African Evaluation Association
Association Africaine d'Evaluation

STRATEGIC PLAN
(2023- 2027)

African Evaluation Association

Association Africaine d' Evaluation

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FORWARD

ACRONYMS

AfrEA	African Evaluation Association
ACGN	African Corporate Governance Network
AHRC	African Human Resource Confederation
AAPS	African Association of Political Science
AU	African Union
AAU	Association of African Universities
AMC	African Marketing Confederation
AfDB	African Development Bank
AusAID	Australian Agency for International Development
CIMG	Chartered Institute of Marketing Ghana
CLEAR-AA	Centre for Learning on Evaluation and Results for Anglophone Africa
DRC	Democratic Republic of Congo
DANIDA	Danish International Development Agency
ERP	Enterprise Resource Planning
ECOWAS	Economic Community of West African States
GBV	Gender-Based Violence
HEIs	Higher Education Institutions
HIPC	Heavily Indebted Poor Countries
HEIs	Higher Education Institutions
IMM	Institute of Marketing Management – South Africa
ICT	Information and communication technologies
JICA	Japan International Cooperation Agency

MDRI	Multilateral Debt Relief Initiative
M&E	Monitoring and Evaluation
MSK	Marketing Society of Kenya
MTN	Mobile Telephone Network
NIMN	National Institute of Marketing of Nigeria
PAFA	Pan African Federation of Accountants
PASET	Partnership for Skills in Applied Sciences, Engineering, and Technology
QA	Quality Assurance
SDG	Sustainable Development Goals
SO	Strategic Objectives
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children's Education Fund
UEMOA	Union Economique et Monétaire Ouest Africaine
VOPE	Voluntary Organization for Professional Evaluation
ZIM	Zambian Institute of Marketing

EXECUTIVE SUMMARY

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African Evaluation Association (AfrEA) was formed in 1998 and had its inaugural conference in Nairobi, Kenya in 1999. The focus of AfrEA is building strategic bridges for African evaluators to connect, network and share experiences and create opportunities for evaluation professionals. AfrEA currently has 40 voluntary organizations of professional evaluators (VOPES) in 39 countries and 116 individual members. Successive strategic plans have guided AfrEA's programmes and activities. The most current strategic plan expired in 2022. It is therefore necessary that a new strategic plan for 2023-2027 is developed to guide the programmes and activities of AfrEA.

The 2023-2027 Strategic Plan involved a lot of consultations including consultations with the board, secretariat staff, past presidents of AfrEA, editorial board members, past conference committee members and members of AfrEA. The process also involved the review of the past strategic plans and documents including the AfrEA constitution and operations manual.

The information and ideas generated through the consultations and internal reflections were analyzed and a draft strategic plan was developed for review by relevant stakeholders and approval by the AfrEA Board.

AfrEA 2023-2027 Strategy aligned itself very much with both the SDGs and AU Agenda 2063.

There are five strategic goals with 31 strategic initiatives and activities. The overall goal of the Strategy is to improve the financial resources of AfrEA in building the capacity of VOPES in respective countries to increase membership of M&E professionals in Africa. Enhancing professionalism through accreditation and recognition of M&E professionals by member country governments whilst building strong collaboration with HEIs and sub-regional institutions are prioritized in the 2023-2027 Strategic Plan.

The Strategy has an implementation plan with milestones and activity matrix for the 5-year period. Provisions for measuring the progress and assessing the achievements are built into the 2023-2027 Strategic Plan.

The Strategic Plan requires around USD$ 2.5 million for the planned period for its implementation. Major anticipated risks are risk of reputation, information security, funding, and concentration of activities in certain regions which adequate measures have been put in place to mitigate them.

CHAPTER ONE
THE STRATEGY IN THE CONTEXT OF AFRICA

Africa is the world's second biggest and most densely populated continent in the world with a population of 1.22 billion and an area of 30.4 million sqkm.

1.1 SWOT ANALYSIS OF AFRICA

S	W	O	T
STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
▪ Diversity ▪ Low cost of living ▪ Huge mineral reserves ▪ Rich Flora and Fauna ▪ Cheap Labor	▪ High unemployment rate ▪ The high rate of illiteracy ▪ Conflicts in the region	▪ Extractive Industries ▪ Focus on service sector ▪ Engagement for students	▪ Threat from radical groups ▪ Negative perceptions of Africa

1.1.1 STRENGTH

- **Diversity:** Africa consists of 54 countries each of which has something different to offer to the world. The continent has a diverse culture, is a vast storehouse of various types of mineral resources and is also home to a diverse group of races.

- **Low Cost of Living:** The cost of living in Africa is the lowest in the world. The cost of food, utilities and general living expenses are generally low compared to Europe, America, Australia and most Asian countries
- **Huge Mineral Reserves:** Africa is a mineral-rich continent. It is home to a lot of extractive industries which depend on minerals like cobalt, bauxite, platinum, diamonds, copper, gold, iron ore and steel. This makes it a preferred choice for conglomerates in the mining industry.

- **Rich Flora and Fauna:** Africa is home to a wide variety of animals that are difficult to find in other parts of the world such as Rhinos, Elephants, Zebras, and Lions. The continent is also home to tropical rain forests which has dense vegetation with a great biodiversity. This makes Africa a haven for tourism.

- **Competitive Labour:** Africa is known to be a place where labor can be sourced at a very cheap rate.

1.1.2 WEAKNESS

- **High Unemployment Rate:** Though the UN and other organizations have taken numerous initiatives to improve the education and literacy rates in Africa more research indicates that close to 61 % of graduates in the entire region are unemployed.

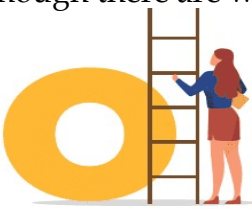
- **High Rate Of Illiteracy:** Though UNESCO reports indicate that more than 144 million children have been enrolled in schools in the region, Africa continues to have the highest number of people who have never been enrolled in school.

- **Conflicts in the region:** There are a lot of conflicts in various parts of Africa. These include civil wars, wars between countries, regions, and wars with non-African nations. This has led to the continuous creation of violence, deaths, riots, and killings in the region.

- **Health and Nutrition:** Africa is home to a lot of deadly diseases and many regions suffer from drought and famine. In addition to that, there are numerous cases of malnutrition and related diseases in addition to increasing debt levels which are still below historical highs, though.

- Since the first large-scale debt restructuring processes (HIPC and MDRI) were introduced, public debts in African countries have escalated, reaching $645bn in 2021 compared to $233bn in 2010. The structures of the African nations have also

changed, with domestic debts playing a much more prominent role currently than in the past – though there are wide variations across countries.



1.1.3 OPPORTUNITIES

- **Extractive Industries:** According to UN, Africa is home to about 30 percent of the world's mineral reserves, 12 percent of the world's oil and 8 percent of the world's natural gas reserves. The continent also holds 40 percent of the world's gold and up to 90 percent of its chromium and platinum – both valuable metals. DRC alone has minerals estimated to be worth over USD$24 trillion.
  Africa can thus garner foreign direct investment into extractive industries as well as manufacturing.

- **Focus on the Service Sector:** By shifting focus from extractive industries, the country can look at service-based businesses like banking or hospitality which in turn cannot just improve economic prospects but also enhance employment opportunities.

- **Engagement for Students:** Numerous foreign universities and prestigious educational institutions are currently offering tie-ups and student exchange programs for illustrious students from Africa with the aim of promoting higher education in the region. The teaming youth and the demand for M&E around the world offers an amazing opportunity for AfrEA to get more people into the profession to become members of AFrEA/VOPEs which will translate into revenue by participation in AFrEA activities.

1.1.4. THREATS

- **The Threat from Radical Groups:** There has been a surge in militant and terrorist activities on the continent and an increase in the number of racial groups many of which are promoting violence in the regions. This has influenced the migration of a lot of the youth relocating to Europe, America and other continents, hence affecting every professional group in Africa.

- **Negative Perceptions of Africa:** Africa is known to be a corrupt land, unsafe for residence, and filled with social evils, strife and civil wars. These negative

perceptions discourage investors from moving into the region and tend to affect donor inflows and sponsorship.

1.2 Major Continental Polices

There are various continental policies and programs which have bearings on every organization on the continent including AfrEA. AfrEA's 2023-207 Strategic Plan also reflects the direction of Africa.

1.2.1. Agenda 2063

Agenda 2063 is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress, and collective prosperity pursued under Pan-Africanism and African Renaissance. Agenda 2063 seeks to deliver on a set of Seven Aspirations each with its own set of aspirations aimed at achieving the vision in 2063. It is anchored on shared prosperity and well-being, unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth are realised, and with freedom from fear, disease and want. The AfrEA strategic plan mirrored Aspirations 1, 3, 6 and 7 of Agenda 2063.

1.2.2. Continental Education Strategy for Africa (CESA) 2016 – 2025

CESA has 12 strategic objectives out of which the AfrEA Strategic Plan is in line with 5 of them which have been put in italics below ;

OS1- Revitalize the teaching profession.
OS2- Build and rehabilitate infrastructure.
OS3- Harness the capacity of ICT
OS4- Ensure acquisition of requisite knowledge and skills
OS5- Accelerate processes leading to gender parity and equity.
OS6- Launch comprehensive and effective literacy campaigns.
OS7- Strengthen the Science and Math curricula.
OS8- Expand TVET opportunities.
OS9-Revitalize and expand Tertiary Education
OS10-Promote peace education and conflict prevention and resolution.
OS11-Improve the management of the Education system as well as the statistic tool
OS12. Set up a coalition of all education stakeholders.

CHAPTER TWO
STATE OF MONITORING AND EVALUATION IN AFRICA

2.1. Need for M&E Professionals in Africa

It is an acknowledged fact that Monitoring and Evaluation is an integral part of good governance and effective public resources management. The oversight role of boards and governance oversight institutions is strengthened through the work of monitoring and evaluation professionals.

The 2030 Agenda for Sustainable Development adopted by the United Nations in 2015 puts follow-up and review processes at the heart of global and national efforts to achieve the 17 Sustainable Development Goals (SDGs). It says the follow-up and review processes will be informed by country-led evaluations and data that is high-quality, accessible, timely and reliable. This calls for M&E professionals to be developed and their capacity built to deliver this mandate. There is considerable focus on how to measure progress using indicators, but evaluation must go beyond measurement to ascertain whether progress is equitable, relevant, and sustainable.

In Africa, the Africa Union's Agenda 2063 provides a clear sense of what governments in the region want to achieve in the foreseeable future. It creates a strategic framework for socio-economic transformation.

