatic leadership, Tikwiza; your thoroughness in selecting staff, Eleanor; your integrity and quirkiness, Babette. I have enjoyed working with you and you will be missed.

- Nana

To the outgoing BMs - thank you for your service to SAMEA. I've enjoyed collaborating with you all and appreciate the guidance you've provided as I settled into the Treasurer role. Wishing you all the best, and looking forward to continued collaborations in many different spaces. Best

wishes.

"Thank you all for the contributions you have made to SAMEA. I am both honoured and privileged to say that I have worked with you all. I hope this isn't goodbye but a 'see you soon'."





CLOSING REMARKS



END