2.2. Landscape Analysis of the M&E Profession in Africa

There are several issues and development that are ongoing in Africa and around the globe which affect and will continue to affect the M&E profession in Africa. Any planning for the future must identify these developments and how they will impact the M&E profession and put in strategies to deal with them. Some of the trends are discussed below:

2.2.1. Digitalization and Automation of the M&E Function

One of the most significant factors influencing the M&E profession in Africa is technology. The continent's growth in telecommunications and technology solutions lays the groundwork for process automation. During the interviews and focus group discussions, participants indicated that digital transformation would have the greatest influence on the M&E function in the coming decade. Emerging technologies such as AI, Big Data, blockchain, etc. present new opportunities for digitalization and automation of M&E to help in efficiently and effectively interpreting data.

2.2.2. The Need to Collaborate for Greater Impact

Collaboration between M&E professionals and other professions such as corporate governance, audit, risk management, compliance and accounting can impact positively on AfrEA and in fundraising. One route for collaboration could be to pursue joint

projects where all such professionals contribute – eg, a project that is aimed at restoring or increasing trust in evidence-based projects and governance in Africa to drive donor confidence and ensure more accountability. Collaboration between higher education institutions (HEIs) and AfrEA will also improve practical training requirements and professionalism.

2.2.3. Public Sector Engagements

A major opportunity identified to propel the profession is further engagement with the public sector and country governments including the AU Education wing for broader impact. Engagement with public sector members and the various governments could strengthen the profession and make the profession more visible.

2.2.4 Anglophone and Francophone Barrier

Language barriers create challenges in adopting the various standards by francophone countries especially since these standards are usually represented in the English language without translations. In the focus group discussions and survey, it was noted that perceived inadequate francophone representation is a major hindrance to the growth of AfrEA leading to low participation by the francophone countries in AfrEA's activities.

More collaboration and representation between French and English-speaking countries in Africa are needed to strengthen the profession and give AfrEA the needed African image.

2.2.5. M&E Capacity and Resource Challenges in Africa

In February 2018, CLEAR-AA conducted a situation analysis to understand the development and functioning of M&E systems in five Anglophone African countries; Ghana, Kenya, Rwanda, Uganda, and Zambia. The key findings are summarized as follows:

Ghana

Challenges

- The lack of an approved national M&E policy inhibits the structuring and institutionalizing of M&E.
- Evaluations are donor-driven so there is little room for the indigenization of M&E practice.
- Evaluation findings are only used in a limited way for evidence-informed decision-making.
- Inadequate capacity within the government to drive the M&E agenda, the generation of evaluation evidence and its use.

Kenya

- The delays in approving the M&E policy mean that M&E practice is likely to remain unsystematised.
- There are not enough human and financial resources in the public sector for doing M&E.

Rwanda

- There are not enough public sector M&E experts.
- The demand for M&E exceeds the supply.
- There is not enough funding for M&E services

Uganda

The National Evaluation System is difficult to coordinate because of financial and technical constraints.

- Many sectors do not have sector strategic plans with results frameworks aligned with the National Development Plan.
- Evaluations are not used to their full because of a lack of awareness of the available M&E infrastructure.

Zambia

Monitoring data is used in the most limited way in planning, further constrained because monitoring is paper based.

• At the operational level, human resources are limited

2.3. External Environmental Analysis: Issues that Require AfrEA's Attention

Based on analysis of trends or issues that affect the M&E profession and its future, this subsection draws attention to interventions required by AfrEA in developing the Strategy.

2.3.1. Developing Capacity

Developing national capacity for M&E requires building both supply (the skills, tools, technologies, and institutional framework) and demand (awareness of the need for M&E and understanding of its purpose and uses).

Key areas that require attention are;

The need for training for M&E professionals on modern M&E frameworks and technologies
The need for common M&E standards in Africa

The power of networking among VOPES
The importance of using existing capacity and linking M&E activities to current national strategies, including those for public sector reform.

2.3.2. Support from Donor Agencies

The need for commitment from donors such as AfDB, AusAID, DBSA, IDRC, the Netherlands, Norway, USAID, UNICEF-ESARO, and the World Bank to help;

- Strengthen national evaluation associations and networks.
- Address training gaps in monitoring and evaluation with scholarships, fellowships, and other capacity-building programs (using local consultants wherever possible).
- Develop a database of local consultants to implement funded projects
- Emphasize learning-oriented evaluation.

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CHAPTER THREE
INTERNAL SITUATIONAL ANALYSIS

3.1. History of AfrEA

Until 1999 there were few opportunities to network and share evaluation experiences in Africa. Evaluators worked in isolation. They were seldom trained in evaluation approaches, methodologies, and standards, and tended to be technical specialists or management consultants recruited to serve as evaluation consultants.

Although a few national evaluation networks existed, they were isolated and often unable to mobilize the capacities and resources to facilitate effective networking and sharing of knowledge within and between countries. Evaluation capacity building efforts were sporadic and mostly driven by international development organisations.

The African Evaluation Association (AfrEA) was founded in 1999, in response to Africa's growing appeal for advocacy, information sharing and advanced capacity building in evaluation. The organisation's chief focus was to counter limited evaluation opportunities by building strategic bridges for African evaluators to connect, network and share experiences.

AfrEA formally established itself as a non-profit umbrella organisation registered in Accra, Ghana in 2009 as a key, legitimate partner in African development, joining the efforts of governments and other international partners to develop a strong African evaluation community.

3.2 Aims, Mission, and Vision of AfrEA

Mission

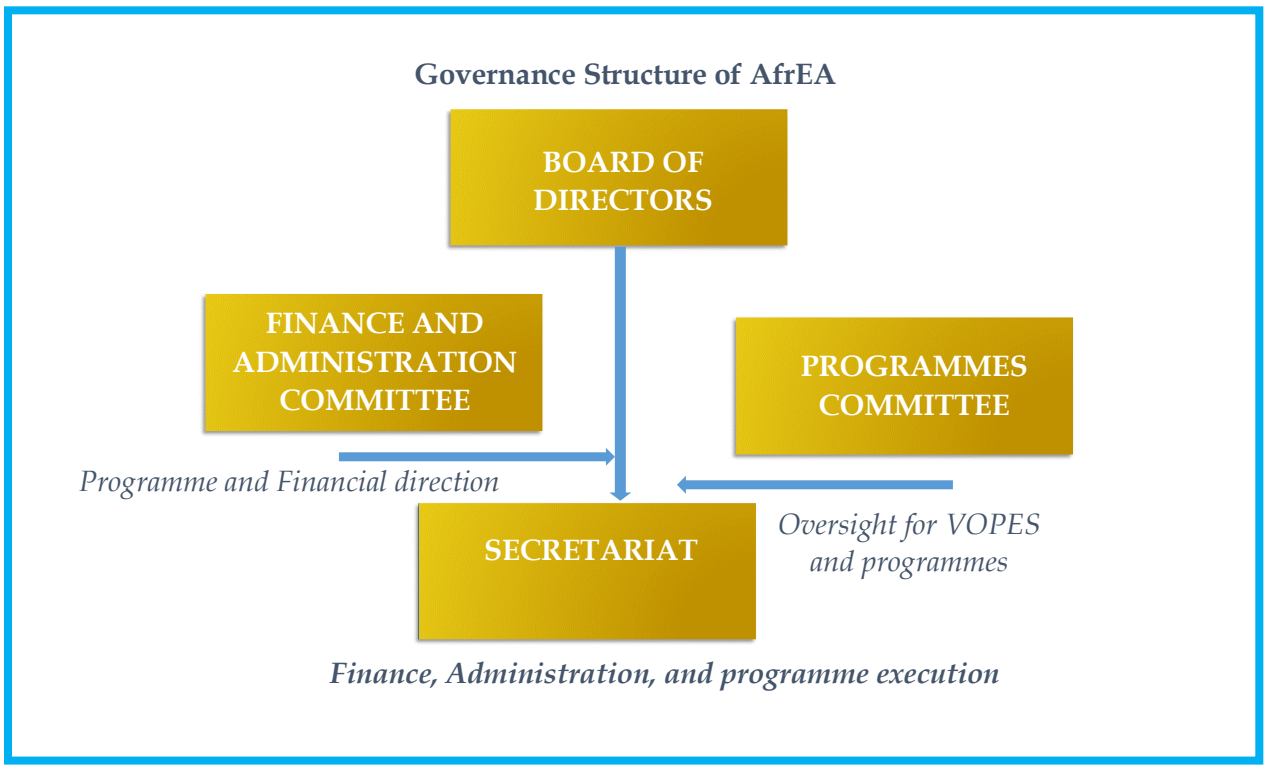
To enhance evaluation capacity and promote the use of evaluation to inform policies and programs in Africa.

Vision

AfrEA's vision is to contribute to Africa's development by fostering a culture of evaluation and evidence-based decision-making.

3.3 Governance and Management Structure

The AfrEA's activities are managed by a governance structure comprising the Board of Directors, the Executive Committee, and the AfrEA Secretariat. The Board of Directors is charged with fiduciary oversight, approving the organizations' five-year strategic plan and budget as well as providing oversight on programme management and coordination among the VOPES. An internal audit function has been established within the Secretariat to strengthen the risk management and internal control systems.



AfrEA Board will continue to align its structure to be able to fully support the implementation of its strategy. An assessment of staff roles will be carried out to examine the current composite of skills and competency levels.

3.4. AfrEA's Programmes and Interventions

3.4.1. African Evaluation Journal: Key Facts

91	435	655K
PUBLISHED CONTENT	CROSSREF CITATIONS	DOWNLOADS

INDEXING

All articles published in the journal are indexed in:

- AGORA
- Chartered Association of Business Schools Academic Journal Guide 2021
- Directory of Open Access Journals (DOAJ)
- EBSCO Host
- GALE, CENGAGE Learning
- GOALI
- Norwegian Register for Scientific Journals, Series and Publishers, Level 1
- SCOPUS

ARCHIVING

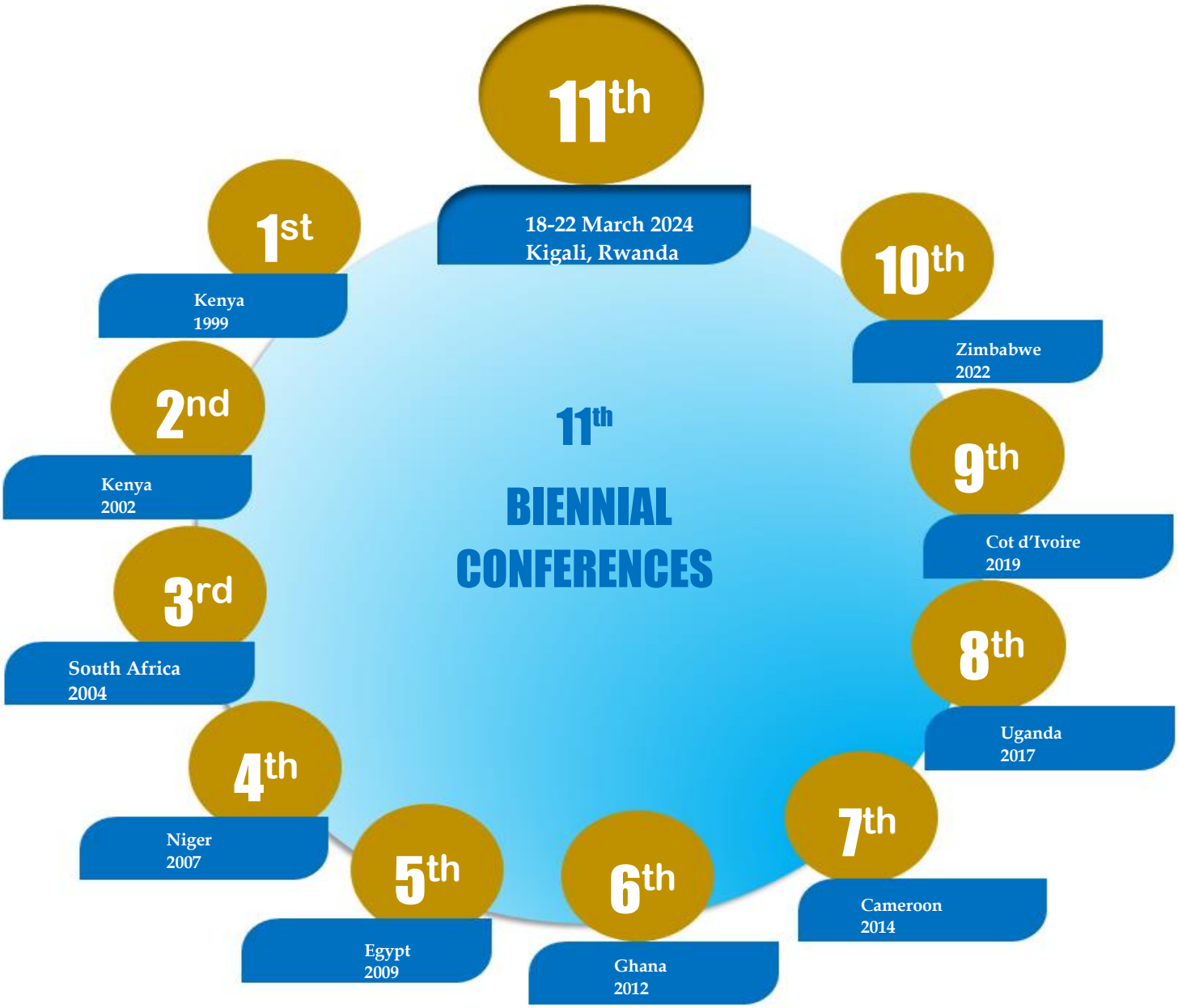
The full text of the journal articles are deposited in the following archives to guarantee long-term preservation:

- AOSIS Library
- Portico
- SA publications, Sabinet
- South African Government Libraries
- AOSIS is also a participant in the LOCKSS (Lots of Copies Keep Stuff Safe) initiative.

IMPACT FACTOR

Citation-based measurement	**2022**
• Journal Impact Factor, based on Web of Science (formerly ISI)	n/a
• CiteScore, based on SCOPUS, Elsevier	1.8
• Source-Normalized Impact per paper (SNIP), based on SCOPUS, Elsevier	0.79
• Scimago Journal Rank (SJR), based on SCOPUs, Elsevier	0.26
• H5-index, based on Google Scholar	n/a

3.5. Conference



3.6 SWOT ANALYSIS OF AFREA

S STRENGTH

- Trusted institution with over 25 years of track records
- Robust cooperate governance and representation
- Track record of attracting donor funding
- Recognized by over 20 country VOPEs
- International recognition including AU and AAU

W WEAKNESSES

- Not very visible with brand identity to non M&E professionals
- No accredited professional body in various countries like as in Accounting, Marketing, HR, etc.
- Inadequate sustainable finance to support operations
- Secretariat is weak and there is inadequate staff to support Board's Vision and initiatives
- Strong appeal to Anglophone countries than francophone Africa
- Inadequate reward system for Board and Staff

O OPPORTUNITIES

- Work with regional Governments
- Visibility and image, credible and accountable
- Members in Africa willing to be used
- Membership on VOPES or Academic and Research Practitioners willing to partner
- AfrEA has strong partnerships with international agencies and donors such as UNICEF, African Union Commission, European Commission (EC), Swedish International Development Cooperation Agency (SIDA), The World Bank and African Development Bank (AfDB);
- Strong interest in the use of evidenced -based projects and result-based systems in Africa hence the profession
- Increased number of HEIs in Africa developing and delivering academic programs in M&E mostly at graduate levels

T THREATS

- Organizations that are not VOPEs are offering services as VOPES
- Do not have partners to work and manage the relations
- Proliferation of M&E institutions that are not VOPEs offering the same or similar systems as AfrEA

CHAPTER FOUR
STAKEHOLDER ANALYSIS

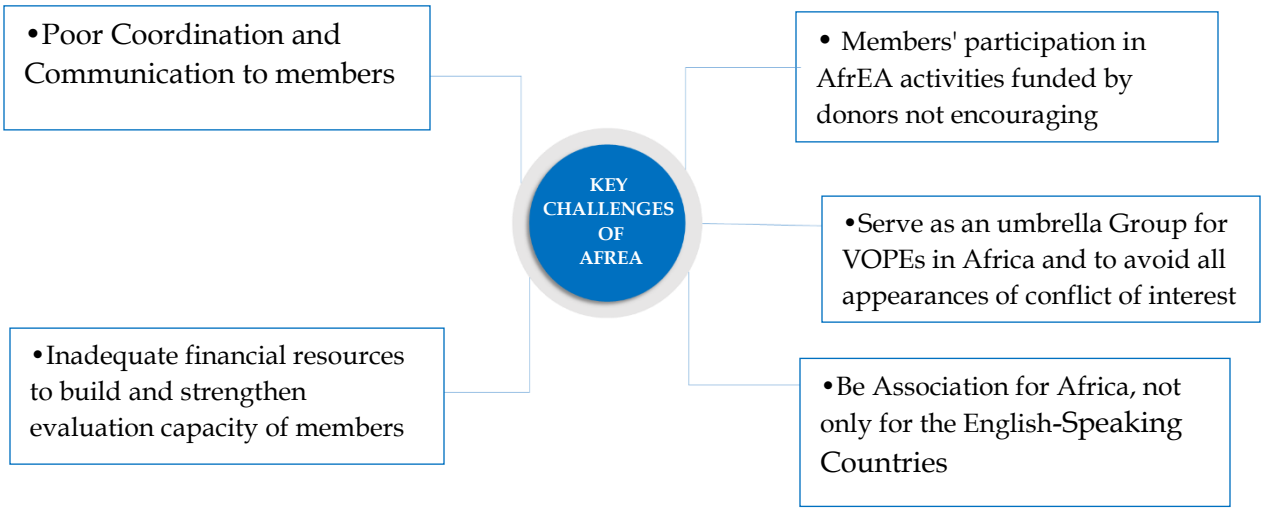
4.0. The Process of Developing the Strategic Plan

Extensive engagements were made with AfrEA members both individual and VOPEs through interviews, focus group discussions and key informant interviews. In addition, two focus group discussions were held with Board and Executive Members. Two separate focus group discussions were also conducted with past presidents and Editorial Board members. The results of such engagements as part of the process of developing the 2023-2027 Strategy are summarized as follows:

4.1 . Key Benefits Members have received from AfrEA

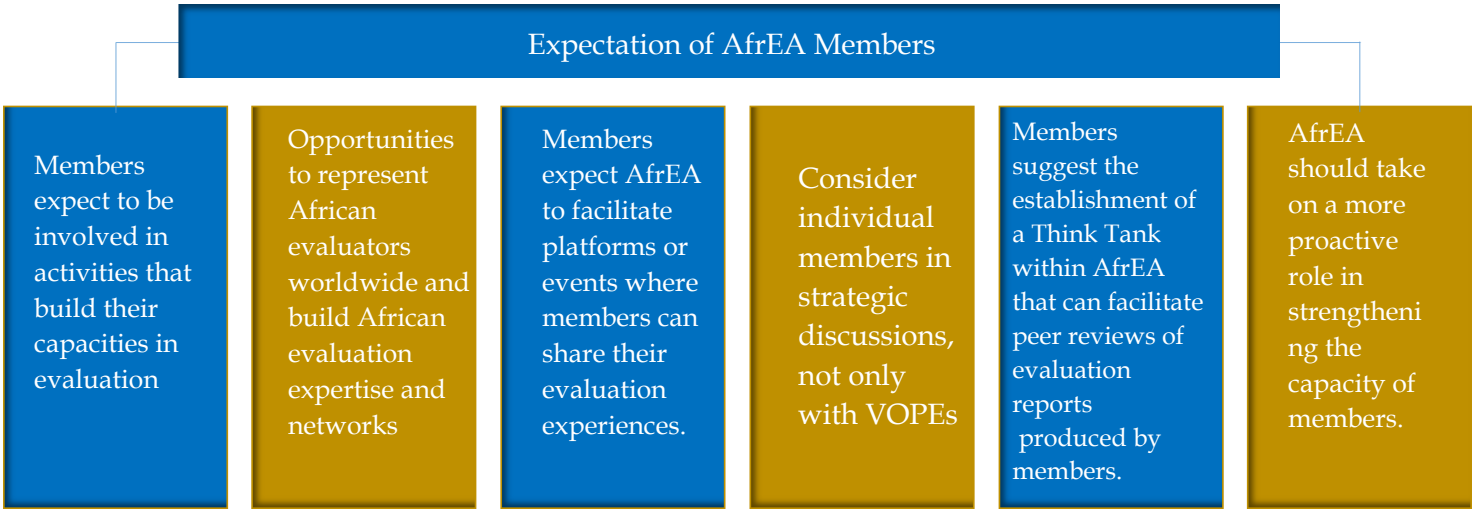
- Participation in International Conference
- Taking Part in the Leadership of the Organization
- Getting Bursaries to Attend Conferences
- Networking and Learning at AfrEA Conferences
- Attend Conferences Online
- Conference participation and submission of abstracts
- M&E Job Opportunities
- Dissemination of Evaluation knowledge

4.2. Key Challenges of AfrEA Identified

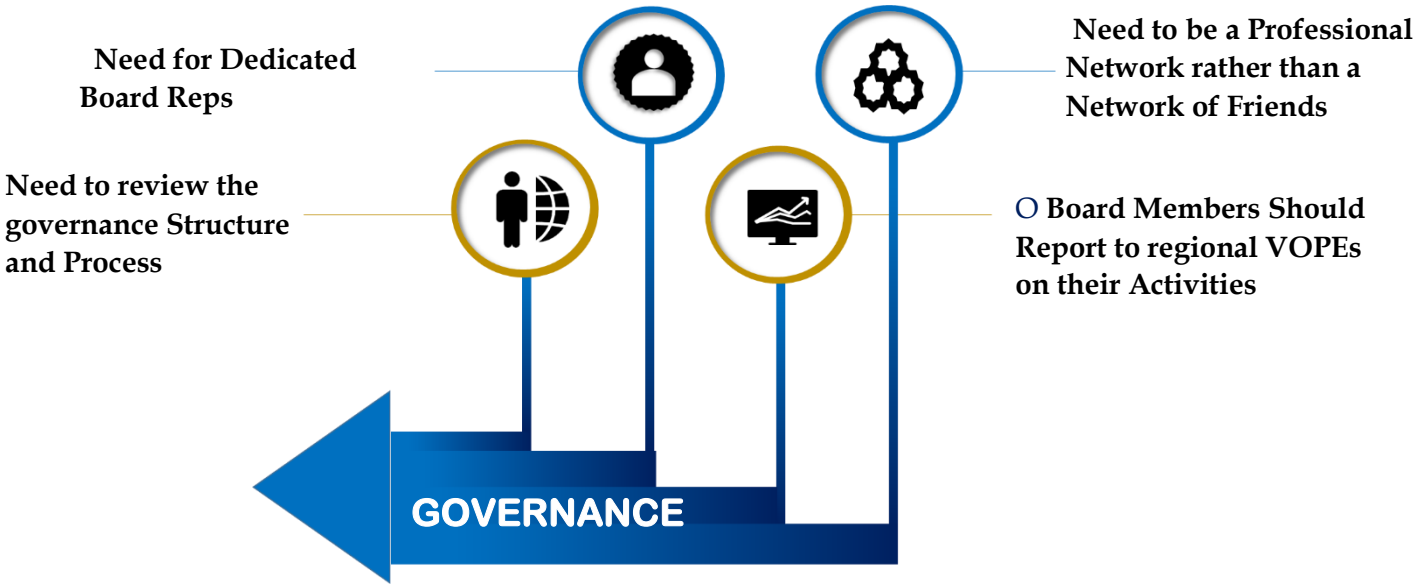


4.3. AfrEA Members' Expectations

Members have expressed their expectations of what AfrEA should do for them and over 70% indicated the following:



4.4. Expectations on AfrEA Governance



4.5. Expectations on Funding

4.6. Expectations on Branding and Visibility

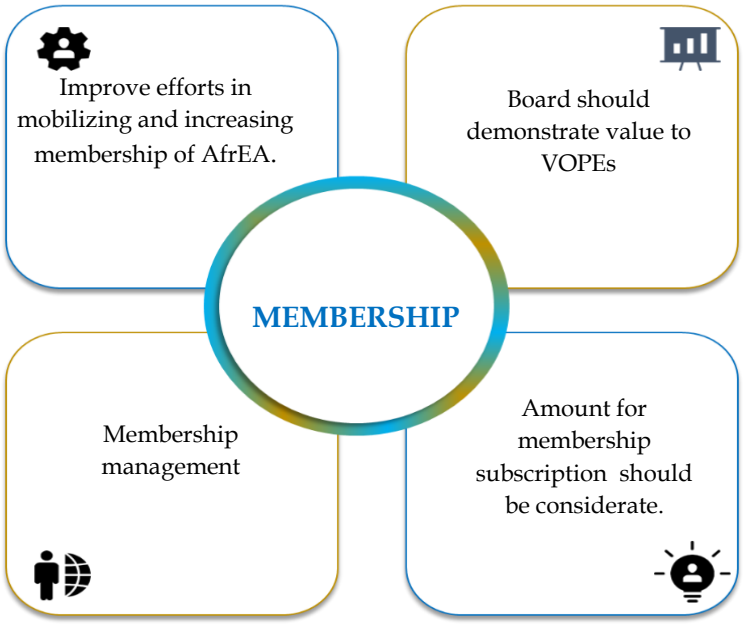
4.7. Expectations on Partnership for Greater Impact

- Work more with the Academia and the Policy-makers
- Partnership with CLEARs and SAMEA
- Collaboration with universities offering evaluation masters degrees
- Continuous engagement of members in evaluations around Africa
- Strategic Alliances with international bodies

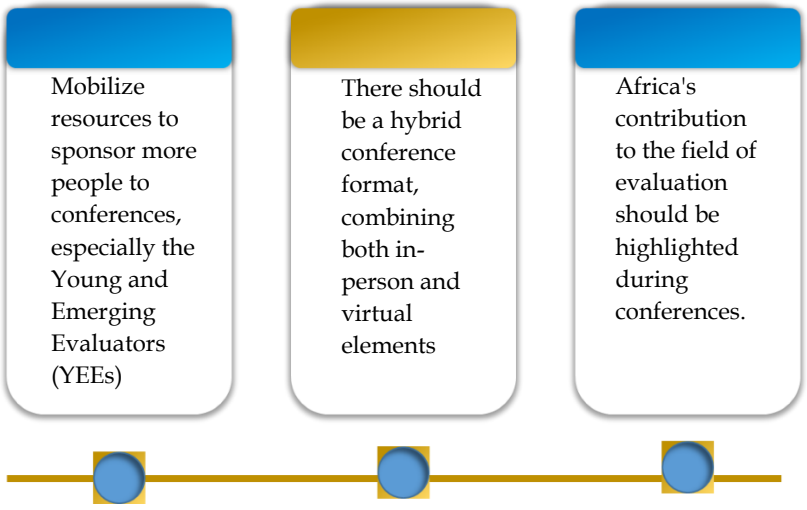
4.8. Research and Publications

- Continue with publication of the African Evaluation Journal
- Continue call for papers and abstracts
- Continue to support the African Evaluation Journal in partnership with other VOPEs
- AfrEA should encourage members to engage in research and publication.
- Define work thematic in time to guide other VOPEs

4.9. Membership



4.10. Conference



CHAPTER FIVE
THE STRATEGIC DIRECTION FOR 2023-2027

The focus of AfrEA 2023-2027 Plan is to build the capacity of AfrEA member-institutions, individual members and the Secretariat, promote the M&E profession in Africa through advocacy and professional linkages, and expand the financial resource base of the Association.

5.1. Strategic Alignment with International and Regional Development Goals

The AfrEA Strategic Plan has been grounded in and motivated by the Sustainable Development Goals (SDGs) and AU Agenda 2063.

The Strategic Direction have five goals with 31 Strategic Initiatives. Goal one have twelve (12) Strategic Initiatives, Goal two have three (3) Strategic Initiative, Goal three also have three (3) Strategic Initiatives while Goal four have four (4) Strategic Initiatives and Goal five nine (9) Strategic Initiatives.

The above-stated goals will be achieved with Strategic Initiatives (SI) that will be measured with key performance indicators as elaborated in the next subsection:

GOAL 1 EXPAND AND GROW AfrEA MEMBERSHIP AND THE M&E PROFESSION IN AFRICA

5.1.1 Strengthen AfrEA and VOPE's Delivery Capacity.

Key Performance Indicators

- *Number of VOPEs with accreditation in home countries*
- *Number of Centres of Excellence Established by AfrEA*
- *Number of HEIs Offering M&E and KM programmes*
- *% increase in published M&E research from Africa*
- *Number of African country governments collaborating with VOPES/AfrEA on evidenced-based Projects.*
- *M&E standards and Frameworks harmonized.*

Strategic Initiatives (SI)

SI-1	• Support VOPES to get recognition and accreditation in their home countries - Get state recognition and accreditation of M&E as a chartered profession
SI-2	• Improve networking and collaboration among VOPES
SI-3	• Improve the capacity of AfrEA individual members and VOPEs on IT, IA and big data to meet emerging demands.
SI-4	• Set up four (4) Centers of Excellence -Digitalization (IA, Bigdata), Health, Infrastructure and Agribusiness/Energy/Climate Change using subregions
SI-5	• Advocate for M&E to be included in HEIs programs in Africa and vibrant M&E professionals
SI-6	• Facilitate Linkages with AU, subregional institutions, and donor community
SI-7	• Increase collaboration with governments and state actors to use evidenced-based projects
SI-8	• Increase access to research and knowledge produced by M&E professionals in Africa.
SI-9	• Enhance standardized M&E frameworks in different sectors in Africa
SI-10	• Promote Made in Africa Evaluation Principles and facilitate harmonization of evaluation standards in Africa

5.1.2 Grow AfrEA Membership.

Key Performance Indicators:

- *% increase of AfrEA members, % improvement in the capacity of AfrEA members*
- *% number of training programmes developed and delivered*
- *Number of AfrEA members participating in AfrEA Training*
- *% of AfrEA members who report having an opportunity to develop skills and capacity}*

Strategic Initiatives (SI)

- **SI-1** • Undertake membership satisfaction survey
- **SI-2** • Increase VOPEs to 50 and direct membership from current 116 to 300
- **SI-3** • Establish 15 M&E and KM professionals Clubs in HEIs and student-members of respective VOPEs
- **SI-4** • Undertake Special events such as seminars and workshops at subregional levels aimed at attracting members to the M&E profession and increase the visibility and publicity of AfrEA
- **SI-5** • Expand Access to M&E training through short courses, postgraduate training and professional practice routes to attract members

GOAL 2 EXPAND AND STRENGTHEN RESOURCE- BASE OF AfrEA

5.2.1. Diversify Revenue Mix

Key Performance Indicator:

Percentage of AfrEA funding mix from Grants and other non-subscription sources

Strategic Initiatives (SI)

- **SI-1** • ***Increase the proportion of grants and non-subscription funding:*** AfrEA will intensify grant acquisition from existing public donors and development partners.
- **SI-2** •***Initiate AfrEA fundraising drive:*** AffEA will pursue vigorous fundraising from the following sources with support from VOPEs providing appropriate in-country support and leads.
  - a. Partner with VOPES and HEIs to write proposals to research into emerging evaluation issues such as social impact measurement, public interest and accountability issues.
  - b. Engage Corporates such as telecommunication and financial services providers, mining and manufacturing industries through the development of suitable sponsorship packages for the AfrEA Conference, research, publications and capacity building.
- **SI-3** • ***Develop AfrEA Fundraising Strategy***: AfrEA will develop a Fundraising and Partnership Strategy aimed at mobilizing resources to implement AfrEA programmes and projects based on the interest of funders/donors.

5.2.2. Strengthen Capacity for Resource Mobilizations and Donor Engagement

Key Performance Indicator:

% of Secretariat staff and AfrEA executives whose capacities are built in resource mobilization

Strategic Initiatives (SI)

SI-1

- **Appoint Fundraising and Communications Officer:** Resource Acquisition and Communications (RAM) unit will be set up and strengthened in order to position the Secretariat to mobilize funding based on projects which will cover various subregions in Africa. Recruit a Fundraising and Communications Officer to drive the strategy and actions toward resource mobilization and enhance the visibility of AfrEA's corporate identity.

SI-2

- **Improved staff capacity in proposal development and grant acquisition:** The Secretariat staff and executive committee members of the board including VOPEs will receive at least two pieces of training in grant proposal and concept notes development to build their capacity for funding acquisition. Improved capacity will put AfrEA in a more favorable position to increase its success rate for grant proposals.

5.2.3. Increase strategic engagements and prepositioning for donor funding.

Key Performance Indicator:

Number of strategic engagements that lead to long-term partnerships with prospective and existing donors and or repeat funding from existing donors.

Strategic Initiatives:

SI-1

- Improved Donor Engagement: The Executive Committee through the Fundraising and Communications Officer will increase donor engagements and pursue relationship building with prospective donors and sponsors including government, development partners and corporate institutions. There will be increased follow-ups to strengthen relationships with existing and potential donors.

SI-2

- Improved stakeholder collaborations: Collaboration with academic institutions such as universities and research institutions, government institutions, media and VOPEs executives will be strengthened particularly with the aim of positioning AfrEA for consortia grant opportunities and leveraging on synergies for efficient planning and implementation of grant projects.

SI-3

- Partnership with AU and Subregional initiatives: AfrEA will position itself for funding opportunities to implement African Union and subregional bodies such as ECOWAS, SADC, COMESA, ECCAS, AMU and IGAD interventions being rolled out which requires monitoring and Evaluation components. This will be done by referring such assignments to the VOPEs in the respective countries whiles AfrEA provided backstop technical support when needed .

SI-4

- Set up a System for Online Donations: AfrEA will set up a platform to receive online donations and payment of membership dues and fees

GOAL 3 BUILD AND SYNERGISE AfrEA CORPORATE CAPABILITIES

5.3.1 Continuously develop and strengthen the organizational structures and systems of AfrEA

Key Performance Indicators:

- % of staff turnover by 2027,
- % of staff who report having an opportunity to develop skills and capacity

Strategic Initiatives (SI)

SI-1	• Develop strategies that attract, develop, motivate and retain high-performing staff, especially female staff
SI-2	• Roll out staff capacity-building plans in their areas of expertise using the 70, 20, and 10 rule.
SI-3	• Intensify Staff Enhancement Programme to create a culture of accountability, performance and feedback mechanism.
SI-4	• Enhance knowledge to establish favourable mindsets and behaviours to build an enabling culture for strategy realization.
SI-5	• Promote remote a working approach to work (at least for certain roles and locations)

5.3.2. Strengthen Capacity for Service Delivery at the AFREA Secretariat

Strategic Initiatives (SI)

SI-1	• Enhance financial management at the Secretariat.
SI-2	• Improve capacity for project execution, especially donor-funded projects
SI-3	• Enhance management and administrative systems at the secretariat

5.3.3. Improved AfrEA Governance Structure and Process

Strategic Initiatives (SI)

- SI-1: Mainstream the youth in AfrEA governance -Anglophone Africa and Francophone
- SI-2: Review AfrEA governance structure and process for efficiency and effectiveness the Term of the AfrEA Board members and geographical representation
- SI-3: Improve on the reporting between VOPEs and AfrEA Board
- SI-4: Motivate Board members to deliver on the Strategy.

GOAL 4 IMPROVE VISIBILITY AND BRANDING OF AfrEA

5.4.1. Increase public awareness and visibility of AfrEA in Africa

Strategic Initiatives (SI)

- SI-1: Develop and operationalize a Plan for AfrEA public engagements: Relevant knowledge assets include AfrEA Annual Reports, project reports, documentaries, evaluations, research papers, brochures, leaflets and fact sheets will be developed for use during strategic engagements with donors and partners
- SI-2: Strengthen communication and branding structures for improved messages and products: monitoring and evaluation of content-appropriate messages will be developed and shared on media platforms including social media to showcase AfrEA and respective VOPES impact and visibility to donors.
- SI-3: The need for Monitoring, Evaluation, Learning, Research, Adaptation and knowledge management will be highlighted to create the need for MERLA and KM professionals
- SI-4: Build strong public awareness on understanding of the work of M&E professionals among country governments, academic institutions, donor communities and development partners.ons
- SI-5: Reinforce AfrEA as a credible voice for M&E in Africa and pay courtesy calls on host country governments during Conference.

5.4.2. Optimize Advocacy for broader impact

Key performance indicator:

- Number of Government M&E -focused and professional bodies policies influenced
- Number of engagements with continental professional bodies

Strategic Initiatives (SI)

SI-1	• Explore professional-based consortia for broader advocacy for professionalism in African countries -ACGN, AHR,
SI-2	• Strengthen VOPEs and national-level advocacy and its linkages to continental-level advocacy for M& E and KM professionals
SI-3	• Engage the Association of African Universities (AAU), African Research Universities Association (ARUA) in areas of Partnership.

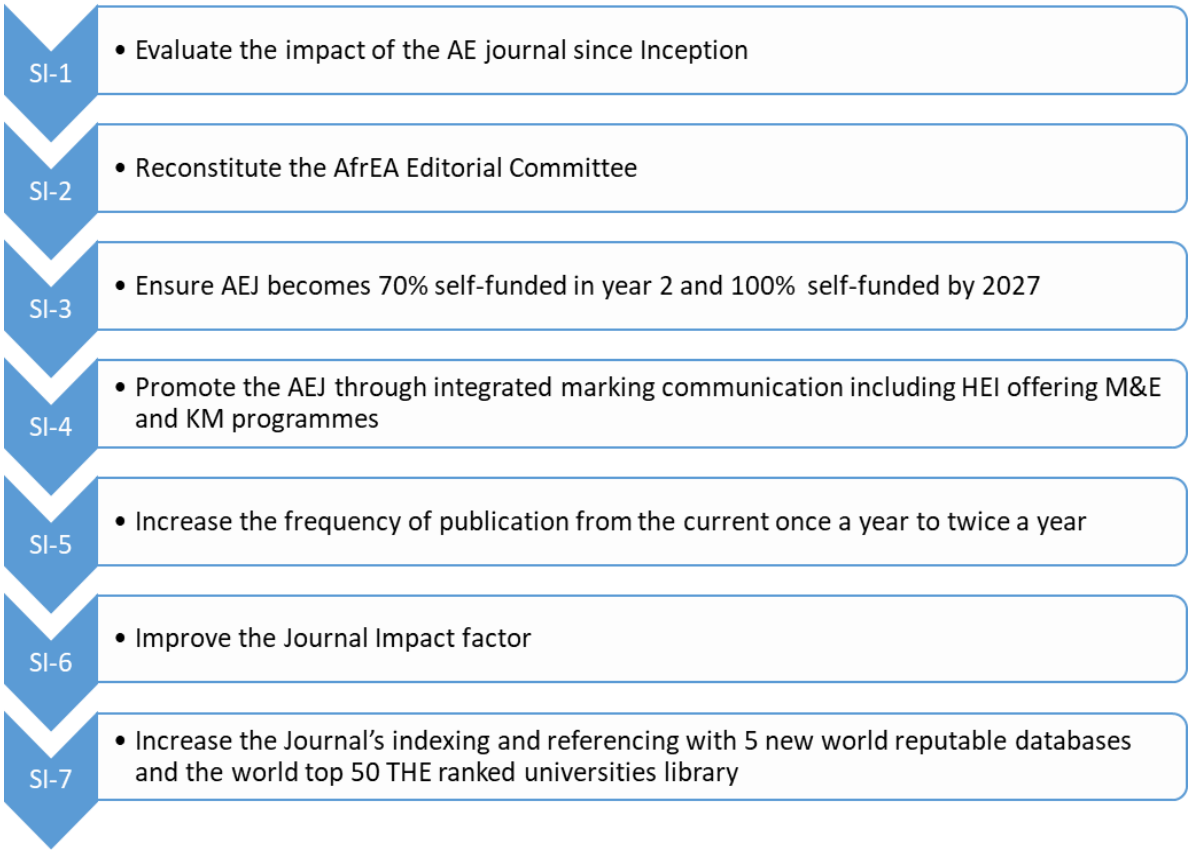
GOAL 5 IMPROVE KNOWLEDGE DISSEMINATION AND NETWORKING ON M&E

5.5.1. Improve M&E research dissemination in Africa

Key Performance Indicators:

- Reconstituted AEJ Editorial Board
- % increase in AEJ views and downloads
- Number of THE top 50 HEIs referenced.

Strategic Initiatives (SI)

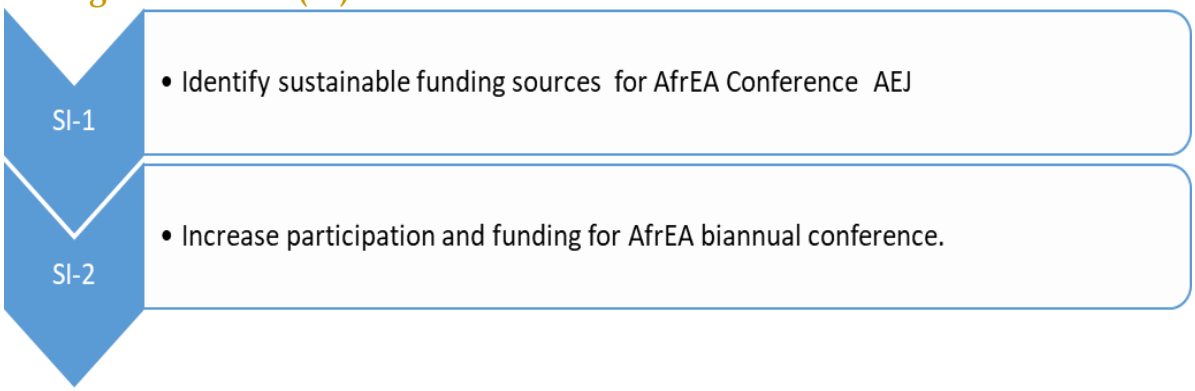


5.5.2. Increase Conference funding and attendance.

% increase in conference attendance

% increase in AfrEA conference funding

Strategic Initiatives (SI)



CHAPTER SIX
RISK MANAGEMENT, MONITORING AND EVALUATION PLAN

RISK MANAGEMENT, MONITORING AND EVALUATION PLAN

6.1. Risk Management

The success of the AfrEA 2023–2027 strategy hinges on managing both strategic and operational risks associated with the opportunities presented in the plan to realize anticipated outcomes. The key critical risks and mitigation measures:

Funding Risk

- Funders have shifted their priorities and changed their funding modalities, with many preferring to finance specific, earmarked projects that do not necessarily contribute funds to AfrEA's core programmes.Diversifying the funding base through identifying more African-bassed corporate stakeholder participation will minimize funding concentration and guarantee sustainability. AfrEA will also explore the possibility of the host country (Ghana) institution housing AfrEA, with savings on occupancy costs being channeled to program activities.

Reputational Risk

- Potential risk factors that could affect the AfrEA brand and reputation include low visibility of its activities and failure to manage critical relationships with funding partners, governments, and other key stakeholders. Key strategic interventions to mitigate the risk include the appointment of Communication Officer and the implementation of the Communication Strategy, which incorporates a stakeholder management plan, a media outreach plan, digital engagement, and HEIs outreach .

Information Security Risk

- This risk relates to breaches in the security IT systems. To mitigate the risk, key strategic interventions should include staff security awareness and training; backup and disaster recovery systems; intrusion detection and prevention systems; cyber security and resilience plan; an integrated security system; and use of managed security services.

High concentration of AfrEA activities in Anglophone Countries

- The geographical concentration of AfrEA activities and dominance of the English language poses several challenges. Mitigation measures include translating major documents to French, English and Arabic , targeted modalities to increase participation of under-represented regions/countries, including specially targeted programmes; technical skills enhancement; bridging programs; targeted funding; and mentorship programs.

Risks and Mitigation Measures

Source of Risk	Potential Risk	Mitigation Measures
Donor and Funding	Non-fulfillment of Donor Pledges	• Aligning programs to new donor funding initiatives • Engaging in revenue-generating activities • Widening donor base • Increasing membership base and contributions
Operations	Information Storage and Retrieval	• Digitize information and files • Continuously training staff • Intensifying communication activities (extensive use of social media, such as twitter, Facebook, etc.)
	High Staff Turnover	• Motivation via competitive conditions of service • Orientation and training of new staff
Stakeholders	Non-payment of annual subscriptions by VOPES	• Use Online payment system. • Sanction VOPEs that do not pay
	Limited participation of VOPES in AfrEA activities	• Improving communication with and involvement of VOPES • Use multi language
	Lack of commitment from regional economic VOPES and governments	• Intensifying dialogue and involving VOPES and • Governments to support evaluation

6.2 Monitoring and Evaluation of the Strategic Plan

- Quarterly, half yearly and annual monitoring of the implementation of the activities will be carried out to manage and deal with challenges before they adversely affect the outcomes.
- Data on specified indicators will be systematically collected to provide the Board and VOPES with indications of progress and achievement of strategic initiatives and activities in the use of allocated funds. To aid in evaluation and reporting, annual reports, will be prepared and shared with VOPES and individual members narrative and financial reports will be sent to donor's/funders when projects are completed.
- An independent evaluation of the strategic plan implementation will be conducted in 2025 to serve as mid strategy evaluation. The report will be disseminated at the next bi-annual conference in 2026. A final evaluation will be carried out in the last quarter of 2027 to assess the achievement of the activities of the Strategic Plan and provide lessons for future strategies.
- The evaluations will help determine as systematically and objectively as possible the relevance, effectiveness, and efficiency of activities of the Strategic Plan considering specified strategic objectives/themes.

APPENDIX 1: STRATEGY IMPLEMENTATION PLAN

GOAL 1 : Expand and grow AFrEA's membership and the M&E profession in Africa

Table 1: Expand and grow AFrEA's membership and the M&E profession in Africa

a. Strengthen AfrEA and VOPE's Delivery Capacity									
SI Reference Number	**Strategies Initiatives (SI)**	**Tasks/Activity**	**Results/Milestones**	**Year /Duration**					
				2023	**2024**	**2025**	**2026**	**2027**
SI-1	Support VOPES to get recognition and accreditation in their home countries - Get state recognition and accreditation of M&E as a chartered profession	Identify VOPES to get accreditation/Charter		X	X			
		Draft a generic Policy to Guide VOPEs on accreditation.	• M&E accreditation in 10 countries	X	X	X	X	X
SI-4	Set up 4 Centres of Excellence in Digitalization (IA, Bigdata), Health, Infrastructure and Agribusiness/Energy/Climate Change using subregions	Consultations with VOPEs on strength for the CoE	• Draft Accreditation Framework	X				
		Draft framework on CoE	• 4 CoE established in 4 regions	X	X	X	X	X
		Identify Partnership with other VOPEs outside Africa						
SI-5	Advocate for M&E to be included in HEIs programs in Africa and vibrant M&E professionals	Sign MOU with at least 15 HEIs to collaborate on research, Training and M&E professionalism	• M&E academic programs in 20 countries	X	X	X	X	X
SI-6	Facilitate linkages with HEIs and subregional b Facilitate Linkages with AU, subregional institutions, and donor community bodies.		• 200 published Contents in AEJ	X	X	X	X	X
SI-3	Improve the capacity of AfrEA individual members and VOPEs on IT, IA and big data to meet emerging demands.	Conduct training on IT, IA and big data to meet emerging demands.	• Training Manuals Developed	X	X	X	X	X
		Facilitate networking and cross-learning among VOPES	• 10 Training conducted during the period-Virtual and hybrid	X	X	X	X	X

			• 1 networking event among VOPEs yearly					
SI-9	Enhance standardized M&E frameworks in different sectors in Africa	Harmonize M&E framework and Standards across sectors	• Committee Set up to harmonize frameworks and standards		X			
SI-10	Promote Made in Africa Evaluation Principles and facilitate harmonization of evaluation standards in Africa	Promote MAE Standards	• Conduct training on standards and frameworks		X			

b. Grow AfrEA Membership

SI Reference Number	Strategies Initiatives (SI)	Tasks/Activity	Results/Milestones	Year /Duration				
				2023	2024	2025	2026	2027
SI-1	Undertake membership satisfaction survey	Undertake membership surveys across VOPES.	Functional Membership Database	X				
SI-2	Increase VOPEs from the current 40 to 50 and direct membership from the current 116 to 300	Increase VOPEs from 40 to 50 and direct membership from the current 116 to 300	50 VOPEs 300 individual Members	X	X	X	X	X
SI-3	Establish 15 M&E and KM professionals Clubs in HEIs and student-members of respective VOPEs	Organize training programs on contemporary issues seminars, and workshops twice at least a year	1 seminar yearly in French, English and Arabic-transcribed		X	X	X	X
SI-4	Undertake Special events such as seminars and workshops at subregional levels aimed at attracting members to the M&E profession and increase the visibility and publicity of AfrEA	Carry out an OCAT on VOPES members to develop capacity building programmes	Database on Training Needs based on VOPES		X	X	X	X

SI-5	Expand Access to M&E training through short courses, postgraduate training and professional practice routes to attract members	Develop and roll out M&E short courses in partnership with 5 Universities	Develop Learning Management System (LMS) for Delivering Short pieces of training Sign MOU with HEIs Short courses curriculum. Advert and training		X	X	X	X

GOAL 2 : Expand and strengthen the resources base of AfrEA

Table 2:Expand and strengthen the resources base of AfrEA

SI Reference Number	Strategies Initiatives (SI)	Tasks/Activity	Results/Milestones	Year /Duration				
				2023	2024	2025	2026	2027
SI-1	Diversify the revenue mix of AfrEA	Develop Fundraising Strategy	• Set up Committee to develop Fund Raising Strategy • Review Strategy to cover target locations, projects and partners	√				
		Recruit Fund Raising and Communications Officer	• Prepare JD • Advertise position. • Recruit Officer by February 2024	√				
		Joint Project with HEIs and VOPES based on Need and develop a Proposal	• Identify 6 HEIs to partner to cover Francophone and Anglophone Countries • Identify Projects based on locational needs. • Develop Proposal led by Fundraising and Comm Officer	√	√			
		Identify and Engage Corporate Sponsors	• *MTN, Absa Bank, Stanbic Bank, EcoBank, Tullow Oil and Pan African Mining Companies* • Identify areas /Projects for Sponsorship • Develop Sponsorship Proposals		√	√	√	√
		Improve Secretariat Staff, Executive Committee and VOPEs executives' capacity in grant acquisition	• Identify Staff to be trained. • Training on Grant Acquisition and Proposal Writing		√			

SI-2	Increase strategic engagements and prepositioning for donor funding	Improve donor engagement and Funding reporting	• Engage governments in 4 countries on M&E • Engage African Union and subregional bodies such as ECOWAS, SADC, COMESA, ECCAS, AMU		√	√	√	√
SI-3	Develop AfrEA Fundraising Strategy	Set up a System for Online Donations/Payment	VOPE fees should be based on the number of Members they have	X				

GOAL 3 : Build and synergise AfrEA corporate capabilities

Table 3:Build and synergise AfrEA corporate capabilities

SI Reference Number	Strategies Initiatives (SI)	Tasks/Activity	Results/Milestones	Year				
				2023	2024	2025	2026	2027
SI-1	Strengthen and consolidate the AfrEA's management structure and Internal controls	Recruit Executive Director and FR& Comm Officer Develop Staff Performance Management System Conduct Staff Training Needs Train Staff on Grant Acquisition and Project Management Promote a remote Working culture Sublease part of the Office to earn revenue. Engage GoG, HEIs for Office Space and recognition Ensure Completion of all statutory audits Conduct tax audit	• Revised recruitment policies and procedures. - Job analysis and Review Report • Reviewed Tenancy Agreement • Audit Reports -Tax Audit		√	√	√	√

SI-2	Improve AfrEA Governance Structure and Process	Institute Allowance for Board Members Set up two Board Sub Committees-Finance and Administration Programs Sub Committees Review Governance Structure for 2 youth Representations Set Board Terms for 3 years with the Option for 2 Term limit. VOPEs to present Half Yearly Reports to AfEA Board Assign Oversight responsibility to Board Members	• Committees-Finance and Administration • Programs Sub Committees set up • Amended Constitution	√	√	√	√	√
SI-3	Strengthen Capacity for Service Delivery at the AFREA Secretariat	Train staff in Financial Management, grants acquisition and management of donor-funded projects		√	√			
		Digitize record keeping and improve on MIS		√	√			

GOAL 4 : Strengthen the Visibility and Branding of AFrEA

Table 4: Strengthen the Visibility and Branding of AfrEA

SI Reference Number	Strategies Initiatives (SI)	Tasks/Activity	Results/Milestones	Year /Duration				
				2023	2024	2025	2026	2027
SI-1	Develop and operationalize a Plan for AfrEA public engagements:	Enhance the social media campaign of M&E as a profession	Active Face book, twitter, instagram, tik-tok ,youtube		√	√	√	√
		Develop monthly topics on M& E and share them on social media platforms	Reach 3 million social media reach by 2027		√	√	√	√
SI-2	Strengthen communication and branding structures for improved messages and products:	• Monitoring and evaluation of content-appropriate messages • AfrEA Annual Reports, Project reports, documentaries, evaluations, research papers, brochures, leaflets and fact sheets on the website to increase web Presence	Enhanced AfrEA image and visibility	√	√	√	√	√

SI-3	Build strong public awareness and create an understanding of the work of M&E professionals	Organise fora on M&E with VOPEs in HEIs and with country governments Institute Africa M&E Week in the last week in May every year	2 fora organised every year based on language		√	√	√	√
SI-4	Develop and implement internal controls	Design and implement effective internal control systems and risk management policies	Documented internal control and risk management policies.	√	√	√	√	√

GOAL 5 : Improve knowledge dissemination and networking on M&E

Table 5 :Improve knowledge dissemination and networking on M&E

a. Improve dissemination of M&E research in Africa

SI Reference Number	Strategies Initiatives (SI)	Tasks/Activity	Results/Milestones	Year				
				2023	2024	2025	2026	2027
SI-1	Evaluate the impact of the AE journal since Inception	Conduct a Survey on the impact of AEJ Share survey results with Members	• Survey results • Feedback from VOPES	√	√			
SI-2	Reconstitute the AfrEA Editorial Committee	Reconstitute the AfrEA Editorial Committee	• Reconstituted Editorial Board		√		√	√
SI-3	Ensure AEJ becomes 70% self-funded in year 2 and 100% self-funded by 2027	AEJ self-funded through the charging of APC Subsidised APC for AfrEA Members	• 70% self-funded in year 2 • 100% self-funded by 2027		√	√	√	√

SI-4	Promote the AEJ through integrated marking communication including HEI offering M&E and KM programmes	Market AEJ on social media in HEIs offering M&E and KM programmes	• 1 million Social Media Reach • Reach in 20 HEIs		√	√	√	√
SI-5	Increase the frequency of publication from the current once a year to twice a year	2 AEJ publications a year	• 2 publications a year		√	√	√	√
SI-6	Improve the Journal Impact factor	Improve the Journal Impact factor.	• Improved Journal Impact factor	√	√	√	√	√
SI-7	Increase the Journal's indexing and referencing with 5 new world reputable databases of the world's top 50 THE ranked universities library	Add 5 additional world-reputable indexing and referencing	• 5 world top 50 THE ranked universities' library	√	√	√	√	√

b. Strengthen Capacity for Service Delivery at the AFREA Secretariat

SI Reference Number	Strategies Initiatives (SI)	Tasks/Activity	Results/Milestones	Year /Duration				
				2023	2024	2025	2026	2027
SI-1	Identify sustainable funding sources for AfrEA Conference and AEJ	Identify new sponsors for Conference. Sign Agreement Increase attendance at Conference. Conduct Virtual and in-person Conferences (hybrid). Introduce new programs at the conference to attract participants	• Sponsors secured for conferences. • Signed MOU on sponsorship. • IEC equipment for hybrid Conference	√	√	√	√	√
SI-2	Increase participation and funding for AfrEA biannual conference							

Table 6: Goal 5; Improve knowledge dissemination and networking on M&E

Appendix 2

PROJECTED EXPENDITURE

Table 7: Projected Expenditure

ACTIVITIES	BUDGET (USD$)	2023	2024	2025	2026	2027
Goal 1						
Identify and Assess VOPES to get accreditation/Charter	15,000	15,000				
Engage in- country Governments and other Associations on Accreditation	240,000		60,000	60,000	60,000	60,000
Draft Generic Policy to Guide VOPEs on accreditation	10,000	10,000				
Consultations with VOPEs on strength for the CoE	1,000	1000				
Draft framework on CoE	10,000		10,000			
Set up 4 CoE across Africa based on Sectors or Emerging Issues	400,000		100,000	100,000	100,000	100,000
Identify Partnerships with other VOPEs outside Africa	5,000	5000				
Identify HEIs to collaborate with across Africa	10,000	2,000	2,000	2,000	2,000	2,000
Sign MOU with at least 15 HEIs to collaborate on research, Training and M&E professionalism	50,000	10000	10000	10000	10000	10000
Conduct training on IT, IA and big data to meet emerging demands.	30,000	10000	10000	10000		
Facilitate networking and cross-learning among VOPES through' Learning Circles'	50,000	10000	10000	10000	10000	10000
Harmonize M&E framework and Standards across sectors	50,000		50,000			
Promote MAE Standards	50,000	10000	10000	10000	10000	10000
Undertake membership surveys across VOPES.	20,000	20000				
Increase VOPEs from 40 to 50 and direct membership from the current 116 to 300	15,000	3000	3000	3000	3000	3000
Organize training programs on contemporary issues through seminars and workshops at least twice a year	10,000		2500	2000	2500	3000
Carry out an OCAT on VOPES members to develop capacity-building programmes	2,000	2,000				
Develop and roll out M&E short courses in partnership with 5 Universities	50,000	5000	10000	10000	10000	15000
Goal 2 **SUBTOTAL**	**1,018,000**	103,000	277,500	217,000	207,500	213,000
Develop Fundraising Strategy	2,000	2,000				
Recruit Fund Raising and Communications Officer	65000	5000	15000	15000	15000	15000
Develop Joint Projects with HEIs and VOPES based on Need and develop a Proposal	2,000		1000	1000		
Identify and Engage Corporate Sponsors	10,000	2,000	2000	2000	2000	2000
Train Secretariat Staff, Executive Committee and VOPEs executives' capacity in grant acquisition	2,000		2,000			
Training on donor engagement and grant reporting	2,000		2000			
Set up a System for Online Donations/Payment	2,000	5000				

Goal 3 SUBTOTAL	**88,000**	**14,000**	**22,000**	**18,000**	**17,000**	**17,000**
Recruit Executive Director and retain & Operations Manager Develop Staff Performance Management System Conduct Staff Training Needs Train Staff on Grant Acquisition and Project Management Promote remote Working culture. Sublease part of the Office to earn revenue. Engage GoG, HEIs for Office Space and recognition Ensure Completion of all statutory audits Conduct tax audit	240,000	20,000	55,000	55,000	55,000	55,000
Institute Allowance for Board Members Set up two Board Sub Committees-Finance and Administration Programs Sub Committees Review Governance Structure to include 2 youth representations. Set Board Terms for 2 years with Option for 3- Term limit. VOPEs to present Half Year Reports to AfrEA Board AfrEA Board to present Annual Reports to all VOPES and Members Assign Oversight responsibility to Board Members	500,000	100,000	100,000	100,000	100,000	100,000
Train staff in financial management, grants acquisition and management of donor-funded projects	2,000		2,000			
Digitize record keeping and improve MIS in AfrEA	5,000		5,000			
Train staff in Financial Management, grants acquisition and management of donor-funded projects	1,500					
Goal 4 SUBTOTAL	**747,000**	**120,000**	**162,000**	**155,000**	**155,000**	**155,000**
Enhance social media campaign on M&E as a profession	12,000		3000	3000	3000	3000
Develop monthly topics on M& E and share them on social media platforms	12,000	2,000	2000	2000	3000	3000
AfrEA Annual Reports, Project reports, documentaries, evaluations, research papers, brochures, leaflets and fact sheets on the website to increase web Presence	25,000	5,000	5,000	5,000	5,000	5,000
Organise fora on M&E with VOPEs in HEIs and with country governments. Institute Africa M&E Week which is scheduled the last week in May every year	50,000	10000	10000	10000	10000	10000
Design and implement effective internal control systems and risk management policies	6,000	2000	1000	1000	1000	1000
Develop and implement a corporate social responsibility program						
SUBTOTAL	**105,000**	**19,000**	**21,000**	**21,000**	**22,000**	**22,000**
Goal 5						

Conduct a Survey on the impact of AEJ & Share survey results with Members	2,000	2000				
Reconstitute the AfrEA Editorial Committee						
AEJ is to be self-funded through the charging of APC Subsidised APC for AfrEA Members						
Market AEJ on social media in HEIs offering M&E and KM programmes	10,000	2000	2000	2000	2000	2000
2 AEJ publications a year						
Improve the Journal Impact factor.	2,000		2000			
Add on 5 additional world-reputable indexing and referencing	3,000		2000	1000		
Identify new sponsors for Conference. Sign Agreement Increase attendance at Conference. Conduct Virtual and in-person Conferences (hybrid). Introduce new programs at the conference to attract participants	160,000 160,000		8,0000		8,0000	
General Administrative Cost	**400,000**	**60,000**	**80,000**	**80,000**	**80,000**	**100,000**
SUBTOTAL	577,000	64,000	166,000	83,000	162,000	102,000
GRAND TOTAL	**USD$ 2,535,000**					

Table 8: Budge

Appendix 3: Professional Associations in Africa

The African Marketing Confederation (AMC)

The African Marketing Confederation is the ground-breaking Pan-African body of marketing professionals spearheading the development of the highest possible standards of marketing across Africa.

Founded in 2011, the AMC is a collaboration between the African national marketing bodies and associations to exchange expertise and information and to promote the marketing profession.

The six founding members are;

- IMM: Institute of Marketing Management – South Africa
- MAZ: Marketers Association of Zimbabwe
- ZIM: Zambian Institute of Marketing
- MSK: Marketing Society of Kenya
- CIMG: Chartered Institute of Marketing Ghana
- NIMN: National Institute of Marketing of Nigeria

African Corporate Governance Network (ACGN)

The African Corporate Governance Network (ACGN) is a collaborative network of director membership organizations that promote effective corporate governance on the African continent. It has 19 members and 9 affiliate members from 19 African countries representing over 20,500 senior executives and directors across the continent.

The mission of ACGN is to develop the institutional capacity of ACGN members for enhancing effective corporate governance practices toward building better private and public sector organizations and corporate citizens in Africa.

Pan African Federation of Accountants (PAFA)

Established in May 2011, PAFA is a not-for-profit organization that works to strengthen the capacity and influence of the accountancy profession in Africa.

PAFA is recognized as a regional organization and network partner by the International Federation of Accountants. Its membership comprises 56 professional accountancy organizations in 45 African countries and has five international affiliations.

African Human Resource Confederation (AHRC)

The African Human Resource Confederation (AHRC) is a professional organization located in Johannesburg, South Africa. It was founded in 2012 to promote excellence in human resource management across the African continent. The AHRC provides a platform for HR professionals to network, share knowledge and best practices, and access training and development opportunities. The AHRC has several programs and activities that are geared towards enhancing the progress and advancement of the HR field in Africa, with the ultimate goal to promote the economic and social growth of the entire continent.

African Association of Political Science (AAPS)

The African Association of Political Science [AAPS] is a pan-African organization of scholars whose mandate is to promote the study and application of political science in and about Africa. Founded in December 1973 in Dar es Salaam, Tanzania, the AAPS is open to individual scholars of African descent specializing in political science, public policy, and related disciplines.

African Psychology Association (APA)

The African Psychology Association is located in Johannesburg, South Africa and was established in 2014 to promote and promote psychology in Africa. Their mission is to foster collaboration among psychologists and related professionals across the continent and to promote the development of culturally relevant and contextually appropriate psychological research, theory, and practice. They operate with the vision to be the leading organization for advancing psychology in Africa, and to contribute to the well-being of individuals, communities, and societies across the continent.

Appendix 4: Analysis of Other Evaluation Associations in the World

Table 9: Analysis of Other Evaluation Associations in the World

ASSOCIATION	COUNTRIES COVERED	MISSION AND VISION	YEAR OF ESTABLISHMENT	MEMBERSHIP	BOARD OF DIRECTORS
CARIBBEANS EVALUATORS INTERNATIONAL	33 countries in the Caribbean plus the Caribbean diaspora	advancing evaluative practice in the Caribbean	2014	Number of dues-paying officials members =55 Non dues-paying membership = 70 Total current number of members =125 Total on mailing list = 353 Number of VOPE membership that are women = 98	13 Members in active leadership positions
PACIFIC ISLAND EVALUATORS ASSOCIATION	33 countries	To organize a permanent association of mutual assistance by the people of the Pacific Island representatives			9-member Board of Directors
ASIA PACIFIC EVALUATION ASSOCIATION	33 countries	to actively perform an advocacy role in promoting effective results-based performance, transparency, and accountability in public sector management through building up capacity in monitoring and evaluation (M&E) among all sectors in Asia and the Pacific	Conception in 2011, and formal establishment in late 2012	Members include governments, civil societies, NGOs, academia, research institutions, the private sector, and bilateral and multilateral institutions in the international development cooperation community	

LATIN AMERICAN AND CARIBBEAN NETWORK OF EVALUATION ASSOCIATION	10-18 member countries	To integrate different types of organizations, networks and individuals who share faith in the common work for a better country and a better region with mutual respect, respect for human rights and democracy as north.	1971		Management team members are six (6)
IDEAS	More than 90 countries	To improve and extend the practice of development evaluation by refining knowledge, strengthening capacity, and expanding networks for development evaluation, particularly in developing and transition countries	2002	Over 700 members in more than 90 Countries	
COMMUNITY EVALUATORS OF SOUTH ASIA	8 member countries	To promote and enhance the quality of the theory and practice of evaluation in South Asia and to contribute globally, particularly from a South Asian perspective		Open to all persons, organizations, or companies who endorse the aims and objects of the Community of Evaluators – South Asia.	

Appendix 5: Higher Education Institutions in Africa Offering M&E Programs in Africa

Table 10: Higher Education Institutions in Africa Offering M&E Programmes

UNIVERSITY	PROGRAMME	COUNTRY
University of Cape Town	• Master in Programme Evaluation PhD in Programme Evaluation	South Africa
Muhimbili University of Health and Allied Sciences Sciences	• MSc M&E	Tanzania
Kenyatta University	• Master of Public Health (M&E)	Kenya
African Nazarene University	• Master of Arts in M&E	Kenya
Mount Kenya University	• Master of Arts in M&E	Kenya
Daystar University	• Master of Arts in M&E	Kenya
Egerton University	• Master of Education in Measurement and Evaluation	Kenya
Catholic University of Eastern Africa	• Master of Education in Educational Research and Evaluation	Kenya
The Open University of Tanzania	• Master of Arts in M&E	Tanzania
Cavendish University, Zambia	• Postgraduate–M&E	Zambia
Mzumbe University Tanzania	• Master of Science in Health (M&E)	Tanzania
Tanzanian Institute of Project Management	• Postgraduate Diploma in M&E	Tanzania

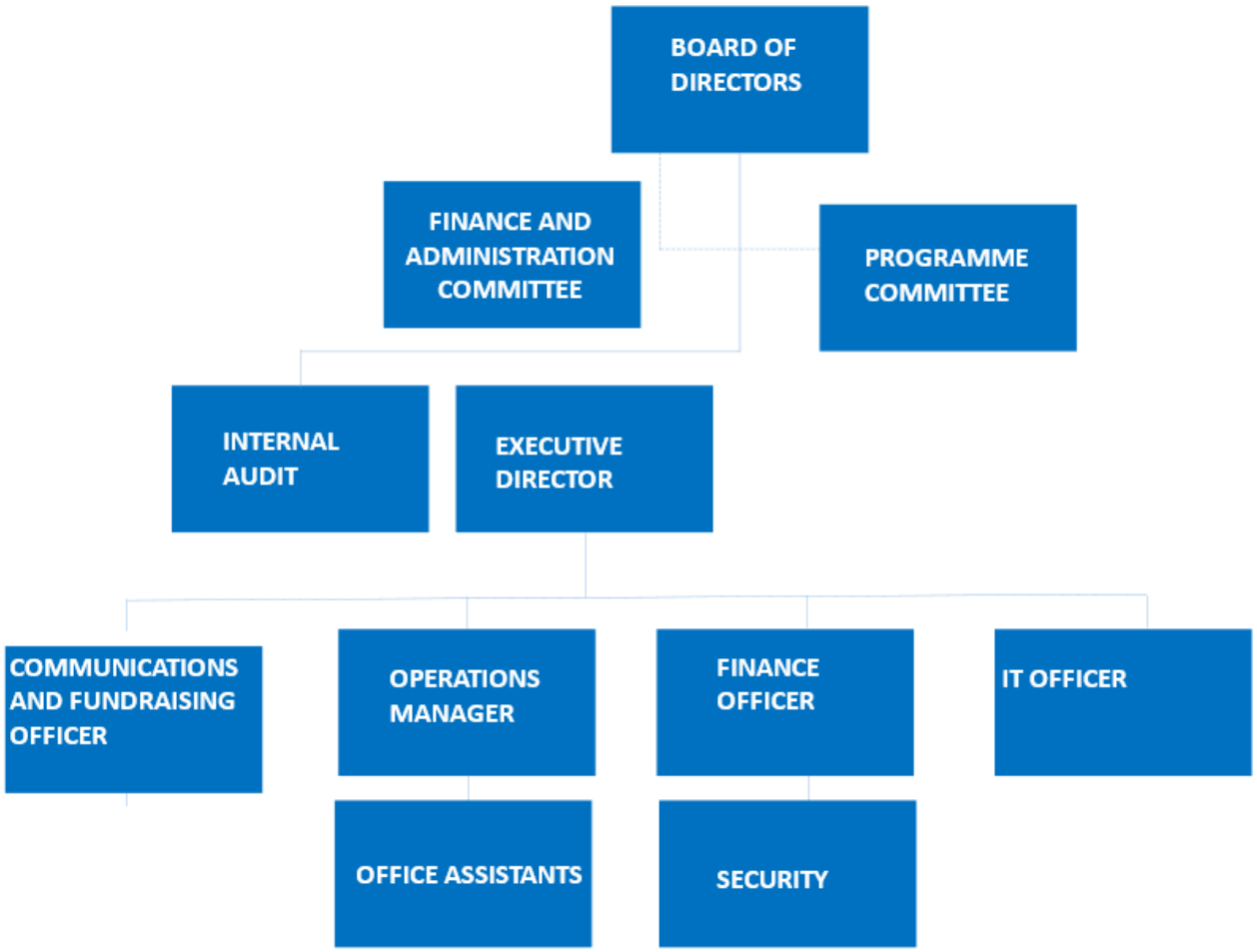
University of Stellenbosch	● MPhil in M&E ● Postgraduate Diploma in M&E ● PhD in Evaluation Studies	South Africa
University of the Witwatersrand	● Postgraduate Diploma in Public and Development Management in the field of Public & Development Sector (M&E) ● Master in Management of Public & Development Sector Monitoring & Evaluation (MM-M&E)	South Africa
University of Johannesburg	● Master (MA) in Public Policy Evaluation	South Africa
University of Ghana	● Master of Public Health (M&E)	Ghana
Christian Service University College	MSc Monitoring and Evaluation	Ghana
Ghana Institute of Management and Public Administration (GIMPA)	MSc/PGDip/PGCert Monitoring and Evaluation	Ghana
Kwame Nkrumah university of Science and Technology(KNUST)	MSc. Monitoring and Evaluation	Ghana

Appendix 6: Framework for Professional Membership

Table 11: Framework for Professional Membership

Membership Category	Qualification (Knowledge)	Experience (Practice)
Affiliate Members	Undergraduate or graduate degree in any field of Study with an interest in Monitoring, Evaluation, Research, Learning, Adaptation or Knowledge Management Issues	No experience Required
Students/Graduate Members	A student studying a programme in Monitoring, Evaluation, Development Management/Studies or a related filed in M&E	No Experience is required but there must be evidence of proof of studentship in an accredited Higher Education Institution in Africa or other countries outside Africa subject to approval by AfrEA
Associate Member	An Undergraduate Degree /postgraduate Degree or Diploma in a field related to Monitoring, Evaluation, Development Management/Studies, Knowledge Management, or a related field in M&E	Must have practised M&E in an organizational setting or as a consultant for not less than 3 years in a middle or senior-level position.
Certified M&E Professional	An Undergraduate Degree /postgraduate Decree or Diploma in a Field related to Monitoring, Evaluation, Development Management/Studies, Knowledge Management, or a related field in M&E	Must have practiced M&E in an organizational setting or as a consultant for not less than 5 years in a middle or senior-level position.
Fellow, MELA, MERLA	A member of any VOPES or Individual Member of AfrEA who has made a significant contribution to the M&E profession per the assessment of the AfrEA Board or a recognised VOPE	Must have been in the profession for not less than 5 years

ORGANOGRAM FOR AFREA



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